

## THE ADVANTAGES OF IMPLEMENTING SMART GOVERNANCE IN STATE MANAGEMENT

Mukaddas Rakhimova,  
Tashkent University of Applied Sciences  
Associate Professor of the Department of "History"  
E-mail: [mukaddasibragimovna1972@gmail.com](mailto:mukaddasibragimovna1972@gmail.com)

### **Annotation:**

The article analyzes the constructive and optimal methods of state governance and explores emerging trends and mechanisms. Smart governance is becoming increasingly vital and complex, requiring further development. This concept is applied adaptively in the country's administration, shaping innovative and efficient practices and methods. Furthermore, future trends indicate potential success.

**Keywords:** new state governance, smart governance, neoliberal approach, world bank, modern governance concept, digital technology, operational efficiency.

In today's world, it is essential for every individual to have the opportunity to participate in the governance of the state to optimize governance efficiency for national prosperity and economic stability. In this context, the concept of "smart" governance holds significant importance in state administration. When considering the application of smart governance in administration, it is crucial to acknowledge the need for a change in attitude towards governance, as highlighted in the World Bank's 1997 report. The report evaluated both "strong" and "weak" government positions, emphasizing the necessity to create an effective government for successful outcomes.<sup>1</sup> Therefore, the success of not only relations and policies but also any task, activity, or process management depends on its correct organization. The essence of the new approach lies not in multiplying legal norms, but rather in creating favorable conditions to enhance their quality.

Historically, the era of 1970-1980 witnessed the emergence of neoliberalism in state governance, characterized by its expansion and lack of attention to government actions and management. This approach outperforms government sectors in terms of efficient management in specific sectors. Hence, the necessity to adopt private sector practices in state governance, as X. Rein suggests, was powerful and seen as a miraculous elixir to resolve issues prevalent in government administration.<sup>2</sup> This realization compels us to reconsider both traditional state governance and the conventional Weberian bureaucracy<sup>3</sup>. Hence, the authors' perspective suggests the integration of the contemporary concept of "smart" governance into the framework of the distinguished theory of state governance.

According to G. T. Allison's explanation, changes have occurred in the relationship between the public sector and its private counterparts within the context of European integration and the centralization of governance. This alteration influences the dynamics between the private sector and the state perspective, highlighting the

---

<sup>1</sup> Красильников Д.Г., Свинцева О.В., Троицкая Е.А. Современные западные управленческие модели: синтез New Public Management и Good Governance. ARSADMINISTRANDI. 2014. №2. С. 45–62. Электрон манба: <http://cyberleninka.ru/article/n/sovremennye-zapadnye-upravlencheskie-modeli-sintez-new-publicmanagement>.

<sup>2</sup> Петров Д.А. Понятие и виды государственного регулирующего воздействия на общественно экономические отношения. Вестник Санкт-Петербургского университета. Право. Серия №14. 2013.С. 18-26. Электрон манба: <https://cyberleninka.ru/article/n/ponyatie-i-vidy-gosudarstvennogo-reguliruyuschegovozdeystviya-na-obschestvenno-ekonomicheskie-otnosheniya>.

<sup>3</sup> Rainey H.G. "Public Management: Recent Developments and Current Prospects" in N.B.Lynn and A.Wildavsky, Public Administration: The State of the Discipline, Chatham, Chatham House Publishers. pp.157-184.

challenges faced in their management methods.<sup>4</sup>. Therefore, the compromise of governance highlights the special sector's role in state administration. The essence of "smart governance" operates on two fronts – in the state's activities and its mutual influence. In other words, the effectiveness, transparency, and achievements of the state in reaching its objectives are considered the distinctive aspects of "state governance."

