



## German Experience In Improving The Efficiency Of Public Administration

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### ABSTRACT

This article discusses modern aspects of effective organization of public administration in the Federal Republic of Germany. Improving governance and effective governance have always been important in the world. In developed countries, we can see that due to the efficiency, effectiveness and transparency of public administration, budget funds are spent wisely, corruption is low, bureaucratic barriers are reduced, and the relationship between citizens and government agencies is systematic.

### Keywords:

Public administration, cardinal reforms, New Model of Management efficiency, outsourcing, crowdsourcing, digital government, modern technology.

Modernization of public administration in almost all countries of Western Europe began in the last decade of the last century. In these processes, Germany became one of the leaders in the region. The main reason for this was that Germany was carrying out cardinal reforms in parallel with the process of unification of the state.

The modernization of public administration in Germany took place at the initiative of the Municipal Association of Administrative Management (Kommunale Gemeinschaftsstelle für Verwaltungsmanagement). In 1991, KGST took a sharp turn - it joined the debate on the new social management and promoted the "New Model of Management" (Neues Steuerungsmodell) as the German model of the new social management, based on the concept of modernization formed in Tilburg, the Netherlands[1].

The "new model of governance" was aimed at ending traditional models of governance. As a result of the formation of unique models of decentralization, the middle and lower levels of government have been able

to independently develop the main resources, ie funds, personnel and organizational structures, and make decisions independently. As Germany has enough practical experience in this area, its study will be one of the key factors in the effective functioning of the system of public administration in the Republic of Uzbekistan.

According to the German Constitution, it is a federal state uniting 16 federal territories. The German federation has the power to adopt established laws on various matters. Including,

- Foreign Affairs, Defense and Civil Protection;
- Citizenship of the Federation;
- Free movement, passport regime, immigration and emigration;
- Currency money problem and coinage, scales and other measurements, as well as setting the exact time;
- Customs and trade unit of the territory, shipping and trade agreements, free trade appeals, trade and payment with foreign goods, as well as customs and border protection;
- Airlines;

- Payment for the construction, operation and maintenance of railways, as well as the use of railways, which are, in whole or in part, owned by the Federation;
- Telecommunications and postal services;
- Legal status of persons in the service of the Federation and the federal corporation;
- Copyright, publishing rights and legal protection of industrial property;
- Federation and regional cooperation[2];
- Statistics for the purposes of the Federation.

In turn, the main powers of the federal territory are to address issues of local self-government [3].

Typically, the federation provides economic assistance to the regions, to fill the gaps in their basic expenditures, to ensure overall economic stability, to prevent economic inequality in the territories of the federation, to promote economic development. It should be noted that communities are at the heart of the process of decentralization of public administration in the German Federation.

Communities are a combination of urban, rural or multiple settlements. Under the constitution, communities have the right and responsibility for all affairs at the local level within the law.

The history of communal self-government in the German Federation embodies the national and traditional values of local government. State control over the activities of communes is limited to verifying the legality of their decisions, compliance with their obligations to citizens, and compliance with laws and regulations. Communal self-government in the interests of the community and its members provides a great opportunity for political parties to influence local politics and increase the activity of the population in socio-political life [4].

In public administration, communities are empowered to independently address tax and financial, personnel and organizational issues, and to adopt normative legal acts that have the force of law [5].

The communes in the southern part of Germany have their own peculiarities. In their local government, a dualistic option is in place, with the representative council being the main body and addressing important issues. According to the next status, in the second place the burgamister is the head of the executive body [6].

- In Germany, the district administration is the lowest link in the system of local self-government, performing both voluntary and mandatory functions imposed by the state.
- Optional tasks:
  - Local social assistance;
  - Youth support;
  - Sponsorship of nursing homes, schools;
  - Repair of regional roads;
  - Garbage removal.

Responsibilities: Enforcement of government decisions, pensions, health care, housing benefits, rescue services. Due to the decentralization of the public administration system, local government manages its budget independently. Regional strategic plans can also be developed independently or supplemented and amended. The same issue is the subject of the most debate and controversy, as well as the most democratic link. In order to ensure the independence of communities, the Federal Land Administration, the central government and state bodies have given them the right to protest through the Constitutional Court in cases of interference in local self-government [7].

