

Modern Methods of Ensuring the Efficiency of Public Administration during a Pandemic

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Abstract

Improving the management system and effectively organizing the activities of state authorities is an important factor of development throughout the world. The importance of studying the experiences of efficient and transparent public administration in developed countries, the rational spending of budget funds, the low level of corruption, the reduction of bureaucratic obstacles, the systematic development of relations between citizens and state bodies, especially the methods and mechanisms of achieving efficiency by applying modern methods of solving existing problems during the pandemic analyzed.

Keywords: Public administration, pandemic, efficiency, teleworking, outsourcing, crowdsourcing, digital government, COVID-19, modern technologies.

In recent years, the experience of the countries of the world has shown that the need to effectively organize the activities of state authorities and to use modern methods more widely in solving the problems that arose during the pandemic (COVID-19) has increased. In such conditions, the use of restrictive measures, the remote organization of services provided by state administration bodies and civil society institutions, and the use of digital platforms (Electronic Government) have increased sharply. During this period, public institutions and governments in many countries faced a number of unique difficulties if they were not digitized in time. As a result of the lockdown and movement restrictions[1] introduced in many countries since March 2020[1], a large number of representatives of the social and economic sphere have been working from home.

In Uzbekistan, the reforms started on the basis of the principle "The people should serve the people, not the public bodies, but the public bodies should serve the people"[2] began to bear fruit during the pandemic. In particular, the Head of State Shavkat Mirziyoev created a new system of "neighborhood" organization of sector activities in working with citizens included in the "iron notebook", "women's notebook" and "youth notebook" [3]. This makes it possible to effectively solve problems during the pandemic.

The reform of the management system requires a deep analysis of the experience of many scientific research centers and developed countries. In the context of the pandemic, learning the latest technologies and methods in the management system and digitizing the public administration system is more relevant than ever. In particular, according to the results of the 2021 global rating, we can see

the most innovative countries - Switzerland, followed by Sweden, the United States of America, the United Kingdom and the Republic of Korea[4]. The governments of the above-mentioned states have maintained a high level of communication with the population and business communities during the pandemic. One of the main reasons for this was the digitization of almost all branches of the management sector.

In addition, the developed countries introduced the "New Public Management" (NPM) into their activities in the 90s of the 20th century. In particular, D. Osborn and T. Gebler's book entitled "Reorganization of Public Administration: How Entrepreneurial Spirit Changes Public Administration" put forward a number of principles that form the basis of "new form" of public administration. These are: Work with the rudder, not the paddle; More delegation than service (decentralization); Fundamental change of organizations whose activities are strictly regulated; Application of competition in the provision of services; Focus more on end results rather than intermediate results; Meeting the needs of customers, not bureaucracy; Application of market mechanisms in management; Transition from vertical relationships to horizontal relationships; Not solving problems, but preventing them from happening; Earn more than you spend[5].

Nowadays, this work has become a programming document of the theory of "New State Management". The main reason for this is that this theory is being relied upon in the reform of power management in developed countries today. Initially, M. Weber's theory of bureaucracy formed the foundation of state administration [6]. According to him, the state was based on a strict hierarchy, the working order was standardized, and the public service institution was closed. "New public administration" rejected these and prioritized dialogue between the state, society and business [7]. Contractual relations were established between these participants of the management process. As a result, the relationship between the participants of the management process was based on mutual trust, not on the power factor. The main thing is that the state is not considered as a mechanism of coercion.

In the theory of "new public administration", at first emphasis was placed on reducing the powers of state structures. Later, attention was paid to changing the working order of state agencies, and the principles of private entrepreneurship were introduced into public administration. These are principles such as competition, customer orientation, and the primacy of consumer interests. Similar changes have occurred in the management of craft resources. Officials began to lose the status of a closed layer and the guarantees associated with it. Their status is closer to that of a hired worker in the private sector. At the same time, their previous stable salary has now been replaced by a payment system based on their productivity [8].

In almost all developed countries, we can see that reforms in the field of management are carried out in the following directions:

Introduction of features specific to the market economy in state administration; Application of advanced company management methods in public administration; Introduction of the incentive system for civil servants depending on the results of work; Achieving maximum efficiency with minimal expenses; Determining the priority directions of state agencies and outsourcing secondary functions; Serving the consumer, i.e. the citizen's interest, in government agencies; Priority should be given to improving the quality of services provided by the state to the population, emphasizing the strengthening of competition in the provision of services; Focus on strengthening the trust of the population and the private sector in government agencies; Implementation of decentralization, i.e. separation of service spheres with decision-making, i.e. leaving the definition of strategies to state agencies, and entrusting its implementation to local governments.

The methods proposed below for use in practice will stimulate the effective functioning of public

administration during the pandemic. These are:

Remote work (telework, telecommuting)

Online work (telework) in public administration bodies is a labor activity performed at a distance from the employer with the help of information and communication technologies. The main feature of this form of activity is the establishment of economic relations at a distance, where personnel perform their functional duties virtually. This form of employment is beneficial in that the state management body does not require excessive spending on creating conditions for personnel's work, and does not bear responsibility for labor protection and length of working hours. As forms of tele-work, it is possible to bring relevant labor activities at home remotely from the state management body, self-employment, remote entrepreneurship, and others. This form of work is beneficial to the staff by saving time and transportation costs for going to the workplace, and choosing the most suitable time for working. Information and communication technologies made it possible to accurately determine the working time for state management bodies, as well as the deadline for completing the task. As a result, they will be able to hire personnel taking into account the actual time required for the production task. In addition, new technologies serve to reduce the traditional costs associated with short-term hiring of various personnel. Because with the help of these technologies, it will be possible to calculate the number of necessary labor resources and, on the basis of this, to attract the necessary number of employees to work, and to accurately calculate their wages.

