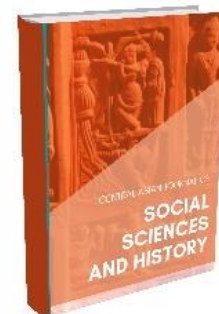




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A New Stage of Effective Decision-Making in Local Executive Authorities of Uzbekistan

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Abstract:

This article analyzes the role of digitization in effective decision-making in local executive authorities. Also, suggestions and recommendations were given on the introduction of public control in the process of making management decisions in local executive bodies.

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The organization of effective management activities in local executive authorities directly depends on the implementation of an effective decision-making system based on openness. Also, the implementation of an effective decision-making system at all levels of management is a guarantee of achieving the priority tasks defined in the Action Strategy for five priority areas of development of the Republic of Uzbekistan in 2017-2021. In his address to the Oliy Majlis, the President of the Republic of Uzbekistan, Sh. Mirziyoev, said, "we make every decision regarding the life of the country in consultation with our people and on the basis of direct dialogue.

He emphasized the conceptual idea that the idea that "the people should serve our people, not the public agencies, but the public agencies should serve our people" is becoming the criterion of our activity in this regard. From this point of view, implementation of effective decision-making system at all levels of state administration, including executive authorities, is one of the urgent tasks. The use of the word "effective" 42 times in the Address of the President of the Republic of Uzbekistan Shavkat Mirziyoev to the Oliy Majlis also shows how important it is to implement an effective decision-making system in executive authorities. The effectiveness of the large-scale reforms implemented in our country today is directly related to the adoption of effective management decisions in the executive

authorities. This can be explained by the following points in the Address of the President of the Republic of Uzbekistan Shavkat Mirziyoev to the Oliy Majlis: First, to improve the activities of the executive authorities, to introduce clear criteria and procedures for the rational use of personnel and material resources; Secondly, clearly defining the procedure for the implementation of the tasks of the executive authorities, their scope of responsibility; Thirdly, improvement of the methods and techniques that ensure close cooperation between the representative bodies of the authorities and the executive authorities; Fourthly, to ensure the harmonious operation of the executive authorities in the effective implementation of the measures adopted in our country; Fifth, implementation of an effective decision-making system based on openness in public administration; Sixth, abandon excessive centralization of public administration; Seventh, full transfer of powers to district and city mayors to select and place leaders responsible for socio-economic issues in the regions; Eighth, it is to separate the powers of governors as heads of executive and representative power.

Studies show that by the 21st century, the process of making management decisions in the bodies of executive power began to be focused on in a systematic way. Today, making effective management decisions in public service is becoming a value. The existence of a system of effective management decision-making in the bodies of executive power is a guarantee of the socio-economic development of Uzbekistan. Manifestations of management theory (F. Taylor, G. Emerson, A. Fayol, M. Weber, E. Mayo, R. Likert, G. Simon, P. Duraker, E. Dale, etc.) connects with implementation. Effectiveness of management largely depends on optimal decision making. This, in turn, represents the entire set of relationships that arise in the process of organizing work and managing the organization. Management decisions are always related to changes in the organization, and the person who initiates them, is usually controlled or implemented is the leader. R. Tursunov, one of the scientists from Uzbekistan, analyzed the implementation of the issue of assigning employees to optimal work in the "Wenger method" and puts forward the opinion that "employees should be distributed to work in such a way that the total efficiency of the work is maximal or the total time spent is minimal". O. Ismailov, A. Allaberganov, B. Kholov analyzed the decision-making process, the main stages of decision-making, decision-making and control over their execution. I.F.D. (PhD) Sh.R. Kholmo'minov in the study guide "Local administration personnel management" highlighted the specific aspects of evaluation of the results of local administration personnel, assessment of management work and evaluation methods. He also paid attention to issues of evaluating the employee based on the production results of the management facility. Economists R. Valijonov, O. Qobulov, A. Ergashev thought about the type and style of management decisions, conditions of effectiveness of management decisions, decision-making model of the leader. Along with this, they conducted scientific research on the importance of strategic decision-making and decision-making, decision control organization, and break-even analysis. Academician S.S. Gulomov in his textbook "Basics of Management" researched the essence of management decisions and requirements for their quality, making effective management decisions, the method and practical aspects of evaluating the economic efficiency of the management system. Also, the requirements for economic efficiency measurements of the management system: 1) authenticity and reliability; 2) completeness and universality; 3) accuracy; 4) simplicity; 5) sensitivity; 6) numerical accuracy; 7) promptness; 8) compare and size; 9) studied criteria such as interdependence and goal orientation. In the textbook "Local economy and management", prepared by R.Kh.Alimov, S.A.Ganiho'jaev, the issue of assessing the socio-economic potential of local structures is studied. They gave suggestions and recommendations for strategic planning and quick management of the authorities' activities. I.U.Murakaev and I.S. Saifnazarovlar requirements for management decisions,

