

O'ZBEKISTON RESPUBLIKASI  
OLIY TA'LIM, FAN VA INNOVATSIYALAR VAZIRLIGI  
FARG'ONA DAVLAT UNIVERSITETI

**FarDU.  
ILMIY  
XABARLAR-**

1995-yildan nashr etiladi  
Yilda 6 marta chiqadi

6-2025  
IJTIMOIY FANLAR

**НАУЧНЫЙ  
ВЕСТНИК.  
ФерГУ**

Издаётся с 1995 года  
Выходит 6 раз в год

**A.M.Rasulov**

Axborot va axborot makonining ijtimoiy-siyosiy kontseptual asoslari ..... 235

**A.A.Salmonov**

Inklyuziv jamiyatning ijtimoiy-siyosiy omillari ..... 240

**B.X.Tolipov**

Yangi O'zbekistonda yoshlar iqtisodiy faolligini sog'lom raqobat madaniyati  
asosida rivojlantirishning zamonaviy tendensiyalari ..... 245

**F.A.Mirzayeva**

Zamonaviy tariqatchilikdagi ijtimoiy-siyosiy muammolar yechimida  
"Maktubot" asarining ahamiyati ..... 249

**I.M.Arzimatova**

Boshqaruv tizimida xotin-qizlarning ijtimoiy-siyosiy faolligini oshirish muammolari ..... 254

**I.A.Asatulloev**

Siyosiy ta'sirni amalga oshirish vositalari va mexanizmlari ..... 260

**O.M.Karimov**

Majburiy mehnatga qarshi kurashda xorij tajribasi: muammo va yechimlar ..... 266

**Q.Sulaymonov**

Siyosiy madaniyatning milliy-madaniy negizlari va o'ziga xos xususiyatlari ..... 269

**A.A.So'fiev**

Tadbirkor shaxs huquqiy madaniyatini oshirishning ijtimoiy zarurati ..... 273

**M.R.Sodiqova**

O'zbekiston ipakchilik sanoatida xalqaro hamkorlik aloqalari va uning iqtisodiy  
ahamiyati (2000-2021-yillar) ..... 278

**S.A.Soxibov**

Korrupsiyaning ijtimoiy-iqtisodiy ta'siri: O'zbekiston va global kontekstda oqibatlar tahlili ..... 282

**Q.A.Pulatov**

Sotsial transformatsiya sifatida tizimli jarayon: falsafiy va tarmoqlararo tahlil ..... 286

**D.E.Normatova**

Qadimgi Xitoyda vujudga kelgan ijtimoiy-siyosiy qarashlar ..... 290

**O.M.O'sarkulov**

O'zbekistondagi koreys diasporasi milliy identikligining asosiy ko'rinishlari ..... 294

**G.I.Hashimova**

Harbiy ijtimoiy ish – davlat va fuqarolik institutlarining kontseptual-nazariy,  
siyosiy-huquqiy faoliyati tizimi sifatida ..... 299

**I.A.Rakhimov**

Problems with performance indicators (KPI) set by mahalla chairmen  
when evaluating the performance of the "Mahalla seven" ..... 304

**S.P.Tojiboyev**

Davlat boshqaruvida korrupsiogen xatti-harakatlarning psixosotsial ildizlari ..... 308

**TARIX****F.M.Rahmonberdiyev**

XX asr 20 – 50-yillaridagi ijtimoiy-iqtisodiy muammolarining B.Ahmedov hayotida aks etishi ..... 313

**F.M.Rahmonberdiyev**

Tarixshunoslikda akademik Bo'riboy Ahmedov hayoti va ilmiy faoliyatini  
davrlashtirish masalalari: yangi talqinlar ..... 321

**E.A.Botirov**

Bir olimning izlari: L.M. Landa shaxsiy fondi sahifalariga nigo ..... 328

**O.A.Radjabov**

Tojikiston temiryo'l tashkiloti va uning faoliyati tarixi ..... 332

**S.B.Mamataliyeva**

Turkistonning islomgacha bo'lgan davrdagi shishalari tarixi ..... 336

**S.I.Yoqubjonov**

O'zbekiston hunarmandchiligi: rivojlanishi va xalqaro maydonda bugungi o'rni ..... 342

