



# **STRATEGIC DIRECTIONS FOR THE INTEGRATION OF E-COMMERCE AND DIGITAL PLATFORMS INTO UZBEKISTAN'S FOREIGN ECONOMIC POLICY**

**Umida Sharipova Adhamovna**

Head of the Department of International Finance and Investments, Candidate of Economic Sciences, Associate Professor. University of World Economy and Diplomacy, Associate Professor at the Nordic International University.

**Sarvinozkhon Shokirova Oybekovna**

Master's student at the University of World Economy and Diplomacy

<b>Article history:</b>	<b>Abstract:</b>
<b>Received:</b> 26 <sup>th</sup> June 2025	The rapid digital transformation of the global economy has reshaped trade, investment, and foreign economic policy. For emerging economies such as Uzbekistan, the integration of e-commerce and digital platforms into foreign economic strategy presents both opportunities and challenges. This article investigates the strategic directions for embedding digital trade within Uzbekistan's external economic policy. Using a policy analysis framework supported by comparative review and strategic assessment tools, the study evaluates Uzbekistan's institutional reforms, legal frameworks, and e-commerce growth trajectory. It further benchmarks Uzbekistan's progress against international experiences in Kazakhstan, Vietnam, and China. The findings reveal that Uzbekistan has demonstrated rapid e-commerce expansion, increasing ICT contributions to GDP, and notable institutional reforms under the Digital Uzbekistan 2030 strategy. However, persistent challenges remain, including low SME adoption, limited cross-border integration, and regulatory constraints. The paper argues that Uzbekistan can leverage digital platforms not only to boost trade facilitation and export diversification but also to position itself as a regional hub for digital commerce. Policy recommendations include regulatory harmonization, enhanced SME capacity-building, investment in digital infrastructure, and alignment with WTO and EEU frameworks. By strategically integrating e-commerce into foreign economic policy, Uzbekistan can accelerate its transition toward a more resilient and globally competitive digital economy.
<b>Accepted:</b> 24 <sup>th</sup> July 2025	

**Keywords:** Uzbekistan; Foreign economic policy; Digital economy; E-commerce integration; Digital platforms; ICT development; Trade facilitation; Digital trade; WTO accession; Eurasian Economic Union (EEU); Digital diplomacy; SME digitalization; Regional integration; Digital Uzbekistan 2030; Policy strategy.

## **INTRODUCTION**

Globally, digital platforms and e-commerce have become core components of national trade strategies, enabling emerging economies to leapfrog traditional infrastructure constraints. Uzbekistan, as a landlocked Central Asian economy historically reliant on natural resource exports, now pursues diversification through digital economy development. The government's National E-Commerce Strategy (2023–2027) and Digital Uzbekistan-2030 roadmap signal the intent to leverage digital platforms for export and trade integration [InternationalTradeCentre.ict.uz](http://InternationalTradeCentre.ict.uz).

**Significance for Uzbekistan.** By embedding e-commerce within foreign economic policy, Uzbekistan can access new markets, empower SMEs, and reduce geographic barriers. E-commerce revenue is projected to grow at 18.7 % annually to 2025 (from USD 1.39 bn

in 2021) with electronics and fashion leading category share [Trade.gov/Global CIO](https://Trade.gov/Global CIO). Embedding this growth into trade policy is crucial.

**International context.** In the WTO and EEU/CIS frameworks, digital commerce, data flows, and services liberalization are evolving rapidly. Uzbekistan's accession to the CIS Free-Trade in Services Agreement (June 2023) binds it to freer service trade aligned to WTO/GATS principles—even absent WTO membership itself [Wikipedia](https://Wikipedia). The global literature on digital diplomacy and e-commerce policy stresses harmonization of standards, cross-border data governance, and regional platform linkages.

