



**Ilmiy amaliy
jurnal
№ 4 (6)
2026**

**YANGI
O'ZBEKISTON
IQTISODIYOTI**

“YANGI O‘ZBEKISTON IQTISODIYOTI” *jurnali* 4-son 2026 yil

**O‘ZBEKISTON RESPUBLIKASI
OLIY TA’LIM, FAN VA INNOVATSIYALAR VAZIRLIGI**

**MIRZO ULUG‘BEK NOMIDAGI
O‘ZBEKISTON MILLIY UNIVERSITETI**

YANGI O‘ZBEKISTON IQTISODIYOTI

4

ISBN 978-9943-5256-3-4

Toshkent – 2026

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УДК: 330.341:502.131.1

**DIRECTIONS FOR INCREASING AGRICULTURAL PRODUCT EXPORTS IN THE
CONTEXT OF A GREEN ECONOMY**

**YASHIL IQTISODIYOT MUHIM SHARTIDA QISHLOQ XO‘JALIGI MAHSULOTLARI
EKSPORTINI KO‘PAYTIRISH YO‘NALISHLARI**

**НАПРАВЛЕНИЯ УВЕЛИЧЕНИЯ ЭКСПОРТА СЕЛЬСКОХОЗЯЙСТВЕННОЙ
ПРОДУКЦИИ В КОНТЕКСТЕ ЗЕЛЕНОЙ ЭКОНОМИКИ**

Amirov Lochinbek Fayzullaevich

Associate Professor, Department of Economics and Management,
Academy of Labour and Social Relations, PhD
Orcid: <https://orcid.org/0000-0001-9734-9118>

Sokhibjonova Sugdiyona Sokhibjon qizi

Assistant, Department of Economics and Management, Academy of Labor and Social Relations
Orcid: <https://orcid.org/0009-0002-5812-0446>

Abstract

This article analyzes the issues of enhancing the competitiveness of Uzbekistan’s agricultural exports based on the principles of a green economy. The study identifies the growing global demand for environmentally friendly, resource-efficient, and sustainably produced agricultural products as a key driving factor. In particular, the paper highlights opportunities for building competitive advantages through diversification of the export structure, expansion of high value-added products, and the implementation of international standards and environmental certification systems. Furthermore, the current state of Uzbekistan’s agricultural exports and the outcomes of ongoing strategic reforms are examined, followed by conclusions and recommendations.

Keywords: competitiveness, diversification, export, ACT Toolkit, food security, international standards, environmental certification, low-carbon products

В данной статье анализируются вопросы повышения конкурентоспособности сельскохозяйственного экспорта Узбекистана на основе принципов зеленой экономики. В исследовании определен растущий глобальный спрос на экологически чистую, ресурсоэффективную и устойчиво произведенную сельскохозяйственную продукцию как ключевой движущий фактор. В частности, в работе освещаются возможности создания конкурентных преимуществ за счет диверсификации структуры экспорта, расширения производства продукции с высокой добавленной стоимостью и внедрения международных стандартов и систем экологической сертификации. Кроме того, рассматривается текущее состояние сельскохозяйственного экспорта Узбекистана и результаты проводимых стратегических реформ, после чего приводятся выводы и рекомендации.

Ключевые слова: конкурентоспособность, диверсификация, экспорт, инструментарий АСТ, продовольственная безопасность, международные стандарты, экологическая сертификация, низкоуглеродная продукция

Ushbu maqolada O‘zbekiston qishloq xo‘jaligi eksportining yashil iqtisodiyot tamoyillari asosida raqobatbardoshligini oshirish masalalari tahlil qilinadi. Tadqiqotda ekologik toza, resurslarni tejaydigan va barqaror ishlab chiqarilgan qishloq xo‘jaligi mahsulotlariga bo‘lgan global talabning ortib borayotgani asosiy omil sifatida ko‘rsatilgan. Xususan, maqolada eksport tuzilmasini diversifikatsiya qilish, yuqori qo‘shimcha qiymatga ega mahsulotlarni kengaytirish va xalqaro standartlar va ekologik sertifikatlash tizimlarini joriy etish orqali raqobatbardosh ustunliklarni yaratish imkoniyatlari ta’kidlangan. Bundan tashqari, O‘zbekiston qishloq xo‘jaligi eksportining hozirgi holati va davom etayotgan strategik islohotlar natijalari ko‘rib chiqiladi, so‘ngra xulosalar va tavsiyalar beriladi.

