



Article

Improving The Mechanism for Public Procurement in Corporate Entities

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Abstract: This article examines the theoretical, institutional, and practical aspects of improving the mechanism for public procurement in corporate entities with state participation. It analyses regulatory and legal reforms implemented in the public procurement system of Uzbekistan, including the introduction of new procurement procedures, the development of cooperation between corporate customers and domestic producers, the integration of electronic systems with government information resources, the use of artificial intelligence to determine average market prices, automated risk analysis, and digital mechanisms for assessing procurement efficiency. The author develops scientific and practical proposals for introducing a digital matrix for selecting procurement methods, a corporate procurement risk profile, category-based procurement, a supplier rating system, and a Corporate Procurement Efficiency Index.

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1. Introduction

Corporate entities with state participation play an important role in strategic sectors of the economy, including energy, transport, mining, utilities, infrastructure, and other industries. The continuity of their production processes largely depends on the timely procurement of the necessary raw materials, supplies, machinery, spare parts, works, and services on economically favourable terms.

From this perspective, the mechanism for organising public procurement in corporate entities differs in several respects from procurement by traditional budgetary organisations. On the one hand, a corporate customer must ensure the efficient use of public funds and state assets and comply with the requirements of transparency and competition; on the other hand, as an economic entity operating under market conditions, it must also ensure operational responsiveness, continuity of supply, and economic efficiency of the production process.

The Law of the Republic of Uzbekistan “On Public Procurement” defines corporate customers as a distinct category of participants in the public procurement system. The list of corporate customers is maintained by the Agency for State Asset Management and is generated on the special public procurement information portal through information exchange [1].

In recent years, reforms in the public procurement system have also created qualitatively new requirements for the organisation of procurement by corporate customers. In particular, Law No. ZRU-1005 of 27 November 2024 introduced new

mechanisms, including a simplified procedure for low-value procurement, two-stage public procurement, centralised procurement, and framework agreements [2].

The Strategy for Improving and Developing the Public Procurement System for 2025-2027 identifies the establishment of a sustainable competition-based procurement system, the digitalisation of public procurement, monitoring of contract performance, and the development of data-driven management mechanisms as priority objectives [3].

In addition, during 2025-2026, new institutional mechanisms were introduced to strengthen cooperation between corporate customers and local entrepreneurs, expand electronic information exchange, calculate average market prices using artificial intelligence, and automatically identify procurement risks.

Under these conditions, the efficiency of corporate public procurement cannot be assessed solely in terms of legal compliance with procurement procedures. The procurement mechanism must simultaneously address the objectives of competition, economic efficiency, operational speed, supply stability, contract performance, wider participation of domestic producers, and risk management.

The purpose of this study is to analyse the existing mechanism for public procurement in corporate entities using Uzbekcoal JSC as a case study, identify current trends and problems, and develop scientific and practical mechanisms for improving corporate procurement on the basis of recent reforms in Uzbekistan and advanced international experience.

Literature Review

The effective organisation of public procurement in corporate entities has been examined in the economic literature from the perspectives of the balance between procurement centralisation and decentralisation, relationships between state-owned enterprises and suppliers, transaction costs, competition, repeated contracts, corruption risks, and procurement performance assessment.

The organisational and economic mechanisms of procurement by public and corporate customers have received particular attention in the national economic literature. In particular, the studies of U.Yu. O'roqov on public procurement systematise issues related to procurement planning by budgetary and corporate customers, selection of procurement methods, organisation of competitive procedures, and contract performance [4]. This approach provides a theoretical basis for considering corporate procurement as an independent functional component of corporate financial resource management.

Among Russian scholars, A. Tkachenko, A. Yakovlev, and A. Kuznetsova specifically examined the relationship between state-owned enterprises, stable supplier relationships, and repeated public contracts. In their study "Sweet Deals: State-owned Enterprises, Corruption and Repeated Contracts in Public Procurement," the authors analysed established customer-supplier relationships in repeated purchases of homogeneous goods through price dynamics and showed that efficient long-term cooperation can be distinguished from opportunistic relationships [5]. This approach supports monitoring repeated contracts with the same supplier as an automated risk indicator for corporate customers, while emphasising that repeated contracting should not automatically be treated as a negative phenomenon.