## **LITERATURE REVIEW**

**Global Experience in E-Commerce Policy Development.** Over the last two decades, digital platforms and e-commerce have shifted from being



market-driven phenomena to policy-driven instruments of trade and foreign economic cooperation. The United States, European Union, China, and several ASEAN economies pioneered frameworks that integrate e-commerce into national export strategies. For example, the **EU's Digital Single Market Strategy** (European Commission, 2015) emphasizes harmonization of cross-border e-services, digital payments, and consumer protection rules across member states. Similarly, **China's Cross-Border E-Commerce Comprehensive Pilot Zones** (launched in 2015) have created tax incentives, simplified customs clearance, and digital export channels for SMEs (Zhang, 2019). In developing economies, e-commerce policies are often linked to economic diversification and SME participation. **Vietnam's E-Commerce Development Plan 2021–2025** highlights digital trade as a driver of rural SME internationalization (Nguyen, 2021). These experiences demonstrate that **state-led facilitation and regulatory harmonization** are prerequisites for scaling e-commerce beyond domestic markets.

Multilateral organizations have also shaped the discourse. The **World Trade Organization (WTO)** established a Work Programme on Electronic Commerce as early as 1998, though consensus on binding rules remains elusive (WTO, 2021). More recent negotiations under the **Joint Statement Initiative on E-Commerce** involve over 80 members, covering issues like paperless trade, e-signatures, and cross-border data flows.

Similarly, the **United Nations Conference on Trade and Development (UNCTAD)** produces its B2C E-Commerce Index, benchmarking digital readiness globally. The 2023 index ranks developed countries like Switzerland and the Netherlands at the top but also shows rapid improvement among transition economies such as Kazakhstan and Azerbaijan — providing reference points for Uzbekistan.

**Regional Comparisons: Eurasia and the CIS Context.** The EAEU, comprising Russia, Kazakhstan, Belarus, Armenia, and Kyrgyzstan, has sought to harmonize digital services, customs rules, and cross-border logistics. Its 2021 Strategic Directions for Eurasian Integration until 2025 explicitly prioritizes e-commerce, proposing a common digital trade ecosystem (EEC, 2021). However, implementation has been uneven: Russia enforces strict data localization, while Kyrgyzstan liberalized cross-border e-payments. For Uzbekistan, which has observer status in the EAEU, these divergent practices offer lessons. Harmonization without over-regulation appears crucial to supporting SMEs and foreign investors.

In June 2023, Uzbekistan signed the **CIS Agreement on Free Trade in Services, Establishment, Operations, and Investment**. This agreement represents a **milestone for aligning service and digital trade rules** with broader WTO/GATS frameworks. By committing to nondiscrimination in digital services and freer movement of investment capital, Uzbekistan gains a platform to integrate its e-commerce sector into regional markets (CIS Secretariat, 2023).

Central Asian neighbors:

- **Kazakhstan** has aggressively promoted "Digital Kazakhstan 2020," boosting e-commerce share to 12% of retail trade by 2021.
- **Kyrgyzstan** leverages remittance inflows by linking SMEs to Russian and Kazakh platforms.
- **Tajikistan** remains behind due to weak ICT infrastructure, but pilots mobile payments adoption.

These contrasts highlight Uzbekistan's **middle position**: more advanced than Tajikistan but still behind Kazakhstan in digital trade volume.

**Academic Studies on E-Commerce and Digital Diplomacy.** Scholars argue that digital platforms function as extensions of soft power and foreign policy. Nye (2019) describes "digital diplomacy" as a tool where governments use online channels to influence global narratives and facilitate cooperation. For trade policy, this implies embedding e-commerce provisions into bilateral and regional agreements.

Academic work emphasizes the role of institutions in enabling digital trade. North's (1990) theory of institutional economics underscores that clear rules, property rights, and enforcement mechanisms are vital for market expansion. Applied to digital platforms, this means data protection laws, consumer rights frameworks, and IP protections are as critical as physical infrastructure.