According to scholars, such governance undeniably limits the state's impact in the public sector. Nonetheless, it challenges the mindset of contrary responsible individuals and compels them to consider the needs of proactive citizens, who, in contrast to bureaucratic regulations, find excessive restrictions irksome and seek orderly processes to fulfill their tasks and objectives. In this regard, G. Kupriashin argues that "smart governance" serves to enhance operational efficiency and encompasses the following points:

- Facilitating discussions and strengthening agreements between relevant authorities and ministries regarding the acceptance of programs and objectives.
- Developing new measurement mechanisms to enhance productivity in processes, especially by setting specific work targets based on output results.
- Providing information for monitoring and evaluating the rationality of activities and programs, including presenting data for budget allocations and assessing expenditures and benefits based on expected (budgeted) activity results.
- Identifying and improving activities that can be optimized by either streamlining wasteful management practices or enhancing efficiency.<sup>5</sup>

So, the positive acceptance of "smart" governance or adapting to smart systems in state administration and management activities can be rationalized. Because in democratically evolved majority of states, the integration of this new governance model is not just a leap forward, but it's perceived as an opportunity to streamline the surrounding environment through the implementation of "smart" governance. It considers curbing various corrupt practices, thus aiming for the improvement that "smart" governance can bring. Moreover, the uniqueness of adapting "smart" governance lies in its ability to reduce state expenditures, enhance the protection of rights for users and citizens, and ultimately, improve the protection of citizens' rights.

In the context of the modern market economy, researchers are exploring the functions of the state under the system of "addressing citizens' needs," represented by the efficient implementation of "New Public Governance" and the modern concepts of governance. These concepts are being deeply and widely applied. These concepts aim to balance the high efficiency of state administration, the delegation of responsibilities to the lower tiers of bureaucratic hierarchy, accommodating political pluralism in decision-making, and ensuring the balanced distribution of governance responsibilities, fostering increased citizen participation in active roles.

Analyzing the scientific literature related to the new state governance reveals five key factors that define the essence of this governance model: decentralization, customization, mechanisms relative to the public sector, management practices of the private sector, and participation enhancement. It is essential to emphasize that these factors are interrelated. Studying these factors indicates that they can bring positive changes in the

---

<sup>4</sup> Allison G.T. Public and Private Management: are they fundamentally alike in all unimportant respects. Shafritz J.M., Hyde A.C. (eds.) *Classics of Public Administration* (4th edn.). Belmont, CA: Wadsworth. 1997. – P. 457-475.

<sup>5</sup> Купряшин Г.Л. Государственный менеджмент: возможности и ограничения. Государственное управление Электронный вестник. 2003. № 1. С. 3–6.

public sector, leading to increased efficiency and stronger competition. However, it's also possible that these changes could introduce new challenges and cause more harm than good. The success of the new state governance model, based on the concept of "smart" governance, relies on understanding how to preserve traditions and achieve goals through innovations.

In the ethical context, the Department of Public Administration and Development Management of the United Nations Organization highlighted the need for innovation in the moral context of governance in 2007. The significant aspect here is introducing new innovative ideas into governance, allowing for the accomplishment of objectives and embracing changes in both activities and missions. These innovations, when embraced by society, provide the potential to influence governmental actions, introducing new formulas and standard operational procedures that can be implemented.

In this regard, E. Troiskaya argues that there are a number of favorable principles of new systems in public administration, combining them into four important groups: in Group 1, effective management mechanisms (management of activity goals and results); in Group 2, mechanisms for transferring powers (decentralization of Public Administration and transfer of public functions to the private sector by contract); in Group 3, the expansion of the boundaries of public participation and the provision of services (a client-oriented approach, the implementation of civil control over the activities of state bodies, the distribution of their responsibility in the adoption of state decisions between the state and society); In Group 4, strategic mechanisms (budget savings, competition within the public sector, use of market mechanisms in public administration, optimization of budgetary and financial instruments)<sup>6</sup>. According to these opinions, when it comes to the new governance, it specifically emphasizes "smart" governance. It differs from traditional professional governance as it simplifies the decision-making process, enhances efficiency, and increases effectiveness. Moreover, it streamlines the legislative activities promptly.

In terms of optimizing governance, this approach competes with other governance trends and proves to be successful. According to the views of American social scientists such as H. Sholl and M. Scholl, the concept of "smart" governance was first used in the World Bank's unpublished report in March 1997 ("Revisiting Public Service Delivery: A Smart Guide for Smart Government" under the auspices of Governance and Social Policy), B. Nunberg.<sup>7</sup> However, it is noteworthy that it was utilized in the state of Andhra Pradesh in India at a certain point in time. The level of government computerization is described there. Generally, when it comes to the introduction of "smart" governance, it is associated with the financial crisis of 2008. However, its pinnacle is often dated back to the 1990s and is associated with the implementation of this governance in coalition governments, according to sources. The term "smart" gained global significance later due to the digital revolution. However, in many cases, it is used as a new approach, a new feature indicating an electronic or open government, a new challenge without fully understanding the sensations it can provoke. The term "smart" is used synonymously with "intelligent," "efficient," and "large," akin to the former US President Bill Clinton's usage in his book "Back to Work: Why We Need Smart Government for a Strong Economy" published in 2011. In its context, "smart" governance rejects outdated and supervisory approaches, provides its unique governance tailored to traditional professional governance, and fosters adaptability. Moreover, it enhances the competitiveness of government agencies, checks monopolies, and promotes healthy competition.