O. Balaeva, A. Yakovlev, Y. Rodionova, and D. Esaulov studied transaction costs in public procurement using large-scale empirical data. Their study, based on a survey of customers and suppliers in Russia, showed that the smaller the contract value, the higher the relative administrative cost of the procurement procedure [6]. This finding suggests that, in corporate entities, it is economically appropriate to consolidate numerous small and repetitive purchases by category and to use framework agreements and consolidated procurement mechanisms instead of organising each purchase separately.

A. Balsevich and E. Podkolzina examined the possibility of using public procurement data to identify corruption and opportunistic behaviour in Russian regions.

Recognising the difficulty of directly measuring potential corruption in procurement, the authors proposed constructing various risk indicators from procurement data and assessing their impact on procurement outcomes [7]. This approach provides an important theoretical basis for developing an automated corporate procurement risk profile covering direct procurement, repeated suppliers, low levels of competition, and price deviations.

Among European scholars, the study by N. Dimitri, F. Dini, and G. Piga on the optimal balance between centralised and decentralised procurement is particularly relevant to improving corporate procurement mechanisms. The authors emphasise that the choice between centralised and decentralised procurement directly affects organisational costs, operational efficiency, and budgetary control [8]. Their approach implies that corporate entities should adopt a mixed governance model based on the characteristics of the procurement object rather than either fully centralising all procurement or delegating all purchases to structural units.

For example, standardised, repetitive, and high-volume goods may be procured centrally at the corporate level, whereas technologically specialised purchases directly linked to local production processes may be delegated to structural units within established limits. Such an approach can simultaneously generate economies of scale and preserve managerial responsiveness in corporate entities [8].

Italian scholars G.L. Albano and M. Sparro investigated flexible strategies for centralised public procurement and argued that centralisation should not be viewed solely as a cost-reduction instrument. They show that the degree of demand aggregation is one of the key design choices in a public procurement system and that centralised procurement can also contribute to broader objectives such as competition, sustainable development, and innovation [9]. From this perspective, their study supports the introduction of category management and framework agreements for corporate customers.

M. Ferraresi, G. Gucciardi, and L. Rizzo empirically assessed the economic effects of procurement centralisation using the Italian healthcare system as a case study. Their findings show that procurement centralisation reduced per capita public expenditure by approximately 2-8% in regional healthcare systems without reducing service levels [10]. This result indicates that demand consolidation and larger procurement volumes can, under certain conditions, reduce corporate expenditure through economies of scale.

At the same time, a synthesis of the above studies demonstrates that centralisation itself should not be the ultimate objective of the corporate procurement mechanism. A differentiated governance model should be developed by taking into account the characteristics of the procurement object, the number of suppliers in the market, technological exclusivity, the degree of repetitiveness, the financial value of the procurement, and the urgency of the production need [8]-[10].

Studies by Russian scholars also demonstrate that corporate procurement requires not only the appropriate selection of procurement methods but also data-based monitoring of customer-supplier relationship dynamics, transaction costs, and risks [5]-[7].

However, the reviewed studies generally analyse these elements as separate areas. The distinctive feature of the present study is that it considers the corporate public procurement mechanism not as a set of separate procurement procedures, but as an integrated corporate management cycle that begins with a production need and ends with an assessment of contract performance. Based on empirical data from Uzbekcoal JSC for 2021-2025, the study evaluates structural changes in procurement methods, the concentration of direct procurement, and the financial scale of procurement, and on this basis proposes the introduction of a procurement-method selection matrix, a corporate procurement risk profile, category management, and a Corporate Procurement Efficiency Index.

2. Materials and Method

The study employs systemic analysis, comparative analysis, dynamic analysis, economic and statistical analysis, grouping, structural analysis, and scientific abstraction.

The empirical basis comprises internal statistical data of Uzbekcoal JSC for 2021-2025 on purchases conducted through the electronic store, national store, electronic auction, cooperation portal, electronic exchange (SPOT), selection of the best offer, single-source suppliers, and direct procurement [11].

The share of each procurement method in the total value of procurement was calculated using the following formula:

$$U_i = (V_i / V) \times 100,$$

where:

U_i - share of procurement conducted through method;

V_i - value of procurement conducted through a specific procurement method;

V - total value of procurement.

The average value per procurement transaction was calculated as:

$$O'Q = V / N,$$

where:

N - number of procurement transactions conducted.

