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## ON THE CONCEPT OF ASSESSING THE EFFECTIVENESS OF THE ACTIVITIES OF EXECUTIVE AUTHORITIES

**Abstract:** This article focuses on the concept, types and approaches to assessing the effectiveness of executive authorities. Scientific studies on this topic have been conducted and analyzed. Types and methods of evaluation were discussed. The experience of countries with a developed evaluation system is highlighted. Based on the results of the research, conclusions were drawn and relevant proposals and recommendations were developed. Conclusions and practical solutions of the problem were also proposed in the case of Uzbekistan.

**Keywords:** assessment, executive authorities, efficiency, New Public Management (NPM), Good Governance (GG), New Public Service (NPS), government (governing) effectiveness, the case of Uzbekistan

Today, within the framework of democratization, i.e. in the course of the reforms that are being carried out to improve the activities of state administration bodies, especially executive authorities, the need to evaluate their activities is being widely discussed among practitioners and scientists, opinions and comments are being expressed about the same issue, that is, various methods and means of evaluating their activities. In our opinion, when evaluating the performance of executive authorities, the main focus should be on introducing an evaluation system that fully covers the socio-economic spheres of the country and ensures the effective solution of important strategic tasks and state programs. Evaluation of the performance of the executive authorities serves to determine priority tasks and form a set of measures for further improvement of management. Assessment provides an opportunity to choose development and perspective paths and effectively solve a number of problems. The purpose of evaluating the effectiveness of the state bodies is to ensure the effectiveness of the tasks and functions assigned to the state bodies.

In recent years, quality has become the main requirement for organizing the activities of not only private but also public bodies. The process of transition from quantitative criteria to qualitative criteria in evaluating the performance of state bodies and their employees is actively taking place.

It is known that the main requirements of the theories of "New Public Management", "Good Governance", "New Public Service" and "Government Effectiveness" are to ensure the openness of the activities of public administration bodies, provision of high-quality public services, introduction of democratic principles of public participation in public administration, effective organization of public personnel policy, provision of public participation in evaluating the activities of public administration bodies and their leaders (and others).

For instance, in the Republic of Uzbekistan, evaluating the efficiency of the executive authorities on the basis of criteria and indicators is a new practice aimed at improving the activities of the state and its management bodies. Currently, the legal and practical basis for the implementation of the performance evaluation system of the executive authorities, their managers and employees, and the improvement of the capacity of civil servants are being developed and improved. At the current stage

of evaluating the performance of executive authorities, it is important to study the experience of countries where the evaluation system has been effectively implemented.

At this point, it is worth noting that the system of evaluating the activities of public administration bodies in the further improvement of their activities is a relatively new experience in world practice and has not been sufficiently studied scientifically and practically. became the topic.

According to our opinion, the reform of state administration based on this new practice consists in improving the activities of state bodies, combining scientific knowledge and practice related to this field effectively and qualitatively for the needs and interests of the state and society.

According to K.I. Apkaniyeva, who conducted scientific work in this field, "Assessment of the effectiveness of the state authorities allows to determine how well the areas of management activity are chosen and what results they are producing in practice. According to him, in order to improve the evaluation of the effectiveness of executive authorities:

- when evaluating regions, their differences, distance from the center, climatic conditions, need for a donor or subsidy;
- the quality of public services provided to the population;
- it is necessary to evaluate the level of professionalism of civil servants and the quality of services provided. He said that evaluating the performance of executive authorities allows for more effective management decisions" [1].

Evaluating the performance of executive authorities not only helps to effectively regulate their activities, to determine internal resources (human, financial, material, technical, etc.) for increasing the number and quality of services provided to the population based on the results of the evaluation, and to find more accurate methods of determining wages in the public sector. . Also, evaluating the performance of executive authorities, increasing objectivity allows effective decision-making on various problematic issues. According to E.A. Kapoguzov and N.N. Kabizhan, "The main issue in improving the efficiency of evaluation in the annual evaluation system is to increase the level of orientation of criteria and indicators in the processes of labor organization in state bodies, taking into account the influence of informal restrictions" [2].

According to S.V. Fateeva, "Regulatory documents on the assessment of activity efficiency, from the point of view of the final result, are aimed at analyzing the management efficiency of state bodies for the socio-economic development of regions, rational spending of budget funds, identifying unused reserves in planning priority programs for future development and measures – aimed at developing measures, improving the quality of services provided to the population, the level of use of innovative methods in management, as well as reducing inefficient costs" [3].

Evaluation can be carried out at different levels, depending on the scope of work and the amount of resources used. As a rule:

**At the macro level** – this is an assessment of state policy in a certain area or in solving an important socio-economic problem. For example, the results of public policies in the field of combating economic crime, eradicating poverty or migration policy are evaluated.