---

<sup>6</sup> Троицкая Е.А, кандидат политических наук Административная реформа в современной России в контексте концепции нового государственного менеджмента тема и автореферат диссертации РФ.

<sup>7</sup> Scholl C.J., Scholl M.C. Smart Governance: a roadmap for research and practice. Eds M.Kindling, E.Greifeneder. Berlin, Illinois digital Environment for Access to Learning and Scholarship (IDEALS), 2014. –P. 163-176. [https://www.ideals.illinois.edu/bitstream/handle/2142.47408.060\\_ready.Pdf/sequence.2](https://www.ideals.illinois.edu/bitstream/handle/2142.47408.060_ready.Pdf/sequence.2) (accessed: 13.08.2018).

Naturally, according to the first monograph on the subject by the author X. Vilkin, "smart" governance is "a form of governance that organizes the conditions, requirements, factors, and possibilities that can contribute to the rationalization of governance (management)." The analysis continues, and the author describes "smart governance" as "rebuilding the formal democratic government."

Russian researcher A. Skvortsov understands "smart governance" in the following senses: adaptability, flexibility, compatibility, orderliness, professionalism, efficiency, and openness. From a technological perspective, "smart governance" involves information and communication networks, business process reengineering (BPR), mobile applications, cloud technologies (cloud services), and the utilization of open data and large databases (Big Data).<sup>8</sup> So, the "smart" governance models we propose differ from traditional management in that they streamline the processes, enhance efficiency, and increase adaptability. This ensures regular checks in governance activities.

According to experts from the United Nations Department of Management and the Department of Development, A. Alberti and J. Kepping, the essential aspects of "smart" governance are innovation, effectiveness, inclusivity, and collaboration. It is based on the transparency of the government in decision-making and service provision and relies on technologies that are rooted in contemporary information.<sup>9</sup> So, the innovations created by these new information technologies, used effectively and widely, provide opportunities to solve existing problems comprehensively.

Economist A. Kholov emphasizes the necessity of aligning with the fundamental principles in each stage of decision-making in governance, such as organization, planning, alignment, supervision, and strengthening. Another scholar from Russia, G. Menshikova, suggests that all researchers in "smart" governance emphasize the mandatory implementation in a complex and precise manner. This indicates the need to create infrastructural conditions. The development of infrastructure includes paying attention to existing social issues, increasing the confidence in tasks, improving the participation of beneficial parties, streamlining and integrating into open government and information databases.

Management structures are based on enhancing accountability before society through information monitoring, collection, and digital processing. They focus on streamlining and enhancing the effectiveness and supervision authority of management structures based on electronic or digital technologies. They also involve utilizing ACT (Automated Control Systems) for modifying operational processes and integrating them into the government management system. Our research findings suggest that the concept of "smart" governance is still being shaped, and currently, the following priorities have been identified:

- Utilizing electronic or digital technologies in governance;
- Using ACT for modifying operational processes and integrating them into the government management system.

Also identified are six defining elements that cover different aspects of the new public administration and emphasize that they are the key to intelligent management: element 1, which is the use of information and communication technologies (ICT). For example, Djiffindjer, Fertner, Kramar, Meyers, and Pixler-Milanovic mean smart governance to use new communication channels for citizens, such as "e-government" or "e-democracy"; element 2 is collaboration and participation. For example, Batagan defines intelligent

---

<sup>8</sup> Андрей Скворцов. Город с интеллектом. Журнал «Деловой квадрат». 2015. –№3 (113). март. Электрон манба: <http://old-dkvadrat.ru/dk/info/17424.html>.

