

EVALUATION OF THE EFFICIENCY OF EXECUTIVE AUTHORITIES AND CIVIL SERVANTS

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ABSTRACT:

This article focuses on the forms and methods of evaluating the effectiveness of executive authorities and civil servants. The article analyzes the work of scientists who conduct research in the field. The article also discusses the relationship between the concepts of "New Government", "Quality Public Administration", "New Public Services" and the performance of government agencies and employees, as well as some suggestions based on the results of the study.

Keywords: executive authorities, "New state administration", "Quality state administration", "New state services", evaluation, criteria.

INTRODUCTION:

At present, in many countries, modern reforms to improve the functioning of public administration pay special attention to the effective management of public funds, the provision of quality public services and the training of qualified personnel.

Evaluating the effectiveness of public administration In modern public administration "New Public Management" - New public administration: in theory - efficiency-oriented management, "Good Governance" - Quality public administration: in theory - trust between the state and society, "Public trust" - New public services: in theory - appeared with the emergence of quality public services. Theories are based on effective management. Criteria-

based performance appraisal refers to purposeful management. Such management is aimed at achieving the best results.

"New public administration", "Quality public administration", "New public services" are aimed at ensuring transparency of the state and its governing bodies, introduction of democratic principles of public participation in public administration, focus on efficiency and effectiveness, provision of quality public services, public administration bodies require the participation of public organizations and citizens in the evaluation of their activities.

D. Osborna and T. Gebler allows you to highlight the basic ideas of the concept of "New State Management", which can describe through the prism of the task of modernizing the system of public administration:

- implementation of activities to perform public functions in accordance with the principle of customer orientation;
- use of control mechanisms for results;
- application of management technologies of commercial companies in the public sector;
- decentralization and delegation of parts of power with the aim of releasing resources and improving the quality of self-governance;
- saving of budgetary resources;
- modernization of corporate culture and style of work of government agencies;
- reduction of redundant, duplicating and ineffective functions of structural elements;
- intensification of competition in the field of services and the exercise of authority in the public sector. "

D. Osborne and T. Gebler emphasizes the following in the modernization of the system of government as the main ideas of the concept of "new government".

- implementation of government functions in accordance with the principle of paying attention to customers;
- use of results-based management mechanisms;
- application of management technology of commercial companies in the public sector;
- decentralization of resources and the transfer of some power in order to improve the quality of resource management and self-governance;
- saving budget funds;
- modernization of corporate culture and working methods of government agencies;
- reduction of redundant elements, duplication and inefficient functions;

"Increased competition in the service sector and in the public sector in the exercise of its powers." [1].

"New Public Management" implies the transformation of institutional foundations of interaction in the public sector, responding to the demands of efficiency and effectiveness of government institutions. This means that in terms of resource limitation, the functioning and development of the public sector must ensure the consolidation of opportunities in strategically important areas of activity.

The "New State Administration" includes changes in the institutional framework for public sector cooperation that meet the requirements for the efficiency and effectiveness of public institutions. This means that the public sector must ensure capacity building in strategically important areas of activity, given the limited resources available to operate and develop. "[2]

In the Republic of Uzbekistan, too, special attention is being paid to the system of evaluation of the effectiveness of public administration, which has been adopted and is

being adopted by developed and developing countries in the reform of public administration. In particular, the state program for the implementation of the Action Strategy for the five priority areas of development of the Republic of Uzbekistan for 2017-2021 in the "Year of Active Investment and Social Development" for 2019 provides for "gradual introduction of modern public administration." According to:

- Introduce criteria and methods for evaluating the effectiveness of civil servants, as well as key performance indicators (KPIs);
- Creation of a modern system of remuneration of labor. In this case, the salary should be determined on the basis of the work done by the civil servant, their efficiency, quality, complexity, correct operation and other criteria;
- reduction of the number of civil servants while taking measures of social protection and retraining in exchange for the creation of a modern system of remuneration of labor;
- identification of duplicate functions of ministries and departments, in particular, organizations included in the economic complex, and their transfer or abolition to the relevant departments;
- Introduce a new system of remuneration of civil servants as a pilot in the activities of authorities of Jizzakh and Tashkent regions, the Ministries of Economic Development and Poverty Reduction, Housing and Communal Services, Foreign Trade, Tourism Development and Investment.

