

IMPROVING THE SYSTEM FOR ASSESSING THE EFFICIENCY OF CORPORATE GOVERNANCE IN UZBEKISTAN

Kayumov Ravshan Ismailovich

Head of the Department of the Research Center of the State Assets
Agency of the Republic of Uzbekistan, Ph.D., Tashkent, Republic of Uzbekistan

Annotation

The article assesses the current state of assessment of the corporate governance system, reveals its shortcomings, namely, that the questionnaire prepared for these purposes has not changed since its development, many issues in it concerned the introduction of corporate governance, which has now lost relevance. In addition, the questionnaire is not aimed at achieving the goals and objectives for the development of corporate governance established by law. The author gives proposals for amendments and additions to eliminate the shortcomings in the questionnaire

Keywords: corporate governance, questionnaire for assessing the corporate governance system, performance evaluation, key indicators, supervisory board.

In 2016, Uzbekistan adopted the Corporate Governance Code (CC U), which defines the general rules of conduct of joint-stock companies (JSC) in the course of their economic activities. According to its idea, K KU is a set of recommendations for the effective organization of the work of THE management bodies of jsc in such areas as relationships and between the executive body of the joint-stock company, its supervisory board, shareholders, representatives of the labor collective and other interested parties in order to achieve a balance of interests of these persons for modernization, technical and technological re-equipment of production facilities, production of competitive products and its export to foreign markets [1].

In order to monitor the implementation of the recommendations of the K KU, conduct and evaluate the corporate governance system in the JSC, for the implementation of which an independent organization is involved. The assessment of the corporate governance system is carried out on the basis of a questionnaire developed in 2016 by the authorized state body.

Studies of this questionnaire showed that the main emphasis in it is on the implementation of corporate governance in joint-stock companies and the disclosure of information that must necessarily be displayed on the website of the JSC. But, seven years after the adoption of cc U by the companies, the assessment of its implementation does not make sense, as well as the assessment of information disclosure does not make sense, because in accordance with the legislation of the republic, control over the completeness and timeliness of disclosure of information of jsc is entrusted to the Central Depository of the Republic of Uzbekistan. There are a number of shortcomings in the questionnaire, the main of which is that it does not fully ensure control over the implementation of the Decree of the President of the Republic of Uzbekistan "On measures to introduce modern methods of corporate governance in joint-stock companies" dated April 24, 2015 No UP-4720. In this decree, the first among the

main directions of the Further development of the corporate governance system is envisaged for the introduction, on the basis of an analysis of international experience, of modern methods of corporate governance, ensuring an increase in the efficiency of the use of production, investment, material, technical, financial and labor resources [2]. However, the questionnaire provides for an assessment of only the financial condition according to such indicators as a profit, return on assets, reduction of receivables and accounts payable.

Based on the foregoing, in our opinion, it is necessary to make changes and additions to the questionnaire to assess the effectiveness of corporate governance in jsc. The following approach is proposed:

1. The questionnaire should be aimed at monitoring the implementation of legislation on the development of the activities of economic entities and the improvement of corporate governance in the joint-stock company. Therefore, it should be periodically reviewed and updated as new regulatory legal acts are adopted.

2. The main attention should be paid to the development of jsc, so this section "Assessment of financial results" should be renamed, calling it "Assessment of the effectiveness of the use of production, investment, material, technical, financial and labor resources", and include the following issues:

- ◆ Has there been a program to improve the financial and economic efficiency of the company, based on the key principles of production of competitive products, active search and entry into new markets for products?

- ◆ Have investments been made in the development of society in the past year?

- ◆ Does the actual efficiency of the projects implemented in the last three years before the expiration correspond to the indicated efficiency in the design and estimate document (FS) of these projects?

- ◆ Were the IPO or SPO public auctions?

- ◆ Does the company direct funds from the net profit to prospective research, development and marketing of new products taking into account market demand?

- ◆ Did the Supervisory Board monitor the implementation of KPIs by the executive body?

3. The activities of the JSC should be aimed at achieving the strategic goals of its development, therefore, the questionnaire should include the question of how the medium-term (for a period of up to 5 years) and long-term development strategy of the JSC are carried out, as well as the question of how the indicators of the annual business plan were fulfilled.

In order to determine the development strategy and tasks for the long term, the management bodies of the JSC widely use the management methods successfully tested in foreign practice, including SWOT, GAP analysis and other approaches. In the standard business plan developed by the authorized body, there is a separate section "Methods of assessing the environment, including SWOT, GAP analysis and other approaches ». However, communication with specialists of the economic services of the JSC showed that they simply copy ready-made tables from Internet sources and put SWOT tables and PEST analysis of the macroenvironment in this section. In fact, about 40 methods have become widespread for assessing the environment in foreign practice and the choice of one of them is determined by the goals and objectives of the development of the economic entity. Moreover, the assessment methods should change as they can be used as they can be used. achieving the set goals. Therefore, it seems appropriate

to include in the questionnaire the question: "Has the Supervisory Board assessed the effectiveness of the management methods used in the JSC, including SWOT, GAP analysis and other approaches, special software products, etc.? ».

According to the CMA, the assessment of the corporate governance system in the JSC is carried out on the basis of an appropriate agreement with an independent organization, the conclusion of which is the basis for the payment of material remuneration to members of the Supervisory Board of the JSC. Evaluation of the effectiveness of the activities of the executive body of the JSC is carried out on the basis of the implementation of the forecast values of key performance indicators approved by the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan "On the introduction of criteria for assessing the effectiveness of joint-stock companies and other economic entities with a share of the state" dated July 28, 2015 No. 207 [3]. The calculation of KPIs, ECPs and percentages of their implementation at the end of the year is evaluated by the audit organization within the framework of a separate additional subject of the audit agreement for the year. It turns out that by the end of the year, the JSC must conclude three contracts for the assessment of its activities, and, as domestic practice has shown, the cost of assessing the state of corporate governance and the implementation of key performance indicators can be 50 percent or more of the cost of auditing the results of financial and economic activities. Inclusion in the questionnaire for assessing the implementation of business plan indicators will make it superfluous to conclude a separate contract for assessing the implementation of the implementation of the business plan. key indicators, because their implementation is laid down in the standard business plan as a separate section. This problem is especially relevant, because significant funds of JSC are spent on fulfilling the requirements of the legislation on disclosure of information, maintaining its website for these purposes, obtaining internal and external audit conclusions, maintaining a staff of securities employees, publishing IFRS reports, etc. Which reduces their profitability, and consequently attractiveness for investors.

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