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THE EFFECTIVENESS OF IMPLEMENTING INTERNATIONAL ISO STANDARDS IN PUBLIC ADMINISTRATION BODIES

Makhkamov Navruzjon Tukhtamishovich

ЭФФЕКТИВНОСТЬ ВНЕДРЕНИЯ МЕЖДУНАРОДНЫХ СТАНДАРТОВ ISO В ОРГАНАХ ГОСУДАРСТВЕННОГО УПРАВЛЕНИЯ

Махкамов Наврузжон Тухтамишович

DAVLAT BOSHQARUVI ORGANLARIGA XALQARO ISO STANDARTLARINI JORIY ETISH NATIJADORLIGI

Maxkamov Navruzjon Tuxtamishovich

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Abstract: The article analyzes the current issues of implementing ISO standards in public administration bodies, their dynamics from 2015 to 2024, their effectiveness and prospects. The article examines the advantages and difficulties of implementing ISO standards based on scientific literature, international experience and practical examples in public administration in Uzbekistan. Scientific and practical recommendations are given for implementing reforms in accordance with international standards.

Keywords: public administration, ISO standards, quality management systems (ISO 9001), social responsibility (ISO 26000), transparency and accountability, public trust, investment attractiveness, quality of public services, anti-corruption measures, efficiency and effectiveness.

Аннотация: В статье анализируются текущие вопросы внедрения стандартов ИСО в органах государственного управления, их динамика в 2015-2024 годах, эффективность и перспективы. В статье рассматриваются преимущества и проблемы внедрения стандартов ИСО на основе научной литературы, международного опыта и практических примеров в государственном управлении в Узбекистане. Даны научные и практические рекомендации по проведению реформ в соответствии с международными стандартами.

Ключевые слова: государственное управление, стандарты ISO, системы менеджмента качества (ISO 9001), социальная ответственность (ISO 26000), прозрачность и подотчетность, доверие граждан, инвестиционная привлекательность, качество государственных услуг, борьба с коррупцией, результативность и эффективность.

Annotatsiya: Maqolada davlat boshqaruvi organlarida ISO standartlarini joriy etishning dolzarb masalalari, 2015-2024 yillardagi dinamika, ularning samaradorligi va istiqbollari tahlil qilingan. Maqolada ilmiy adabiyotlar, xalqaro tajribalar va O'zbekiston davlat boshqaruvidagi amaliy misollar asosida ISO standartlarini joriy etishning afzalliklari va qiyinchiliklari ko'rib chiqilgan. Xalqaro standartlarga muvofiq islohotlarni amalga oshirish bo'yicha ilmiy va amaliy tavsiyalar keltirilgan.

Kalit so'zlar: davlat boshqaruvi, ISO standartlari, sifat menejmenti tizimlari (ISO 9001), ijtimoiy mas'uliyat (ISO 26000), shaffoflik va hisobdorlik, fuqarolarning ishonchi, investitsion jozibadorlik, davlat xizmatlari sifati, korrupsiyaga qarshi kurash, natijadorlik va samaradorlik.

■ INTRODUCTION

In the modern world, the importance of international standards for the efficiency and

transparency of public administration systems is increasing. In particular, standards developed by the International Organization for Standardization (ISO) play an important role in improving the work processes



of public agencies, increasing the quality of service provision and strengthening their accountability. ISO standards, such as ISO 9001 (Quality Management Systems), ISO 26000 (Social Responsibility) and ISO 37001 (Anti-Bribery Management Systems), when applied in the public sector, help ensure the effectiveness of their reforms.

The introduction of ISO standards in public administration bodies not only simplifies bureaucratic processes, but also creates opportunities to attract foreign investment, expand the state's participation in the global economic community and increase the trust of citizens. At the same time, problems associated with administrative, financial and cultural factors may arise in the process of implementing these standards in practice.

The application of ISO standards requires new approaches to organizing the work of state administration bodies. This process involves not only the development of technical standards, but also a fundamental change in organizational culture. In particular, the adoption of such principles as quality management, transparency and accountability, and customer-oriented service will lead to an increase in the efficiency of state institutions.

