

**EVALUATION OF THE CURRENT STATE OF ECONOMIC DEVELOPMENT OF  
SMALL SILK ENTERPRISES IN THE TRANSITION TO A GREEN ECONOMY**

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In the conditions of innovative development of our country's economy, increasing the efficiency of small green business in the cocoon industry, economic development of the silk industry is one of today's urgent tasks. For the development of the cocooning industry in our country, we must continuously carry out a policy focused on an innovative approach in the field, develop measures for its consistent implementation and directions for technical and technological modernization based on innovation, and effectively launch the activities of enterprises in the cocooning industry. it is important to put.

The advantage of the cocoon industry in our republic lies in the fact that producers use traditional and modern agrotechnical methods and have rich experience, it corresponds to our climatic conditions, and the availability of labor in rural areas. The development of this sector affects the increase of the export potential of our country and foreign currency earnings. Also, the fact that the main part of the workers of this branch and industry enterprises are women is of great importance in increasing the level of employment in our republic.

Currently, products made from cocoons in more than 60 countries account for 0.2% of the world's textiles, but only 20 countries grow cocoons. In terms of the amount of cocoon production, China ranks first in the world, India ranks second, Uzbekistan ranks third, and Korea ranks fourth. Although Uzbekistan ranks first in the world in terms of cocoon production per capita, its share in the world market is only 2.5 percent. One of the main tasks is not only to increase the volume of cocoons produced in our republic, but also to produce finished products that meet world standards. After all, in the conditions of the global economic crisis caused by the coronavirus pandemic, every country can achieve economic stability by effectively using existing opportunities and increasing the efficiency of network enterprises.

been created that includes the preparation of mulberry silkworm seeds, worm feeding, initial cocoon processing, creation of new worm breeds and hybrids, and mulberry breeding, and it has been cultivated in all regions of the republic. In 1940-1990, high growth rates were achieved in cocoon production, cocoon production increased almost 3 times. In 1991, 33.8 thousand tons of cocoons were produced in the republic. During these periods, the indicators of cocoon cultivation were high not only in Uzbekistan, but also in many countries of the world engaged in cocoon cultivation.

of problems arising in the process of growing cocoon raw materials, initial processing and sale, reforming and developing the sector based on the requirements of the market economy. Decree of the President of the Republic of Uzbekistan dated March 30, 1998 "On improving the management system of the cocooning industry in the Republic", Decree of the Cabinet of Ministers of the Republic of Uzbekistan dated April 3, 1998 "On measures to further improve the management of the cocooning industry in the Republic", the decision of the President of the Republic of Uzbekistan dated February 28, 2000 "On regulating the export of coir products", November 15, 2006 "On measures to further reform the coir industry of the Republic", a number of public documents, such as PK-512, served as a legal basis for the gradual implementation of economic reforms in the cocoon sector of our republic.

However, despite the implementation of these measures, the rate of growth in cocoon production in the Republic of Uzbekistan has decreased. Later, the success of our sericulture decreased, and

the desire to care for silkworms among the population decreased. As a result, the indicators of cocoon production, deep processing and export fell sharply.

On the basis of the decision of the President of the Republic of Uzbekistan dated March 29, 2017 on measures to organize the activities of the "Uzbekipaksanoat" association No. after that, changes took place in the field of cocooning. In order to fulfill the tasks assigned to the association, the activities of 13 regional and 144 district "Agropilla" LLCs were launched. At the same time, currently 46 cocoon processing and silk gauze and finished products production enterprises, 22 mulberry seed and seedling farms are members of "Uzbekipaksanoat" association. After the establishment of a comprehensive organizational-technological system aimed at the comprehensive development of the cocoon industry, positive changes in this field have developed in our Republic. After the establishment of the "Uzbekipaksanoat" association, foreign experience was studied, and innovative ideas and technologies were widely introduced into the network. This is a complete modernization of not only the silkworm care process, but also the feeding, supply of necessary equipment and supplies, and processing steps, and the first results achieved in innovative cocoons are a clear example of this. More than 150 new cocoon production complexes were built in Andijan, Fergana, Surkhandarya, Kashkadarya and Bukhara regions in our country in 2021, and repeated cocoon production was launched in the network. In an innovative cocoon built on the basis of Chinese technology, the silkworm is kept under a film, due to which the leaf consumption is reduced by 30%, and its hardening and wasteful loss are prevented.

