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Modernization of the structure of public administration in the process of formation of a digital society

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Abstract— The article examines the process of modernizing public administration in the context of digital transformation of society. It highlights the role of information and communication technologies (ICT) as a tool for enhancing the efficiency of public administration, transparency, and citizen participation. The author explores the stages of e-government development, proposing a concept for the legal regulation of the modernization process. Special attention is given to the development of a legal regime of transparency, anti-corruption measures, and the necessity of improving the digital competencies of civil servants. The article identifies key directions of digital transformation, such as increasing citizen satisfaction, reducing administrative costs, and ensuring the security of information systems.

Keywords— Digital transformation, Public administration, E-government, Transparency, Information technologies.

1. INTRODUCTION

Today, humanity is experiencing a new stage of digital development, which is in dire need of competent reflection and systematization, since it is associated with a change in the technological structure, the transformation of economic growth mechanisms, which inevitably leads to a radical change in the paradigm of social life.

Digitalization is a global trend of recent years. The development and development of digital technologies are associated with the possibilities of achieving key goals of the socio-economic development of the country. To achieve these goals, special attention must be paid to the digitalization of public administration. Digital technologies in the process of digital transformation create new opportunities for interaction with citizens and meeting their needs through the provision of public services.

Digital transformation of all spheres of public life is, on the one hand, a key trend in the development of any society, modifying all traditional relations, creating new opportunities for citizens and organizations.

On the other hand, this is a serious challenge for the state as an institution of public authority, since modern information and communication technologies have become an integral part of the management systems of all sectors of the economy, public administration, state security and defense of the country. Quantitative and qualitative changes in global technological trends have led to the fact that without understanding the vector of digital transformation for society and public administration, it is impossible to talk about the breakthrough development of the country in the long term. Total digitalization actualizes the demand for a conceptual rethinking of the essence, forms and key areas of development of digital transformation of public administration. It is emphasized that the effectiveness of the digital transformation of public administration will be largely determined by the target guidelines of this process, which require monitoring and assessment of the level of digital maturity. It is noted that the phenomenon of digital government platforms is that the creation and development of new government services based on these platforms lead to institutional changes not only in the economy and public administration, but also in society as a whole.

2. RELATED WORKS

Research on the modernization of public administration in the context of digital transformation has been actively evolving. Studies have highlighted the role of e-government initiatives in enhancing transparency, reducing administrative barriers, and improving citizen satisfaction (Yakubov et al., 2016). The development of legal frameworks for transparency and anti-corruption measures has also been emphasized as a critical component in fostering trust and accountability in governance systems (Yakubov, 2017).

Additionally, the integration of ICT in public administration has been explored as a tool to optimize decision-making processes and enable the creation of "digital twins" for efficient service delivery (AIP Conference Proceedings, 2022). Comparative studies have further examined international best practices in digital governance,

illustrating the importance of aligning national strategies with global trends while considering specific local challenges.

In Uzbekistan, the introduction of digital technologies is still at an early stage: mainly in the field of public administration. However, among the basic technologies, one can find breakthrough technologies aimed primarily at improving the provision of public services, the implementation of control and supervisory functions based on the development of identification and data protection systems in public administration, disclosure of information, and the formation of "digital twins". Currently, the main activities for the digitalization of public administration are formulated within the framework of the developed state project "Digital Public Administration", included in the national program "Digital Economy of the Republic of Uzbekistan". Within the framework of the national program and regional projects related to the digitalization of public administration, a special place is given to the issues of digital transformation of services. Each state strives to give management a justified target orientation and efficiency. The quality of decisions made and the development of various spheres of state and public life largely depend on this. However, it is not always possible to achieve the set goals, largely due to the conservative use of predominantly traditional methods and techniques of management influence. The revolutionary spread of information technologies in all areas of society and government life has challenged the established patterns of social life. Public administration is influenced by many factors, but it is the emerging information society as a new type of post-industrial knowledge society that is becoming dominant.

A society in which there is an excess of information requires a different organization of work with it. The information society offers new ways of organizing public administration that take into account the increasing multiplicity of subjects of public administration. Management is no longer a monopoly of governments, and its effect depends on the ability of leaders to selectively include new subjects in the decision-making process, who have become participants and partners in management.

In many ways, the expansion of citizen participation and their associations in public administration is catalyzed by the spread of new ICTs and their introduction into the management mechanism.

The need to update public administration allows us to talk about its modernization in the context of the information society at the current digital stage. This is a global trend that is also taking place in Uzbekistan.

State development requires the use of such technologies and procedures that contribute to the adoption of sound political, economic and social decisions and the achievement of the intended final results. Modern information technologies are a kind of key to using the potential of public

administration in the interests of sustainable socio-economic development of our country and the prevention of crisis situations.

