



Organizational and Management System of Provincial, District (City) Administrations

T. Yokubov

Deputy Head of Kashkadarya regional branch of Agency for the Development of Public Service under the President of the Republic of Uzbekistan

Abstract: Since the establishment of the Hokimist Institute in Uzbekistan, several changes, additions and corrections have been made to the organizational structure of regional, district (city) hokimities. During the transition of administrative reforms to the initial, middle and subsequent stages, some of them will end their life if one or another structure is needed. Therefore, there is a need to change the organizational structure of the administration.

Keywords: management, city administration, independence, state.

Date of Submission: 10-11-2022

Date of Acceptance: 13-12-2022

In the early years of independence, the deputy governor of the region, district (city) responsible for the agricultural sector was given the status of the first deputy governor, then this status was given to the deputy governor for law and order issues, then to the deputy governor for construction, communal economy issues, and today, as a rule (some in administrative-territorial units differently) the deputy mayor for economic issues is given the status of first deputy.

Article 22 of the Law of the Republic of Uzbekistan "On Local State Power" deals with the structure and staff of local executive authorities.

According to the law, local executive authorities (hokimities) consist of departments, departments and other divisions, and their structure, organization procedure and activities are determined by the relevant regulations approved by the Cabinet of Ministers of the Republic of Uzbekistan.

The structure and staff of regional and Tashkent city executive authorities are determined and changed by the governor in agreement with the Cabinet of Ministers of the Republic of Uzbekistan within the framework of the budget approved by the relevant Council of People's Deputies.

The structure and staff of district, city executive authorities are determined and changed by the mayor in agreement with the higher-ranking mayor within the framework of the budget approved by the relevant Council of People's Deputies.

The structure and staffing of regional, district, and city administrations are determined and changed within the framework of the budget approved by the Council of People's Deputies of the region, district, and city.

The model structure and staff of regional and Tashkent city administrations are determined by the Cabinet of Ministers of the Republic of Uzbekistan, and the model structure and staffs of district and city administrations are determined by the senior mayor.

According to the current regulations, regional and Tashkent mayors are appointed and dismissed by the President of the Republic of Uzbekistan. Candidates for governor of the region and Tashkent city will be submitted to the regional and Tashkent City Council of People's Deputies for approval by the President of the Republic of Uzbekistan after consultations with each of the party groups in the respective Councils of People's Deputies.

The candidate of the governor of the region and the city of Tashkent who received the majority of the total number of deputies of the relevant Council of People's Deputies is considered approved.

The governor shall have the number of first deputies and deputies determined by the Cabinet of Ministers of the Republic of Uzbekistan.

The first deputy and deputies of the mayor of the region and Tashkent city are appointed and dismissed by the mayor in agreement with the President of the Republic of Uzbekistan, the decision taken in this regard is included in the approval of the relevant Council of People's Deputies.

The district and city mayor's deputies are appointed and dismissed by the relevant mayor in agreement with the superior mayor.

Deputies of district mayors are appointed and dismissed by the relevant mayor in agreement with the higher-ranking mayor.

Deputies of the mayor perform work according to the division of duties established by the mayor. In the absence of the mayor or in the event that he is unable to perform his duties, his powers are performed by the first deputy or one of his deputies upon the order of the mayor.

In practice, there are 7-8 deputy staffs of regional hokims, regional hokimitas have around 65, and district (city) hokimitas have 25-30 (depending on the category of territory) staffs.

In regional hokimities there are units named assistant to the hokim, adviser to the hokim, department, group, secretariat, sector, service, while in district (city) hokimities there are special units.

Each of the deputy governors at the regional level coordinates the work of 10-15 to 30-40 regional departments of state bodies and organizations in the sector, and covers the activities of 7-8 to 12-15 regional divisions at the district (city) level.

The activities of regional administrations are vertically coordinated by the directly superior state body, while horizontally they are controlled by hokims.

If the secretariat of deputy mayors operates in regional hokimities, district (city) hokimities have 1-2 specialist staffs of deputy hokims.

In order to improve the work efficiency of the Hokimical Institute, a system of evaluation of the performance of deputy mayors based on the most important performance indicators (KPI) has been established. This system ensures that the deputy governors of the areas do not get distracted from the priority tasks, they do the most important issues in the first place, and they increase their drive to show results. In this way, deputy mayors are evaluated twice a year, and if the deputy mayors who have shown good results are encouraged, the qualification of the deputy mayor whose most important performance indicator is low is improved twice a year, and in the last case, the issue of dismissal from the position is put on the agenda.