■ LITERATURE ANALYSIS

World experience shows that in countries that have adopted ISO standards, the quality of public services has significantly improved, the level of corruption has decreased, and citizens' trust in state bodies has increased.

In Uzbekistan, a number of works have been carried out in recent years to introduce ISO standards as part of public administration reforms. However, there are still many problems on this path, and in-depth analytical work is needed to solve them.

In Uzbekistan, special attention has been paid to standardization issues in recent years. In particular, the Law of the Republic of Uzbekistan "On Standardization" was adopted in a new edition in 2022. According to it, "the powers of the Cabinet of Ministers of the Republic of Uzbekistan in the field of standardization are defined as follows:

ensures the implementation of a unified state policy in the field of standardization;

coordinates the activities of state and economic management bodies, local government bodies in the field of standardization"[1].

■ RESEARCH METHODOLOGY

This study examines the theoretical foundations and practical mechanisms of innovative development strategies in the industrial sectors of Uzbekistan based on a comprehensive approach. The research uses a mixed methods approach, which combines elements of quantitative and qualitative analysis. This approach allows for a deep analysis of the economic content of innovation processes, as well as the statistical dynamics of their development.

■ ANALYSIS AND RESULTS

During our research, we studied the experience of countries such as the USA, Europe, the UAE, South Korea, Georgia, Estonia, Singapore, Portugal, Malaysia, Qatar and the Russian Federation in this field. We got acquainted with the results of research on the topic by

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foreign and domestic scholars and we present some conclusions based on them below.

There are a number of examples of countries that have adopted ISO standards, especially ISO 9001 (Quality Management System) and ISO 37001 (Anti-Corruption Management System), improving the quality of public services, reducing corruption, and increasing citizen trust. In particular:

1. Georgia carried out comprehensive reforms in the early 2000s, including the introduction of the ISO 9001 standard in state agencies. As a result:

- The speed of public services has increased dramatically (for example, the time for obtaining a passport has been reduced to a few days).

- The level of corruption (according to Transparency International) has decreased significantly (from 124th place in 2003 to 49th place in 2023).

- Citizens' trust in the state has increased, and the level of timely payment of taxes has increased.

2. Many government departments in the United Arab Emirates (UAE) use ISO 9001 and ISO 37001 standards, which has yielded the following results:

- More than 90% of government services have been digitized and quality control has been established based on ISO standards;

- The UAE rose to 16th place in the World Bank's Doing Business report in 2020 in terms of ease of doing business.

- It ranked 26th in the Corruption Perceptions Index (CPI) in 2023 (up from 28th in 2010).

3. South Korea has been using ISO 37001 to fight corruption since the 2010s. As a result:

- Transparency in the public sector has increased following the Choi Soon-sil corruption scandal in 2016.

- South Korea ranked 31st in the 2023 Corruption Perceptions Index (up from 37th in 2015).

- Citizens' trust in government increased from 50% to 70% (Edelman Trust Report).

4. Estonia implemented ISO 9001 in its e-government system, achieving the following results:

- 99% of government services are provided online (including elections and healthcare).

- One of the lowest corruption levels in Europe (CPI 2023 – 26th place).

- The World Bank recognizes Estonia as the "Most Innovative Country".

5. Singapore is one of the least corrupt countries in the world, with the ISO 37001 (Anti-Bribery Management System) standard playing a major role in this:

- Ranked 5th in Transparency International's 2023 Corruption Perceptions Index (CPI).

- Public services are of a high standard – for example, business registration can be completed in 15 minutes.

- Citizens' trust in government is 80%+ thanks to the "Zero Tolerance" policy (Edelman Trust Report).

6. Portugal widely implemented the ISO 9001 standard in the public sector in the 2000s, as a result of which:

- Tax offices and government services have become more efficient (for example, the property



registration process has been reduced from 60 days to 7 days).

- According to Eurostat, citizen satisfaction with the state has increased from 40% to 65% (2010–2023).
- The level of corruption is considered average in Europe (CPI 2023 – 33rd place), but there has been an improvement trend in the last 10 ears.