The middle level is related to the analysis of the specific results of the targeted activities of the state or regional authorities on the implementation of state programs.

At the micro level – very narrow, local problem-solving projects are evaluated. Also, the introduction of new information technologies in the collection of taxes from economic objects, the holding of a single state exam for students in some regions can also be evaluated. Evaluation is carried out according to indicators such as quality, time cycle, productivity.

It is worth noting that the evaluation and planning of the activities of state bodies requires taking into account a number of complex methodological questions, including the selection of indicators and criteria, the feasibility of using quantitative and qualitative evaluation, the accuracy and objectivity of

evaluation, and other factors. Another way to improve the quality of work is to use standards, appropriate methods and models to achieve “the best values in public service” [4].

In our opinion, evaluation can be done at different levels depending on the scope of work and the amount of resources used.

1. Evaluation of the results of reforms aimed at solving important socio-economic problems at a higher level - that is, at the state level.

For example, the results of work on sustainable development, openness of central bodies, accountability to citizens, ensuring the rule of law, fight against crime, and eradication of poverty are evaluated.

2. At an average level, the level of performance of the tasks assigned to them by ministries, state committees, agencies, and regions is assessed.

3. At the lower level, the work carried out by the local state authorities in the regions is evaluated.

4. The performance of civil servants at all levels is assessed by the level of performance of the duties assigned to them.

It is known that the degree of achievement of results in the activities of executive bodies is important. Therefore, performance evaluation becomes a key requirement. The efficiency of the executive authorities is different from the efficiency of production. That is, it is difficult to accurately evaluate them in numbers. The effectiveness of the executive authorities can be evaluated by determining the maximum and minimum level of performance of the tasks assigned to them. That is, it is possible to turn the tasks performed according to the specified criteria into points (percentage or number) and evaluate them as “effective” or “ineffective” based on the accumulated points. “The result of any activity, especially management, requires its objective assessment. The analysis of the scientific literature in this regard shows that the effectiveness of the management activity can be evaluated by the real change in the state of the managed objects and fields” [5].

“The main task of achieving the goals of socio-economic development is to increase the efficiency of the activities of executive bodies and officials of state power. A properly organized system of evaluating the effectiveness of the executive bodies of state power and civil servants is a necessary condition for continuous optimization of their activities, which allows to evaluate the effectiveness of the state apparatus on the basis of scientifically based methods and to determine ways to improve it” [6: P. 783].

According to I.Yu. Chazova, V.Yu. Voytovich and I.A. Mukhina, which says “it is very difficult to assess management activity in the short term. The effectiveness of many management decisions made at the state level can sometimes be assessed only in the long term. Because these decisions may be related to investments, its effectiveness cannot be evaluated in the short term” [7: P. 99].

“Evaluation of the performance of executive authorities creates an opportunity to identify areas and sectors that require special attention and direct available resources to the most problematic areas and sectors. Also, it serves as a basis for identifying and determining the public services provided and required to be provided by the executive authorities, and for providing better and more clearly directed services” [8].

According to scholar A.S. Malin, “the main purpose of performance evaluation is to collect and analyze information about intermediate or final results, to determine the changes that have occurred and the current technical situation, to evaluate benefits and costs, to determine directions for future strategy improvement, and from this information, issues is to be used in solving” [9].

In this regard, A.S. Malin’s opinion is reasonable, and the following can be added to it. Evaluating the performance of the executive authorities allows to determine the degree to which the activities of these bodies correspond to the tasks, goals and national interests assigned to them, and



how they are struggling to fulfill their functions and powers. The practical aspect of the assessment is that, based on the analytical data, suggestions and recommendations are developed for improving the management of executive bodies, optimizing the mechanism of implementation of targeted programs, and improving the quality of public services. The results of the assessment provide a practical basis for making appropriate political and management decisions. The assessment is given to the work done by executive bodies.

According to the opinion of some legal scientists, "in order for the government to work effectively, it is necessary for the government to determine the main directions of the activities of the executive authorities, how to achieve them at low cost, but at the highest level. It is important to listen to public opinion in public administration. Undoubtedly, the openness of the activities of the government and executive authorities comes from this" [10].

Based on the abovementioned statements, it is appropriate to give the following definitions to the main goal of evaluating and evaluating the effectiveness of executive authorities.

Evaluating the performance of executive authorities is one of the methods of monitoring, analyzing, identifying and eliminating deficiencies based on criteria and indicators, determining the strengths and weaknesses of the activities of executive authorities, drawing appropriate conclusions about problems and achievements, and eliminating deficiencies. is to choose ways of achievement and perspective.

Evaluating the performance of the executive authorities is to further improve the performance of these bodies, to improve the performance of the tasks assigned to them, to determine the evaluation criteria in order to ensure the effectiveness of their activities, and to regularly monitor them based on indicators, and to determine their contribution to the development of the country.