of the export of silk products by the enterprises of the system are also increasing year by year. In particular, in 2018, 51.1 million US dollars worth of cocoon products were exported, while in 2019, this figure was 70 million US dollars. 71 million in 2020. Coir products are being exported in the value of US dollars. Until then, more than 90 percent of cocoons were exported, as cocoons were a source of foreign exchange for our country. As a result of the measures taken, about 20% of the cocoons are being processed in our country and sent for export in order to increase the profit through the added value chain in cocooning. Today, Uzbekistan exports silk products to many countries of the world, including the PRC, India, Vietnam, France, Italy, Austria, the USA, cocooning products are delivered to 26 countries in total.

To further deepen the reforms implemented in the cocoon industry, to create favorable conditions for the rapid development and diversification of the industry, to widely introduce the cluster method of production organization, to increase the volume of investments in the deep processing of cocoons, and to produce finished products with high added value. on July 31, 2019, the President of the Republic of Uzbekistan "On additional measures for the development of deep processing in the cocoon industry" PQ-4411 was adopted in order to widely. In this decision, cocooning clusters are 7 types such as mulberry seedling and seedling cultivation, silkworm breeding, silk fiber preparation and spinning, silk gauze production, mulberry tea production, carpet and carpet products production and silk gauze production of ready-made garments. it was determined that it will be organized from a set of enterprises engaged in economic activity.

As a result of this, the number of cocoon rearing was carried out 4 times a year in the last two years, and the volume of cocoon production reached 24,300 tons. The level of utilization of available capacities in our Republic for primary processing and deep processing of this product has reached 97%. As a result, we can see that the foreign exchange income from the sector's export amounted to 151.9 million US dollars, and the export volume increased by 4.9 times in 2022 compared to 2017.

Today, 11 silkworm seeds, 62 cluster cocoon breeding and processing enterprises are operating in the association system. At present, 10 silk fabrics, carpets and finished products, 3 large-scale enterprises weaving carpets from silk and wool mixtures and 1 enterprise producing protein from

silkworm cocoons have been launched. In addition to comprehensive development of the network, increase in production, bringing processing up to international standards, special attention is paid to ensuring employment of the population in the field. In 2022, 21,400 permanent and 681,500 seasonal jobs were created in the cocoon industry due to the launch of new capacities.

carried out in the cocoon industry, the modern enterprises being established as a result of the measures taken on the innovative development of the industry based on the study of foreign experiences, and the jobs being created require the use of innovative management methods in the cocoon industry enterprises. In the conditions of the market economy, the forms of economic management have changed, and not only state organizations, but also enterprises engaged in business activities in the private sector should pay more attention to innovative management in the effective organization of their business. At present, many enterprises have legal and economic freedom, and the interference of higher organizations in their activities is not very correct. Therefore, specific concepts, approaches, innovative management methods and principles in the field of innovative management in business activities are somewhat different from innovative approaches in the centralization of the economy.

Innovative management is management of innovative processes, innovative activities, structural structures engaged in this activity and their employees based on an innovative approach.

Innovative management is one of the main areas of strategic management, and the main goals of innovative management of any enterprise are:

production, improvement and introduction of a new type of product;  
to determine the main directions of scientific, technical and production activities of the enterprise;  
further modernization and development of production with a high level of utility;  
outdated production facilities.

It is known that the difference between the price of one kilogram of silk in the cocooning industry and the price of clothing made from silk is at least 10-12 times. The price of carpets woven from silk kalava is more expensive. Exporting the products of the network as finished products, not as raw materials, allows to increase the income several times, and also solves the problems of providing employment to the population. Of course, the reforms being carried out in our Republic and the measures being implemented in this regard are commendable. However, it is necessary to constantly improve the quality, appearance, and design of the products produced in the network enterprises, because it is natural that the demand of consumers in the market changes from day to day. This, in turn, requires the organization of the production process in enterprises based on an innovative approach.

