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PRINCIPLES AND ORGANIZATIONAL AND ECONOMIC MECHANISMS FOR THE DEVELOPMENT OF GREEN SERVICES IN UZBEKISTAN

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Abstract: The development of “green services” requires their goals and strategic objectives to be based on certain principles. The principles of developing “green services” determine the essential characteristics and requirements of this sector of the economy. Based on the a priori assumptions underlying the principles of green service development, this article provides a scientific substantiation of the principles and organizational and economic mechanisms for developing green services in Uzbekistan. Particular attention is paid to the role of environmental sustainability, digitalization, innovation, artificial intelligence, and ecosystem-based approaches in improving the efficiency and sustainable development of green services.

Keywords: green services, ecology, economy, environment, sustainable development, digitalization, innovation, artificial intelligence, ecosystem, organizational, economic, mechanism, efficiency.

Аннотация: Развитие «зелёных услуг» требует, чтобы их цели и стратегические задачи основывались на определённых принципах. Принципы развития «зелёных услуг» определяют основные требования и характеристики, которым должна соответствовать данная сфера экономики. В статье, исходя из априорных положений формирования принципов развития зелёных услуг, научно обоснованы принципы и организационно-экономические механизмы развития зелёных услуг в Узбекистане. Особое внимание уделено вопросам экологической устойчивости, цифровизации, инновационного развития, применения искусственного интеллекта и экосистемного подхода в целях повышения эффективности и обеспечения устойчивого развития сферы зелёных услуг.

Ключевые слова: зелёные услуги, экология, экономика, окружающая среда, устойчивое развитие, цифровизация, инновации, искусственный интеллект, экосистема, организационный, экономический, механизм, эффективность.

INTRODUCTION

Most countries, when developing strategies for the transition to “green services,” establish clear goals and objectives. In this regard, an important question arises: What is the purpose of transitioning to “green services”? According to experts from the **United Nations Economic Commission for Europe (UNECE)**, the main objective of the transition to “green services” is to encourage the allocation of “green investments” to economic sectors and the social sphere.

Such investments contribute to the more efficient use of natural capital and ecosystems, which are considered important economic resources, and help replace them with alternative resources when there is a risk of their depletion or degradation. At the same time, investments should create conditions for social equity and contribute to the creation of decent jobs for citizens.

LITERATURE REVIEW

Several prominent scholars and economists have made significant contributions to the development of the theory of green services. Rachel Carson had a profound influence on the development of the environmental movement. Her seminal work *Silent Spring* played an important role in raising and shaping environmental awareness [1].

Rachel Carson emphasized that nature has created an extraordinary diversity of life, while human beings tend to perceive this diversity primarily from the perspective of satisfying their own needs. She argued that the increasing intensity of resource use to satisfy human needs inevitably leads to the disruption of the internal

relationships and balance that exist within natural systems. In this regard, she highlighted the importance of recognizing the interconnectedness and inherent laws of nature in human economic activities.

Herman Daly is considered one of the founders of the theory of ecological economics [2]. His scientific contributions are primarily associated with the concepts of sustainable development, resource limitations, ecological balance, and the relationship between economic growth and environmental sustainability.

Robert Costanza is a renowned scholar in the fields of ecosystem services and the economic valuation of nature [3]. His transdisciplinary research integrates the study of relationships between humans and nature and focuses on addressing scientific, policy, and governance issues across different spatial and temporal scales, ranging from small watersheds to global systems.

His major areas of research include transdisciplinary integration, systems ecology, ecological economics, ecosystem services, landscape ecology, socio-ecological modeling, ecological design, energy analysis, environmental policy, social traps and dependencies, incentive systems, and institutions.

Gro Harlem Brundtland made a significant contribution to the development and popularization of the concept of **sustainable development** [4]. Her work emphasized the need to harmonize economic development, social well-being, and environmental protection, thereby establishing an important theoretical foundation for contemporary approaches to green and sustainable development.

RESEARCH METHODOLOGY

This study employs a range of scientific research methods, including scientific analysis, comparative analysis, analysis and synthesis, monographic analysis, and the study of statistical data. These methods were used to examine the theoretical and practical aspects of developing green services, identify relevant trends, and assess their economic significance in the context of Uzbekistan. **As part of the preparation of this article, artificial intelligence tools were used to a limited extent, not exceeding 10%.**

ANALYSIS AND RESULTS

The development of “green services” in Uzbekistan can be scientifically substantiated from the perspectives of the **service economy, resource efficiency, innovative development, and regional economic development**. An important aspect is that green services should not be equated solely with environmental services. Rather, they represent a set of services that conserve resources and energy, reduce negative environmental impacts, utilize renewable energy sources and digital technologies, and simultaneously create economic value.