Recent empirical studies on Uzbekistan and other Central Asian states reveal strong correlations between digitalization and GDP growth. A UNDP (2025) report finds ICT's share of GDP in Uzbekistan grew from 1.2% in 2016 to 2.1% in 2024, with projections of 4% by 2030. Similarly, research by Yuldashev & Akhmedov (2023) indicates that SMEs using e-commerce platforms increased exports by 18% year-on-year, compared to 5% for non-digital SMEs.

**WTO and Digital Trade Integration.** The General Agreement on Trade in Services (GATS) provides a framework for liberalizing trade in digital services. Key issues include:

- Cross-border supply (Mode 1): relevant to software exports and online consulting.



- Consumption abroad (Mode 2): relevant for digital education platforms.
- Commercial presence (Mode 3): relevant for foreign e-commerce firms setting up subsidiaries.
- Presence of natural persons (Mode 4): relevant for IT freelancers.

Uzbekistan's alignment with GATS would mean commitments to liberalize these modes, allowing smoother digital service trade.

WTO discussions remain contentious around cross-border data flows. Developed countries push for unrestricted flows, while others argue for "data sovereignty." Uzbekistan must balance both: ensuring foreign trade integration while retaining policy space to develop domestic platforms.

**Uzbekistan-Specific Contributions to Literature.** Several studies focus specifically on Uzbekistan's digital economy transition:

- **Ogunmola (2024)** emphasizes the sustainability dimension, arguing that digital trade reduces transaction costs and carbon footprints by minimizing paper-based systems.
- **ResearchGate (2023) studies** find strong linkages between digitalization and employment growth, particularly among youth.
- **World Bank (2023)** stresses that regional integration of e-commerce can mitigate Uzbekistan's landlocked disadvantage.
- **ITC (2023)** highlights that lack of digital skills remains a bottleneck, recommending export-oriented training for SMEs.

## METHODOLOGY

This article employs a **policy-oriented research design** grounded in comparative political economy. The purpose is to identify how e-commerce and digital platforms can be strategically integrated into Uzbekistan's foreign economic policy. Unlike purely descriptive reports, this study adopts an analytical lens to interpret policy documents, benchmark Uzbekistan against global and regional peers, and extract strategic options for policymakers.

## Data Sources

The research relies on:

- **Primary sources:** official government strategies (Digital Uzbekistan 2030, National E-Commerce Development Strategy 2023–2027, decrees on IT Park and digital services taxation), multilateral agreements (CIS Free Trade in Services, WTO GATS provisions).
- **Secondary sources:** academic publications on digital economy transitions, empirical research on Uzbekistan's ICT sector, and

regional studies on Central Asia's digital integration.

- **Statistical data:** World Bank, UNCTAD, ITU, International Trade Centre (ITC), UNDP, and Uzbekistan's Ministry of Digital Technologies.

## Analytical Framework

Three complementary approaches guide the methodology:

1. **Policy Analysis:** Examining existing Uzbek policies and laws related to e-commerce (e.g., July 2025 platform residency rules) and evaluating their alignment with international best practices.
2. **Comparative Review:** Benchmarking Uzbekistan's progress against selected case studies — Kazakhstan (regional competitor), Vietnam (emerging economy success story), and China (global leader in platform-driven trade).
3. **Strategic Assessment Tools:**
  - a. **SWOT analysis** to identify strengths, weaknesses, opportunities, and threats.
  - b. **Scenario planning** (baseline, export-push, regional hub) to envision integration pathways.

## Limitations

- Availability of **reliable e-commerce statistics** in Uzbekistan is limited, as official reporting lags private-sector developments.
- The study's projections are based on secondary forecasts, not original econometric modeling.
- Given Uzbekistan's non-membership in the WTO (as of 2025), analysis of WTO frameworks is **prospective** rather than applied.