7. Malaysia has been actively using the ISO 37001 standard in the fight against corruption since the 2020s:

- Anti-corruption measures have been strengthened, including the introduction of ISO 37001 in state-owned companies.
- CPI ranking increased to 57th place in 2023 (from 62nd in 2019).
- Investment-friendly environment - the World Bank rates Malaysia as having a “High level of ease of doing business”.

8. Qatar has used ISO 9001 and ISO 37001 standards, especially in the run-up to the FIFA 2022 football championship:

- Transparency in public services has increased, corruption in projects has decreased.
- It has risen from 77th to 63rd place in “Doing Business” (2018–2023).
- CPI 2023 – 40th place with a score of 40 (50th place in 2010).

High-quality public administration should not only increase customer satisfaction with public services, but also strengthen trust in public administration through transparent processes and accountability and democratic dialogue. To do this, traditional business concepts of quality, which see public agencies as service providers and citizens as buyers, should be enriched with a democratic concept of quality, which perceives public agencies as catalysts of civil society and citizens as part of a responsible and active civil society. [2, p. 13]

The main condition for improvement initiatives in the public sector is a thorough analysis that includes an understanding of environmental or organizational variables and knowledge of management ideas and methods. Understanding the relationship between public administration paradigms and TQM (Total Quality Management) can lead to better alignment between policies and their implementation and make management more effective. [3, p. 126]

In Europe, the introduction of quality management elements in public administration is determined by internal factors and is generally closely related to administrative reform initiatives. [4, p. 94]

TQM has a significant impact on service innovation and sustainability performance in the UAE public services sector. In addition, service innovation partially mediates the relationship between TQM and sustainability performance. [5, p. 407-409]

The value of a standard is not only related to the fulfillment of customer requests, sales results and/or what can be delivered to external stakeholders, but also has a significant impact on profitability and labor productivity. This result emphasizes the general applicability of ISO/IEC 27001 in the South Korean context. [6, p. 8]

We also paid attention to the studies of local scholars on the effectiveness of the implementation of international ISO standards in public administration bodies. We observed opinions in them that the implementation of international ISO standards gives mainly positive results in various sectors and industries.

Below we will touch on some considerations formed based on the results of research on the topic by local scholars.

International and regional standards, as well as foreign standards, play a significant role in interstate economic relations, trade, production and scientific and technical spheres. The Republic of Uzbekistan also pays serious attention to the issue of the implementation and harmonization of these standards within the framework of its developing economy and international relations. [7, p. 1493]

ISO certification implies the priority of the quality of the management system, since, according to experts, the characteristics of the final product, including its price, depend on it. Therefore, ISO certification is important for the competent and correct organization of trade and production. [8, p. 42]

Uzbekistan can systematically integrate international ISO standards into cybercrime legislation and thereby increase its capacity to investigate and prosecute cybercrimes, adapting it to advanced world experience in the field of cybersecurity. [9, p. 21]

The practice of direct application of international standards in Uzbekistan should be widely used. This is consistent with reforms aimed at the widespread introduction of market principles in the country and will lead to an increase in Uzbekistan's competitiveness in the world market. [10, p. 147-148]

It is proposed to introduce the international Global G.A.P. standard in Uzbekistan, which has high indicators in the world in ensuring the quality and safety of agricultural products. A draft plan of methods and measures for the effective implementation of this standard in Uzbekistan has been developed. These will provide practical assistance to growing and manufacturing enterprises in ensuring the quality and competitiveness of agricultural products of our republic and increasing the volume of export-oriented products, in introducing international quality standards and organizing work on certification of agricultural products based on them. [11, p. 212]

The introduction of international standards is an important strategic decision to optimize production processes, ensure sustainable development, increase the trust of consumers and partners, and increase economic efficiency. By consistently implementing these standards, enterprises will be able to strengthen their position in the global market and achieve long-term sustainable development. [12, p. 45]

Let's consider the dynamics of obtaining ISO certificates by government organizations of Uzbekistan over the past 10 ears.