Kalit so‘zlar: raqobatbardoshlik, diversifikatsiya, eksport, ACT Toolkit, oziq-ovqat xavfsizligi, xalqaro standartlar, ekologik sertifikatlash, kam uglerodli mahsulotlar

In recent years, the transition toward a green economy has become a global priority, driven by the need to ensure sustainable development, mitigate climate change, and promote efficient use of natural resources. The agricultural sector, as one of the most resource-intensive and environmentally sensitive industries, plays a crucial role in this transformation. At the same time, agriculture remains a key driver of economic growth, employment, and export revenues in many developing countries. Therefore, identifying effective directions for increasing agricultural product exports within the framework of a green economy has become an urgent scientific and practical issue.

The concept of a green economy emphasizes environmentally sustainable production, reduced carbon emissions, resource efficiency, and the preservation of biodiversity. In the context of agricultural exports, this requires a shift from traditional production models to more sustainable practices, including organic farming, climate-smart agriculture, and the adoption of eco-friendly technologies. These changes not only contribute to environmental protection but also enhance the competitiveness of agricultural products in international markets, where demand for “green” and certified products is steadily increasing.

Furthermore, the integration of green economy principles into export-oriented agricultural policies necessitates the development of effective management strategies. This includes improving value chains, implementing international quality standards, enhancing logistics and infrastructure, and supporting producers through institutional and financial mechanisms. In this regard, government policies, private sector participation, and international cooperation play a significant role in fostering sustainable export growth.

In countries with strong agricultural potential, such as those in Central Asia, the transition to green agriculture presents both opportunities and challenges. On the one hand, it opens access to new markets and increases export potential; on the other hand, it requires substantial investments, technological modernization, and capacity building. Therefore, a comprehensive and well-coordinated approach is needed to ensure that agricultural export development aligns with the principles of environmental sustainability.

This study aims to explore the key directions for increasing agricultural product exports in the context of a green economy, focusing on sustainable production practices, management mechanisms, and policy frameworks that can enhance both economic efficiency and environmental outcomes.

In scientific literature and official strategic documents, the issue of increasing the competitiveness of agricultural exports is interpreted as one of the priority areas of Uzbekistan’s agrarian development policy.

According to the Decree of the President of the Republic of Uzbekistan No. PD-5853 dated October 23, 2019, the “Strategy for the Development of Agriculture of the Republic of Uzbekistan for 2020-2030” was approved, which identified as an important task the reduction of the share of low-value-added raw materials in the export of agricultural products and the increase of the share of processed and high-value products. The main goals of the strategy are to reduce the share of raw materials in agricultural exports, expand the export of processed products with high added value, diversify the geography of exports, develop export-oriented production infrastructure, including expanding agro-clusters, logistics centers and storage systems, and increase the efficiency of the export chain, making agricultural products competitive in international markets in terms of quality, price and environmental sustainability.

Michael E. Porter, in his book *The Competitive Advantage of Nations* (1990), considers national and regional competitiveness to be “creatable,” meaning that it is not a country’s natural resources but rather the conditions and strategic choices that make it sustainably competitive. His most famous model is the “Diamond” model, which explains competitiveness through four interrelated determinants:

1. *Factor conditions*— labor, land, water, infrastructure, technology.
2. *Demand conditions* — the quality and nature of demand in the local market.
3. *Related and supporting industries* — services, clusters.
4. *Firm strategy, structure and rivalry* — how companies are organized and how they compete.

The Agro-Food Competitiveness and Trade (ACT) Toolkit, developed by the Food and Agriculture Organization of the United Nations (FAO), is a systematic analytical approach to improving countries’ competitiveness in agro-food trade. The tool is used to identify agricultural export potential, select priority products, and develop evidence-based recommendations for policy decisions. The main idea of the ACT approach is that the competitiveness of agricultural exports is determined not only by production volume or price advantage, but also by the interaction of market opportunities, national production potential and the institutional and political environment. Therefore, FAO proposes a multi-criteria analysis, abandoning a one-sided approach in the process of product selection and export development. This approach serves as an important methodological basis for increasing the environmental competitiveness of agricultural exports in the conditions of Uzbekistan.