management according to productivity standards, analysis of communication and human factor in decision-making. Intellectual systems of management and decision-making were studied by N.R.Yusupbekov and R.A.Alievlar, and unclear information carried out analyzes on decision-making under conditions, uncertain multi-criteria decision-making, mathematical models of decision-making, computer technologies of intellectual support of management decisions, fuzzy linear programming, group decision-making methods. Researcher G. M.Shamarova emphasizes that the effectiveness of the decision-making process in municipal management depends on the following factors: a) what kind of information is used by the person who prepares the draft decision or makes a separate decision; b) what political interests and social values are considered important for the decision maker; c) the decision-maker's attitude to changes and awareness of his personal responsibility. World science has an authoritative scientific potential related to the issue of making management decisions and ensuring their implementation. In particular, M. Eddous and R. Stansfield "decision-making methods", V.N. "The theory and practice of effective decision-making" by Spitsnadel, "Theory and methods of decision-making" by O.I. Larichev, "Management decisions" by E.A. Smirnov, B.G. Litvak's "Decision-making and expert assessment" and V.N. Tsygichko's books entitled "Leader - about decision-making" contain a wide range of theoretical ideas and practical instructions on the decision-making process. However, these works are mainly intended for managers, in which the decision-making process is not studied from the point of view of political science. Also, A.I. "Political science, political theory, political technologies" by Solovyov, "Theory, practice and art of management" by V.I. Knorring, "State" by D.P. Zerkov and V.G. Ignatov the foundations of management theory", G.V. Pushkareva's works entitled "Political Management" reveal the nature and characteristics of the process of making decisions and implementing them in the field of management. However, in these works, special aspects of management decisions or evaluation of management effectiveness certain issues have been considered. The implementation of an effective decision-making system in local executive authorities has not been comprehensively researched. Therefore, the specific features of decision-making in local executive authorities, the selection of alternative solutions, and the evaluation of decision effectiveness through the direct and indirect participation of the population have been studied is considered one of the urgent tasks. Systematic analysis and evaluation of the process of decision-making and adoption, which is one of the tasks, has scientific and practical importance.

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tasks. Systematic analysis and evaluation of the process of decision-making and adoption, which is one of the tasks, has scientific and practical importance.

Today, executive authorities and their officials do not involve interested parties and the public in the decision-making process, which leads to the adoption of ineffective management decisions. Also, not taking into account the requirements and criteria for management decisions limits the possibility of evaluating not only economic, but also social, organizational, technological, legal and environmental efficiency of decisions. One of the leading scientists of the financial sector of our country, T. Malikov, in his pamphlet "Fundamentals of Financial Decision-Making", specifically focused on the criteria for making investment decisions. However, according to the system for evaluating the activities of regional leaders for the comprehensive socio-economic development of the districts and cities of the Republic of Karakalpakstan, regions, and cities of Tashkent, the level of investment in the economy of the region (item 2.1) and the indicator of attracting foreign direct investment (item 2.8) the calculation and evaluation methodology of the indicators is not given in full. This, in turn, limits the ability to fully assess the effectiveness of investment decisions made in local executive authorities. V.A. Kotov, one of the economists, studied the issue of analysis and adoption of management decisions in conditions of certainty, and focused on the discount coefficient. From this point of view, it is important to take into account the discount coefficient in the development of the calculation and evaluation methodology of the indicators of investment in the economy and attraction of direct foreign investment in the activities of the regional leaders for the comprehensive socio-economic development of the districts and cities of the Republic of Karakalpakstan, regions, and the city of Tashkent. Also, it is necessary to critically review the criteria for evaluating the activities of regional leaders for the comprehensive socio-economic development of the Republic of Karakalpakstan, regions, districts and cities of Tashkent city. It should be noted that the decision-making process and forms in the local government system are different from the models in private structures. These differences are directly related to resource allocation and state strategic goals.

For example, in paragraph 6 of the "Roadmap" on the effective implementation of the concept of administrative reforms in the Republic of Uzbekistan, "The administrative justice system: improvement of the procedure for appeals to higher authorities on the decisions and actions (inaction) of executive authorities and their officials" task is defined. The purpose of this is to further improve the procedure for appeals to the higher body against the decisions, actions (inaction) of executive authorities and their officials, as well as to introduce mechanisms for collegial hearing of appeals of individuals and legal entities as a method of resolving disputes before the court. President Shavkat Mirziyoyev's opinion that "every citizen should feel that the decisions we make are of real benefit", modern leaders should know the modern criteria that determine the effectiveness of management decisions, be able to show each citizen with concrete examples that the decisions they make are of real benefit, well-thought-out, all-round requires making the right decisions. Therefore, it is necessary to pay attention to the following aspects when further improving the procedure of appeals to higher authorities on the decisions, actions (inaction) of executive authorities and their officials. First, the involvement of interested parties and the general public in the decision-making process by the executive authorities and their officials prevents the adoption of ineffective management decisions. Also, the participation of management decision-makers and interested parties in the decision-making process provides an opportunity to make the decision understandable and optimal for everyone. For this purpose, the creation of a rapid information system (website) covering the discussion of draft