The general results of the deputy governors will make the relevant governor, as the highest official of the region, organize and coordinate the activities of his deputy governors in a systematic and mutually agreed upon manner. The issue of applying this practice to the field of state civil service, including all employees working in the administration system, is being considered.

The organizational-personnel group responsible for working with human resources in the administration system, the information-analytical group responsible for the analysis of socio-economic reforms implemented in the region, the activities of law enforcement agencies on issues of cooperation with law enforcement agencies, military mobilization and emergency situations. There are also a number of divisions, such as the issue group.

The main goal of a number of organizational changes implemented in the hokimial institute during the past period is to rapidly develop the region, to please people, and to raise their standard of living through effective organization of the activities of this institute.

No matter how much we change the system and structure, if we do not think about attracting suitable personnel to the field, it will be difficult to achieve the expected result.

In the analysis of the system of local governments, the experience of developed foreign countries, especially Germany, France, Great Britain, South Korea, UAE, USA, Russia, as well as the study of municipal management models, is of urgent importance.

Laws, concepts, strategies, programs, measures, no matter how carefully and maturely developed, the expected result cannot be achieved without honest, clean, "honest reformers", true patriots, educated and qualified personnel who are able to implement them.

In order to ensure the admission of the most suitable and qualified personnel to the state civil service in our country based on the principles of meritocracy, relying on the experience gained, we started to raise the work with personnel to a new level by introducing advanced foreign practices, scientific achievements, and information and communication technologies.

The world does not have an ideal mechanism for selecting the most deserving people for public civil service, but there are mechanisms that work relatively efficiently.

Vices such as corruption, greed, nepotism, and nepotism are factors that have a negative impact on the organization of effective and high-quality public service. It is a very important factor to create an equal opportunity for everyone, to ensure justice and transparency in entering the civil service of the state.

If we look at the foreign experience, in countries such as Singapore, USA, Great Britain, South Korea, Turkey, based on the specific aspects of the position, in addition to the candidate's level of knowledge, his priority values as a person, leadership qualities, systematic thinking, adaptability to changes, stress tolerance. It can be observed that the evaluation system of a number of competencies has been introduced.

Decree No. PF-5843 of the President of the Republic of Uzbekistan dated October 3, 2019 "On measures to radically improve the personnel policy and state civil service system in the Republic of Uzbekistan" and "On measures to organize the activities of the State Service Development Agency under the President of the Republic of Uzbekistan" of the same date "PQ-4472" and the most important Law of the Republic of Uzbekistan "On State Civil Service" was adopted.

Today, as on all fronts, the widespread application of open independent contests in selecting the most suitable candidates for the hokimial system will certainly give its results.

It is no secret that education, training and retraining of the employees of the administration system is not up to the demand. Attempts will be made to explain this with unstandardized work order, excessive workload, lack of time and a number of other factors.

The saddest thing is that the organization of work in this way causes the loss of interest and attractiveness to work in local government agencies, especially in the hokimial system, and as a result, it becomes more difficult to attract suitable personnel to the system, and talented personnel

leave the system. Over the years, it has been proven that changing the organizational structure of the administration two or three times a year is not a solution to the problem.

The advantage of recruiting personnel to the state civil service, in particular to the government system, on the basis of selection is that, firstly, the selection is organized on the basis of independent, open, meritocracy principles, and secondly, the nationality, language, religion, gender, and social origin of the announced position meet the qualification requirements. and regardless of other qualities, the citizens of the Republic of Uzbekistan can participate as candidates, as well as the possibility to select the most suitable candidates to fill the vacant position.

List of used sources and literature

1. Constitution of the Republic of Uzbekistan. - Tashkent, 2019.
2. Law of the Republic of Uzbekistan "On Local State Power", Tashkent city, September 2, 1993, No. 913-XII
3. Decree of the President of the Republic of Uzbekistan "On measures to fundamentally improve the personnel policy and state civil service system in the Republic of Uzbekistan" 2019, PF-5843.
4. Decree of the President of the Republic of Uzbekistan "On measures to organize the activities of the State Service Development Agency under the President of the Republic of Uzbekistan" Tashkent city, 2019, PQ-4472.
5. Decree of the President of the Republic of Uzbekistan "On additional measures to effectively organize anti-corruption activities" Tashkent city, 2021, PQ-5177.
6. Collection of legal documents of the Republic of Uzbekistan, 2007, No. 15,
7. Mirziyoyev Sh.M. "Buyuk kelajagimizni mard va olijanob xalqimiz bilan birga quramiz" – Toshkent sh, 2017.
8. Azizxujayev A.A. "Davlatchilik va ma'naviyat" Toshkent., "Sharq" 1997 y.
9. <https://lex.uz/>