

IMPLEMENTATION OF THE SYSTEM OF PROGRAM BUDGETING IN THE SECTORS OF HEALTH AND EDUCATION IN UZBEKISTAN

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ABSTRACT

This article is devoted to the implementation of the software budgeting system in the health and education sectors, including the development of budget programs, the requirements for their development, the importance and relevance of the introduction of the software budgeting system, a literature review Obstacles encountered in the implementation of the program budgeting system and recommendations for the full implementation of this system are described.

KEYWORDS: Performance-based budgeting, results-based budgeting, program-based budgeting, outcome, output, input, strategic objective, program objective.

INTRODUCTION

Despite the implementation of a number of reforms in the system of financing from the state budget in recent years, several problems and difficulties in this area have not yet been sufficiently resolved. First of all, this situation is explained by increasing efficiency in the process of traditional budgeting, as a result of which additional sources of financing are required, the expenses of the state budget exceed the intended plan, or the allocated funds are not used on time.

Programmatic budgeting is a means of ensuring such tasks and creates opportunities for positive solutions to issues such as increasing the efficiency of state budget execution, achieving results of budget expenditures, further improving social protection of the population, improving budget relations in the stability of the country and ensuring their stability.

The transition to the program budget plan in Uzbekistan from 2021 will be supported by indicators related to the use of budget funds by the ministry and management.

It also establishes the control of the Parliament and the State Enterprise over the communities allocated from the State budget. At the same time, in connection with the implementation of the target indicators of the budget of the ministry and administration, it is being discussed in the chambers of the Oliy Majlis.

LITERATURE REVIEW

Researches and practitioners of Uzbek and foreign economists on the methodology of software budgeting system, in particular, the Russian scientist G. B. Polyak states that "effectiveness-oriented budgeting is such a level of planning that the set of processes related to the effective use of budget funds and ultimately reflecting the results of specific goals set in all budget structures is understood."

David Osborne and Theda Geblera in their scientific work "Reinventing Government" ("Reforming the public sector"), focusing on the new management mechanism of the public sector they say, "organizations that can measure the indicators of their activities - recognize the importance of financing the results that ultimately need to be achieved".

Dutch scientist Hans de Bruyd tried to cover the complexities of implementing results management in detail in his book "Managing Results in the Public Sector". This work aroused the interest of many people. Hans de Bruyd applied the concept of "strategic behavior" in general terminology, focusing on the actors performing activities, or rather "players". He described the goal of this concept as a quality that expresses persistence in its implementation.

Uzbek economists A.V. Vakhobov, G.A. Kasimova in the book "Management of State Finances" state that the area of distribution through the budget occupies a central place in the structure of state finances. This is based on the fact that the budget has a decisive position in relation to other parts of the financial system.

RESEARCH METHODOLOGY

The methods of theoretical and practical study, systematic approach, grouping, comparative analysis, observation, statistical analysis and factor analysis were effectively used in the research process. On the basis of the conducted studies, the essence of documentation and the content of the documentation procedure for the development, assessment and monitoring of the methodology of the programme budgeting system were revealed, and recommendations for the improvement of the programme budgeting system were developed.

RESULTS AND DISCUSSION

The procedure for the production, monitoring, and control of budget programs of ministries and departments is regulated by the decision of the Cabinet of Ministers of Uzbekistan (Decision No. 4) on January 4, 2024, which establishes the system for budgeting in the Republic of Uzbekistan, including the creation of a system for the production, monitoring, and control of budget programs for budget fund allocators. In our opinion, the Program budget can be an improvement of the new budget system in the state budget system, in which the actual production of budget expenses is directed not to the implementation of the plan, but to the socio-economic development of expenses in order to ensure the socio-economic economy.

Of course, this process will be maintained in the medium and long term in the global operation. Today, in the materials that are being worked on, performance-based budgeting is being carried out.

Ensuring all quality aspects of expenditure targeting, production costs and efficiencies, as well as revenue generated are timely and consistent in macroeconomics of target revenue. If the result management system is in the form of a thing, then this system will have the following structural dream.

We believe that key components of health budgeting should include volume growth projections, feedback and suggestions from key stakeholders, financial outcomes, and externalities. Thus, a well-planned budget allows health systems to plan for the future to provide quality care.

In our opinion, as an element of results-based budgeting, program budget expenditures should be classified by the types and purposes of public services. Program budget requirements for each program should include information on program goals and their relation to national and sectoral priorities, key service outcomes provided by the program, the program's design to achieve the stated goals, key performance indicators and evaluation results, and the release and presentation of program evaluation (cost) to the public.