The effectiveness of the innovation processes taking place in the enterprise depends on the methods and methods used in the formation of the innovation strategy, the new product category, the types of innovations being developed, and the application of the results of innovative research works in production. Among them, the most important elements are:

effective strategies for development and implementation of innovative solutions;  
a mechanism for managing the process of implementing such a strategy in a specific organizational structure.

Therefore, in the innovative management of enterprises operating in the cocoon industry, they should perform the following main tasks:

constantly coordinating innovative goals and programs depending on the market situation and changes in the external environment;

focus on achieving the planned final result in the innovative activity of the enterprise;

use of a modern information base to take account of several options when making management decisions;

changing the functions of strategic management and planning (from the present to the future);

use of all the main factors in the development and improvement of the enterprise ;  
focusing on the management of all scientific, technical and production potential of the enterprise ;  
implementing management based on anticipating changes and making adaptive decisions;  
ensuring the innovation process in each segment of the enterprise ;  
in-depth economic analysis of every management decision .

The priority goals of innovative management are the growth and development of the enterprise based on the activation of innovative activities, the active movement of new goods and new technologies to the market side, the use of opportunities for further specialization and comprehensive development of production for the active growth of economic development and invasion of new markets. . The tactical goals of the enterprises in the cocooning industry are the development, implementation and assimilation of innovations, investment and financing of the enterprise, training to improve the skills of specialists, motivation and reward of employees, the scientific base of ITTKI and innovations, the method of management and consists in improving tasks, ways and methods.

For the development of the cocoon industry in our country, it is important to continuously carry out a policy oriented towards an innovative approach in the field, to develop measures for its consistent implementation and directions for technical and technological modernization based on innovation, to form an innovative management mechanism in this industry it is necessary to develop the enabling methodical bases. The theoretical-methodological basis of improving the innovative management in the cocooning industry will serve to increase the competitiveness of this industry and increase its position in the world market by developing exportable products.

Goods produced by economic entities serve to satisfy human needs. At the same time, in order to sustain the production of goods (product, work, service) , it is important that all costs (commoditized consumer goods and added value) are fully covered. The rate of profit in the added value should vary according to supply and demand, but should not fall below the minimum level and not exceed the level of profit obtained from other goods. For this, there must be opportunity, specialization, demand and , of course, freedom of private property and economic management.

In the economic-ecological regions, the opportunity in the conditions of the green economy is related to the sun, air, earth, water. Specialization refers to taking advantage of those opportunities to achieve economies of scale and offer a desirable, quality product. Private property and material interest are of great importance in the efficiency of economic production.

Business owners are always striving to improve the efficiency of the results. They come up with new types of production, cooperation, service and implementation. They seek to improve overall results by combining opportunities to recycle waste they throw away into useful goods. For example, mulberry trees are planted in the empty spaces between the trees in the Economic and Ecological Regions . They try to make profit by turning mulberry branches, pods, leaves, and fruits into useful goods. It is assumed that all costs incurred in the cost of goods are fully taken into account, even labor costs are covered. Nevertheless, it is necessary to make a profit. The labor team is encouraged at the expense of profit. A reserve is created for innovation and expansion of production.

An all-expenses-paid but unprofitable business will fall behind in the new demands of life. Eventually it falls out of line. There will be bankruptcy . The business will be sold and discontinued. To prevent such disappointments , to ensure business sustainability, it is necessary to combine opportunities, cooperation or, in modern language, mergers into clusters. A cluster is an organizational form of grouping activities from raw materials to finished goods and realization through step-by-step participation. It differs from cooperation in that it combines not one type of activity, but many types of multi-level activities.



If cooperatives unite similar activities related to construction, transport, trade or service provision , the cluster unites participants of multi-stage activities from raw materials to processing, delivery, and realization. The common goal is to make a profit, to ensure sustainable participation in the market. To be resistant to external competitive factors .

combines all the stages of one type of object up to realization . A cluster of mulberry branches can be collected, processed, manufactured and sold in domestic and foreign markets. Mulberry leaf collection , transportation, processing and realization of tea cluster. A cluster of mulberry pulp collection , transportation, collection, processing and realization of silk paper throughout the year. Cocoon cluster. The cluster may also include accounting, economic department managers, marketers, and quality inspectors. These services help the cluster to function efficiently.