To assess the concentration of procurement conducted through direct contracting and single-source suppliers, the following indicator was used:

$$NXU = ((V_t + V_\gamma) / V) \times 100,$$

where:

V_t - value of direct procurement;

V_γ - value of procurement from single-source suppliers.

This indicator is not intended to determine whether procurement is legally compliant or non-compliant; rather, it measures the financial weight of procurement conducted by a corporate customer under non-competitive or limited-competition conditions.

3. Results

Current Directions of Corporate Public Procurement Reform in Uzbekistan

Regulatory and legal instruments adopted in Uzbekistan during 2024-2026 have significantly transformed the institutional model of corporate procurement.

First, Law No. ZRU-1005 legally established a simplified procedure for low-value procurement, two-stage public procurement, centralised procurement, and framework agreement mechanisms [2]. This expands the ability of large corporate customers to select an appropriate mechanism based on the characteristics of the procurement object rather than applying a uniform approach to repetitive, standardised, and technically complex purchases.

Second, Resolution No. 159 of 11 March 2025 established a new mechanism for developing cooperation between corporate customers and business entities. Under this mechanism, corporate customers may publish information on products planned for import and organise cooperation agreements with local entrepreneurs through the special information portal [12].

This mechanism can transform corporate procurement from a simple function of purchasing finished products into an instrument for signalling demand to the market in advance and developing domestic supply chains.

Third, Resolution No. 476 of 30 July 2025 expanded the integration of the electronic public procurement system with government information resources. In particular, it

provided for the electronic retrieval of information on participants' tax reports, employees, fixed assets, specialised machinery, licences, and permits from the relevant government information systems [13].

This mechanism reduces the need for corporate customers to repeatedly request identical information from participants and enables automated verification in the qualification assessment process.

Fourth, Presidential Decree No. PF-259 of 26 December 2025 introduced mechanisms of particular importance for the development of corporate public procurement. From 2026, a new competitive procedure - the "request for proposals" - was introduced; certain categories of goods previously eligible for direct contracting were to be removed from the relevant list and transferred to competitive procurement methods. From 1 March 2026, an electronic module for calculating the average market price of a procurement object using artificial intelligence was to be introduced on the special information portal, while from 1 July proposals were to be evaluated exclusively through the electronic system [14].

The Decree also provided for automatic risk identification, classification of public customers by risk of procurement violations, and the introduction of a digital "Procurement KPI" rating.

Fifth, Presidential Decree No. PF-17 of 4 February 2026 established the Agency for Industrial Cooperation and Public Procurement, to which the relevant powers in the field of public procurement were transferred [15]. Resolution No. 393 adopted on 20 July 2026 aligned regulatory documents with these institutional changes.

Overall Dynamics of Procurement by Uzbekcoal JSC

During 2021-2025, Uzbekcoal JSC conducted a total of 9,573 procurement transactions with an aggregate value of UZS 2,225.8 billion.

Table 1. Dynamics of Procurement by Uzbekcoal JSC in 2021-2025

Year	Number of procurement transactions	Procurement value, UZS billion	Average value per procurement, UZS million
2021	1 434	284.8	198.6
2022	1 566	251.1	160.4
2023	2 058	428.4	208.2
2024	2 233	494.9	221.6
2025	2 282	766.6	335.9
Total	9 573	2 225.8	—

Source: Author's calculations based on data from Uzbekcoal JSC.

The table indicates a substantial increase in the scale of corporate procurement. Compared with 2021, the number of procurement transactions increased from 1,434 to 2,282 in 2025, or by 59.1%, while their value rose from UZS 284.8 billion to UZS 766.6 billion, or by a factor of 2.69. At the same time, the value of procurement grew much faster than the number of transactions, indicating an increase in the average financial scale of each procurement transaction.

The average value of a single procurement transaction increased from UZS 198.6 million in 2021 to UZS 335.9 million in 2025, representing an increase of approximately 69%.

In particular, in 2025 the number of procurement transactions increased by only 2.2% compared with 2024, whereas the value of procurement rose by 54.9%. This indicates that corporate procurement controls should be organised not according to the number of procurement transactions, but according to their financial value and risk level.

Structural Analysis by Procurement Method

Procurement by Uzbekcoal JSC during 2021-2025 was distributed unevenly across procurement methods.