The new management model in Germany differed sharply from the Anglo-Saxon model in that it was based on the gradual assimilation of business management in municipal governance. The slogan of the New Public Management was based on democratic values: "reduce the state bureaucracy, increase the participation of citizens in decision-making and social work." The German management strategy is based on the wide participation of various regional associations and various structures in the process of self-government, regular monitoring of business results. This ensured that the reforms developed gradually and on the basis of mutual consensus.

Administrative reforms in Germany were aimed at introducing bureaucratic and cost-effective governance practices in cities and communities. Attempts were made to provide guaranteed services instead of costly public services, so that there would be competition between them [8].

Evaluation of the effectiveness of governance in the Federal Republic of Germany is formed as a result of monitoring of government agencies. It should be noted that the German assessment technology is mainly based on the comparison of similar areas of activity ("benchmarking" technology). Benchmarking technology involves the introduction of innovative, advanced, that is, more efficient mechanisms and methods in similar systems without national conditions. In particular, the services implemented in the socio-economic sphere - benchmarking - have created a number of opportunities for German citizens. In particular, in recent years, such qualities as speed, transparency, economy and efficiency in the field of services have increased.

Article 91-D of the Constitution of the Federal Republic of Germany deals with efficiency (comparative analysis of efficiency), which states that "the Federation and countries may conduct practical research to determine and strengthen the effectiveness of their administrative bodies and publish the final results in the press"[9].

One of the distinctive features of ensuring efficiency in the public administration system was the almost complete elimination of bureaucratic barriers. The increase in the quality of public services provided to the population is inextricably linked with the monitoring of the effectiveness of government agencies. At the same time, the Buergeramt model has been widely implemented [10], which provides for the centralization of public services and the implementation of processes in a single way, with the need to increase the efficiency of public administration and create greater opportunities for citizens.

Achieving a high level of efficiency in public administration requires the formation of the necessary aspects, such as established

democratic procedures, in particular, the legitimacy of civil society and political governance. In addition, the publication of information on the annual performance of public administration in the media and the submission of online reports will increase the level of public confidence in public authorities. It can be seen from the developed Western practice that the more independent the bureaus (agencies) that monitor the efficiency of government agencies are from the executive branch, the more realistic and high-quality performance indicators are.

In Uzbekistan, the level of effectiveness of government agencies in combating corruption is also assessed. In this case, the rating is based on the indicators identified in 5 areas. The rating system will be introduced in government agencies from February 1, 2022. The rating is made through the electronic platform E-Anticor.uz. In the ranking, government agencies are rated from 0 to 100 points, and their efficiency is divided into "good", "satisfactory" and "unsatisfactory".

It can be seen that the widespread introduction of methods and technologies in Germany that serve to increase the efficiency of public administration is directly related to administrative reforms. On the basis of administrative reforms, the powers of a number of ministries and departments in the public administration system have been clearly delineated, and some ministries and departments have been structurally abolished.

In particular, as noted above, the demarcation of certain powers of German public administration, the abolition of some agencies and the non-priority areas of other existing bodies were presented to outsourcing companies on a tender basis with the broad involvement of the business community. As a result,

- a competitive environment has been formed and the quality of services has increased;
- budget funds began to be spent wisely;
- Following the rapid development of market relations mechanisms, modern technologies have been widely introduced;

- bureaucracy and red tape have been reduced;
- Following the decentralization of government agencies, the process of independent evaluation of performance indicators has been resolved.

In recent years, the development of information and communication technologies has allowed a new wave of civic initiatives to emerge. As a result, through crowdsourcing platforms, citizens began to raise issues of environmental protection, the establishment of kindergartens and children's playgrounds, transport, schools and urban infrastructure[11]. Such initiatives are provided through the Internet on various platforms. These views are being studied by public authorities, and the most important suggestions are being put into practice. And this serves to increase the efficiency of public administration.

From the above analysis, it is clear that the improvement of public administration in Germany in line with modern requirements began in the 80s of the twentieth century and continues to this day. Consistent and systematic implementation of reforms has further enhanced the legal status of the state, enabled civil society institutions to organize their activities in the interests of the population. As a result of these innovative modernization, Germany has become one of the most developed countries in the world.

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