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INSTITUTIONALIZATION OF PUBLIC ADMINISTRATION EFFECTIVENESS: A COMPARATIVE ANALYSIS OF OECD COUNTRIES' EXPERIENCE IN GOVERNANCE FOR PUBLIC ADMINISTRATION REFORM

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Abstract. This article examines the institutionalization of government effectiveness in the context of public sector reforms, drawing on comparative evidence from OECD countries with focused cases from the United States, the United Kingdom, and Singapore. Using institutional and comparative analysis, the study identifies transferable governance principles, coordination mechanisms, and digital enablers, while highlighting key risks of performance management. The findings offer analytically grounded insights for adapting international experience to national reform contexts.

Key words: public administration, efficiency, institutionalization, governance reform, accountability, digital governance, efficiency framework, public sector reform.

Annotatsiya. Ushbu maqola davlat sektori islohotlari kontekstida davlat boshqaruvi samaradorligining institutsional jihatlarini o'rganadi, IHTT mamlakatlarining qiyosiy ma'lumotlariga AQSH, Buyuk Britaniya va Singapurning aniq misollari bilan asoslanadi. Institutsional va qiyosiy tahlildan foydalangan holda, tadqiqot amaldagi boshqaruv tamoyillari, muvofiqlashtirish mexanizmlari va raqamli vositalarni aniqlaydi hamda asosiy samaradorlikni boshqarish xavflarini ta'kidlaydi. Tadqiqot natijalari xalqaro tajribani milliy islohotlar kontekstlariga moslashtirish uchun analitik jihatdan asosli xulosalar beradi.

Kalit so'zlar: davlat boshqaruvi, samaradorlik, institutsionalizatsiya, boshqaruv islohoti, hisobdorlik, raqamli boshqaruv, samaradorlik doiralari, davlat sektori islohoti.

Аннотация. В данной статье рассматривается институционализация эффективности государственного управления в контексте реформ государственного сектора, опираясь на сравнительные данные стран ОЭСР с конкретными примерами из США, Великобритании и Сингапура. Используя институциональный и сравнительный анализ, исследование выявляет применимые принципы управления, механизмы координации и цифровые инструменты, а также подчеркивает ключевые риски управления эффективностью. Полученные результаты предлагают аналитически обоснованные выводы для адаптации международного опыта к национальным контекстам реформ.

Ключевые слова: государственное управление, эффективность, институционализация, реформа управления, подотчетность; цифровое управление, рамки эффективности, реформа государственного сектора.

INTRODUCTION

In recent years, improving the effectiveness of public administration has become one of the key priorities of state policy amid accelerating socio-economic transformations, deepening digitalization, and growing public expectations regarding the quality of public services. Contemporary public administration is increasingly



perceived not as a set of formal administrative procedures, but as an instrument for addressing the concrete needs of citizens and businesses, focused on achieving measurable and socially significant outcomes. In this context, effectiveness is interpreted not only as the rational use of resources, but also as the ability of public institutions to ensure policy sustainability, public trust, and adaptation to external and internal changes [1].

International experience demonstrates that in advanced public governance systems, effectiveness is increasingly associated with the implementation of results-oriented management models based on data, strategic goal-setting, and institutional accountability. OECD countries are consistently moving away from fragmented evaluation tools in favor of integrated performance frameworks linked to budgeting, human resource policy, and accountability mechanisms. This approach makes it possible to view effectiveness as a systemic characteristic of the entire architecture of public administration rather than as a set of isolated indicators [2].

In the Republic of Uzbekistan, this reform vector was formally enshrined in the Decree of the President of the Republic of Uzbekistan dated December 6, 2025, No. PF-243 "On Measures to Further Improve the Effectiveness of Management in the Civil Service," which laid the foundations for an institutional system for evaluating the effectiveness of public administration. The document defines tasks related to the formation of a unified logic for assessing the performance of public authorities, the introduction of results-oriented management mechanisms, and the strengthening of coordination between central and territorial levels of governance. The conceptual significance of this Decree lies in the fact that effectiveness is considered not as a separate departmental function, but as a cross-cutting dimension encompassing all levels and processes of public administration [3].

