

ANALYSIS AND DEVELOPMENT PROSPECTS OF STATE INTERACTIVE SERVICES

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ABSTRACT

The article highlights the importance of the public service delivery system, directions for further reform of this sector, and the experiences of foreign countries in this direction. The need for reforms in this system was analyzed in the implementation of the tasks defined in the new development strategy of Uzbekistan.

Keywords: public service, rational bureaucracy, new public administration, new management, network management, content management, egovernment, Single window, Digital office.

INTRODUCTION

Today, due to the laws of social development, the reform of the public service system remains relevant not only for developed, developing, transition countries, but also for countries that are not striving for modernization. Unlike developed countries, developing and underdeveloped countries are introducing the system of public services by adapting the elements specific to the models of fully modernized countries that have successfully implemented the same system to local and national mental characteristics. The main goal of the reform of the public service system will be to solve the current and future problems related to the sector in accordance with the needs and conditions of the rapidly changing global and information society.

In this sense, the countries of the world face the task of implementing the elements of the models of the system of public services to citizens by convergence. This is done in the following directions:

A) synthesis of various positive elements of public service system models;

B) in the process of globalization, the political systems of state administration and the forms of state structure become close to each other. Accordingly, in the conditions of the global society, authoritarian regimes are formally democratized, and democratic systems lead a form of controlled democracy; federal states are becoming centralized and unitary states are becoming decentralized.

The following general trend can be observed in all countries of the world seeking to reform the public service delivery system:

- 1) achieving a balance between the non-partisan professional bureaucracy in the state service delivery system and ensuring its stable dynamism;
- 2) Strengthening of political elements in decision-making at the highest levels of the public service system (in the USA, France, China and other countries, with the exception of Germany, because these elements have been strong in this country);
- 3) Informatization of the state service delivery system, its improvement based on new technological possibilities and needs;
- 4) To further expand and strengthen the examination mechanisms used for the recruitment of personnel to the public service system and their promotion;

5) As observed in the experience of countries such as Great Britain, the Netherlands, South Korea, and the United States, introducing a mechanism for raising salaries and positions based on their results, limiting the privileges of personnel working in the public service system.

Direct implementation of elements of developed country models with well-established public service delivery systems is not always fully successful in developing countries. This is also shown by the experience of Brazil and South Korea, which are at relatively higher stages of development. Of course, it is impossible to raise social relations in the society to a new level by reforming the state service delivery system alone, or to put it simply, to comprehensively modernize the country. More precisely, the reformed public service delivery system also originates from the real historical background of the country where it is being introduced. For example, the system recruits people who are a product of the country's current education system, social relations, value system, political system, and socio-cultural environment. Therefore, the individuals educated by the same systems are the staff of the public service delivery system and determine its quality. This, in turn, will result in the reduction of efficiency as a result of the formal introduction of the elements taken from the models of the developed countries regarding the public service delivery system, or their adaptation to the real historical conditions, more precisely, to the social relations prevailing in the country. As a result, the speed of the complex modernization processes implemented in the country will decrease and the efficiency will decrease.

Based on this, it can be said that at the modern stage of society's development, it is impossible to have a universal public service system model that is equally effective for all countries, and accordingly, an electronic government model. Summarizing the success of the best practices of Eastern and Western countries regarding the reform of the public service delivery system, it is possible to distinguish its directions in the form of "new public administration " and "rational bureaucracy".

The analysis of the Western experience shows that in reforming the public service system, it is necessary to emphasize such mechanisms as the reorganization of state organizations, the introduction of innovative management technologies in management, which bring it to the level where it can compete with the services provided by the state and non-state sectors.

This direction is called "new public management" or "new management" and it includes management, auditing, goal-costing, informatization, total quality management technologies and other elements of the methodology of strategic organizational changes successfully used in the commercial sector. In contrast to the directions of reforming the public service system, the new public administration is oriented towards serving citizens and society, strengthening openness and democratization, implementing managerial control, decision-making and decentralization of the system as a whole, in parallel with the creation of a single infrastructure at the modern stage of society's development. This can be clearly seen in the experience of France, Hungary, the Netherlands, New Zealand, Great Britain, Italy and other countries.

In particular, the indicators of "network management" in Great Britain can be a vivid example of this. On 6 May 2005, the UK Government e-Government Department's e-Project Implementation Team published the first version of an interactive guide to online government, outlining the tasks of working with authorities to create a single central infrastructure for e-Government.

IGCG (Interactive Network Government Guide) EDT (Electronic Department Team) served as a priority for state government agencies to properly explain and disseminate their services to citizens. This document describes in detail the advantages and disadvantages of the components of the e-government system.

Also included is information from the IGCG (Interactive Guide to Network Government) on the components of the UK's existing central e-government infrastructure, its planning, implementation and payment mechanisms. Based on this, it can be said that the guide envisages saving resources by providing quality online services based on the introduction of high technologies.

Currently, the central e-government infrastructure in the UK consists of a number of open standards-based ``Authorization (user authorization, routing, transaction execution) and ``Enforcement (content management) components. This indicates that the system is capable of meeting many needs of state authorities.

The central infrastructure creates ample opportunities for the interaction of central and local government bodies and the provision of online services. Common infrastructure solutions are designed to meet common needs in specific areas such as financial management and human resource management. Any public authority can sponsor the development of public infrastructure solutions. In addition, the EDT (e-Departmental Team) actively supports the implementation of mechanisms that have worked in a particular government agency system in others.

