



OPTIMIZATION OF PUBLIC ADMINISTRATION: INTERNATIONAL EXPERIENCE AND NATIONAL PRACTICE

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Annotation: Globalization processes in all spheres require the use of the most effective ways of development, improvement and modernization. Government agencies, non-governmental commercial organizations and other institutions, regardless of their legal status in developed countries, are moving from traditional, linear-divisional management methods to modern, consumer-oriented management methods.

Keywords: developing countries, Comprehensive program, functions of public administration

By their nature, administrative bodies have the specifics of «expansion», as a result of which the costs of consumed resources increase annually, the management process, becomes more complicated, and the efficiency and flexibility to changes in the external environment decreases. The decline in efficiency generally negatively affects the performance of certain functions and tasks by the administrative body, and also creates a negative environment that reduces the quality of public services.

It should be noted that to date, the use of CPI (Continuous Process Improvement) or TQM (Total quality management) methods to improve the quality of public services provided by administrative bodies, especially in the developing countries of the former Soviet Union, does not give the expected level of satisfaction among the population. The main reason is that many methods of providing public services require fundamental reform, and optimization or partial improvement will not give the expected effect in the long term.

One of the methods for the radical reform of public services is the method of reengineering business (in these guidelines, we use the term "administrative") processes, which provides for a multiple increase in the efficiency of administrative bodies in a short time and with the use of modern means of information and communication technologies. The concept of reengineering in modern management was first introduced by Michael Hammer, a professor at the Massachusetts Institute of Technology [1] in the early 1990s. Reengineering has been successfully applied in the world's largest companies and the banking sector, and subsequently applied in public administration.

In order to develop the E-Government system, improve the quality of public services, as well as accelerate the implementation of state reforms in this direction, the President of the Republic of Uzbekistan adopted Resolution No. PP-1989 of June 27, 2013 "On measures for the further development of the National Information and Communication System of the Republic of Uzbekistan", in accordance with which a Comprehensive program for the development of the National ICT System for 2013-2020 was approved.

The comprehensive program provides for a number of measures to implement fundamental reforms in the activities of public administration, improve the quality and expand access to public services. In particular, the Resolution of the Cabinet of Ministers of December 31, 2014 No. 377 "On

measures to further improve the procedure for providing public services to business entities", according to which from January 1, 2015, when providing public services to business entities, state bodies and other organizations providing public services must independently receive within one working day all the necessary documents and information available in other state bodies and organizations through information interaction.

Artificially created obstacles or other actions of managers and employees of administrative bodies aimed at limiting the reengineering of administrative processes can become a serious obstacle to the modernization of public services.

In this regard, the political decision and the will of the top management is the decisive factor for reengineering in administrative bodies "from top to bottom".

Bet on overall efficiency. Reengineering makes it possible to increase efficiency for both government agencies and service users (the population, business entities).

The ideal option for implementing a mature online service provides for a radical reform of the system of providing this service and eliminating the "vices" of the bureaucracy, optimizing and preserving only its positive aspects and necessary conditions.

It should be noted that the concept of public services is a relatively new institution in Uzbekistan, which still does not have an unambiguous interpretation. In accordance with the resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated May 13, 2015, the following definition is given for public services: "public service — the activity of providing services by public administration bodies, local government authorities and other state organizations (hereinafter referred to as the "state service"). — state body), carried out at the request of the applicants, including in the notification procedure, within the established powers of these bodies and organizations, aimed at ensuring the implementation of the rights and legitimate interests of the applicants provided for by the legislation of the Republic of Uzbekistan." If we give a more detailed definition for this definition, public services are actions (decisions) of a providing nature that express the public purpose and functions of public administration and are performed on behalf of the state by competent authorities and organizations in relation to specific interested persons (individuals or legal entities), in the interests of these persons or for the sake of compliance with the public order established by law, in the form of providing information, tangible or intangible benefits, rights and benefits, as well as legally significant documents.

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