



THE USE OF FOREIGN EXPERIENCE IN IMPROVING THE EFFICIENCY OF BUDGET ENTERPRISES

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Article history:	Abstract:
<p>Received: August 4th 2023 Accepted: September 4th 2023 Published: October 4th 2023</p>	<p>In the article, The President of the Republic of Uzbekistan Sh.Mirziyoyev, in his Message to the «Oliy Majlis» dated December 20, 2022, stressed the need to further enhance the role and responsibility of executive and representative bodies in local government, create a new system for monitoring the results of the activities of territorial structures of the Republic of Uzbekistan. ministries and departments develop criteria for evaluating their activities in public administration bodies and organizations, study international experience and the effective use of modern management technologies.</p>
<p>Keywords: public administration, efficiency indicators, technologies, quantitative aspects, employee assessment, public services.</p>	

“Productivity becomes the main criterion for all of us”. S.M. Mirziyoyev

INTRODUCTION. Today we know that the system of the most important performance indicators (CPI), which is implemented in giant companies, enterprises and organizations of all developed countries and differs from other performance management technologies, is also implemented and used in practice in Uzbekistan. Of course, it is the KPI (Key Performance Indicator) created for enterprises engaged in economic activity that can be an indicator of success in a particular activity or on the way to achieving certain goals. Of course, KPI is a quantitative indicator of the results achieved in practice, and is able to evaluate its employees by employers.

Foreign experiments show that the most important performance indicators (KPIs) can be used not only in commercial enterprises, but also in government institutions. This system has long been used in foreign countries. An example of this is the Cabinet of Ministers of the United Kingdom, which has set itself the goal of developing an electronic public service. After implementing the KPI system in our activities, we know that in 2013 100% of services in the UK were provided electronically.

Developed countries such as Australia, Canada, New Zealand and the Netherlands can be cited as the most successful examples of the introduction of new methods for evaluating the effectiveness of public service.

The first stage of public service reform in Australia began in the first half of the 90s, when each ministry was instructed to set its own program goals, prepare a report on achievements and results at the end of the year. The budget estimates of the ministries were overstated in relation to the work done, which affected

the salaries of civil servants. In order to achieve high results, as well as a good salary, state chemists began to work on themselves. Today in Australia, performance evaluation criteria are increasingly included in the contract that the employer and employees conclude. In cases of non-fulfillment of their obligations, such contracts concluded between managers in high positions clearly establish responsibility.

The Netherlands, on the other hand, has achieved a complete transition of the public sector to an efficiency-based financial system in the process of reforming the State security system. The evaluation of the effectiveness of the activities of state bodies and their departments is calculated on the basis of the ratio of the services they provide (the products they produce) and the costs incurred.

The difference between KPIs and other systems is that the performance of each employee will depend on the overall performance indicators of the entire organization. By implementing the system in state organizations and enterprises, in general, in the sphere of public administration, we will be able to reduce conflicting, overlapping spheres of activity, the contribution of each civil servant to overall efficiency, individual efforts to achieve the mission of the organization and, as a result, the result is a worthy incentive to work.

The introduction of KPIs into the activities of employees of state security agencies is a requirement of today. A civil servant will have an understanding of how much, why and how he will receive his salary, in which cases he will be encouraged by additional allowances, and in which cases he will not. Each employee will be assigned specific tasks within the



framework of his position and the duration of ensuring their high-quality performance at a certain time. The main thing is that the head of the organization constantly monitors the activities of his employees, using strict evaluation criteria, and the young man mostly manages to mislead himself.

I would like to believe that the most important performance indicators (KPIs), which have been widely used and have paid off in foreign experience, will give results in the development of public service in Uzbekistan. Does this system justify itself? the right question arises.

We know that the Decree of the President of the Republic of Uzbekistan No. PF-5843, adopted on October 3, 2019, was adopted, and this decree created the Agency for the Development of the Civil Service under the President of the Republic of Uzbekistan and set a number of important tasks for the Agency for the development of the civil service. Among them, there are clear criteria that are the basis for evaluating the activities of the civil service and civil servant in our country. In this regard, the Agency's specialists conducted research and developments and developed indicators for evaluating the performance of civil servants with a thorough analysis of foreign experience. At the same time, this system is being tested in municipalities of 11 regions (cities and districts) of our republic.

IN PARTICULAR, since February 24, 2022, an assessment system has been created based on the most important performance indicators (EMSK, KPI) of the activities of deputy akims of Yangiyul district and Yangiyul city of Tashkent region, Yashnabad district of Tashkent city from March 2, the cities of Urgench, Hazorasp, Yangibazar and Yangarik districts of Khorezm region from March 23, Boston district and Khanabad Andijan region from May 27, as well as the city of Kokand and Kuva district of the Ferghana region from May 29. But no data were provided on the results of the exploits or failures of the deputy mayors who conducted the experiments.

But when this mechanism is enslaved, the organization, the quality of work and the effectiveness of the management process to some extent increase. The implementation of some projects and tasks is accelerating, and the competencies of civil servants are increasing. Because the system forces each employee to work on themselves regularly.

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