**D.A.Qosimov**

Turkiston o'lkasida Farg'ona viloyati pochta-telegraf tizimining tarixiy



UO'K: 323.2:352-048.32(575.1)

**PROBLEMS WITH PERFORMANCE INDICATORS (KPI) SET BY MAHALLA CHAIRMEN WHEN EVALUATING THE PERFORMANCE OF THE “MAHALLA SEVEN”****ПРОБЛЕМЫ, СВЯЗАННЫЕ С ПОКАЗАТЕЛЯМИ РЕФОРМ (KPI), ОПРЕДЕЛЯЕМЫМИ ПРЕДСЕДАТЕЛЕМ МАХАЛЛИ ПРИ ОЦЕНКЕ ДЕЯТЕЛЬНОСТИ “МАХАЛЛИНСКОЙ СЕМЕРКИ”****“MAHALLA YETTILIGI” FAOLIYATINI BAHOLASHDA MAHALLA RAISI TOMONIDAN BELGILANADIGAN ISLOHOT KO'RSATKICHLARI (KPI) BILAN BOG'LIQ MUAMMOLAR****Rakhimov Ilkhomjon Azimjonovich**

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**Abstract**

The article aims to eliminate the problems in assessing the importance of the reforms and positive changes in the effective organization of the work of self-government bodies “Mahalla Yettiligi” taking place in Uzbekistan in recent years, their rapid penetration into all spheres of life, and the significance of the system in the structure of self-government.

Research methods used in conducting the research were comparative and critical study and analysis of political and sociological literature on the problem.

Research results Suggestions were made to the mahalla chairmen in this regard in order to effectively organize and evaluate the work of “Neighborhood Seven” in our country.

**Annotatsiya**

Maqolada so'nggi yillarda O'zbekistonda amalga oshirilayotgan islohotlar va “Mahalla yettiligi”ni o'zini o'zi boshqarish organlari ishini samarali tashkil etishdagi ijobiy o'zgarishlarning ahamiyatini, ularning hayotning barcha sohalariga tez kirib borishi va o'zini o'zi boshqarish tuzilmasidagi ahamiyatini baholashdagi muammolarni bartaraf etishga qaratilgan.

Tadqiqotni o'tkazishda qo'llanilgan tadqiqot usullari muammo bo'yicha siyosiy va sotsiologik adabiyotlarni qiyosiy va tanqidiy o'rganish va tahlil qilishdan iborat edi. Tadqiqot natijalari Mamlakatimizda “mahalla yettiligi” ishini samarali tashkil etish va baholash uchun mahalla raislariga bu borada takliflar berishdan iborat.

**Аннотация**

Статья направлена на устранение проблем в оценке значимости проводимых в Узбекистане в последние годы реформ и позитивных изменений в эффективной организации работы органов самоуправления “махаллинской семерки,” их быстрого проникновения во все сферы жизни и значения в структуре самоуправления.

Методы исследования заключались в сравнительном и критическом изучении и анализе политической и социологической литературы по проблеме. Результаты исследования заключаются в внесении предложений председателям махаллей по эффективной организаци и оценке работы “махаллинской семерки” в нашей стране.

**Key words:** “Neighborhood Seven”, Digitalization, indicator, performance indicators (KPI), Mahalla, globalization, Evaluation, electronic platform, citizens.

**Kalit so'zlar:** “Mahalla yettiligi,” Raqamlashtirish, indikator, samaradorlik ko'rsatkichlari (KPI), Mahalla, globallashuv, Evaluation, elektron platforma, fuqarolar.

**Ключевые слова:** “Махаллинская семерка,” Цифровизация, индикатор, показатели эффективности (KPI), Махалля, глобализация, Evaluation, электронная платформа, граждане.

**INTRODUCTION**

In the democratic society being built in Uzbekistan, the neighborhood, that is, the national model of self-government of citizens, was recognized as an institution of democracy. Its legal basis is strictly defined in Article 105 of the Constitution of the Republic of Uzbekistan: In towns, villages and villages, as well as in the neighborhoods within it, the assemblies of citizens are self-governing bodies, and they are self-governing bodies for a period of five years. elects the chairman (elder) and his advisors. In today's era of globalization, the full digitalization of makhalla activities and the use of modern technologies have a positive impact on the efficiency of work in the makhalla, improving interaction with the population, and creating the opportunity to quickly and accurately review

## SIYOSAT

information. As our President Shavkat Mirziyoyev noted: “Now it is documents that move, not citizens”[7]. Indeed, in the current digital age, we believe that it is appropriate to pay more attention to automating administrative processes in makhallas, conducting online communication with citizens, and making information about makhalla affairs open and transparent[2].