Not only the subjects of governance, but also other participants are involved in the process of formation and development of global information systems and networks (the most noticeable of which is the Internet). Direct dialogue is becoming a sustainable means of coordinating the activities of states, government bodies, organizations and associations of citizens. International organizations and interstate associations actively promote the dissemination of uniform standards of information and management activities. A set of new problems arises, among which we will highlight the relationship between national and international regulators of information processes, the balance between compliance with the constitutional rights of citizens and ensuring the national security of the state, etc. Network communication of citizens and organizations, as well as the Internet itself, require new and unusual means of their guarantee, regulation and control. We have proposed a concept of legal regulation of the process of modernization of public administration in the digital age. Under the influence of the information society, a new model is being formed, based on the involvement of non-state entities in the implementation of public administration and the active role of public institutions. Modernization of public administration is a qualitative reassessment and restructuring of the institution of public administration, the transformation of which, due to the active use of ICT in the organization and functioning of government bodies and the mechanisms of direct and feedback, is expressed in: 1) expanding the composition of public administration entities and complicating the modes of their interaction; 2) guaranteeing opportunities for participation of citizens, civil society institutions and business structures in making management decisions and exercising control over power; 3) absorption of information openness of public administration by the universal principle of transparency.

3. METHODS

The process of modifying an exclusively vertically organized public administration due to the "horizontal" elements of the new model in a legal state should be regulated by law. Based on the conclusion about the objectivity of the trends in the transformation of public administration, a provision has been formulated on the insufficiency of passive legal regulation of the use of ICT in public administration and the need to take into account the feedback of ICT introduced into public administration on its qualitative characteristics. The main areas of information and legal regulation of the modernization of public administration have been developed, namely [1]:

1. Development of legal foundations for the electronization of public administration,

2. Updating the institute of the right to information in the mechanism for ensuring information openness, securing the principle of transparency of public administration.

3. A periodization in the development of the process of mutual influence of the use of ICT and the implementation of administrative reform (stages of e-government development) has been proposed. At the initial (first) stage of the administrative reform, information technologies were assigned a supporting role, and the reform itself was based on procedural regulation of the actions of government bodies (conditionally - the emphasis on the "T" in the abbreviation ICT). The subsequent reform (the second stage) allowed to deepen the existing understanding of public administration as a process built and linked together with the help of information technologies (the emphasis on the "I" in ICT). Now, at the third stage, prerequisites for the qualitative reverse impact of ICT and the information society tools created with their help on public administration have been formed (the emphasis on the "K" in ICT).

4. It is proposed to consider the phenomenon of e-government in the aspect of the internal organization of the activities of government bodies as the first stage of the process of modernization of public administration. If e-government concentrates mainly on the use of ICT in the activities of government bodies, then the creation of a legal regime of transparency for the purpose of public control over the authorities is the task of open government (management). Accordingly, the second stage of the modernization of public administration is associated with the disclosure of the potential of the legal regime of transparency.

5. A correlation is revealed between the use of ICT in the activities of government bodies and the improvement of the quality of public administration. At the same time, the ongoing changes in the configuration of administrative and managerial legal relations (changes in the range of functions of government bodies, development of the forecasting and planning function, changes in relations between government bodies vertically and horizontally, in sectoral and territorial aspects, as well as relationships with civil society institutions and business structures) require a systemic reform of regulatory legal acts on the competence of executive bodies and the procedures for their activities.

6. The shift in emphasis in regulating the right of citizens to information to the proactive obligation of government bodies to disseminate information precedes the establishment of a legal regime of information transparency, which is understood as the normative and legal support for the openness and accessibility of socially significant information, allowing for the participation of citizens, civil society institutions and business structures in public administration and control of public activities. The list of socially significant information cannot be reduced to information on the activities of government bodies. The establishment of a legal regime of

openness and accountability of power is based on the normative recognition and consolidation of the legal principle of transparency.

7. In order to combat corruption, a special legal regime is created on the basis of the general legal regime of transparency of public administration - an anti-corruption information standard. The standard is a normatively enshrined system of intersectoral guarantees, prohibitions and restrictions establishing:

- 1) transparency of information exchange between state and non-state entities;
- 2) ensuring the quality of regulatory information (including mandatory anti-corruption expertise);
- 3) creation of special anti-corruption information regimes;
- 4) wide informing of the society about the state of corruption;
- 5) establishment of preventive prohibitions and mechanisms of legal liability for all categories of potential subjects of corruption offenses.

8. Experience of work as a leading developer of the Methodology of primary analysis (expertise) of corruption potential of normative legal acts allows us to state the anti-corruption effect of transparency. In order to improve the quality and objectivity of anti-corruption expertise, a mechanism of state response to the results of independent anti-corruption expertise is necessary, in this regard, it is necessary to legally consolidate the mandatory posting of independent anti-corruption expertise conclusions on the website regulation.gov.uz.