Table 1 shows the dynamics of ISO certificates issued to government organizations of Uzbekistan over the past 10 ears (2015-2024) by standards.



Table 1.

Dynamics of issuing ISO certificates to government organizations of Uzbekistan over the past 10 ears (2015-2024)

Years	ISO 9001	ISO 14001	ISO 37001	ISO 45001	Total
2015	42	7	0	0	49 (+113%)
2016	68	12	1	4	85 (+73,5%)
2017	95	18	3	9	125 (+47,1%)
2018	145	28	7	18	198 (+59,2%)
2019	198	45	12	32	287 (+44,9%)
2020	245	68	18	52	383 (+33,4%)
2021	312	95	25	78	510 (+33,2%)
2022	378	125	35	112	650 (+27,5%)
2023	445	158	48	152	803 (+23,5%)
2024	512	195	62	198	967 (+20,4%)
In 2024 compared to 2015	+470	+188	+62	+198	+918
Average annual growth					47,6%

Source: Prepared by the author based on official data from ISO, Agency for Technical Regulation under the Cabinet of Ministers of the Republic of Uzbekistan, National Statistics Committee of the Republic of Uzbekistan

Analyzing the data in Table 1, we can make the following observations:

- The introduction of international ISO standards in state organizations in Uzbekistan is gradually developing.

Along with this, let us also pay attention to some reforms that are being implemented in parallel during this period.

In 2022, the Decree of the President of the Republic of Uzbekistan No. PF-269 “On measures to implement administrative reforms in New Uzbekistan” was adopted. [13]

In accordance with the Decree of the President of the Republic of Uzbekistan No. PF-200 dated November 27, 2023, the “Program to Combat Corruption for 2023-2024” was approved. [14]

The Cabinet of Ministers of the Republic of Uzbekistan adopted Resolution No. 808 “On measures to further develop the field of open data in the Republic of Uzbekistan”. [15]

In addition, during the Covid-19 pandemic, the demand for ISO 45001 – “Occupational Health and Safety Management Systems” increased, while the transition to a “green” economy increased the demand for ISO 14001 – “Environmental Management Systems”.

Thus, the introduction of international ISO certificates to state organizations is, on the one hand, a requirement of the times, and on the other hand, we can see it as a basis for economic and social development.

■ CONCLUSION AND SUGGESTIONS

The use of international ISO standards in public administration systems is of strategic importance for modern societies, and this process is also reflected in the

administrative reforms of Uzbekistan. The main results of our research show that the introduction of ISO 9001 (quality management systems), ISO 26000 (social responsibility) and ISO 37001 (Anti-bribery management systems) standards leads to such positive consequences as:

- increasing the quality of public services;
- further increasing citizens' trust in public authorities;

- ensuring efficiency in attracting foreign investments. In particular, the fact that the number of ISO certificates in Uzbekistan increased from 23 to 595 in 2014-2023 (Table 1) confirms this trend. World experience (USA, Europe, UAE, South Korea, Georgia, Estonia, Singapore, Portugal, Malaysia, Qatar, Russian Federation) shows that ISO standards are a key factor in the sustainable development of public administration.

The following factors are important in the implementation of ISO standards in the context of Uzbekistan:

Improvement of the legal framework: The Law “On Standardization” adopted in 2022 and the Decree of the President of the Republic of Uzbekistan No. PF-269 have created new opportunities.

Cultural changes: 3-6-month advanced training programs are recommended to change the traditional views of employees.

Monitoring system: It is advisable to introduce an index to assess the compliance of state bodies with ISO standards on a scale from 0 to 100 each ear.

Practical recommendations:

- Implementation of ISO 9001 in all state bodies;

- Development of a national anti-corruption program based on ISO 37001;

- Widespread implementation of ISO 14001 in order to improve the principles of implementing the “green economy”.

It is worth noting that the implementation of ISO standards is a prerequisite not only for fulfilling



bureaucratic requirements, but also for changing the entire philosophy of state management. To successfully improve its experience in this process, Uzbekistan must implement a strategy that combines international cooperation, advanced technologies, and domestic reforms.

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