Specifically, through the ACT approach:

- identify which fruits, vegetables or processed products are in high demand in the international market;
- identify products with relatively low water and land resource loads as green export priorities;
- identify institutional and political barriers to developing exports of organic or certified products.

The research was based on an analysis of key environmental and economic indicators (export volume and value, export market structure, etc.). An analytical and comparative approach was also used, based on strategic plans, data from the National Statistics Committee of the Republic of Uzbekistan (stat.uz), government announcements, international organizations, and reliable news agencies for the period 2022–2025.

Agricultural exports are a multi-factor system, the development of which depends on the interaction of resources, technology, state policy, international markets, logistics and human capital. The comprehensive development of these factors is the main condition for increasing export volumes and competitiveness.

The increase in agricultural exports is directly related to the reforms being implemented in the agrarian sector. These reforms are directly aimed at increasing land productivity and are manifested in the following areas:

- a system of long-term land lease has been introduced;
- strict measures are being taken against the purposeless use of land;
- the introduction of drip and sprinkler irrigation systems is being encouraged;
- monoculture (planting only cotton or grain) is being reduced and the share of fruits and vegetables, legumes and fodder crops is being increased;
- priority is given to the cultivation of products with high added value;
- a fertilization system based on soil analysis is being introduced;
- digital agriculture, agro-services and remote monitoring are being put into practice;
- technologies for growing agricultural crops in greenhouses are being developed.

Agricultural exports are shaped by a complex interaction of economic, environmental, institutional, and technological factors. The figure 1 illustrates a comprehensive framework highlighting the most critical determinants that influence the performance and competitiveness of agricultural exports in global markets. First, *natural resources* form the fundamental base of agricultural production. The availability of fertile land and sufficient water resources directly determines both the quantity and quality of agricultural output. Countries endowed with rich natural resources tend to have a comparative advantage in agricultural exports, provided these resources are managed efficiently and sustainably.

Closely related to this are *climate factors*, which significantly affect crop yields and production cycles. Favorable climate conditions, including temperature, rainfall patterns, and growing seasons, enhance productivity. Conversely, climate variability and extreme weather events can disrupt production, making agricultural exports highly sensitive to environmental changes.

Another important component is *technological development*. The adoption of modern agricultural technologies, such as mechanization, irrigation systems, and precision farming, increases productivity and efficiency. Technological advancements also help reduce production costs and improve product quality, thereby enhancing competitiveness in international markets.

Institutional factors play a crucial role in shaping export performance. Government policies, export incentives, and regulatory frameworks can either facilitate or hinder agricultural trade. Supportive policies, including subsidies, tax benefits, and export promotion programs, encourage producers to engage in international markets. In addition, *international trade factors* such as global demand, trade agreements, and market access conditions are essential determinants. Countries that actively participate in trade agreements and maintain strong trade relations are better positioned to expand their agricultural exports. Market demand also dictates the types of products that are exported and their pricing.

Standards and certifications have become increasingly important in global agricultural trade. Compliance with international standards such as Global G.A.P., ISO, and HACCP ensures product safety and quality. Meeting these standards not only facilitates access to foreign markets but also builds trust among international buyers. From an economic perspective, *financial factors* such as investment availability and access to credit are vital. Adequate financing enables farmers and agribusinesses to invest in modern technologies, improve infrastructure, and expand production capacity. Limited financial resources, on the other hand, can constrain growth and export potential.

Equally important are *logistics and infrastructure factors*, including transportation systems and supply chain efficiency. Efficient logistics reduce costs, minimize post-harvest losses, and ensure timely delivery of products to international markets. Poor infrastructure can significantly hinder export performance, even if production levels are high.

Finally, *human capital* is a key driver of agricultural export success. A skilled workforce, effective management practices, and knowledge of international market requirements contribute to higher productivity and better decision-making. Education and training in modern agricultural practices further enhance competitiveness.