## ANALYSIS & RESULTS

**Current Digital-Policy Environment.** The **Ministry of Digital Technologies (MoDT)** leads policy in ICT, e-commerce, and digital transformation. Supporting bodies include:

- **IT Park Uzbekistan** (est. 2019): designated as a technology hub, offering tax incentives, customs simplification, and R&D facilities. In 2025, it is expanding into the International Digital Technology Center with regulatory sandbox features.
- **Digital Economy Development Fund:** finances pilot projects in e-commerce and fintech.
- **Uzbek Agency for Standardization, Metrology, and Certification (Uzstandard):** responsible for harmonizing e-commerce product and data standards.



This institutional architecture demonstrates a **strong state-led approach**, but fragmentation between agencies sometimes slows execution.

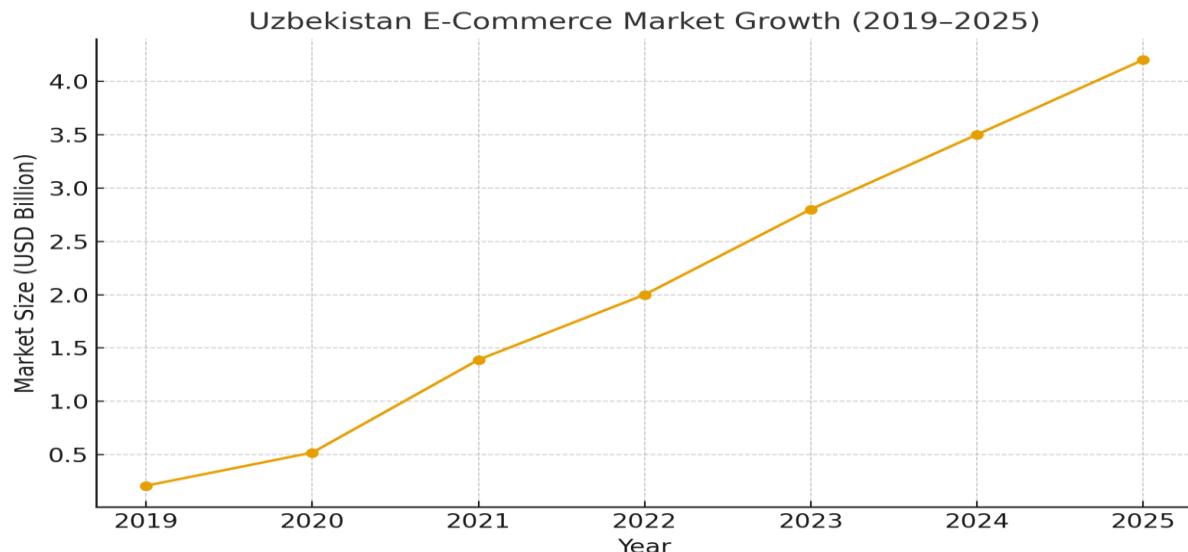
Key reforms include:

- **E-commerce residency requirement (effective July 2025):** all operators must register as legal entities in Uzbekistan, comply with consumer, copyright, and data laws, and provide regulators with transparency (TimesCA, 2025).
- **Digital signatures & e-invoicing:** legally recognized since 2020, but uptake among SMEs remains low.

- **Tax policy:** Online retailers enjoy reduced turnover tax (2%) compared to traditional firms (4%).

While reforms promote accountability, the residency requirement may **discourage foreign platforms** from operating in Uzbekistan, limiting exposure to international markets.