Also, in the Resolution of the President of the Republic of Uzbekistan dated May 1, 2020 No 4702 "On the introduction of a rating system of socio-economic development of the regions":

- Ensuring sustainable and balanced economic development, the effectiveness of economic reforms;
- creation of new jobs, reduction of unemployment and ensuring labor market efficiency;

- increasing access to social services and improving the quality of life of the population;
- creating the necessary conditions for the population and business, ensuring the stability and reliability of production infrastructure;
- increase the level of competitiveness of territories, further diversify their economies;
- Improving the quality of the business environment, continuous support and rapid development of entrepreneurship;
- Achieving financial independence of the territories and development of the banking and financial sector;
- Criteria have been identified, such as the effectiveness of local government in dealing with citizens' complaints and increasing the transparency of information.

Based on the results of research and scientific research, it can be said that in most countries, the following 7 main areas are considered in the evaluation of the effectiveness of the executive branch.

1. Implementation of strategic goals and objectives: assessment of the quality of planning and implementation of strategic plans of central government bodies and programs of territorial development by local executive authorities.
2. Timely and high-quality execution of executive documents issued by the country's leadership.
3. Management of budget funds: the assessment is aimed at determining the effectiveness of the use of budget funds by government agencies.
4. Provision of public services: to provide citizens with affordable and quality public services, including in order to determine the effectiveness of the use of electronic systems in the industry.
5. Human Resource Management: Evaluating the effectiveness of human resource development measures in the public service.
6. Application of information technologies: automation of functions of government agencies, use of interdepartmental information

systems and integration of information systems of individual government agencies.

7. Legal support of state bodies: legal control of normative and legal documents in the process of assessing the effectiveness of state bodies.

There are different views and opinions among scientists on the evaluation of the effectiveness of the executive branch. Most scholars have commented on the advantages and disadvantages of public administration, while some scholars have commented on its shortcomings.

In particular, A.V Volkova in herself work "Management of the state and civil status" identifies the objectives, criteria, parameters, technologies, methods and regulatory framework of the system of evaluation of employees, sources, procedures and participants of the evaluation. Evaluating the effectiveness of public authorities provides an opportunity to determine the extent to which the areas of management are well selected and the results in practice. It should be noted that the specificity of the results of the work of the majority of researchers related to the effectiveness of public administration, as well as the goals and objectives set for public authorities, makes it very difficult to choose the criteria for evaluating the effectiveness.^[6]

Like many researchers, A.V Volkova points out that it is difficult to choose the criteria for evaluation. Criteria for evaluation are very important in the organization of the evaluation process, and the exact and complete definition of the evaluation process, based on the powers and responsibilities of the body being evaluated, ensures the effectiveness of the evaluation process.

According to S.K Mordovin, "Assessing the effectiveness of the executive is one of the most difficult research tasks and is the subject of independent study for many local (Russian) scientists. Assessing the effectiveness of government agencies is even more difficult. In

this case, a simple formula for the ratio of results and costs cannot be used, because the activities of government agencies are aimed at managing many areas of public life. However, the goal of government agencies is to ultimately improve the living standards and quality of life of the population, which in turn means that it is even necessary to assess their effectiveness.” [7]

S.K Mordovin's comments above are valid, and it is difficult to assess the activities of the executive branch. It is also not easy for the executive to develop clear and systematic criteria for evaluating performance. This is due not only to the multifaceted nature of the executive branch, but also to the need for continuous improvement due to the changing distribution of responsibilities, the addition of new services and responsibilities in connection with development and progress. However, regular evaluation of the activities of the executive branch plays a significant role in improving the system of governance on the basis of democratic requirements, ensuring the development of the country.

Conducting scientific research in this area E.A Kapoguzov and N.N Kabijan according to, “Assessment of the activities of the executive branch creates an opportunity to identify areas and areas that require special attention and to direct available resources to the most problematic areas and areas. It also serves as a basis for identifying and identifying public services that are and should be provided by the executive, as well as for providing better and more targeted services. ”[8] In their view, evaluation serves as a point of choice or rejection of methods and forms of government in increasing the effectiveness of public administration.

One of the problems with evaluating the effectiveness of the executive branch is the variability of these evaluation criteria. To date, a system of public evaluation of the activities of

government agencies that implement the main objectives of the state has not been developed.

