

**IMPROVING DIGITAL GOVERNANCE, OPENNESS AND
INSTITUTIONAL RESPONSIBILITY IN THE DISTRIBUTION
OF STATE SUBSIDIES TO NON-GOVERNMENTAL
NON-PROFIT ORGANIZATIONS**

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The distribution of state subsidies to non-governmental non-profit organizations is not only a financial procedure, but also an institutional process that affects public trust, civic participation and the effectiveness of social policy. In modern public administration, this process should be based on digital governance, openness and clear institutional responsibility.

Digital governance creates opportunities for improving subsidy management. It allows applications to be submitted electronically, documents to be checked faster, agreements to be monitored online and results to be compared across regions and sectors. At the same time, digitalization does not automatically guarantee fairness. It produces positive results only when the rules, criteria and responsibilities are clearly defined.

Openness means that information about subsidy priorities, eligibility requirements, evaluation criteria, allocated amounts and final results is understandable and accessible. Institutional responsibility, in turn, means that each participant in the subsidy process has a clearly defined role and can be held accountable for the quality of decisions, monitoring and reporting.

Table-1

Digital governance tools in the distribution of state subsidies to non-profit organizations

Stage of subsidy process	Digital tool	Openness element	Governance effect
Announcement of priorities	Unified electronic portal with searchable calls	Public access to goals, deadlines and eligibility rules	Equal information for all applicants
Application submission	Electronic forms and automated completeness checks	Clear list of required documents	Lower administrative burden and fewer errors
Evaluation	Digital scoring sheet and expert comments	Publication of criteria and general assessment logic	Reduced subjectivity and better comparability
Monitoring and reporting	Online dashboard with financial and result indicators	Open registry of beneficiaries and outcomes	Stronger public oversight and accountability

Table 1 demonstrates that digital governance should cover the whole life cycle of state subsidy distribution. If the digital platform is used only for receiving

applications, its effect remains limited. A complete model should connect announcement, submission, evaluation, agreement, payment, monitoring and final reporting in one information environment.

A modern subsidy platform should be based on three principles. The first principle is “digital by design”, meaning that procedures are simplified before they are transferred online. The second principle is “open by default”, meaning that non-confidential information is published without additional requests. The third principle is “responsibility by role”, meaning that every institutional participant leaves a digital trace of actions and decisions.

The improvement of openness requires a public registry of subsidy recipients. Such a registry should include the name of the organization, the amount of support, the field of activity, the region, the expected results and the final report. This information allows citizens, journalists, researchers and public councils to compare public spending with achieved social effects.

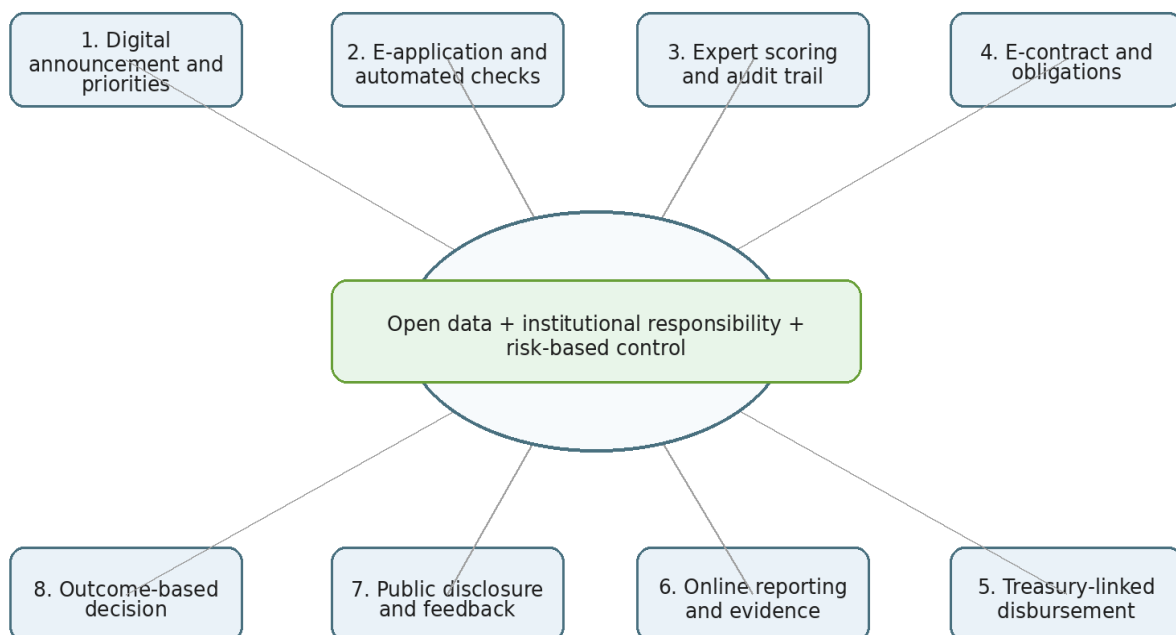


Figure-1. Digital cycle of open and responsible subsidy distribution

Figure 1 shows that digital subsidy management should function as a continuous cycle. The final stage of public reporting and feedback must influence the next planning period. In this way, digital data becomes not only a technical archive, but also a basis for better decisions and institutional learning.

Table-2

Institutional responsibility in digital subsidy management

Institutional participant	Main responsibility	Digital evidence	Risk if responsibility is weak
Authorized public body	Defines priorities, rules and expected outcomes	Published program documents and approved criteria	Unclear priorities and formal allocation
Public fund or operator	Organizes selection and manages subsidy agreements	Electronic registry of applications, contracts and payments	Unequal treatment and administrative inconsistency
Expert commission	Evaluates applications according to announced criteria	Digital scoring sheets and written conclusions	Subjective assessment and weak justification
Subsidy recipient	Uses funds properly and reports results	Financial documents, activity evidence and final report	Low accountability and weak public trust

Table 2 indicates that institutional responsibility must be distributed among all actors of the subsidy process. Digital tools can record actions, but real responsibility depends on internal regulations, standard reporting forms and feedback channels for applicants and beneficiaries.

A risk-based approach is also necessary: small initiatives may use simplified reporting, while large subsidy programs should apply more detailed control and outcome evaluation.

In conclusion, digital governance, openness and institutional responsibility are interrelated conditions for improving subsidy distribution. Digital platforms increase speed and traceability; openness strengthens public trust; and responsibility connects each decision with measurable social results.

Practical proposals include a unified digital platform, open registries of recipients, published evaluation criteria and final results, integrated financial-social reports, and the use of monitoring results in future funding decisions.

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