Under these conditions, scientific analysis of the institutional mechanisms for implementing Decree of the President of the Republic of Uzbekistan, at 06.12.2025 r. № DP-243 becomes particularly relevant, as does the identification of factors determining the transformation of the performance evaluation system from a formal control instrument into an effective management mechanism. The purpose of this study is to provide a comprehensive analysis of the system for evaluating the effectiveness of public administration in the Republic of Uzbekistan from the perspective of its institutional design, organizational feasibility, and integration into decision-making processes. To achieve this goal, the article examines theoretical and applied aspects of forming a results-oriented management model, analyzes practices at the level of ministries, territories, and digital platforms, and formulates scientifically grounded conclusions and recommendations for the further development of the system.

REVIEW OF LITERATURE ON THE SUBJECT

Over recent decades, the issue of improving the effectiveness of public administration has emerged as an independent and interdisciplinary field of research in international academic literature. Within this body of scholarship, particular attention is given to the concepts of results-based governance, performance management, and government effectiveness, which are examined not in isolation but in close connection with budgeting, strategic planning, and accountability mechanisms. Analytical reviews and studies by the Organisation for Economic Co-operation and Development (OECD) emphasize that a key prerequisite for sustainable improvements in effectiveness is the presence of a centralized methodological core that ensures unified evaluation principles, comparability of indicators, and the analytical interpretation of results for managerial decision-making [6].

A substantial contribution to the development of theory and practice in results-oriented management has been made by studies focusing on the experience of the United States of America. In the works of E. Kamarck, as well as in analytical materials produced by the U.S. Congress and the Government Accountability Office (GAO), detailed analyses are provided of the system formed on the basis of the Government Performance and Results Act (GPRA) and its subsequent amendments. The authors note that a key strength of the American model lies in the institutional linkage between strategic objectives, annual plans, and the budget process, which enables performance data to be used for adjusting public programs [7]. At the same time, the literature also offers critical assessments of this model, highlighting the risks of indicator formalization, "KPI inflation," and declining data quality when performance evaluation is used primarily for sanctioning or control purposes.

A distinct body of research is devoted to the experience of the United Kingdom, where, within the framework of Public Service Agreements and subsequent reforms, a model of strong central coordination was implemented while preserving the operational autonomy of departments. In the works of C. Hood, R. Dixon, and other scholars, it is shown that this model made it possible, in the short term, to focus government attention on a limited number of strategic priorities and socially significant outcomes [8]. However, researchers also point out that frequent changes in methodologies and target indicators, driven by political cycles, had a negative impact on the institutional sustainability of the system and the level of trust among implementers.



The Singaporean model of public administration is viewed in the academic literature as a special case of deep integration between performance evaluation, human capital development, and leadership accountability. Analytical reports by the Civil Service College and studies by the United Nations Development Programme emphasize that effectiveness in Singapore is linked not only to the performance results of public authorities but also to long-term national objectives and the system for training and developing managerial personnel [9]. Scholars note that this approach minimizes the risk of short-term indicator-driven behavior; however, its replicability is directly dependent on a high level of professionalism within the civil service and strong institutional stability.

In the works of the World Bank and international research centers, additional attention is paid to the role of digitalization in performance evaluation systems. It is noted that digital platforms and performance dashboards can significantly enhance transparency and managerial responsiveness; however, in the absence of clearly defined institutional roles and rights for data interpretation, they often reproduce the logic of formal reporting [10]. Consequently, digitalization is regarded as an enabling rather than a substitutive factor in institutional design.

In the national academic literature of the Republic of Uzbekistan, issues related to public administration reform, civil service modernization, digitalization, and anti-corruption have received considerable attention. The works of domestic scholars analyze improvements in the quality of managerial decision-making, the implementation of e-government, and the enhancement of human resource policies. At the same time, most of these studies consider performance evaluation as an auxiliary element of broader reforms, without sufficient focus on its institutional architecture, the role of centralized methodological coordination, and the mechanisms for using evaluation results in decision-making processes.

Thus, the literature review indicates that, despite a substantial volume of research, the issue of treating performance evaluation not as a set of indicators or a managerial tool but as a cross-cutting institutional mechanism integrated into the full public policy cycle remains insufficiently explored. In contrast to existing studies, the present research focuses on analyzing the emerging model of performance evaluation in the Republic of Uzbekistan in the context of Decree No. PF-243, with particular emphasis on institutional design, the allocation of responsibilities, and the linkage between evaluation, digital platforms, and managerial decision-making. It is this aspect that defines the scientific novelty of the article and distinguishes it from previously conducted research.