Table 2. Overall Structure of Procurement Methods in 2021-2025

Procurement method	Number	Value, UZS billion	Share of total value, %
Electronic exchange (SPOT)	2 713	1 029.0	46.23
Selection of the best offer	785	459.7	20.65
Direct procurement	318	393.6	17.68
Electronic store	3 582	189.0	8.49
Cooperation portal	2 026	143.8	6.46
Single-source suppliers	47	5.6	0.25
Electronic auction	77	4.8	0.22
National store	24	0.4	0.02
Eco platform	1	0.05	0.002
Tender	0	0	0
Total	9 573	2 225.8	100.0

Source: Author's calculations based on data from Uzbekcoal JSC.

Almost half of the total procurement value - 46.23% - was accounted for by electronic exchange (SPOT) transactions. This indicates that standardised and exchange-traded commodities represent a substantial share of procurement by Uzbekcoal JSC.

The second largest category was the selection of the best offer, accounting for 20.65% of the total procurement value.

Direct contracts accounted for 17.68% of the total procurement value over the five-year period. Although these purchases represented only 3.3% of all transactions by number, their share in value terms was substantially higher.

This indicates that direct procurement was primarily associated with high-value contracts.

The electronic store accounted for 37.4% of the number of procurement transactions but only 8.49% of their total value. Thus, the electronic store was used predominantly for small-value and standardised purchases.

This difference indicates that applying the same control mechanism to all procurement transactions is not economically appropriate in corporate procurement management.

Dynamics of Direct Procurement

One of the important trends requiring attention is the growing financial weight of direct procurement.

Table 3. Dynamics of Direct Procurement and Procurement from Single-Source Suppliers

Year	Total procurement, UZS billion	Direct procurement, UZS billion	Single-source supplier, UZS billion	Combined share, %
2021	284.8	15.1	0	5.3
2022	251.1	6.4	0	2.5
2023	428.4	37.5	0	8.8

2024	494.9	133.2	0	26.9
2025	766.6	201.4	5.6	27.0

Source: Author's calculations based on data from Uzbekcoal JSC.

While the share of direct procurement by value was only 2.5% in 2022, it reached 26.9% in 2024.

In 2025, direct contracts amounted to UZS 201.4 billion, while procurement from single-source suppliers totalled UZS 5.6 billion. Together, these categories accounted for approximately 27% of total procurement.

This fact alone is insufficient to classify direct procurement as unjustified or inefficient. Objective factors such as production-specific requirements, technological exclusivity, urgent need, a sole manufacturer, or technical compatibility with existing equipment may necessitate such procurement.

However, the growing financial share of such procurement creates a need for digital justification of procurement-method selection, automated verification of market availability, and strengthened corporate control over high-value direct procurement.

4. Discussion

The "Operational Speed - Competition" Balance in Corporate Procurement

The primary challenge for a corporate customer is not always to attract the largest possible number of participants. In a production process, delayed delivery of a necessary product or spare part may halt production and cause losses significantly exceeding any potential savings achieved in procurement.

Therefore, the corporate procurement mechanism should ensure an optimal balance between two criteria: on the one hand, competition, transparency, and an economically reasonable price; on the other, procurement speed and continuity of supply.

International experience likewise does not reduce public procurement efficiency to a simple "lowest price" model. The OECD recommends managing public procurement across the entire procurement lifecycle and adopting data-driven decision-making. From this perspective, the main objective should not be to reduce every form of direct procurement, but to minimise the need for direct procurement where effective competition is available.

Corporate Procurement and Category Management

The data of Uzbekcoal JSC show a substantial volume of repetitive procurement through the exchange, electronic store, and cooperation portal. This creates opportunities to apply a category management model in corporate procurement. Under this approach, products with similar economic and technological characteristics are managed not as separate purchases, but as a specific procurement category.

For example:

1. Fuel and lubricants;
2. Spare parts;
3. Specialised machinery;
4. Metal products;
5. Electrical equipment
6. Personal protective equipment;
7. Annual demand for repair services may be consolidated.

Such an approach makes it possible to determine demand volumes in advance, analyse the supplier market, conclude framework agreements, organise joint or centralised procurement, and strengthen the buyer's price-negotiation position.

International Experience

In the Republic of Korea's KONEPS system, all operations from the procurement request to contract award and payment are carried out within a single electronic system. The Korean Public Procurement Service notes that KONEPS has increased transparency and improved administrative efficiency in electronic procurement [11].