The health and education system is extremely important to the state because of the impact it has on the quality of life and the future of the younger generation, serving many clients. shows the target indicator indicators of healthcare (Table 1).

Table 1

Target indicators of State programs and budget expenditures of the Ministry of Health¹

| No | Name of the state program and indicators | Unit of measure | 2024 year defined plan | 2024 year execution | In percent |
|------|--|-----------------|------------------------|---------------------|------------|
| | Ministry of Health of the Republic of Uzbekistan | billion soums | 2 574,7 | 2 232,1 | 86,7 |
| 1. | State programs for protection of motherhood and childhood and prevention of disability | billion soums | 361,2 | 342,3 | 94,8 |
| | Children's vaccination program | billion soums | 198,6 | 198,2 | 99,8 |
| 1.1. | Coverage of children vaccinated with 12 types of vaccines based on the national immunization program | in percent | 100 | 99 | 99 |
| | Coverage of adolescent girls aged 9-12 years with human papillomavirus (HPV) vaccine | in percent | 50 | 50 | 50 |

In our opinion, the goal of introducing a programmatic budgeting system in the health and education sectors is to strengthen budget management and reduce the pressure on state budgets for these sectors. Performance-based budgeting also makes it easier to track funds once they have been allocated to a specific cause. If an institution of higher education is to be funded based on student retention rates, then additional resources may be directed toward this goal—depending on the outcome. A major challenge facing higher education institutions is

¹Prepared by the author

increasingly tight budgets. By following a performance-based approach, one can justify how resources are used in each budget period. Implementation of target indicators of budget expenditures and development programs of the Ministry of Public Education (Table 2).

Table 2

Execution of target indicators²

| Name of development program and target indicators | Measure unit | 2024 year total | of which: annual | | | |
|---|----------------------|-----------------|------------------|-------------|--------------------------------|--------------|
| | | | defined plan | execution | the difference (- less,+more) | in percent |
| Ministry of preschool and school education | billion soums | 25 816,1 | 28 156,5 | 27 955,9 | -200,6 | 99,3 |
| Strategic goal: to determine the priorities of the systematic reform of general secondary and extra-curricular education, to raise the moral, moral and intellectual development of the young generation to a new level in terms of quality | | | | | | |
| of which: funds allocated to development programs | billion soums | 782,0 | 898,4 | 887,3 | -11,5 | 98,7 |
| Name of the program: Program for connecting secondary schools to a broadband Internet network | billion soums | 152,0 | 79,4 | 79,4 | 0,0 | 100,0 |
| The purpose of the program: further improvement of e-learning resources, as well as providing access to domestic and global educational resources | | | | | | |
| Outcome | | | | | | |
| The level of availability of skills for improving ICT literacy of management staff and programming computer science teachers (in relation to the total number of school management staff and computer science teachers) | in percent | 8,0 | 8 | 8 | 0,0 | 100 |

²Prepared by the author

| Name of development program and target indicators | Measure unit | 2024 year total | of which: annual | | | |
|---|--------------|-----------------|------------------|-----------|--------------------------------|------------|
| | | | defined plan | execution | the difference (- less,+more) | in percent |
| Level of Broadband Internet Connection (Internal Local Area Network and Wi-Fi) of Secondary Schools (Relative to the Total Number of Schools) | in percent | 70,0 | 32,0 | 32,0 | 0,0 | 100,0 |

While taking a break and spending some time protecting the target indicator. in our opinion, the practice of hearing the reports of the heads of ministries and agencies on the implementation of target indicators in the Legislative Chamber of the Oliy Majlis should be introduced at the end of every quarter.

CONCLUSION

Determining the target indicators for the health and education sectors, allocating funds to these sectors within budget programs, and establishing procedures for evaluating and monitoring the implementation of budget programs would ensure the targeted and effective spending of budget funds.

In our opinion, the following should be implemented when introducing a programmatic budgeting system to the health and education sectors:

Strengthening the relationship between the strategic planning system and the budget planning, including revising the stages of the budget process as possible and harmonizing it with the beginning of the development of strategic plans;

Introduction of programmatic budgeting principles into the budget legislation (amendments to the Budget Code and other relevant documents);

Control of the effectiveness of the use of budget funds making, creating a database of indicators and monitoring them set up a mechanism;

Guidelines for budget preparation in program format development, ministry and agency specialists "Program Systematic training on the topic of "budgeting" Economy and finance to be implemented by the Training Center under the Ministry is appropriate.

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