



**ТОШКЕНТ ДАВЛАТ
ИҚТИСОДИЁТ
УНИВЕРСИТЕТИ**



**ЎЗБЕКИСТОН
РЕСПУБЛИКАСИ
ФАНЛАР
АКАДЕМИЯСИ**



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РЕСПУБЛИКАСИ
ДАВЛАТ БОЖХОНА
ҚЎМИТАСИ
БОЖХОНА
ИНСТИТУТИ**

**“ЎЗБЕКИСТОН ИҚТИСОДИЁТИНИНГ
ИННОВАЦИОН РИВОЖЛАНИШИ ДОИРАСИДА
ТАШҚИ ИҚТИСОДИЙ ФАОЛИЯТНИ ДАВЛАТ
ТОМОНИДАН ТАРТИБГА СОЛИШНИНГ
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**“АКТУАЛЬНЫЕ ПРОБЛЕМЫ
ГОСУДАРСТВЕННОГО РЕГУЛИРОВАНИЯ
ВНЕШНЕЭКОНОМИЧЕСКОЙ ДЕЯТЕЛЬНОСТИ
В КОНТЕКСТЕ ИННОВАЦИОННОГО РАЗВИТИЯ
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ными условиями для освоения зарубежных рынков, в тоже время совершенствовать законы о финансах, банковских услугах, страховании, налогообложениях, рекламной информации, правовом арбитраже, товарной инспекции, таможенном контроле, перевозке. Необходимы обоюдные, совместные усилия по борьбе со всеми видами коммерческого мошенничества и незаконных действий, оказания эффективных и удобных услуг для входа торговых субъектов на рынок другой стороны.

В-третьих, следует обратить внимание на роль свободных экономических зон в повышении обоюдного сотрудничества двух стран. Особый акцент уделить в формировании в зонах отраслей обрабатывающей индустрии и логистического бизнеса.

Китай и Узбекистан рассматривают друг друга как перспективные стратегические партнеры, заинтересованные в дальнейшем расширении взаимного сотрудничества.

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ANALYSIS OF FOREIGN EXPERIENCE PROJECT MANAGEMENT SYSTEMS PUBLIC-PRIVATE PARTNERSHIP

Cooperation of the state and business in the implementation of socially significant projects is an international trend that is developing around the world, resulting in a certain theoretical and methodological basis. In this regard, it is advisable to consider the features of the formation of project management systems of public-private partnerships in foreign countries, primarily in the regions - the traditional flagships of this form of interaction between government and private business - the countries of North America and Europe. The features of building systems for monitoring and controlling public-private partnership projects in foreign countries are given in table 1.

The following is a more detailed description of the features of monitoring and controlling projects in countries that are leaders in the field of public-private partnerships – the UK and Germany.

UK experience. Great Britain continues to occupy a special place in

international comparison, being on the one hand the founder of a public-private partnership, and on the other, remaining the world leader in this field (over seven hundred implemented projects in the field of public-private partnership). The modern history of the functioning of public-private partnership dates back to 1992 since the creation of the so-called. private financial initiative (Private Financing Initiative - PFI), focused on finding and attracting private investors to the construction of publicly significant objects. The specificity of British public-private partnership projects lies in a well-established system of distribution of mutual powers and mutual responsibility of public and private project participants.

Table 1

Features of building systems for monitoring and controlling public-private partnership projects in foreign countries

Country/Overseas Region	Regulatory body and availability of consulting institutions	Control procedure	Features of monitoring and control
Great Britain	UK Treasury Department. Department of Large Infrastructure Projects (Major Projects Authority)	Formalized since 2012	Due to the increased state control of projects, the control mechanism itself is increasingly formalized. There is a standard contract of public-private partnership. Strict rules and procedures apply.
Germany	Independent consulting company OPP Deutschland AG. There are special PPP development groups in the regions	Unformalized	The presence of a multi-stage project preparation algorithm; a calculation of the project's economic justification; a continuous monitoring process; model agreements and standards for implementing PPP projects
Belgium	Regulatory Institute "Knowledge Center for Public-Private Partnership of Flanders"	Situational approach. Mostly formalized	A large number of participants are involved in the control process. Control is implemented on the basis of dialogue,

			special meetings and consultations. Applies social control. For standard projects, monitoring results is sufficient.
France	French Ministry of Economics	Situational approach. Mostly formalized	Conclusion of a comprehensive contract (between the administration, banks, operators, etc.), in which all risks of the project are distributed. Monitoring the estimated project quality indicators, which are tied to the remuneration of the private partner
British Columbia - Canada	Ministry of Finance. Treasury Council of the province. Consulting Agency Partnerships BC	Formalized	Risks are carefully analyzed and threats are diagnosed. A key decision log is applied. The control is independent of the project participants. Performance monitoring

German experience. Analysis of the experience of the Federal Republic of Germany in the field of public-private partnership is of high practical importance because: firstly, there is similarity with the state system of Russia, due to the high degree of independence of the regions, secondly, the institution of public-private partnership has been applied, as in Russia, relatively recently (since 2003), thirdly, there is a similarity of many of the provisions of federal legislation on public-private and municipal-private partnership. Along with objective and obvious imperatives of economic growth, implementation of public-private partnership projects in Germany was of paramount importance from the point of view of social policy implementation, since it contributed to the dynamic construction of infrastructure facilities for various purposes (social, informational, economic, etc.) and increased efficiency expenditure of budgetary resources.

OPP Deutschland AG is working on the creation of model agreements and the standardization of procedures for the implementation of public-private partnership projects, thereby reducing transaction costs, which constitute a significant part of the costs, especially at the stage of project formation. The company also positions itself as an open communication platform for establishing dialogue and exchange of experience and knowledge between public administrations, businesses, the media and academic institutions. At the level of federal lands, organizationally advisory role is played by specially created groups for the development of public-private partnership projects. It should be noted that, in general, the infrastructure of consulting and supporting public-private partnership projects is very well developed in Germany; specialized consulting companies appear at each stage of the life cycle of such projects: these are technical, legal, financial and economic consultants, experts in the development of a feasibility study, preparation of tender documentation. The most important tool for attracting private business to public-private partnership projects in Germany is forfeiting - guaranteed implementation of the investor's cost recovery, expressed in the contractual obligations of the public partner. Thus, the state shares the risks of the private partner in case the project turns out to be unprofitable, will not be completed or suspended for some reason, which makes it possible to attract cheap loans for the project. In this case, the state, in most cases, retains the right of ownership of the object of investment.

Thus, an effective control, organized by the public partner, plays a significant role in the practice of implementing projects of public-private partnership in developed countries, especially if the project involves the implementation of socially important functions. Monitoring and control in world practice is developing as a formalized and non-formalized procedure. The formalized procedure is fixed by special regulatory legal acts and is based on the use of certain standards, rules and methodologies. Nevertheless, non-formalized control methods, based on mutual trust and implemented through consultations, negotiations and joint finding of ways to eliminate identified deviations, preventing risk situations, etc., still play a significant role. A large number of expert consulting organizations are involved in the projects. A significant role is played by the personal involvement of the head of a private partner, as well as the head of a regional or municipal administration. The public control of the project is also developed.