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IMPROVING GOVERNMENT EFFICIENCY: ACHIEVEMENTS AND PROSPECTS

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ABSTRACT

This scientific article is devoted to the study of factors and conditions by which it is possible to ensure the effectiveness of the government on the example of the activities of state bodies. Along with the task, the practice of personnel policy in state bodies, some problems, the results of legal reforms and further prospects for improving the activities of both state bodies and the government as a whole are analyzed. Objective: to analyze the existing urgent problems in the personnel policy of the activities of state bodies. Methods: a systematic approach aimed at studying the object of research; comparison, scenario construction, evaluation. Results: some problems in the activities of public authorities and management affecting the efficiency of civil servants have been identified; some ways of solving these problems have been proposed.

KEYWORDS: *Efficiency, KPI-Indicator, Government, Public Authority, Problems, Prospects.*

INTRODUCTION

Improving the efficiency of the government and state bodies is an issue that does not lose its relevance. At the same time, it must be admitted that the work of state bodies is very laborious, its volumes are only growing every day. Solving the issues of improving personnel policy in this context would have a beneficial effect on the practice of carrying out civil service in Uzbekistan.

As it was correctly noted by the President of the Republic of Uzbekistan, in their activities, the heads of state bodies that are part of the executive branch at all levels must constantly publish their annual activity programs and projects that they plan to implement.

At the same time, in the practice of the Republic of Uzbekistan, it is planned to limit the increase in the staff of state bodies. At the same time, the government plans to reduce the current staff due to digitalization and the transfer of some functions to the private sector.

By this, the plan to "critically review" the activities of a number of state bodies, including at the local level, will have to take place.

Civil service personnel should be selected on a competitive basis, with clear requirements for continuous professional development, performance assessment and promotion criteria. It is planned to revise the work schedule and labor standards [1].

At the moment, it must be recognized that among the main problems faced by the management system are the issues of optimization of the staff of civil servants, the formality of restrictions and a set of specific features for raising the efficiency of labor resources to the highest level at minimum costs of the state budget.

Also, in practice, the issues of applying key performance indicators (Key Performance Indicators, hereinafter - KPI) to assess the performance of civil servants and the use of the results obtained within the framework of the expected reform become relevant.

Scientists refer to the main advantages of these indicators: 1) audit of goals and objectives, built priorities; 2) processes for the transition from manual control to systemic methods; 3) assessment of the performance of each structural unit and employee; 4) understanding by employees of the ultimate goal of the activity [2].

Many specialists in the field of public administration believe that a number of domestic authors have assigned the following to the main problems of the system of government administration:

- 1) low level of implementation of state policy and bringing state tasks to full implementation;
- 2) weak orientation of direct executors to modern legal documents, instructions and other documents (the simplest example of a problem that is currently widespread in practice - many government agencies are not aware of KPIs, and if they know, but do not understand them, and in view of this does not apply them in their activities);
- 3) weak interdepartmental interaction in government bodies, especially in the areas of strategic planning, programs of local importance;
- 4) low level of business cooperation between government agencies and foreign government agencies;
- 5) a large number of unscheduled tasks and assignments for civil servants, as a result of which bureaucracy and document circulation increase;
- 6) the priority of reporting over the value of the results of the work of a civil servant;
- 7) an increase in formalism, where the implementation of competent powers is heaped up with duplicate functions that can be replaced with digital methods of reporting, the implementation of certain actions, services, which will certainly affect the reduction of expenditures from the state budget;
- 8) knowledge of best practices in foreign countries regarding the effectiveness of public administration so far leaves much to be desired[3].

The study of these problems will certainly reveal some weaknesses in the modern public service in the Republic of Uzbekistan. At the same time, Uzbekistan is no exception to the question of the existence of such problems in the civil service. But, as we have already noted above, the

question of optimizing the staff of civil servants in state bodies is of particular relevance at the moment? How effective are their activities at the moment, and whether the reduction of staff will justify this activity in the future. Discussions about this in practice are only growing. In our opinion, the question of how efficiency was achieved in foreign countries by reducing the staff of state bodies is of particular interest. Rather, this question can be answered as follows. In many government agencies, firstly, KPI indicators are used in the activities of civil servants, constant rotation, work in accordance with international ratings. Thus, to assess the quality and effectiveness of public administration, the international Governance Matters rating is used[4], based on world developments from various sources, especially statistical data from international organizations[5].

In the “participatory” model, partly implemented in Germany and France, informal mechanisms of civil service management occupy a dominant position. Reputation control can be called one of the types of informal mechanisms, which is relevant in the concept of human capital development. Reputation control is an element of the social intelligence of an employee, which allows him to continue his career not only as a civil servant, but also in other areas [6].

In the Russian Federation, civil service reforms were initiated, the key measure of which should be the reduction in the number of civil servants due to their lack of efficiency [7].

In Germany, optimization of the number of civil servants and monetary resources by automating routine work, centralizing part of the functions of state bodies, transferring support functions to outsourcing and reducing duplication of government functions will make it possible to increase the overall level of salaries of civil servants [8].

Also noteworthy is the fact that Kazakhstan is also actively pursuing a policy of optimizing the state of civil servants, improving personnel policy, but only with the help of methods of gradual transformations in the activities of public authorities and administration.

Therefore, we can conclude that in foreign countries the practice of optimizing the state of government bodies takes place, and it has been developing for a long period of time. It should be noted that in the Republic of Uzbekistan, from May 1, 2021, up to 15% of the number of management personnel is being optimized and the updated maximum number of government and administration bodies is being determined.

It was also decided to introduce modern assessment methods based on KPI indicators in local government bodies and government bodies through the active use of ICT [9]. Accordingly, the legal reforms in the field of public service, carried out in the Republic of Uzbekistan, make it possible to see the existing practice of carrying out public service. At the moment, we see an actively developing process in front of us, which is aimed at improving personnel policy, moving away from the old ways of operating the heads of state bodies. Particular importance, in our opinion, should be given to the activities of civil servants of state power in localities, regions, remote areas, since they are most susceptible to distance from top-level government bodies (for example, from government, ministries).

To solve some of the problems that exist at the moment in the practice of carrying out the civil service, in our opinion, it would be advisable to solve the following tasks:

- clearly envisage an alternative to civil servants - to the private sector in appropriate, well-developed normative acts;
- to expand the influence of KPI-indicators in the activities of civil servants of state bodies at the local level;
- first of all, to optimize not the staff of state bodies, but the powers of civil servants, thereby making an attempt to "weed out" not expedient, ineffective, or even costly powers according to the state budget;
- wide application of the achievements of modern management methods in public administration;
- to develop a strategy for the study of management models "New Public Management", "Good Government", and accelerate the application of their results in the work of the government;
- to prevent a mechanical, not deliberate reduction of staff in those state bodies, where in the future the very specifics of work may suffer;
- in our opinion, it would be advisable to start downsizing in state bodies from vacant and unclaimed positions;
- to foresee the fact that large-scale digitalization can deprive many civil servants of jobs, thereby negatively affecting the professional culture in the civil service as a whole.

Taking into account the aspect that the entire set of state bodies is a special substantive part of the government's activities, it will be possible to confidently assert that by improving the activities of government bodies, the activities of the government will also improve.

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