<sup>9</sup> Capacity Development Workshop on "ICT and E-Government in SIDS: Responding to the SAMOA Pathway" 11-12 February 2015 Seoul, Republic of Korea. Электрон манба: [http://www.sustainablesids.org/wp-content/uploads/2018.06.1\\_Overview-for-SIDSTraining-Workshop.pdf](http://www.sustainablesids.org/wp-content/uploads/2018.06.1_Overview-for-SIDSTraining-Workshop.pdf).

management as cooperation between departments and communities that help to ensure economic growth and that at the most critical level, operas and services are directed to truly citizens; 3- element coordination. A vivid example of this will be the conceptual concept of Management in the quality of Wilk's "activities for the correct coordination of communication to achieve collective goals through cooperation; 4-element, these are decision-making processes. In this case, the situation is analyzed and diagnosed, and then a three-step process is proposed, which begins with the development of a strategic plan and finally taking action; 5- element electronic management. N.Odendal argues that intelligent management is understood as the ability of government bodies to provide services and communicate with the public online in the performance of predetermined powers.

So, in our opinion, "smart management", which provides Democratic adaptation, verification and control. It would also be correct to say that such governance is a new vision of democracy. This brings a number of advantages, on the one hand, in optimizing today's management processes, and on the other hand, in serving the human resource, saving time, efficient use of available opportunities and building on innovative ideas.

#### REFERENCES:

1. Красильников Д.Г., Свинцева О.В., Троицкая Е.А. Современные западные управленческие модели: синтез New Public Management и Good Governance. ARSADMINISTRANDI. 2014. №2. С. 45–62. Электрон манба: <http://cyberleninka.ru/article/n/sovremennye-zapadnye-upravlencheskie-modeli-sintez-new-publicmanagement>.
2. Петров Д.А. Понятие и виды государственного регулирующего воздействия на общественно экономические отношения. Вестник Санкт-Петербургского университета. Право. Серия №14. 2013.С. 18-26. Электрон манба: <https://cyberleninka.ru/article/n/ponyatie-i-vidy-gosudarstvennogo-reguliruyuschegovozdeystviya-na-obschestvenno-ekonomicheskie-otnosheniya>.
3. Rainey H.G. "Public Management: Recent Developments and Current Prospects" in N.B.Lynn and A.Wildavsky, Public Administration: The State of the Discipline, Chatham, Chatham House Publishers. pp.157-184.
4. Allison G.T. Public and Private Management: are they fundamentally alike in all unimportant respects. Shafritz J.M., Hyde A.C. (eds.) Classics of Public Administration (4th edn.). Belmont. CA: Wadsworth. 1997. – P. 457-475.
5. Купряшин Г.Л. Государственный менеджмент: возможности и ограничения. Государственное управление Электронный вестник. 2003. № 1. С. 3–6.
6. Троицкая Е.А, кандидат политических наук Административная реформа в современной России в контексте концепции нового государственного менеджмента тема и автореферат диссертации РФ.
7. Scholl C.J., Scholl M.C. Smart Governance: a roadmap for research and practice. Eds M.Kindling, E.Greifeneder. Berlin, Illinois digital Environment for Access to Learning and Scholarship (IDEALS), 2014. –P. 163-176. [https://www.ideals.illinois.edu/bitstream/handle/2142.47408.060\\_ready.Pdf](https://www.ideals.illinois.edu/bitstream/handle/2142.47408.060_ready.Pdf) sequence. 2 (accessed: 13.08.2018).
8. В.Clinton. Back to Work: Why We Need Smart Government for a Strong Economy. –New York City. Knopf Doubleday Publishing Group. 2011.
9. Андрей Скворцов. Город с интеллектом. Журнал «Деловой квадрат». 2015. –№3 (113). март. Электрон манба: <http://old.d-kvadrat.ru/dk/info/17424.html>.
10. Capacity Development Workshop on "ICT and E-Government in SIDS: Responding to the SAMOA Pathway" 11-12 February 2015 Seoul, Republic of Korea. Электрон манба: [http://www.sustainableids.org/wp-content/uploads/2018.06.1\\_Overview-for-SIDSTraining-Workshop.pdf](http://www.sustainableids.org/wp-content/uploads/2018.06.1_Overview-for-SIDSTraining-Workshop.pdf).