9. The expansion of the boundaries and scope of application of the comparative legal method is justified based on an in-depth study of foreign experience in the field of regulation of the information society. The use of the achievements of comparative law as a methodological source is necessary both for improving the national legal system and for building interstate associations with the participation of Uzbekistan. The article substantiates the deep sources of unification of legal regulation in the information and management sphere and, at the same time, reveals the national and state features of the formation of the information society.

Digital technologies are being introduced into the sphere of public administration in order to make a qualitative breakthrough in the management process, which in turn will lead to confident economic growth of the country.

One of the approaches to changing public administration is the spread of the culture of "flexible management" (the so-called flexible management), the spread of this culture is possible with the use of Agile approaches, which involves making changes to the process/project management process "on the fly" in accordance with the conclusions obtained on the basis of feedback from process/project participants. Digital technologies are currently the determining factor in determining the directions of changes in public

administration. Digital technologies are a tool for implementing the strategy of digital transformation of public administration.

Such parameters of modern information and communication technologies (ICT), as speed, "real-time mode" in mass communications with feedback, lead to a change in the nature of information and communication activities and a change in the nature of social interactions in modern society. A new, more complex type of social relations is being formed - the information society - which is in conflict with the type of public administration formed in the industrial society.

Many experts draw attention to the need to improve personnel policy in the context of digitalization of the economy and emphasize that this is a promising and urgent task for the development of the future of our country. In their opinion, it is necessary to transform economic, political and professional potential into a digital development format, actively support people, especially professional personnel, take a course towards the revival and sustainable development of the country, and create an active and mature civil society.

4. RESULTS

A set of actions carried out by a government agency aimed at changing (transforming) public administration and the activities of a government agency in providing public services and performing public functions through the use of electronic data and the introduction of information technologies in their activities for the purposes of [2,3]:

- a) increasing citizen satisfaction with public services, including digital ones, and reducing business costs when interacting with the state;
- b) reducing the costs of public administration, sectors of the economy and the social sphere; c) creating conditions for increasing revenue collection and reducing the shadow economy through digital transformation;
- d) increasing the level of reliability and security of information systems, technological independence of the information technology infrastructure from equipment and software originating from foreign countries;
- d) ensuring the level of reliability and security of information systems, information and telecommunications infrastructure;
- e) eliminating excessive administrative burden on business entities within the framework of control (supervisory) activities."

In our opinion, the above-mentioned resolution does not provide a clear content of the concept of "digital transformation", but rather sets strategic guidelines until 2030. In order to develop digital transformation, it is essential to support the growth of digital government services.

necessary to work out in detail all its key characteristics, goals, directions and forms. The assessment of the level of digital maturity touches upon another important aspect, which concerns issues of digital ethics and personnel: whether the competencies of civil servants correspond to the level that allows them to work successfully in the digital economy. The expert community notes that it is the low level of digital competencies of civil servants that is one of the factors hindering the development of "digital maturity". That is why the training of domestic management personnel is associated with great responsibility in terms of the formation of a digital culture in government bodies and digital competencies of civil servants, since it is aimed at overcoming the resistance and inertia of civil servants and including them in the processes of digitalization of public administration. It should be noted here that this process should be permanent, which will ultimately contribute to the formation of an advanced level of digital maturity and the development of a well-founded and reliable digital personnel ecosystem that will allow the implementation of digital transformation projects in government bodies at a qualitatively new level.

Conclusion. In the context of increasing attention to digital transformation processes, a qualitatively rational and detailed approach to assessing the "digital maturity" of regions is needed. And the digital transformation process itself should be systemic and "breakthrough". "We need to create, identify, and promote solutions that can become prototypes of information and analytical systems in pilot regions, quickly replicate successful solutions, and ensure the integration of the created electronic platforms.

5. CONCLUSION

The article provides a detailed analysis of issues related to the modernization of public administration in the process of digital transformation. This process aims to enhance the quality of governance by reorganizing public institutions, ensuring transparency, strengthening anti-corruption mechanisms, and effectively implementing digital technologies.

The key findings of the article are as follows:

- The integration of digital technologies into public administration improves the quality of public services, enhances citizen participation, and reduces administrative costs.
- Establishing legal frameworks and ensuring transparency are critical factors for increasing the efficiency of governance.
- Incorporating innovative approaches, including Agile methods, plays a significant role in enhancing the adaptability of governance systems.

The digital transformation process requires a systematic approach and a well-thought-out strategy. Successful implementation depends on strengthening interactions between the state and society while fostering a high level of

digital culture. The article offers effective proposals for modernizing public administration through digital transformation and emphasizes the need for continued research in this area.

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