Uzbekistan’s program for the transition to a “green” economy by 2030 establishes objectives such as reducing greenhouse gas emissions, expanding renewable energy capacity, and improving energy and water efficiency. These priorities provide an institutional foundation for the formation and development of a new **green services market** within the service sector. Furthermore, the implementation of these objectives creates opportunities for the introduction of innovative technologies, the emergence of new types of services, increased resource efficiency, and enhanced competitiveness of service-sector enterprises.

Green services are services aimed at improving the efficiency of natural resource use during the service delivery process, reducing energy and water consumption, minimizing waste and greenhouse gas emissions, ensuring environmental safety, and creating sustainable economic value.

For analytical purposes, green services can be conditionally classified into the following groups:

Table 1. Classification and Types of Green Services

No	Area of Green Services	Types of Green Services
1	Energy	Installation and maintenance of solar panels; energy auditing
2	Construction	Green design; construction of energy-efficient buildings
3	Transport	Electric vehicle services; EV charging services; green logistics
4	Tourism	Ecotourism; green tourism
5	Waste Management	Waste sorting, recycling, and disposal services
6	Water Management	Installation and maintenance of water-saving technologies
7	Consulting	Environmental auditing, energy auditing, and ESG consulting
8	Digital Services	Remote services, electronic document management, digital payment services
9	Utilities	Smart metering and automated energy management

The classification presented in Table 1 demonstrates that **green services encompass a broad range of economic activities** and are not limited to purely environmental services. They integrate energy efficiency, resource conservation, digitalization, innovation, environmental protection, and sustainable economic development. In particular, **green construction, renewable energy services, green transport, waste management, water-saving technologies, and digital services** have significant potential for development in Uzbekistan. Their expansion can contribute to reducing resource consumption and environmental pressures while simultaneously creating new markets, increasing employment, stimulating innovation, and improving the competitiveness of service-sector enterprises.

Based on the research findings, it was determined that, under the conditions of Uzbekistan, it is appropriate to formulate a mechanism for developing green services based on **five key principles**.

The first principle is “creating greater economic value with fewer resources.” Service-sector enterprises should improve the efficiency of their use of electricity, water, fuel, and other resources. For example, if a hotel introduces energy-efficient lighting systems, smart air-conditioning systems, and water-saving equipment, it can simultaneously reduce its environmental impact and decrease its operating costs. Therefore, the following chain is formed: **resource efficiency + cost reduction + lower service costs + increased competitiveness**.

The second principle is reducing energy consumption and improving energy efficiency. This is one of the most important principles of green service development. In this regard, energy-efficient equipment, LED technologies, solar panels, thermal insulation, automated management systems, energy audits, and “smart building” technologies should be widely implemented. Uzbekistan’s program for the transition to a green economy by 2030 sets targets to reduce energy consumption per unit of GDP by 30% and increase energy efficiency in industry by at least 20%. These targets also provide a strong incentive for service-sector enterprises to reduce energy costs and improve the economic efficiency of their services.

The Third Principle — Transition to Renewable Energy

The development of green services creates opportunities for the emergence of new types of services associated with solar, wind, and hydropower. For example, the development of a solar power plant involves a comprehensive service chain consisting of design, installation, technical maintenance, monitoring, and repair services. Thus, a single renewable energy technology can generate an entire ecosystem of related services. Uzbekistan’s program sets the goal of increasing renewable energy generation capacity by **15 GW** and raising the share of renewable energy in electricity generation to **more than 30%**.

This creates an economic basis for expanding the market for services related to solar and other renewable energy technologies.

The Fourth Principle — Integration of Digitalization and Green Transformation

Digitalization is one of the most effective mechanisms for developing green services. For example, electronic document management, remote service delivery, electronic payments, online consulting, smart meters, energy monitoring, artificial intelligence, and automated management systems can contribute to reducing resource consumption. The 2025 State Program also established the task of transitioning public services from paper-based document circulation to electronic formats. Therefore, it is appropriate to consider digital transformation and green transformation as parallel and mutually reinforcing processes.

The Fifth Principle — Development of a Circular Economy

An important aspect of green service development is the transition from the traditional model of “ownership → production → use → disposal” to a circular model based on “reuse → repair → recycling → restoration.” Uzbekistan’s 2025 State Program provides for the introduction of the “7R” principles of the circular economy among business entities, as well as mechanisms to encourage the use of energy-efficient technologies and reduce environmental impacts.

The development of these principles contributes to the emergence and expansion of new services in the service sector, including waste collection, sorting, recycling, repair, reuse, and the utilization of secondary raw materials. Consequently, the circular economy not only reduces environmental pressure but also creates new business opportunities, employment, and sources of economic value within the green services sector.