For corporate customers in Uzbekistan, the most important feature of the KONEPS experience is not the electronic auction itself, but the end-to-end digitalisation of the procurement process.

The OECD's 2024 guidelines on state-owned enterprises identify professional and accountable management of state-owned enterprises, information transparency, and the maintenance of a level competitive playing field as important principles [8].

This approach also turns corporate procurement into an important object of corporate governance for supervisory boards and internal audit systems.

World Bank practice demonstrates that the establishment of an electronic platform alone is insufficient to achieve the expected results from e-procurement. An effective e-procurement system requires simultaneous improvement of process redesign, information transparency, users' professional capacity, and data quality [10].

Table 4. International Experience and Areas of Application for Corporate Procurement

Experience	Key mechanism	Proposal for corporate customers in Uzbekistan
Korea - KONEPS	Full electronic integration of the procurement cycle	A unified ERP-inventory-procurement-contract-payment environment
OECD	End-to-end procurement and data-driven management	Data-driven procurement decision-making
OECD SOE Guidelines	Accountability, transparency, and professional corporate governance	Monitoring procurement KPIs at the supervisory-board level
World Bank	E-procurement + process reengineering	Redesigning business processes alongside digitalisation

Scientific Novelty and Practical Proposals

In our view, the following scientific and practical mechanisms should be introduced to improve the mechanism for public procurement in corporate entities.

1. Introduction of a digital matrix for selecting the procurement method. In practice, the procurement method is selected mainly on the basis of the procurement value and requirements established by legislation.

We propose that corporate customers select the procurement method using a "Procurement Method Selection Matrix" that automatically evaluates the following factors: procurement value + number of suppliers in the market + degree of product standardisation + repetitiveness of procurement + technological exclusivity + urgency of supply + domestic production potential + results of previous contracts.

For example, for a standardised product with numerous suppliers in the market, the system would automatically recommend a competitive procurement method.

If there is only one manufacturer or only one product that is technically compatible, the system would generate a justification for selecting direct procurement.

This would reduce subjectivity in selecting procurement methods.

2. Introduction of a “digital justification filter” for direct procurement. Before a direct procurement transaction is carried out, the electronic system should automatically verify:
 - a. Previous procurement transactions;
 - b. Alternative suppliers available in the market;
 - c. Procurement of the same item by other public customers;
 - d. The average market price;
 - e. The technical exclusivity of the product.

Only after this verification should a justification document for direct procurement be generated. As a result, direct procurement would not be prohibited, but rather distinguished on the basis of economic and technological justification.

3. Introduction of category management for corporate procurement. Instead of each unit conducting separate purchases for repetitive needs, annual corporate demand should be consolidated by category. The following chain would be established: procurement category → annual demand → market analysis → procurement strategy → framework agreement/centralised procurement → contract performance.

The data of Uzbekcoal JSC show 3,582 transactions through the electronic store and 2,026 transactions through the cooperation portal, indicating the existence of numerous repetitive standardised purchases.

Category management makes it possible to reduce the number of procurement transactions and administrative costs and to strengthen the buyer’s negotiating position by consolidating demand.

4. Introduction of a corporate procurement risk profile. Each procurement transaction should be assigned an automated risk score. The following indicators may signal high risk:
 - a. A substantial deviation of the initial price from the market price;
 - b. Repeated contracts with the same supplier;
 - c. Artificial splitting of procurement into smaller lots;
 - d. Repeated procurement of the same item within a short period;
 - e. A low number of participants in competitive procurement;
 - f. A sharp increase in the value of direct procurement;
 - g. Subsequent changes in contract value;
 - h. Failure to meet delivery deadlines;
 - i. Quality-related complaints;
 - j. High concentration of a single supplier within a particular category.
 - k. Control resources should be directed towards high-risk procurement rather than applied uniformly to all contracts.
5. Integration of the corporate ERP system with the electronic public procurement system. A corporate customer’s procurement plan should not be developed separately from its production plan. The proposed model is: production plan → material requirements → inventory balance → existing contracts → actual procurement need → electronic procurement plan.

If sufficient inventory is available in the warehouse, the system should automatically flag a new procurement request. Conversely, when the stock of a critical material falls to a minimum level, an automated signal could initiate the procurement process in advance. This would shift corporate procurement from reactive to predictive procurement.