Figure 1. Key factors influencing agricultural export [1]

The figure 2 presents a structured classification of the main factors that determine the competitiveness of agricultural product exports. At its core, competitiveness is influenced by a combination of cost efficiency, quality assurance, operational reliability, and environmental sustainability.

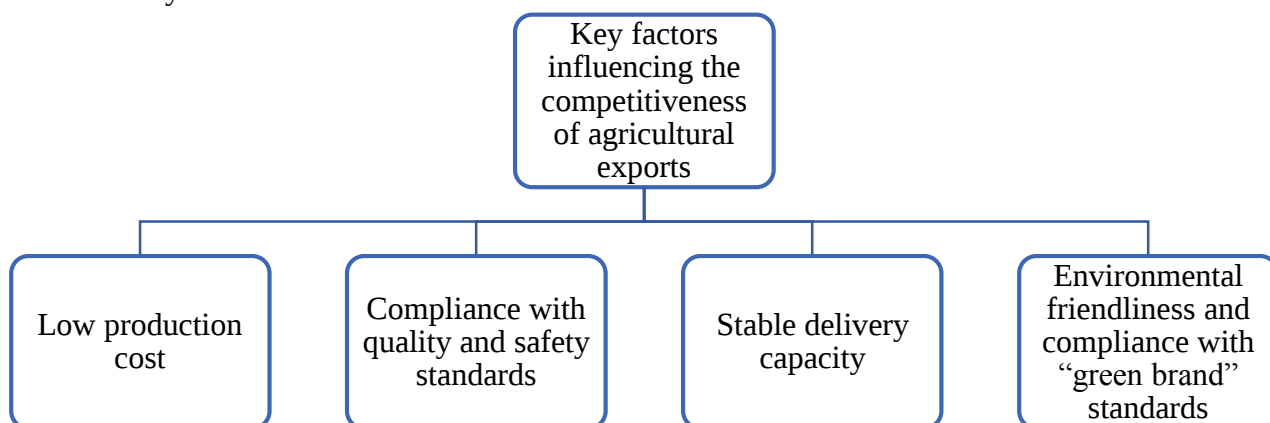


Figure 2. Classification of factors influencing the competitiveness of agricultural product exports [2]

One of the primary factors highlighted is *low production cost*, which directly affects price competitiveness in international markets. Producers who can minimize input costs while maintaining output levels gain a significant advantage, as global buyers are often highly sensitive to price differences. Efficient resource utilization and economies of scale play an important role in achieving this objective.

Another key element is *compliance with quality and safety standards*. In modern agricultural trade, adherence to internationally recognized standards is no longer optional but essential. Exported products must meet strict sanitary and phytosanitary requirements, which ensure food safety and protect consumer health. This compliance enhances credibility and facilitates access to high-value markets.

The figure also emphasizes *stable delivery capacity*, which reflects the ability of exporters to ensure consistent supply in terms of quantity, timing, and reliability. International buyers prioritize

suppliers who can meet contractual obligations without disruption. This requires well-developed production planning, storage systems, and logistics infrastructure.

Environmental friendliness and compliance with “green brand” standards also have emerged as increasingly important factors in global trade. As consumer awareness of environmental issues grows, demand for sustainably produced agricultural goods continues to rise. Exporters who adopt eco-friendly practices and meet environmental standards can strengthen their market position and differentiate their products.

The competitiveness of agricultural exports depends not only on production volume but also on cost efficiency, quality compliance, reliability of supply, and environmental responsibility. These factors collectively shape the ability of agricultural producers to succeed in the increasingly competitive and sustainability-oriented global market.

The efficient use of land and water resources, the introduction of modern technologies, and a policy based on a scientific approach have led to sustainable development of agriculture. These reforms serve not only to ensure economic efficiency, but also to ensure ecological balance and food security.

Household plots are becoming an important export driver in the country’s economy. By 2025, agricultural exports are expected to reach \$3.5 billion, of which \$2.5 billion will be fruits and vegetables and \$1 billion will be other food products. The bulk of this, \$500 million in exports, was projected to come from household farms.