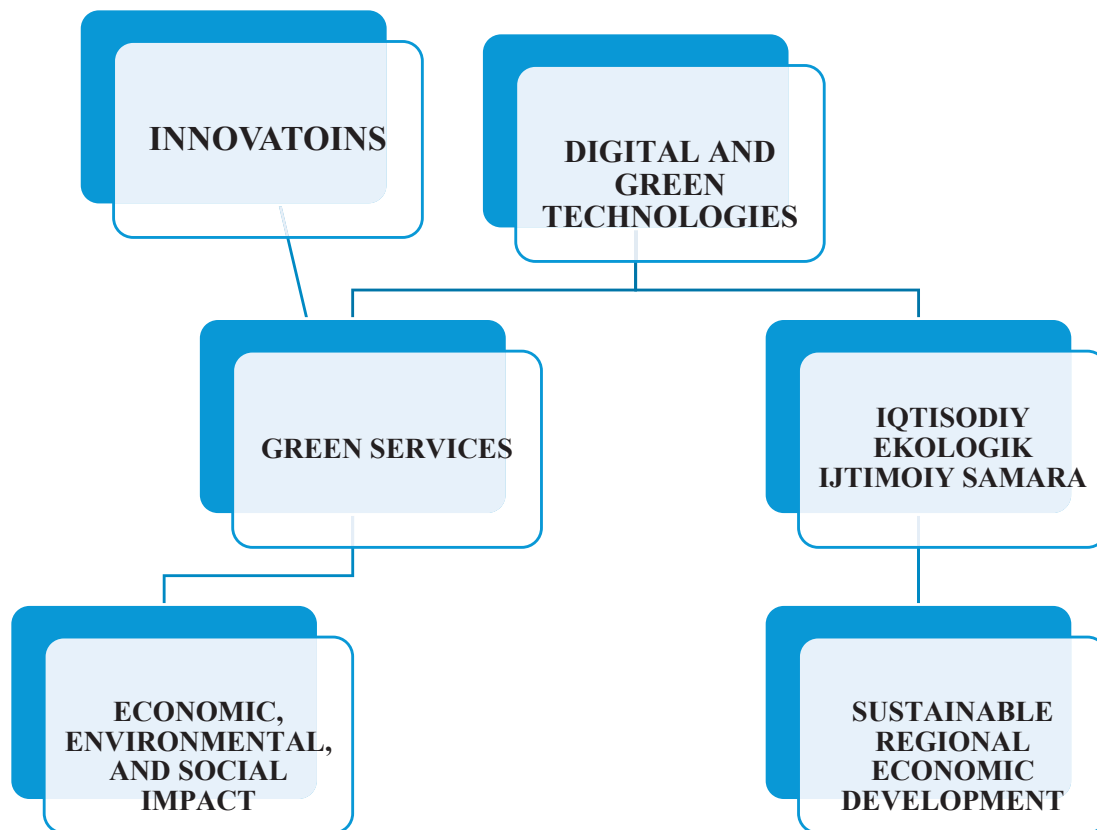


Figure 1. Mechanism for the Development of Green Services

The development of green services generates **three main types of effects: economic, environmental, and social**. **Economic effects** include a reduction in the cost of services, an increase in enterprise profitability, the emergence of new markets, increased investment attraction, and the establishment of new business entities. **Environmental effects** include reduced energy consumption, conservation of water resources, reduction of waste, decreased greenhouse gas emissions, and improved protection of natural resources. **Social effects** include the creation of new “green” jobs, improved quality of services provided to the population, improvement of living conditions, the formation of a healthier environment, and an increase in public well-being.

Based on the research findings, it was concluded that an **organizational and economic mechanism** is necessary to translate the above-mentioned principles into practical implementation. The organizational and economic mechanism for the development of green services consists of the following key components:

1. Regional demand and environmental needs;
2. Formation of the green services market;
3. Organizational and economic mechanisms;
4. Innovative and digital technologies;
5. Development and delivery of green services;
6. Economic, environmental, and social efficiency.

The interaction of these components forms an integrated mechanism in which **regional demand and environmental needs** serve as the initial factors for shaping the green services market. Organizational and economic instruments, together with innovative and digital technologies, create the necessary conditions for the development and delivery of green services. Ultimately, this process generates economic, environmental, and social effects, thereby contributing to sustainable regional development and the transition toward a green economy.