RESEARCH METHODOLOGY

The methodological framework of the study is designed with the aim of analyzing not individual managerial measures, but the logic of institutionalizing the public administration performance evaluation system as a whole. In this regard, the study employs a set of complementary methods that make it possible to view effectiveness as a sustainable governance mechanism embedded in the processes of public policy formulation and implementation.

The core research method is institutional analysis. Its application made it possible to examine the performance evaluation system through the lens of the distribution of powers, responsibilities, and functions among various actors of public administration. Particular attention is paid to the analysis of the regulatory provisions of the Decree of the President of the Republic of Uzbekistan No. PF-243, as well as to their alignment with actual managerial practices at the level of ministries, agencies, and territorial authorities. The institutional approach enabled the identification not only of formally established elements of the system, but also of latent constraints associated with fragmented accountability and insufficient integration of evaluation into decision-making processes.

Comparative analysis occupies an important place in the study. It is used to compare the emerging national model with foreign results-oriented management systems, primarily in OECD countries. The comparison does not aim at direct borrowing of practices, but rather at identifying methodological principles common to sustainable performance models, such as the presence of a centralized methodological core, a hierarchy of goals and indicators, and mechanisms for using evaluation data in budgeting and program management. This approach makes it possible to determine which elements of international experience are potentially adaptable to the conditions of the Republic of Uzbekistan and which require cautious and phased implementation.

To provide an in-depth analysis of the practical implementation of the performance evaluation system, the case study method is applied. Within this framework, examples of individual ministries, territorial governance bodies, and digital platforms involved in performance monitoring and evaluation are examined. Case analysis made it possible to trace how performance indicators are used in practice—whether they remain at the level of formal reporting or genuinely influence managerial decisions, resource reallocation, and priority adjustment. Case selection was based on criteria such as the existence of approved indicators, the degree of leadership involvement, and the level of digitalization of evaluation processes.



In addition, functional analysis is employed to examine the relationship between performance evaluation and key public administration functions. In particular, the degree of integration of evaluation results with the budget process, human resource policy, public program planning, and project activities is analyzed. This method made it possible to go beyond formal structures and assess whether the evaluation system functions as a real managerial tool or is limited to a control and reporting role.

The informational and empirical base of the study consists of regulatory legal acts of the Republic of Uzbekistan, official reports of public authorities, aggregated data from digital platforms, and analytical materials of international organizations (OECD, World Bank, UNDP). The use of these sources ensured the comparability of theoretical conclusions with actual governance practice and increased the reliability of the findings.

Overall, the selected methodology is oriented toward applied analysis and critical assessment of the approaches being implemented. This makes it possible to consider the public administration performance evaluation system not as an abstract model, but as a dynamic institutional mechanism whose development directly depends on the quality of methodological design, institutional coherence, and the practical use of evaluation results.

ANALYSIS AND RESULTS

The analysis conducted shows that the performance evaluation system of public administration currently taking shape in the Republic of Uzbekistan represents a qualitatively new stage of institutional development, oriented toward a transition from fragmented control instruments to a coherent model of results-oriented governance. At the core of this model is an attempt to link strategic development goals, the activities of public authorities, the allocation of budgetary resources, and the assessment of managerial outcomes within a unified logic zaknepen at the regulatory level.

At the same time, the research findings indicate a notable heterogeneity in the practical implementation of this model across different levels of public administration. At the level of central authorities, there is in some cases a discernible tendency to use performance indicators in strategic planning and managerial decision-making. In ministries and agencies where indicators are linked to public programs and discussed at the leadership level, performance evaluation begins to fulfill an analytical function, enabling the identification of bottlenecks, the adjustment of priorities, and the revision of approaches to the implementation of specific policy areas.

An analysis of the territorial level of governance shows that the effectiveness of the evaluation system largely depends on the presence of a unified methodology and mechanisms of central coordination. In regions where indicators are adapted to local socio-economic conditions while maintaining comparability with national goals, performance evaluation contributes to enhanced accountability of leaders and stimulates initiative. At the same time, the absence of standardized approaches and digital monitoring tools complicates interregional comparison of results and limits the capacity for evidence-based decision-making at the central level.

