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ASSESSMENT OF THE DIGITALIZATION OF THE PUBLIC GOVERNANCE SYSTEM

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Annotatsiya: Ushbu maqolada davlat boshqaruv tizimi samaradorligini oshirishda raqamli texnologiyalarning ahamiyati tahlil qilinadi. Shuningdek, maqolada bir qator xorij mamlakatlari ijtimoiy-iqtisodiy jarayonlarida raqamli texnologiyalardan qay tarzda foydalanishi o'rganilgan. Maqolaning muhim jihati bo'lib, unda davlat boshqaruvida raqamli texnologiyalardan foydalanishning samaradorligini baholash mexanizmi ishlab chiqilganligi hisoblanadi.

Kalit so'zlar: davlat boshqaruvi, raqamlashtirish, samaradorlik, axborot xavfsizligi, menejment.

Аннотация: В статье анализируется значение цифровых технологий в повышении эффективности системы государственного управления. В статье также изучен опыт зарубежных стран в использовании цифровых технологий в государственном управлении. Важным аспектом статьи является то, что в ней разработан механизм оценки эффективности использования цифровых технологий в государственном управлении.

Ключевые слова: государственное управление, цифровизация, эффективность, информационная безопасность, менеджмент.

Abstract: This article analyzes the importance of digital technologies in improving the efficiency of the public administration system. The article also examines how a number of foreign countries use digital technologies in management of socio-economic processes. An important aspect of the article is that it has developed a mechanism for evaluating the effectiveness of the use of digital technologies in public administration.

Key words: public administration, digitalization, efficiency, information security, management.

Introduction. In modern conditions, within the framework of the formation of the Information Society system, advanced functions of public administration are being implemented as a key factor in increasing the level of efficiency of all economic structure. The main components of electronic digital support of economic processes are being created in order to accelerate the flow of information data, which serves as the basis for the resource provision of all management systems functioning within the

framework of the activities of state and municipal bodies regulating socio-economic relations, subjects of the public sector of the economy, as well as enterprises and organizations.

As digital economy or internet economy constitutes 15 percent of the world's GDP now [6], digitalization is used in all economic and social activities, such as, public administration, business, and services, the digital transformation of market institutions occurs consistently in near future.

Literature Review. The term “public administration” was also used during the Timurid state empire. It was the great commander Amir Temur's management strategy that prioritized measures to optimize public administration [3].

Considering the results of Van Thiel's research, we can conclude that he replaced the concept of "public administration" with "public management" in connection with democratic reforms, which is expressed in the expansion of the functions and role of representatives of the public (in the form of participation in public administration public organizations and representatives of the business community) and the formation of mechanisms of public control over state power. Although the literal understanding of the meaning of the term "administration" as management makes it possible to consider the concepts of "public management" and "public administration" as similar in meaning [2].

One of the key characteristics of public administration bodies is the activity of providing a complex of public economic services to an unlimited number of citizens or certain people.

In turn, in accordance with D.McGregor's theory, the abilities of controlled subjects (for example, state and municipal employees) may differ in their imagination and ingenuity [4]. These signs can be considered within the framework of public administration as a manifestation of independent public and business initiatives.

In his article “Digital public governance: trends and risks”, Sergey G.Kamolov writes about a number of advantages of using digital technologies in public administration. The author points out that there are potential threats to public administration systems, such as cyberattacks, and recommends that special protection be created to prevent hybrid offensive information and hacking campaigns [1].

Taking into account the considered scientific approaches to the content of public administration, the public administration system is an ordered set of federal, regional and local bodies of socio-economic regulation of the relevant economic processes, functioning through the use of modern information technologies in order to provide highly effective public services.

Research Methodology. The methodological basis of the study was the scientific works of local and foreign specialists in the field of the theory of the provision and functioning of public administration bodies, the formation of a digital economy, information and resource support of state and municipal administration, electronic and digital support of public-private interaction processes. In the course of the study, the author used methods of statistical and system analysis, methods of generalization, classification, systemic and structural-functional approaches, etc.

Analysis And Results. When building an electronic administration system, it is possible to refer to foreign experience in organizing the activities of state bodies in the

system of electronic information processing of their interaction with the population and the private sector of the economy through the structure of "electronic government" (Table 1).

Table 1

Foreign experience in the use of digital technologies in the management of economic processes [5]

The state	Practical experience of using digital technologies
1	2
Turkey	Expansion of electronic technology infrastructure and programs for the development of information competence of citizens and private enterprises in partnership with government authorities. Public management support to attract investment in the development of human resources and standards for the development of the information technology sector.
Hungary	Electronic digital support of modernization processes in the provision of public services for citizens and private organizations.
Chile	Preparation of long-term projects in the public administration system for the development of digital tools for making management decisions through:
Kazakhstan	Formation of the "e-government" system in the form of expanding the activities of state administrative structures in the virtual space. Expansion of forms of electronic document management and electronic accounting of various data.
Belarus	Development of electronic administration tools through: - creation of a unified system of state electronic services with a continuous improvement in the level of their quality. - the use of the national automated information system (NAIS) as a basic component of the system for the provision of state electronic services. The tasks of the NAIS are: - constructive transformation of the ways of using state information resources with a situational approach to the identified socio-economic problems; - providing the elements of state electronic administration with optimal components of software, hardware and telecommunications infrastructure; - reduction to the minimum possible indicators of resource costs of interagency information interaction.