In January-August 2025, the export of fruit and vegetable products grown on household plots reached \$368.5 million. The highest indicators were recorded in Fergana region (\$100.4 million), Tashkent region (\$65 million), Surkhandarya (54.8 million) and Samarkand region (\$50.8 million). In terms of districts, the leaders were Oltiariq (\$61.4 million), Samarkand district (\$38.9 million), Denov (21.4 million) and Tashkent district (31.4 million). At the same time, the Zohidon mahalla [3] of Rishton district exported melon products worth \$803.2 thousand, the Bahor mahalla of Angor district exported cabbage and vegetables worth \$357.4 thousand, and the Birlik mahalla of Chinaz district exported melon products worth \$267.1 thousand. The main export markets are Russia (\$257.3 million), Kazakhstan (\$55.7 million), Kyrgyzstan (\$22.1 million), Iraq (\$7.1 million), Belarus (\$7.8 million), Latvia (\$2.8 million), and Georgia (\$2.1 million). A total of 19 types of products were exported, including onions (254.8 thousand tons - \$70.7 million), cherries (31.5 thousand tons - \$69 million), grapes (89.5 thousand tons - \$81.7 million), apricots (53.4 thousand tons - \$40.2 million), and white cabbage (111.3 thousand tons - \$36.5 million).

In the current globalization process, environmental factors are becoming an important advantage in the context of developing a green economy. In particular, organic products are valued more highly in the international market, products with a low carbon footprint have an advantage in the European and Asian markets, and environmentally certified products expand the geography of exports. At the same time, the integration of green economy principles with agriculture creates several opportunities for Uzbekistan:

- increases competitive advantage in export markets;
- increases resource efficiency;
- provides sustainable income and employment in rural areas;
- maintains soil fertility and water resources in the long term.

In a green economy, export-oriented agricultural production is based on the principles of resource conservation. Efficient use of water, land, and energy resources, the introduction of modern irrigation technologies, and waste reduction will increase the level of exports of environmentally friendly agricultural products. As a result, products will meet environmental requirements and "green standards" in international markets, increasing their competitiveness. At the same time, it stimulates the institutional and technological development of agricultural exports. The introduction of ecological certification, compliance with sanitary and phytosanitary standards, and digital tracking systems will increase the transparency and reliability of the export chain. This is an important factor in ensuring the sustainable export of agricultural products and being recognized as a reliable partner in foreign markets.

Moreover, the widespread use of water and energy-saving technologies (drip irrigation, digital monitoring systems) in agriculture will help reduce production costs and increase the yield of export-oriented ecological products. It is necessary to reduce losses in the export chain and maintain product quality by developing storage, refrigeration, logistics and packaging systems. In addition, increasing environmental requirements in international markets are creating the need to change the structural structure of agricultural exports. The transition from raw material exports to processed, certified and environmentally friendly products will increase export revenues and contribute to the sustainable development of the national agricultural sector. In this regard, the agricultural export model, based on the principles of a green economy, is an important strategic direction for Uzbekistan to strengthen its competitiveness in foreign markets.

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UDK:338.24

**WAYS TO IMPROVE THE ENTERPRISE MANAGEMENT SYSTEM BASED ON
MODERN MANAGEMENT MODELS**

**ZAMONAVIY BOSHQARUV MODELLARI ASOSIDA KORXONA BOSHQARUV
TIZIMINI TAKOMILLASHTIRISH YO‘LLARI**

**ПУТИ СОВЕРШЕНСТВОВАНИЯ СИСТЕМЫ УПРАВЛЕНИЯ ПРЕДПРИЯТИЕМ НА
ОСНОВЕ СОВРЕМЕННЫХ МОДЕЛЕЙ УПРАВЛЕНИЯ**

Boltaxo‘jayeva Izzatoy O‘lmasxo‘ja qizi

4th-year Student, “Management” Department Andijan State University of Technology

Abstract

This article scientifically analyzes the issues of improving enterprise management systems based on modern management models. The study examines the opportunities for increasing enterprise efficiency through the application of strategic management, innovative management, digital management systems, and corporate governance models. In addition, the article highlights the importance of implementing modern management approaches to enhance competitiveness, optimize management processes, and ensure efficient use of resources. As a result of the research, scientifically grounded proposals and recommendations for modernizing enterprise management systems have been developed.