Researches conducted in developed countries have shown that today mostly people with higher education and the most suitable age (26-42) are engaged in remote work. In particular, in Europe, if 45% of employees working remotely are accounted for by small and medium-sized businesses, this indicator is 29% in large companies[9]. "Relationships at a distance" between state administration bodies and personnel is a component of the process of decentralization in time and space.

Outsourcing

Outsourcing is the transfer of certain production functions, which are not considered the main ones for their direction, to another company specialized in this field by a state management body under a contract. The need to attract foreign employees and specialists to the state body to perform some of its functions is explained by a number of factors. It should be noted that as a result of outsourcing the functions of state administration bodies:

- develops a competitive environment based on market mechanisms;
- there will be additional opportunities for the development of new areas of business and entrepreneurship in the private sector;
- the employment activity of citizens will increase;
- the population service system will be further improved on the basis of innovative technologies;
- the effectiveness of state administration bodies is increased;
- through the optimization of state units of state bodies, funds will be more targeted.

In recent years, decisions and orders related to the same field have been adopted in our republic. In particular, on the basis of the President's Decision PQ-4913 "On additional measures to attract the private sector to the spheres regulated by the state", the project "State functions - an opportunity for business" was implemented. Based on the project, the initial directions for involving the private sector in the field of public administration were determined. Initial directions were defined in order to gradually transfer state functions to the private sector through outsourcing, state social order, accreditation, certification and other methods, as well as to expand the existing opportunities in the

field of public administration [10].

Freelance

In the modern management system, freelance is seen as a type of independent activity focused on the performance of a specific task based on a bilateral agreement. In most cases, freelancers perform their activities on the basis of a verbal agreement or a one-time contract without requiring any social security. In general, freelancing can also be seen as a form of remote self-employment[11]. Because the freelancer performs his work outside the state administration body, without using its buildings and equipment. Therefore, the government agency pays the freelancer only for the work actually performed. This leads to multifaceted efficiency.

Crowdsourcing

Crowdsourcing is a form of voluntary involvement of a wide range of intellectuals in this activity using information and communication technologies in order to use the positive skills, knowledge and experiences of a wide range of intellectuals in order to solve the problems of innovative production. In terms of form, it is similar to outsourcing. If in outsourcing, such activities are performed by professional performers outside the company for a certain salary, in crowdsourcing - usually, the idea expressed for the given task, the payment of wages for the project is not provided, or only the most noteworthy proposals can be awarded a certain amount. This task is carried out by individuals who voluntarily spend their free time on specific research or development, amateurs and professionals who do not intend to receive a salary.

The use of such tools on the basis of information and communication technologies in international practice has a history of more than 20 years. One of the first large crowdsourcing projects was the InnoCentive[12] platform, created in 2001.

Crowdsourcing is also called user-driven innovation in a broad sense. In this case, for example, public administration bodies not only address citizens with questions about their needs, but at the same time, they are also asked for their opinions on improving the service that can satisfy this need. The following advantages of crowdsourcing can be distinguished:

- a positive political environment and image will be created by improving interaction with consumers of public services;
- the quality of regulatory and methodical documents will increase due to public expertise;
- it becomes possible to develop strategic planning;
- the opportunity to use the knowledge, skills and talent of specialists from the country, region, even the whole world;
- the ability to assign the work intended for one person to a very large group of people;
- getting the necessary ideas, innovations and other important ideas, etc., at almost no cost.

In particular, in Uzbekistan, innovative and modern mechanisms and methods of increasing the efficiency of public administration are widely introduced. In particular, the 2017 The Strategy of Actions[13], the Concept of Administrative Reforms[14], the 2022 Development Strategy[15] and the introduction of amendments and additions to the Constitution[16] indicate that public authorities have begun to adopt elements of crowdsourcing in their activities - a modern way of interacting with citizens. we can connect with the discussion.

If crowdsourcing platforms are created in Uzbekistan as well, it is possible to believe that they will work successfully. Because today Uzbekistan has 27 million Internet users[14]. In addition, the

Wikipedia site has more than 140,471 thousand Uzbek articles written by 62,907 volunteers[15]. This shows that our citizens are not indifferent to science and the development of society.

Many developed countries in the world, international organizations, large corporations are effectively using crowdsourcing. In particular, public administration bodies in developed countries offer their citizens to participate in the process of developing legislation, state programs, and strategies at the local level. At the same time, ministries and agencies have specialized crowdsourcing platforms.

In general, the development and implementation of crowdsourcing technology in the field of public administration will increase the efficiency of the management system, make rational political decisions, and most importantly, increase the level of trust of society in the government.

In conclusion, it should be said that during the COVID-19 pandemic, many problems arose as a result of the lack of widespread implementation of modern information technologies and innovative management methods in the public sector in some countries. Few negative results were observed in the management activities of countries that used innovative technologies. In particular, as state bodies serve the well-being of the entire country's population, it is necessary to systematically modernize this sector and fill it with qualified personnel. Only then will it be possible for the state management system to continue to function stably and efficiently in various emergency situations, economic crises and pandemics.

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