It is no coincidence that the idea of "rational bureaucracy", developed by the great German thinker Max Weber at the end of the XIX century and the beginning of the XX century, which is characteristic of Western countries, serves as a basis for a number of Eastern countries seeking to reform public administration. This principle implies that the state should pay special attention to the performance of its functions. This system is based on a hierarchy based on the strict obedience of the lower level to the higher level, which leads to the formation of highly qualified personnel due to the existence of a clear distribution of work and common standard rules.

Implementation of e-government introduction and public administration system reform processes in an interconnected and harmonious manner will have some complications. On the one hand, the need to introduce the electronic state government requires changing and restructuring the foundations of the public service system from the initial stages of reforms. On the other hand, the implementation of e-government serves to increase the efficiency and effectiveness of administrative decisions taken on its own, prevents interruptions in the state apparatus, increases the labor productivity of public servants, and also makes it possible to successfully fight corruption in state structures.

In the process of reforming the sphere of public administration in Uzbekistan, the creation of an operative system and digitalization of public services, which are convenient for the population, free from excessive bureaucratic obstacles, were set as a priority. The State Services Agency was established under the Ministry of Justice of the Republic of Uzbekistan as part of the large-scale work on the fundamental reform of the national system of public service provision in the country. Today, in order to provide the most necessary and high-demand public

services not only to entrepreneurs, but also to the population, a single network of public services at People's Reception Centers covering every city and district of the republic has been created.

With the introduction of the system:

- ❖ □ The period of service provision has been shortened;
- ❖ □ The number of documents submitted by applicants has been drastically reduced by establishing inter-departmental integration;
- ❖ □ The service process has been optimized;
- ❖ □ Decentralization of the activities of the service bodies - i.e., by transferring the service authority from the higher body to the lower systems, speed and addressability of the service was ensured.

In particular, during 2017-2021, new buildings of 142 state service centers were built, branches of state service centers were established in 129 regions. The provision of public services was reduced from 465 days to 237 days. More than 27.6 million services were provided through state service centers in 2017-2021, of which 11.4% were electronic (online) services. In addition, a total of 207 state service centers were established. The number of services provided through state service centers increased from 37 to 157. The number of documents required for the provision of public services has been reduced to 95. The number of mobile (mobile) public services was 662,411.

In 2017, more than 170,000 state services were provided only to entrepreneurs, and in 2020, more than 8 million state services were provided to individuals and legal entities.

A number of foreign experts expressed their opinions on the provision of public services in Uzbekistan. In particular, the vice-president of the Asian Development Bank, Shixin Chen, noted that: —The practice of providing public services based on the principle of a single window in public service centers is one of the important tools for attracting foreign investments. In fact, without spending extra money and time, you can get most of the documents you need to start and run a business successfully.

Accordingly, in 2017-2021, comprehensive measures aimed at building a legal democratic state, a strong civil society, developing an economy based on free market relations and the priority of private property, creating conditions for a peaceful and prosperous life of the people, and taking Uzbekistan's rightful place in the international arena will be implemented. increased.

On January 28, 2022, as an integral continuation of the Action Strategy, the most important document directly related to the future of Uzbekistan - the Decree of the President of the Republic of Uzbekistan "On the Development Strategy of New Uzbekistan for 2022-2026" was adopted. With this, the Development Strategy for the next 5 years was approved. The development strategy of the new Uzbekistan aims to achieve 100 goals within the framework of 7 priority areas of development of Uzbekistan in the next 5 years. In particular, the 9th objective includes the following:

- —Development of the electronic government system, increasing the share of electronic government services to 100 percent and eliminating bureaucracy.
- Expanding the provision of public services through mobile applications.
- Implementation of the Mobile ID system for personal identification in the provision of public services.

- —Reduction of bureaucratic processes based on establishment of information exchange between state bodies and private commercial organizations through the interdepartmental integration platform of the electronic government system.
- Implementation of the authorization and notification system that ensures the protection of personal data.
- Establishing the practice of issuing and exchanging temporary, fact-confirming documents to citizens and offering composite public services without waiting for their appeal.
- Simplifying the provision of public services to the elderly and persons with disabilities, creating facilities for them.
- —Optimization of administrative procedures and automation of the management process through digitalization of work in state bodies within the framework of the digital office project.
- —Abolition of the practice of requiring documents confirming certain facts from citizens due to the introduction of the citizens' digital passport project.
- Expanding the practice of providing public services to citizens of Uzbekistan abroad.
- Implementation of reforms such as digitalization of public services and transfer of 20% of them to the private sector was determined.

Efforts to achieve these goals are also clear. They, in turn, make it much easier to monitor efficiency and effectiveness. In other words, a system was introduced to evaluate the effectiveness of the planned reforms in accordance with the level of achievement of the goals of development. According to the Ministry of Justice, the document approved the development strategy of New Uzbekistan for 2022-2026, developed on the basis of the principle "From the strategy of actions to the strategy of development" and the state program for its implementation in the "Year of human dignity and active neighborhood".

Summarizing the analysis of the above considerations, it can be said that the processes of public administration reform and introduction of e-government should be implemented on the basis of common relationships, common principles and a single model. In this process, the development and implementation of electronic administrative regulations acts as a connecting link. Only then, the reforms based on the synergy of the two systems will be productive and successful.

The success of the e-government principle in public service reform concepts is determined by the increased efficiency of the public service delivery system when it is applied. In the concepts of creating e-government, new communications are considered as an integral component of the system.

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