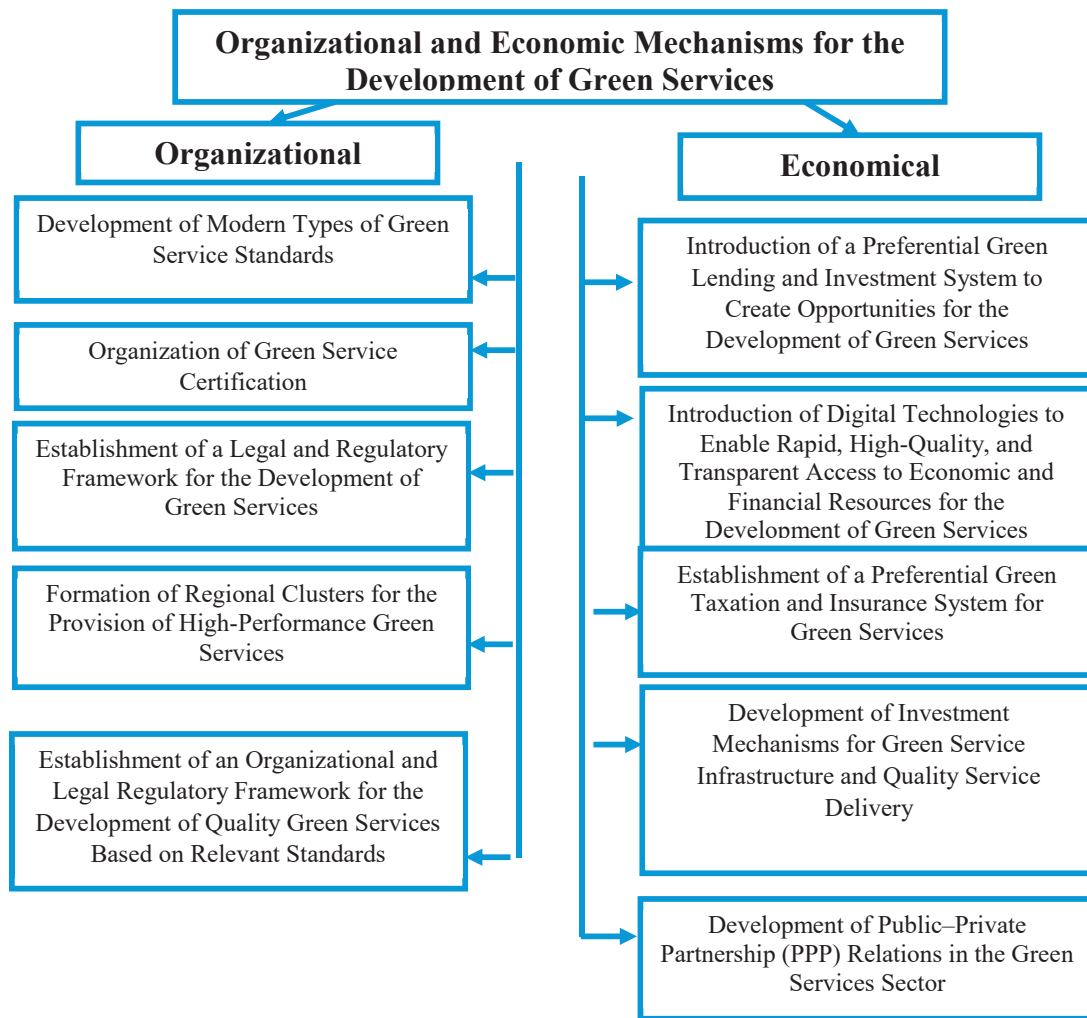


Figure 2. Organizational and Economic Mechanism for the Development of Green Services in Uzbekistan [1]

The organizational and economic mechanism for the development of green services in Uzbekistan can be interpreted as an integrated system that combines **resource efficiency, energy efficiency, the use of renewable energy sources, digitalization, the circular economy, innovative technologies, environmental standardization, and green financing**.

The main economic essence of this mechanism is to transform environmental requirements into economic benefits for enterprises. In other words, compliance with environmental requirements should not merely result in additional costs for enterprises; rather, it should enable them to reduce energy and resource expenditures, develop new types of services, attract investment, and increase their competitiveness.

This approach is particularly important in the context of Uzbekistan, where government policy prioritizes the efficient use of resources, increasing the share of renewable energy, reducing the carbon footprint, ensuring the sustainable financing of green projects, and strengthening the economy's capacity to adapt to climate change.

Therefore, the organizational and economic mechanism for developing green services should be viewed as a system of interconnected organizational, economic, technological, financial, and institutional instruments aimed at ensuring the sustainable development of the service sector and enhancing its economic, environmental, and social efficiency.

CONCLUSION AND SUGGESTIONS

The study shows that the development of green services in Uzbekistan should be based on resource efficiency, energy efficiency, renewable energy, digitalization, and circular economy principles. An effective organizational and economic mechanism can help reduce environmental impacts while improving the competitiveness, efficiency, and sustainability of service-sector enterprises.

Based on the research results, it is recommended to:

1. expand the use of energy- and resource-efficient technologies in the service sector;
2. support the development of renewable energy-related services;
3. accelerate the integration of digital and green transformation processes;
4. promote circular economy principles and waste-reduction practices;
5. strengthen green financing and incentives for enterprises introducing environmentally friendly technologies.

The implementation of these measures can contribute to the sustainable development of green services and generate economic, environmental, and social benefits in Uzbekistan.

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