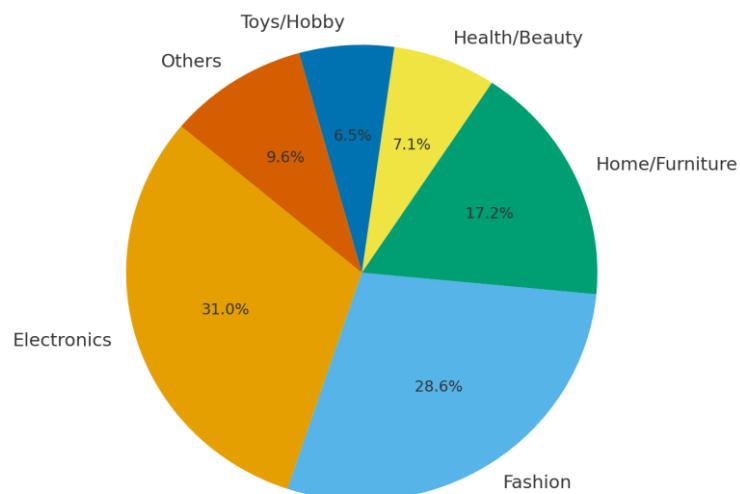
**E-Commerce Statistics and Market Growth.** Uzbekistan's e-commerce market is still small compared to regional leaders but has **grown at one of the fastest rates globally:**



**Figure 1: Uzbekistan E-Commerce Market Growth (2019–2025)<sup>2</sup>**

Category distribution (2021):

Uzbekistan E-Commerce Category Composition (2021)



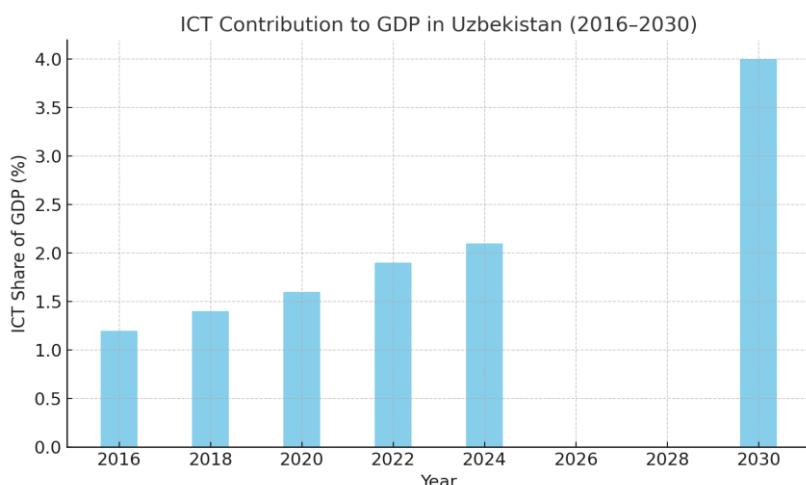


**Figure 2: E-Commerce Category Composition (2021)<sup>2</sup>**

This breakdown shows that **consumer-oriented goods dominate**, with digital services exports still underdeveloped.

**ICT Sector Contribution to the Economy.** ICT's share of GDP grew from **1.2% in 2016** to **2.1% in**

**2024**, with projections of **4% by 2030** (UNDP, 2025). By comparison, in Kazakhstan ICT already accounts for ~4.5% of GDP, indicating Uzbekistan's **catch-up potential**.



**Figure 3: ICT Contribution to GDP (2016–2030 projection)<sup>3</sup>**

#### Employment:

- Over **36,300 employees** in IT Park companies (2025).
- Around **17,000 in export-oriented firms**.
- The **Digital Inclusion Program** trained ~6,000 youth professionals, targeting 50% female participation.

#### SME Readiness and Private-Sector Landscape.

SMEs dominate Uzbekistan's economy, contributing over 55% of GDP, yet their **digital adoption is uneven**:

- Only ~12% of SMEs sell products through online platforms.
- Barriers include lack of digital skills, limited logistics solutions, and weak integration with international payment systems (ITC, 2023).

#### Leading platforms:

- **Uzum Market** (domestic marketplace, expanding logistics).
- **Asaxiy.uz** (local e-retailer, with growing digital payment solutions).

#### • **OLX Uzbekistan** (classifieds platform).

Private-sector innovators are crucial but **lack incentives for cross-border integration**, as most platforms serve the domestic market.