**MATERIALS AND METHODS**

Political, philosophical, sociological literature on the problem, comparative-critical study, analysis, historicity and rationality methods were used in conducting the research.

**RESULTS AND DISCUSSION**

At the same time, the majority of residents of the mahalla do not have sufficient skills to use digital services in the mahalla, and citizens' self-government bodies mostly work with applications from individuals based on the old system. Today, citizens want to use public services quickly, but (most citizens) face problems in this regard. Therefore, it is advisable to open information centers in each mahalla, thereby creating an opportunity for residents to receive free advice on using modern technologies and public services. Establishing a system for listening to suggestions and complaints through social networks of each mahalla creates an opportunity to monitor the real situation in the mahalla, social problems and living conditions of the population. Article 69 of the updated Constitution of the Republic of Uzbekistan states that “Civil society institutions, including public associations and other non-governmental non-profit organizations, citizens' self-government bodies, and the media constitute the basis of civil society”[1]. As President Shavkat Mirziyoyev noted at a videoconference meeting on December 20, 2023 on priority complex issues of developing information technologies in sectors and regions and digitizing public administration, “Digitalization should start from the mahalla” [6], and criticized the fact that, although employees of the mahalla system are provided with tablets and computers, they are still not fully used. Today, an opportunity has been created to strengthen the place and role of the mahalla institution in civil society, to solve problems in mahallas in a timely manner and based on the principles of transparency and openness, as well as to objectively and effectively evaluate the activities of representatives of state bodies and organizations in mahallas through the use of modern technologies. The organization and evaluation of the work of the “Mahalla Seven” on an effective and systematic basis is carried out by the mahalla chairmen based on the criteria of performance indicators (KPI) of their official duties. In most cases, due to the incorrect selection of indicators of the (KPI) system, they do not reflect accurate results, resulting in a situation of injustice. When assessing the activities of mahalla members by the mahalla chairmen according to the most important performance indicators (KPI), it is advisable to correctly determine the subject of assessment in this area, that is, to express the points given by the mahalla chairmen to employees according to the (KPI) to what extent they have eliminated all existing problems within the scope of their duties. In our opinion, we consider it important to pay attention to the following aspects when assessing the activities of mahalla members according to the most important performance indicators (KPI). Firstly, the small or large population of the neighborhood, Secondly, the level of economic development of the neighborhood and employment of the population; Thirdly, the location of the neighborhood in the center or in a remote area; Fourth, the standard of living of the population living in the neighborhood. Naturally, the standard of living of the neighborhoods is not uniform, and the sharp differences in the problematic issues in the neighborhoods due to the above factors ultimately undermine the objectivity of the assessment given through them [3]. As a result, the following negative situations arise when assigning a (KPI) score for eliminating problematic issues directed by the neighborhood chairman. First, in neighborhoods with relatively few problems, the inability to fully use the points intended for evaluating employee performance. Second, the worst is the creation of “artificial problems” in order to avoid the inability to use the established points. In our opinion, the principle of fairness is fully consistent with the principle of fairness when assessing the most important performance indicators (KPI) of the activities of mahalla members, not the mahalla chairman, but rather the public opinion in the areas of assessment by citizens on electronic platforms. For example, when assessing the effectiveness of tax inspectors in the mahalla (KPI), the assessment given by business entities is one of the important performance indicators of tax inspectors, and when assessing the effectiveness of social workers in the mahalla (KPI), the assessment system through electronic platforms, depending on how the appeals of citizens from individuals and families who are in difficult situations and at high risk of becoming in difficult situations, are resolved, will have a positive impact on the