6. Establishment of a unified digital supplier rating. Evaluation should not end once the winning supplier receives the contract. Following each contract, the supplier’s performance should be assessed in terms of:
 - a. Timely delivery;
 - b. Product quality;
 - c. Compliance with contractual terms;

- d. Fulfilment of warranty obligations;
- e. Penalties and fines incurred;
- f. Customer complaints
- g. And should be automatically reflected in the supplier rating.

As a result, subsequent procurement would take into account not only the offered price, but also supplier performance - the supplier's previous performance record - as an analytical indicator.

7. Introduction of a "Corporate Procurement Efficiency Index." It is not appropriate to assess corporate procurement efficiency solely on the basis of financial savings.

We propose the following composite index:

$$KXSI = f(R; T; M; Q; S; D),$$

where:

- R** - level of competition;
- T** - price or financial savings;
- M** - duration of the procurement cycle;
- Q** - quality of goods, works, and services;
- S** - timely performance of the contract;
- D** - degree of digital integration of the procurement process.

The weights assigned to the index components may be determined through expert assessment or methods such as the Analytic Hierarchy Process, taking into account the sectoral characteristics of the corporate customer. Accordingly, a contract concluded at a low price but performed late or with inadequate quality would not be classified as a "highly efficient procurement."

8. Introduction of a digital KPI dashboard for the supervisory board on corporate procurement. Corporate public procurement should not remain solely at the level of the procurement department. The following KPIs should be presented to the supervisory board in digital form on a quarterly basis:
 - a. Share of competitive procurement;
 - b. Share of direct procurement;
 - c. Share of single-bidder procurement;
 - d. Average number of participants;
 - e. Savings relative to market prices;
 - f. Duration of the procurement cycle;
 - g. Share of domestic producers;
 - h. Contract deadline violations;
 - i. Supplier concentration;
 - j. Share of high-risk procurement.

This would transform corporate procurement from an operational function into an object of strategic corporate governance.

5. Conclusion

The findings demonstrate that procurement in corporate entities with state participation is not merely an auxiliary function of financial resource management, but a strategic mechanism that directly affects production continuity, cost structure, liquidity, competitiveness, and the efficiency of corporate governance.

The analysis based on Uzbekcoal JSC data shows that during 2021-2025 the aggregate value of 9,573 procurement transactions amounted to approximately UZS 2.23 trillion. Between 2021 and 2025, the number of procurement transactions increased by 59.1%, while their value increased by a factor of 2.69. The average value of a single procurement transaction rose from UZS 198.6 million to UZS 335.9 million. This indicates that financial risk in corporate procurement increases as the value of individual transactions rises.

During 2021-2025, 46.23% of procurement expenditure was accounted for by electronic exchange SPOT transactions, 20.65% by selection of the best offer, and 17.68% by direct contracts. In particular, the combined share of direct procurement and procurement from single-source suppliers reached approximately 27% of total procurement value in 2024-2025, indicating the need for continuous analysis of opportunities for competition and for an economically justified mechanism for selecting procurement methods.

At the same time, the existence of direct procurement should not in itself be interpreted as evidence of inefficiency. For corporate entities, continuity of production, technical compatibility, and technological exclusivity are important considerations. The principal objective is to limit the use of non-competitive procurement where competition is available while ensuring the economic justification of necessary direct procurement.

Recent reforms in Uzbekistan are creating an important institutional foundation for addressing this challenge. New competitive procurement procedures, corporate cooperation, integration of government information systems, market-price assessment using artificial intelligence, automated risk control, and the introduction of the "Procurement KPI" system make it possible to move corporate procurement to a qualitatively new stage.

In our view, at the next stage of reform, a key objective should be to connect the digital mechanisms established by legislation with the internal ERP, production, inventory, financial accounting, and corporate governance systems of corporate enterprises.

In particular, the introduction of a procurement-method selection matrix, category management, digital justification of direct procurement, a corporate risk profile, supplier ratings, and the Corporate Procurement Efficiency Index would transform procurement from a set of separate transactions into an integrated strategic management system.

This would contribute to more efficient use of financial resources in corporate entities with state participation, stronger competition and transparency in procurement processes, the development of sustainable cooperation with domestic producers, and improved economic performance of state assets.

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