#### Comparative Assessment

- **Kazakhstan:** higher digital adoption, integrated with EEU's digital customs system, stronger fintech infrastructure.
- **Vietnam:** shows how targeted SME programs (e-export training, logistics hubs) can accelerate export-oriented e-commerce.
- **Uzbekistan:** strong growth but **domestically focused**, with export e-commerce still marginal.

To better capture Uzbekistan's current positioning in digital trade, a SWOT analysis was conducted. The analysis identifies the country's key internal strengths and weaknesses, as well as external opportunities and threats that influence its integration of e-commerce into foreign economic policy.

**Table 1. SWOT Analysis of Uzbekistan's Digital Trade Readiness<sup>3</sup>**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Rapid growth of e-commerce (18–20% annually)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited digital literacy in rural areas</li> <li>• Low ICT share of GDP (~2.1% in 2024)</li> </ul>



<ul style="list-style-type: none"><li>• Government reforms (Digital Uzbekistan 2030, IT Park)</li><li>• Growing SME involvement in exports</li><li>• Strong demographic potential (youth, urbanization)</li></ul>	<ul style="list-style-type: none"><li>• Fragmented logistics and customs procedures</li><li>• Dependence on imported digital infrastructure</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Becoming a regional digital hub in Central Asia</li><li>• Integration with CIS, WTO, and EEU digital markets</li><li>• Attraction of foreign investment in platforms</li><li>• Export diversification via e-commerce channels</li></ul>	<ul style="list-style-type: none"><li>• Over-regulation (e.g., July 2025 e-commerce residency rules)</li><li>• Cybersecurity and data protection risks</li><li>• Competition from larger neighbors (Kazakhstan, Russia, China)</li><li>• Risk of SMEs being excluded without support</li></ul>

As shown in Table 1, Uzbekistan's strengths lie in its rapid e-commerce growth and favorable demographic structure, while weaknesses such as low ICT contribution to GDP and limited SME participation remain barriers. Opportunities are evident in WTO and EEU integration, whereas threats include over-regulation and regional competition from digital leaders such as Kazakhstan and Russia.

## **DISCUSSION**

### **Strategic opportunities:**

1. **SME export acceleration:** Develop platform-based SME export trainings and grants to integrate local SMEs into cross-border e-commerce channels (e.g. EU, CIS).
2. **Digital trade liberalization:** Use CIS Free-Services Agreement as basis to negotiate mutual recognition of electronic signatures, and data-flow protocols with Eurasian partners.
3. **Investment attraction:** Leverage IT Park and digital-economic regulatory sandbox to attract foreign digital firms to set up R&D and logistics nodes in Uzbekistan.
4. **Regional digital hub:** Position Uzbekistan as Central Asian digital gateway by aligning digital platform standards with Belt & Road partners and EU norms [aict.uz](http://aict.uz)[World Bank Blogs](http://World Bank Blogs).

### **Policy challenges & risks:**

- **Regulatory complexity:** New e-commerce rules (post-July 2025) restrict platforms to resident legal entities, potentially limiting foreign platforms and complicating foreign trade operations [The Times Of Central Asia](http://The Times Of Central Asia).
- **Digital divide:** Rural connectivity, literacy, gender gaps risk excluding segments from digital export channels.

- **Data and IP compliance:** International trade partners expect data protection and copyright enforcement; Uzbekistan must harmonize.
- **Platform governance risk:** Over-regulation or lack of appeal could drive actors offshore.

Private platform owners (e.g. Uzum Market, OLX, Asaxiy) should partner with government to pilot cross-border seller programs. The World Bank, UNDP, ITC already support national strategies [International Trade Centre UNDP](http://International Trade Centre UNDP). Public-private working groups should co-design rulebooks for cross-border digital trade and SME integration.