It is known that government agencies develop their own work plan and set many goals. The operation shows that some of the tasks included in the plan remain unfulfilled. Regulations developed by government agencies are not always interrelated when considered at the state level. All regulations in the evaluation system are aimed at achieving the strategic goals of the state. The fact that the strategic plans are in electronic, electronic form serves to ensure its timely and quality implementation.

It should not be overlooked that the evaluation of the performance of public administration bodies and their leaders and employees is interrelated.

The effectiveness of the work of public administration bodies, especially the executive bodies, can be assessed depending on the procedure for providing them with qualified personnel. Spoils system and merit system for staffing the state apparatus^[9] species are available.

A person with a leadership position in the “booty” system prefers to place his supporters in important positions. The ineffectiveness of this system has been proven by many examples. At the same time, the quality of the staff has been declining over the years, which has had a negative impact on the country's development. In the “Services” system, specialists are selected through open and independent competitions organized by the state. The advantage of this system is that it is possible to recruit well-educated people to work in government agencies and work with them on a regular basis, including important government positions, if necessary.

In our opinion, it would be even better to enrich the system of staffing “Plunder” and “Services” with a system for evaluating the effectiveness of civil servants.

At present, we are working to improve the economic and political-legal position of the

Republic of Uzbekistan in international rankings and indices, to further enhance the country's position in the international arena, to ensure the timely and quality implementation of tasks assigned to heads of government agencies. Assessing the effectiveness of the executive authorities and their leaders plays an important role in further improving the governance of the country, as well as in all aspects of socio-economic development. It should also be noted that the achievements or shortcomings of the assessment are reflected in the international ranking of the country. One of the main reasons for this is the fact that most of the international evaluation criteria are similar to the international evaluation criteria. The compatibility of international and national evaluation criteria not only serves to improve the country's position in the international rankings, but also shows that the evaluation criteria are in line with generally accepted international standards. This also means that the evaluation system is based on criteria of fairness. Decree of the President of the Republic of Uzbekistan KI-IM-6003 of June 2, 2020 "On performance of the Republic of Uzbekistan in international ranking and indices and the introduction of a new mechanism of systematic work with them in the bodies and organizations" international rankings and indices, which are stable for the Republic of Uzbekistan, it is planned to ensure that it serves the purpose of improving the country's position, to eliminate obstacles to the effectiveness of work in this area.

The above is about the choice of modern methods of effective organization of public administration in the Republic of Uzbekistan, in particular, the executive branch, their leaders and officials, as well as the further strengthening of the state's position in international rankings.

CONCLUSIONS AND SUGGESTIONS:

In conclusion, it should be noted that the KPI system for evaluating the effectiveness of the executive branch, its staff and leaders serves to ensure the development of the country on the basis of democratic requirements. The KPI evaluation system allows an accurate assessment of the body's contribution to the country's development. In this way, it is possible to improve their work. There is an opportunity to introduce a system of remuneration for employees and managers of the body being evaluated in the KPI evaluation system, depending on their achievements in practice.

In most cases, the training is carried out not on the basis of knowledge and experience of the staff in the relevant field, but mainly on the basis of a certain schedule in advance. In many cases, this is done in general terms, not in terms of the skills that need to be developed. This procedure, which is associated with the development of staff skills, does not allow to achieve the expected results. The KPI scoring system allows you to clearly identify employees who need to be upgraded or retrained. The KPI evaluation system provides a practical basis for democratizing personnel relations, recognizing personnel in the recruitment process, and appointing them based on their achievements and performance in preventing corruption.

The experience of foreign countries shows that human intervention should be minimized as much as possible in the assessment. The electronic evaluation system allows for fast and high-quality data processing. Paper data requires a large number of documents and in many cases causes data delays. This does not allow for accurate calculations and conclusions. Informing the performance appraisal service of government agencies, along with transparency and speed in the provision of public services, has also reduced labor costs. Access to information and the accuracy of information is

an important part of a democratic system of government.

Evaluating the performance of the executive branch of government, its leaders and employees creates a practical basis for capacity building, the introduction of a system of remuneration based on labor, the establishment of sustainable goals and the attraction of resources to them. It also serves to improve the country's international ranking and, most importantly, to ensure the country's development.

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