Special attention in the analysis is given to the role of digital platforms in the performance evaluation system. The results demonstrate that digitalization significantly expands the possibilities for data collection and visualization; however, its managerial value directly depends on the depth of analytical processing. Platforms focused exclusively on the accumulation of indicators effectively reproduce "digitized reporting." By contrast, the incorporation of automated analysis, scenario modeling, and forecasting elements facilitates the transformation of digital solutions into tools for supporting managerial decision-making.

A significant outcome of the study is the identification of factors underpinning the institutional sustainability of the performance evaluation system. These include a clear distribution of responsibilities across governance levels, a limited and hierarchically structured set of indicators, methodological stability of evaluation rules, and the presence of a central body performing methodological and analytical coordination functions. When these conditions are met, the evaluation system begins to perform not only a control function but also a corrective one, thereby contributing to improvements in the quality of public policy.

At the same time, the analysis confirms a high risk of declining trust in the system when evaluation results are used as a sanctioning instrument. Empirical evidence suggests that an emphasis on punishment for failing to meet formal indicators leads to data distortion, formal compliance, and resistance from implementers. Conversely, using evaluation as a tool for learning, adjustment, and the development of managerial competencies enhances system acceptance and supports its institutionalization.

Overall, the findings allow for the conclusion that the effectiveness of the emerging public administration performance evaluation system is determined not so much by the set of indicators employed as by the quality of its institutional design and the degree of integration of evaluation into the management cycle. The system demonstrates the greatest impact in cases where evaluation results are used to revise programs, budgetary priorities, and human resource decisions, rather than being confined to formal reporting.



CONCLUSIONS AND SUGGESTIONS

The conducted study leads to the conclusion that the formation of a public administration performance evaluation system in the Republic of Uzbekistan is currently at a transitional stage—from formal and normative establishment to practical institutionalization. The strategic and regulatory decisions adopted create the necessary foundation for the introduction of results-oriented governance; however, their actual impact directly depends on the quality of institutional design and on managerial practices in using evaluation results.

A key conclusion is that performance evaluation effectiveness cannot be viewed as a set of individual indicators or KPIs. Rather, it constitutes an element of a broader governance architecture in which strategic planning, budgeting, human resource policy, digital tools, and anti-corruption mechanisms must be interconnected and subordinated to a unified decision-making logic. In the absence of such linkage, the evaluation system inevitably transforms into a formal reporting framework that has little substantive impact on the quality of public policy.

The study confirms that a decisive factor for the sustainability of the performance evaluation system is the presence of an institutionally established center for methodological and analytical coordination. Such a center should ensure unified approaches to indicator design, data interpretation, and the use of evaluation results, without substituting for the operational activities of public authorities. International experience demonstrates that precisely the separation between methodological centralization and managerial autonomy of implementers makes it possible to maintain a balance between control and flexibility.

A separate conclusion concerns the role of digitalization. Digital platforms can significantly enhance the transparency and timeliness of evaluation; however, they do not in themselves guarantee a managerial effect. Their value becomes evident only when analytical tools, forecasting models, and scenario analysis are integrated into decision-making processes. Otherwise, digitalization reinforces formalism and reproduces traditional reporting problems in electronic form.

In light of the findings, it appears appropriate to formulate the following practical recommendations:

- ensure the institutional establishment of a unified methodological center for performance evaluation, responsible for the development, maintenance, and interpretation of the indicator system;
- create a hierarchical structure of indicators aligned with strategic development goals and limited in number to prevent indicator inflation;
- formally mandate the use of evaluation results in key management cycles, including the adjustment of public programs, budget planning, and the development of managerial personnel;
- develop digital performance evaluation platforms toward decision-support functions, including automated analysis, visualization, and forecasting;
- exclude sanction-oriented interpretations of evaluation results, positioning evaluation as a tool for development, policy adjustment, and the enhancement of managerial competence;
- implement the evaluation system in stages, using pilot modes followed by scalability based on accumulated practical experience.

Overall, the study's results confirm that the institutionalization of public administration performance evaluation is a long-term process requiring methodological stability, trust on the part of implementers, and consistent integration into managerial practice. When these conditions are met, the evaluation system can become not a declarative element of reform, but a sustainable mechanism for improving the quality of public administration and socially significant outcomes.

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