effectiveness of the work of the “mahalla seven” and serve to promote transparency in their activities. The level of social communication between residents of the mahalla is often based on traditional methods, and there is an opportunity to further strengthen this process through modern tools[4]. Currently, social networks and other modern communication tools are not being used effectively in mahallas. It is necessary to digitize this process and introduce new communication strategies. Strengthening the role and place of the mahalla institution in civil society, solving problems in mahallas in a timely manner and based on the principles of transparency and openness, as well as creating an opportunity to objectively and effectively evaluate the activities of representatives of state bodies and organizations in mahallas through the use of modern technologies. The “Mahalla Seven” is being implemented by mahalla chairmen based on the criteria of performance indicators (KPI) of their official duties[5]. In most cases, the (KPI) system indicators are not correctly selected, which may result in unfairness. When assessing the activities of mahalla members by the mahalla chairman according to the most important performance indicators (KPI), it is advisable to correctly determine the subject of assessment in this area, that is, to express the (KPI) scores given by the mahalla chairman to employees in terms of the extent to which they have eliminated all existing problems within the scope of their duties.

### CONCLUSIONS

In our opinion, when assessing the activities of mahalla members according to the most important performance indicators (KPI), we consider it important to pay attention to the following aspects. First, the small or large population of the mahalla, Second, the level of economic development of the mahalla and employment of the population; Third, the location of the mahalla in the center or in a remote area; Fourth, the standard of living of the population living in the mahalla. Naturally, the standard of living of the mahallas is not uniform, and the sharp differences in the problematic issues in the mahallas under the influence of the above factors ultimately undermine the objectivity of the assessment given through them. As a result, the following negative situations arise when assigning a (KPI) score for eliminating problematic issues directed by the mahalla chairman.

1.) Inability to fully utilize the points provided for evaluating employee performance in neighborhoods with relatively few problems.

2.) The worst is the creation of “artificial problems” in order to avoid the situation of not being able to use the established points. In our opinion, it is fully consistent with the principle of fairness that the performance of neighborhood members is evaluated by electronic platforms based on public opinion, not by the neighborhood chairman.

Based on the above, it can be said that, firstly, it is related to the research and objective evaluation of the process of reforms carried out in the field of self-governing bodies in Uzbekistan today; secondly, it is related to extensive study and research of the historical roots, development, and role of self-government bodies in the construction of civil society in our country, and further acceleration of the work carried out in this field; thirdly, as it is known from history, it is related to the study of the ideas about a just civil society in the works and ideas of thinkers who lived and created in the Middle Ages in the East; fourthly, in the process of forming a civil society, by improving the legal culture of citizens, increasing their activity in self-governing bodies; fifth, it is determined by the need to develop conclusions, proposals and recommendations aimed at further studying the place and role of self-governing bodies in the formation of civil society.

In this regard, it is necessary to further revitalize the activity of this institute by carrying out the following works; - First of all, to increase the legal and political knowledge of the official leaders who are active in the citizens' gatherings in the establishment of the legal state and civil society; - To explain to them that the legal basis for the activities of the chairpersons (elders) and their advisers of citizens' assemblies and Ovul's assemblies of citizens on the basis of equal rights with local authorities has been developed; - A study is organized once a year for the chairman and advisers who are conducting their activities in the civic gatherings, and it is necessary to involve the Senate, senators and deputies of the Lower House of the Oliy Majlis of the Republic of Uzbekistan, as well as leading professors and teachers; - When elections are held for the elders of citizens' assemblies, in addition to looking at the role of the candidates in the society, their work activities, it is necessary to pay special attention to their moral and spiritual upbringing, their level of knowledge, their will, and their worldview. “Therefore, only a person with mature morals can start and lead the society on the right path. Today, citizens' assemblies, which are becoming independent governing bodies, are an

## SIYOSAT

important institution in the formation of civil society as self-governing bodies, and in the years of independence, attention was paid to the further development of this institution.

The President of the Republic of Uzbekistan Sh. Mirziyoyev on February 3, 2017 "Measures for the further improvement of the Neighborhood Institute

signed the Decree. This decree initiated a new stage in the further development of the activities of the neighborhood institution"[8]. "Also, in the future, the President will take additional measures to increase the number of employees of the Nuroli and Mahalla funds and to strengthen the material and technical base, to further increase their place and position in the life of our society. It is important to note that it is important"[9].

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