The content of Table 1 determines the variety of various activities in the process of forming a productive electronic administration, which uses a wide list of sources of origin of information resources. This is complemented by the need for technological improvement of the electronic infrastructure while building stable information contacts between the structural elements of state and municipal management.

The unity of strategic ways of forming an electronic administration system is ensured with close public-private cooperation on socio-economic issues.

This upgrade has the following features:

- expanding the ways of using effective information products and resources of the global Internet in organizing the functioning of various business structures;
- increasing the level of economic efficiency of the operation of virtual forms in the process of entrepreneurship and business cooperation, including in the organization of GR-management to influence the work of state and municipal bodies in order to develop management decisions that meet the interests of private business;



- establishment of mutual correspondence of electronic functioning systems of state and municipal bodies in their cooperation with private companies on the basis of structured conditions of the electronic digital format of ongoing economic transactions.

The process of development of electronic administration is complemented by the need to radically modernize management technologies for effective management at all levels of regulation of socio-economic relations.

Socio-economic and information and communication conditions for the use of government electronic systems determine the principles for the implementation of official and managerial powers in the continuous exchange of necessary information in the development of complex managerial decisions in the structure of interdepartmental coordination. This happens through a special legal regulation of the procedure for the implementation of information and management relations, which takes place in the form of:

- development of a contract system for the placement and execution of government and municipal orders in the activities of private firms;

- strengthening public-private partnerships at various levels of public administration;

- formation of concession agreements for the operation of government information systems;

- prevention of the facts of unauthorized access to information data, which is a key factor in modern cybercrime;

- the necessary duplication of the most important information in electronic form, including in the form of paper documents.

In a general examination of the characteristics of government information systems, a list of the most important of them should be shown, taking into account the status and functions of special state bodies, through which they can be applied.

The conditions for the formation and use of the considered state information systems, it is possible to formulate an algorithm for the digitalization of the public administration structure, which includes the following stages:

- design of public administration in the context of digitalization;

- establishment of indicators and methods for assessing the effectiveness of the use of electronic digital technologies;

- the use of digital technologies in the process of providing public services;

- analysis and assessment of the results of the use of digital technologies from the standpoint of public administration quality criteria.

Based on our research analysis, the assessment of the digitalization of the public administration should be determined through four main factors or indicators separately (table 2):

- Provision of official website and interactive public services – 60%;

- Information systems, information resources and electronic document management – 16%;

- Information security – 20%;

- Organizational evaluation – 4%.

Table 2

Structure of “Rating system for evaluating the effectiveness of the development of information and communication technologies in the activities of public and economic administration, local government”

№	Indicators	Share of indicators
	Final rating, Including:	100%
	I. Provision of official website and interactive public services	60%
1.1.	Availability and use of the official website on the Internet	1%
1.2.	Compliance of the official website with the requirements of the legislation	5%
1.3.	Contents of the "Open Data" section	8%
1.4.	Opportunities for "electronic participation"	16%
1.5.	Compliance with the requirements for the provision of e-government services	30%
	II. Information systems, information resources and electronic document management	16%
2.1.	Information systems used in the framework of "e-government"	8%
2.2.	Operation of the interdepartmental electronic document management system	4%
2.3.	Databases that interact with information systems of other government agencies	4%
	III. Information security	20%
3.1.	Existence of action plans for the implementation of information security systems and tools in the coming years, approved by the sources of funding of the organization	3%
3.2.	Availability of organizational measures for information security and the status of their implementation	7%
3.3.	Existence and programs of implementation of measures to ensure information security and protection of employees	4%
3.4.	Availability and condition of technical means of information security	6%
	IV. Organizational evaluation	4%
4.1.	Availability of action plans for the introduction and development of information and communication technologies in the coming years, approved by the sources of funding of the organization	1%
4.2.	Existence of the program of measures with indication of schedules and dates of gradual transfer of the government services to an interactive form	1%
4.3.	Availability of a person responsible for the introduction and development of information and communication technologies among the management.	1%
4.4.	Existence of a specialized unit responsible for the introduction and development of information and communication technologies or an agreement on outsourcing of relevant services	1%

Source: created by the authors

Conclusion/Recommendations. As the digitalization happened in every types of governance, two types of principles of public administration transformation have been identified during the research:

- structural and functional:

1) decentralization and optimal distribution of functions and resources between different levels of public administration;



2) taking into account economic peculiarities when organizing and ensuring public administration of territories;

- information and communication:

1) technological efficiency and security of information communications, in accordance with the current legislation and developed projects for the formation and development of elements of the information society;

2) electronic digital modernization of the information technology infrastructure of the activities of state and municipal government structures;

3) maintaining the stability and continuity of information communications during the operation of electronic information services of public administration structures;

4) electronic and technological consistency of public administration functions.

In the process of digitization of the economy, it is important to increase the efficiency of the management system in socio-economic activities. Extensive use of digital technologies in the processes of each public administration system and systematic assessment of their usefulness will help to make optimal decisions and the correct organization of the management process in the future.

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