Accounting, if each separate stage is managed by economic managers, guarantees the correct and accurate determination of costs in those partners. There is no possibility of accounting, and for the products of small participants , the average cost of the industry (industry) can be determined by agreement. For example, for family producers, the cost of 1 kg of cocoons can be set at 180-200 thousand soums, and those amounts can be used to determine the final result. The profit is determined and it becomes possible to determine how many pennies (%) corresponds to one soum contribution of the participants . After the distribution of profits within the cluster , the members will be able to prepare their own accounting reports and bookkeeping for taxes. It would not be appropriate to charge the taxes to the downstream processor or retailer . The principles of accuracy and fairness of taxation are violated. In addition, the gross profit will include the non-taxable profit . Non-taxable profits are received by agricultural producers. In our example, harvesters, suppliers of mulberry stalks to a cluster participant who processes them, suppliers of pods, mulberry fruits, seeds, and silkworms do not pay. Processors must pay tax on the amount of profit that is attributable to them.

As the content and form of production relations change, tax relations should also change. That is , the relationship between the state and producers (farmers) will acquire a new meaning. We are far from thinking that this will reduce tax revenues. On the contrary, the volume of tax revenues grows rapidly from year to year. All sections of the population will benefit from the increase in revenues to the state budget .

If accounting serves to establish a transparent, reasonable distribution, economists serve to develop cluster members and launch new opportunities. They avoid wasteful, recurring expenses. Representatives of the field of economy - the "art of housekeeping" are responsible for learning opportunities and their proper use. How much food (leaves) there are, how many workers there are, where how many products can be grown( ?), how many machines, how much energy, how much coal is needed and how much new capacity needs to be started. They answer many questions about running a farm. In general, starting from the head of the family, the heads of the neighborhood, city, district, factory, factory, base, export-import must be deeply aware of the art of running a business . Even a tax inspector should know the economy well. A superficial, unaccountable approach to the economy causes such ills as cheap labor and poverty . There are many examples of this from history .

Although managers - hired managers have only the right to make recommendations, decision-makers - to guide managers on the right path, available opportunities - raw materials, transport, machinery, labor, energy, heat, water supply ; they play an important role in the correct and efficient use of many factors of production.

are especially important in agro-industry . The owner of the mulberry row wants to get more cocoons. Inexperience in how to organize work. Recyclers have yet to understand their true function. these shortcomings become apparent when operating using a cluster. The silk industry is still engaged in the task of 100 years ago - the elasticity, breakability, thinness and pliability of

silk. They cannot imagine that their development is related to agro-industry - agro-industry and realization - profit. It's not them, it's only Higher Education that taught them technology, we teachers are to blame. Technology should lead to results. The result is profit. It is income to the state budget. The proof of our opinion is that only 18% of the 20,000 tons of raw cocoons produced are processed and exported raw silk is sold cheaply (\$32.5). There are 2 reasons for selling cheaply. The first raw material is non-standard, has many rings, and is dusty. The second and most important reason is that the cocoon is very cheap to buy. Buying at a "Purchase Price" at one-tenth of the actual cost is causing the industry to shrink steadily.

In recent years, the head of state has been paying a lot of attention to smoking. But even with this, the situation will not improve. Prices should be determined based on supply and demand. Mulberry rows should be private property. Only then will there be deep specialization. The state will benefit greatly. Because jobs will increase dramatically, incomes of the population will increase. Our export potential will increase. Our foreign currency income will increase. We begin to use internal opportunities better (+5%).