decisions adopted by the bodies of each state organization will reduce the number of complaints against the decisions of administrative justice, that is, state agencies and their officials. Secondly, it is important to have a system for evaluating the effectiveness of management decisions when appealing against decisions made by executive authorities and their officials. It is desirable to introduce an online survey system that allows citizens, interested parties to complain about the decisions made by the executive authorities and their officials, as well as evaluate the effectiveness of the decision. In Uzbekistan, the introduction of the concept of efficiency and quality into public administration requires an innovative approach. For example, in the Russian Federation, the work efficiency of state employees has been evaluated since 2007. Currently, in the Russian Federation, the system for evaluating the effectiveness of the activities of the executive authorities is as follows: 1) a total of 12 indicators for evaluating efficiency; 2) 44 individual indicators for evaluating the effectiveness of the state executive authorities of the subjects of the Russian Federation; 3) methods of assessing the efficiency of the activities of state executive authorities of subjects of the Russian Federation; 4) the right of subjects of the Russian Federation to have the opportunity to use international budget transfers in order to achieve high indicators according to the results of the evaluation of the effectiveness of the state executive bodies of the subjects of the Russian Federation; 5) annual notifications of the senior leaders of the state executive authorities of the subjects of the Russian Federation about the content of the actual achieved indicators in the effectiveness of the state executive authorities of the subjects of the Russian Federation and the content of their planning for a 3-year period; 6) Notification of the Ministry of Territorial Development of the Russian Federation for a 3-year period on the results of the annual report, which lists the dynamics of the performance indicators of the state executive authorities of the subjects of the Russian Federation. Another aspect of the implementation of effective decision-making system in local executive authorities is explained by the presence of public control in the process of making management decisions. In paragraph 34 of the first priority direction of the draft State program for the implementation in the "Year of supporting active entrepreneurship, innovative ideas and technologies", the draft of the Law of the Republic of Uzbekistan "On Public Control", which provides for the introduction of effective and practical mechanisms of public control in the management of the state and society the task of development" is defined. The purpose of this is to increase the efficiency of the performance of tasks assigned to state bodies, to establish public control over the extent to which the heads of state bodies respond to citizens' appeals and solve the problems raised by them on the spot. In the process of making management decisions in local executive authorities, the introduction of public control should be expressed in the following directions: 1) continuous systematic monitoring of the activities of authorities; 2) conducting targeted monitoring of the activities of authorities. For example, environmental public organizations control the environmental policy of state authorities; 3) public participation in making socially important decisions; 4) organization of control commissions and public councils under authorities; 5) execution of adopted laws and legal documents; 6) how the decisions of the authorities are adopted and executed; 7) the process of preparation of laws and other legal documents; 8) activities of state bodies and their officials;

In conclusion, it can be said that it is appropriate to pay attention to the following factors when determining the principles of order to improve the mechanisms of monitoring and control over the activities of state authorities and administrative bodies, their compliance with the law, the proper fulfillment of their obligations: First, full of citizens and it is necessary to convey truthful information. For this purpose, in addition to the texts of the decisions adopted by the state agencies, their essence and the intended purpose of the decision should be covered in the mass media. Secondly, it is

necessary to invite representatives of self-governing bodies and public associations when making decisions at the local level, in particular, when announcing tenders and reviewing their results. Thirdly, it should monitor the appropriateness of management decisions made by the executive authority; Fourthly, it is necessary to involve citizens, neighborhood activists, and public representatives in the decision-making process at the local level. This not only makes the decisions effective, but also serves to reach the general public. At the same time, the involvement of citizens in the process of making political decisions leads to the establishment of public control over state agencies and officials. Fifth, it is necessary to develop methods and forms of public control, as well as specific criteria for evaluating the effectiveness of decisions made by local executive authorities. Based on the opinion of the President of the Republic of Uzbekistan, Shavkat Mirziyoev, "Today, the need to effectively solve existing problems in the life of society, to consistently continue large-scale reforms requires the creation of a completely new system in the field of public administration" :

- Introduction of modern technologies of making management decisions in the bodies of executive power;
- Systematization of the decision-making process in executive authorities;
- Improvement of mechanisms for evaluating the effectiveness of management decisions in executive authorities;
- Introducing innovations in evaluating the effectiveness of management decisions in executive authorities;
- Introduction of a standardized methodology for analyzing the regulatory impact of decisions made by executive authorities;
- Increase the effectiveness and transparency of the management decision-making system in executive authorities;
- Establishment of "think tanks" in the evaluation of the effectiveness of management decisions in the bodies of executive power;
- Introduction of the "Electronic Government" system in the evaluation of the effectiveness of management decisions in the bodies of executive power;
- It consists in introducing a system of public control in evaluating the effectiveness of management decisions in the bodies of executive power. In short, the effectiveness of management decisions in executive authorities depends on the above factors. When making management decisions, it is very important to compare the result achieved with the expected result before making it. This helps to prevent the mistakes that have occurred from being repeated in the next decisions. The decision made in the management system must be well-founded, realistic, timely and cost-effective.

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