## **CONCLUSION**

### **Policy recommendations:**

- **Align legal and technical standards:** Harmonize e-commerce and data-governance laws with WTO/GATS and EU digital trade regimes; ensure mutual recognition of digital signatures and e-invoicing.
- **Platform export infrastructure:** Launch a state-led digital export accelerator program to connect SMEs to global platforms, including training, quality certification, payments integration, and logistics support.
- **Incentivize platform investment:** Use IT Park sandbox to host regional digital platform firms; offer tax relief, simplified customs, visa facilitation, R&D support.
- **Bridge digital divides:** Scale digital literacy programs targeting rural areas, women-led businesses, and marginalized groups via IT Park and Digital Inclusion Project.
- **Construct trade-digital diplomacy channels:** Embed digital trade issues formally into Uzbekistan's bilateral foreign trade



negotiations (e.g. with EU, Russia, Central Asia) and international forums.

#### **Integration scenarios:**

- Baseline scenario: e-commerce grows domestically but remains domestically oriented.
- Export-push scenario: SMEs plugged into export platforms; cross-border trade volumes increase.
- Regional hub scenario: Uzbekistan becomes regional e-commerce platform host, servicing Central Asia and Eurasia.

**Long-term outlook.** With purposeful alignment of digital platform policy and foreign economic strategy, Uzbekistan can transform its trade profile: moving from commodity-based exports to services-rich digital trade, integrating SMEs into global platforms, and becoming a regional digital hub. Success will depend on institutional adaptability, inclusive digital governance, and strategic multilateral embedding of e-commerce in trade diplomacy.

#### **REFERENCES**

1. "Digital Economy of Uzbekistan: The State of Digital Entrepreneurship and Artificial Intelligence," UNDP / Swiss Agency report, 2025. [UNDP](#)
2. International Trade Administration. (2023). Uzbekistan eCommerce country commercial guide. U.S. Department of Commerce. <https://www.trade.gov/country-commercial-guides/uzbekistan-e-commerce>
3. United Nations Development Programme. (2025). Digital economy of Uzbekistan: The state of digital entrepreneurship and artificial intelligence. UNDP. [https://www.undp.org/sites/g/files/zskgke326/files/2025-05/uz\\_digital-economy-study\\_eng.pdf](https://www.undp.org/sites/g/files/zskgke326/files/2025-05/uz_digital-economy-study_eng.pdf)
4. International Trade Centre (ITC). "Uzbekistan's new e-commerce strategy for better market access," 2023. [International Trade Centre](#)
5. Global Research Network. "Priorities of Uzbekistan's Foreign Trade Policy... integration of trade policy with digital platforms," 2025. [Global Research Network](#)
6. World Bank blog: "Unlocking e-commerce through regional integration in Central Asia," 2025. [World Bank Blogs](#)
7. Trade.gov: "Uzbekistan eCommerce" country commercial guide, e-commerce growth and structure. [Trade.gov](#)
8. Global CIO: "Digital transformation of Uzbekistan" 2023-2025. [Global CIO](#)
9. TimesCA: "Uzbekistan introduces new rules for e-commerce platforms," Jan 2025. [The Times Of Central Asia](#)
10. ESCAP: "Digital public services for SMEs in Uzbekistan," 2025. [UNESCAP](#)
11. ResearchGate article: "An Empirical Investigation... digital economy in Uzbekistan." [ResearchGate](#)
12. Journal of Business and Econometrics Studies: Ogunmola, "Exploring the impact of digital transformation..." 2024. [oaskpublishers.com](#)
13. ACM / ICT investment study: "Role of Investment in accelerating digital transformation" Uzbekistan. [ACM Digital Library](#)
14. Semant Journals: "The Role of E-Commerce Platforms in Expanding Uzbekistan's International Trade." [semantjournals.org](#)
15. IJBLE: "Digital Transformation and Institutional Framework of E-Commerce..." Uzbekistan. [ijble.com](#)
16. CIS Agreement article: "Agreement on Free Trade in Services... Uzbekistan" Sochi 2023. [Wikipedia](#)
17. World Bank Event: "Streamlining E-Commerce in Uzbekistan and Regional Cooperation," 2023.