Cluster: The sericulture cluster supplies its own waste cocoon to a cosmeceutical manufacturing partner. There will be an agreement between them. Until that level is reached, the cocoons are sold as feed and fodder to poultry farmers. The mulberry branch processing cluster will pay for the branches from the woodcutters at a mutually agreed cost price, but not less than the market price of 1 m<sup>3</sup> wood (200-250 thousand soums). They can be crushed ("drobilka"), then turned into strips again, pressed using wood glue, made of DVP, DSP, transferred or sold to their own furniture and construction companies for further processing. A cluster of mulberry leaf tea is organized depending on the size of the ingredients. It is organized in places where it is not possible to start cocooning in the neighborhoods of cities and villages. The owners of the mulberry row pick the leaves by hand and hand them over to the workshop or factory. The manufacturer washes the mulberry leaf in the prescribed manner, cleans it of dust, and transfers it to the drying workshop. Special tea-making ingredients are added to the dried leaf, and the finished product is sent to the packaging department. Tea can be stored in the warehouse for a long time, waiting for realization. It is important to study the experience of Gijduvan in making tea. They have many years of practical experience. Technologists can be invited to work from Gijduvan. There are also marketers. If there are no applicants for tea preparation, it is possible to organize a branch of the branch of the Gijduvan tea packing enterprise or a section for the supply of tea materials.

Those who are skeptical about our opinion and suggestions should plant 3 mulberry bushes in the early spring on behalf of themselves, their families, children, and grandchildren in the empty spaces between the trees. Let the right to use them be given to the applicants on the basis of rent. After 2-3 years, he will witness the result himself. Because one mulberry bush gives 0.275 kg of cocoons. Taking advantage of the opportunity, feeding silkworms 7 times (0.275x7) gives 1.9 kg of leaves per cocoon. This is 0.628 kg of raw silk. It gives 0.06 cubic meters of wood. Makes 2 kg of dough. If 10 mulberry trees are planted, these numbers will be multiplied by 10. 66 meters of silk fabric is obtained from 6 kg of silk (6x11). If the costs of buying silkworms, renting a worm house, electric, and biological pest control are taken out, the family's income (including labor costs) will be around 1.5 million soums. It happens every year. It will be permanent.

When the clusters begin to produce good results, entrepreneurs and families look for internal opportunities and begin to multiply mulberry trees. The production volumes of the clusters will also increase.

A cluster processing cocoons from 1 million mulberry trees (500 boxes x 50 kg x 7 times) processes 175 tons of cocoons at 14.5 tons per month and 0.48 tons per day. At least 160 kg of silk is obtained from 480 kg of cocoons. This silk is transferred to the weaving workshop every

day. Weavers weave 1760 meters of silk fabric every day (160kg x 11). There may also be a silk carpet weaving workshop within the cluster. Then the silk will be distributed to them according to the demand. Above, we mentioned that some branches of silk production served military defense purposes. There are 14 silkworm breeding factories in Uzbekistan, all of which have been considered military facilities. Because military sport parachutes and braking parachutes are produced in separate workshops. Specialists specially trained for these productions are reserved. In total, 35-40 thousand people will be employed in the cluster after 1 million bushels. For one city (district), this is a significant number of jobs. Because many people are always busy in furniture making.

multi -industry, or rather, multi-industry (fields), unite the forces of producers and mobilize untapped, unattainable opportunities. The cluster determines the result at the very end of the process, after implementation.

Realization in cocooning clusters is carried out in several places. Exporting gas products to the domestic market at wholesale prices, producing finished products, producing silk carpets, selling military and sports goods to the state, selling products abroad through exporting organizations, in this case there may be difficulties in determining the result. Because one trade organization serves clusters in several directions at the same time. Specializing in a narrow field of trade does not work well. Their achievement is to trade in a wide range of goods. The most complex, most important end of the process is realization. We cannot set the same, constant price for goods. The solution is very easy in developed countries. We can also take their example as a basis for stock trading. The real rule of supply and demand applies in the stock market. In this way, the stock price remains the basis for determining the profit. So, when joining the cluster, they will be able to elect the inspection and control board by mutual agreement.

multi -stakeholder business is better than expected. Industry is rapidly developing, various services and tourism are developing. In some countries, the development of processing is probably the reason why services make up more than 70%, and agriculture makes up only 1.2-1.5%. In fact, while agriculture is growing year by year, due to the rapid growth of services, tourism, industry and other sectors, the goods produced in agriculture constitute a small share of GDP.

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