The purpose of the assessment is to determine to what extent the executive authorities are performing the tasks assigned to them and to ensure the effective functioning of these bodies by further improving their activities.

The purpose of the evaluation is to further improve the activity of this body, to increase its efficiency, to improve the level of achievement of the set goals, to increase the number and quality of public services, to direct the budget expenditures, and to determine the reasons for the achievements and shortcomings.

The purpose of evaluation is to make effective decisions aimed at improving the activities of executive authorities based on accurate information about their activities.

Also, in order to effectively establish a system for evaluating the performance of executive authorities and civil servants in the Republic of Uzbekistan, it is appropriate to study in detail the experience and evaluation technologies of countries with developed evaluation systems. Currently, the evaluation of the effectiveness of the state bodies has been successfully implemented in countries such as Australia, Great Britain, Canada, the Netherlands, the Russian Federation, and the Republic of Kazakhstan.

Based on scientific studies and conclusions on the evaluation of the activities of public administration bodies and employees, it can be said that one of the main requirements of any evaluation technology is that the data on which the evaluation is based should be reliable, complete and timely, otherwise it is difficult to have a clear picture of the actual situation and processes. . The process of evaluating the results of the activities of state bodies allows to determine to what extent the activities of existing state institutions correspond to the set goals and national interests, and how the state authorities and management bodies are struggling to fulfill their functions and powers.

The practical aspect of the assessment is that, based on the obtained analytical data, suggestions and recommendations are developed for improving the management of state structures, optimizing the mechanism of implementation of targeted programs, and improving the quality of public services. As a

result, the assessment provides a practical basis for making appropriate political and management decisions. The assessment is given to the work done by state bodies. In the assessment, the main focus is on studying the actual processes of organizational structures. Selection of the evaluation method and its implementation require clear definition of the goals and objectives of the evaluation. In some cases, the final result of the activity is manifested in the long term, and in this case it is not possible to evaluate.

Monitoring and evaluation of the effectiveness of strategy and program implementation is carried out by ministries and agencies through the preparation of reports. They reflect the achieved goals, results, as well as performance indicators of these bodies for the next planning period. At the same time, it is necessary to pay attention to the quality of the information provided and received by various bodies for the transfer of the monitor. The purpose of the evaluation system is to analyze the activities of state bodies, develop measures to improve management in the future, and make decisions.

It is important for the state to set the goals of its management and executive bodies, but it is even more important to evaluate the results achieved. Evaluation serves to determine the goals to be achieved by state bodies and to further improve their activities.

In conclusion, it should be noted that when choosing methods, indicators and criteria for evaluating the performance of executive authorities, attention should be paid to the following:

- to ensure the harmony of quantity, quality and efficiency indicators in evaluating the activities of executive authorities;
- ensuring the appropriateness, accuracy and objectivity of the assessment;
- when assessing the level of socio-economic development, focusing on comprehensive development, ensuring stable economic growth, and improving the quality of life of the population;
- to ensure that the evaluation system has a stimulating effect on the activities of civil servants and serves to create a healthy competitive environment;
- involvement of independent agencies and experts in evaluation processes, providing the legal basis of the external control mechanism;
- to ensure a logical connection between the object of assessment and the subject of assessment in the process of information exchange.

When improving the assessment of the effectiveness of the executive authorities, attention should be paid to the following:

- focus on ensuring objectivity, all-round development, quality of socio-economic reforms in assessing the level of socio-economic development;
- ensuring sustainable economic growth by effectively organizing the activities of executive authorities;
- achieving the implementation of the procedure of basing the main attention in the assessment on improving the quality of life of the population, providing the executive bodies with budget funds on their contribution to the country's development;
- distribution of powers between all levels of state power based on their functions, formation of a healthy competition environment between them;
- introduction of improved systems of information supply and automation of all processes in the evaluation of the effectiveness of the state administration bodies;
- to achieve the implementation of the evaluation system in which it is possible to determine the contribution of each state civil servant to the overall efficiency in the organization of the evaluation system. It can be said that the evaluation of the effectiveness of the executive authorities' activity corresponds exactly to the modern, advanced foreign experiences in improving the activities of the state administration bodies. Ensuring the participation of non-governmental organizations in the evaluation serves to ensure the transparency of the evaluation processes. It would be appropriate to

carry out scientific and practical research on gradually transferring the evaluation of the activities of executive authorities to the powers of non-governmental and public organizations.

As a conclusion, it should be emphasized that comprehensive assessment of the performance of executive authorities, their managers and employees is more effective and serves to speed up the processes of achieving strategic and main goals and significantly improve the efficiency of their activities.

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