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Mechanisms of System Management of Processes of Territorial Development of Regions

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Abstract: The article presents the problems of identifying and applying economic mechanisms in the management of complex objects and territories. The opinion is expressed about the purpose of the mechanism of system management of the processes of development of the territories of the region, the conditions of interaction, complementary and mutual assistance of the flows of auxiliary and service processes. The stages of development of the organizational project mechanism are shown. The specifics of the system management mechanism and the specifics of the regional investment policy are revealed.

Key words: Public administration, management mechanism, system management, territory of regions, organizational project, use of investments.

The necessity of society's transition to the path of sustainable development as a balanced interaction of natural, industrial, social and spiritual processes has attracted the attention of many scientists from all advanced countries of the world since the second half of the XX century. This is due to the advanced representatives of humanity's understanding of the unity of the world as a system in which all parts are interconnected. The emergence and deepening of global crises and catastrophes, the identification of their causes and ways to overcome them have confirmed this interaction.

At the same time, despite more than 30 years of public attention to the choice, justification, adoption and implementation of certain measures to create conditions for balanced development, in many countries its level has not increased. For Uzbekistan, this problem has become even more acute.

Among the influential factors that gave rise to such a state, foreign and domestic scientists call imperfect approaches to considering this problem as an integrity through the prism of the synthesis of the laws of nature and society, establish and formulate an idea of the behavior of the "nature– society – man" system. Scientific, philosophical, mathematical, social, economic, technical and other types of knowledge and require their application in approaches to the formation of mechanisms for managing the processes of the phenomenon of development.

The process of forming an empirical and theoretical basis for the study of the problems of identifying and applying economic mechanisms in public administration, the management of individual industries, systems, complex objects and territories continues. There is not enough research devoted to the

theoretical and methodological design of holistic, systemic mechanisms of influence on the balanced development of territories. The society of Uzbekistan has not yet formed a stable worldview about the commonality of its existence with the environment and the responsibility of the authorities, business entities and the population for a common future. This stimulates further scientific research in the direction of creating effective mechanisms for managing the processes of sustainable, balanced development.

One of the most important components of management is the control mechanism, without which there would be no working tool on managed objects. The control mechanism is considered as a set of methods, levers, technologies and control rules that affect the state of managed objects.

Today, many local and integrated mechanisms proposed by science exist and are being practiced. Some mechanisms are among the main management mechanisms used in performing the functions of management cycles (planning, organization, analysis, etc.), the other part of the mechanisms is a set of impact elements – coordination mechanisms, communication mechanisms, resource allocation mechanisms, etc. As part of the management mechanisms, it is possible to distinguish forecasting mechanisms of preventive actions, forecasting or groups of mechanisms that affect the totality of objects of taxation, financing, pricing, etc.

Despite the relatively complete study of the mechanisms of various types of transformation processes in society, the immutability of human activity and natural processes constantly generates new conditions of existence and development, new terminology, content, purpose and types of mechanisms, the number of which continues to grow. In order to ensure their effectiveness when new areas of influence arise or are identified, it will be necessary to strengthen deep attention to their reliability, effectiveness and their selection, construction and joint application.

Mechanisms for managing development processes in the territories of regions should take into account a fairly wide range of management objects, spheres of activity, economic, social, environmental and universal problems and cover all components of regional systems, including organizational, social, environmental, etc., ensuring the relationship between interaction and their elements and the organization of processes aimed at achieving common goals. This requires a systematic revision, analysis of such a complex phenomenon as development, a certain systematization and improvement of the model of the system management mechanism.

Studying the mechanisms of public administration in Uzbekistan, scientists distinguish in its structure the target, functional, methodological, information – analytical and instrumental parts. Giving a positive assessment to this proposal, we note that the mechanism of system management of development processes in the region should have a structure, correlate with the tasks to be solved and the functions performed, be systemically integral, take into account their purpose and content, represent a mechanism of system management of processes of transformation changes and development of the territories of the regions and its implementation. should increase flexibility.

The purpose of the mechanism of system management of regional development processes (hereinafter referred to as the mechanism of system management) is the interaction of the flows of the main, auxiliary and servicing processes of regional development. It is designed to provide conditions for complementarity and mutual support, to have a systemic and targeted impact on the achievement of the set development goals and to stimulate support for its positive trends. The management mechanism of the system should influence the formation of a consistent target orientation for servicing territorial development processes through a systematic impact on the quality of tasks performed by development management components in accordance with the principles of the concept of sustainable development of Uzbekistan, highlighting common goals and determining technologies to achieve them.

Thus, the mechanism of system management of the processes of development of the territories of regions is a set of local and complex management mechanisms, interrelated with the goals, content and structure of tasks and functions of the objects of system management, capable of forming and providing a systemic impact on all elements of the managed system. Unity in the choice of ways of further development can be characterized as development processes through a cumulative approach involving the use of algorithms of comparable actions and methods of influencing the system.

The structure of the control mechanism of the system is characterized by versatility, multi-subjectivity and multi-stage design. The system for evaluating the results of its impact is also based on a variety of criteria. Therefore, within the framework of a pilot organizational project, it is advisable to implement a mechanism for system management of the processes of sustainable, balanced development of all territories of the region. This design is a universal tool that can be used and is currently being successfully applied at all levels and in all fields of activity. A phased implementation of the main tasks for the development of the organizational mechanism of the project is proposed (Table 1).

Table 1. Stages of development of the organizational project mechanism

Stage	Content
Determination of the theoretical components of the control mechanism of the theoretical system	<ul style="list-style-type: none"> – Identification of general categories of sustainable development of regions that do not require their full use in operational activities in specific conditions of sustainable development, namely: region, Systemic features of the regional economy, elements of systems, factors of influence, processes. – □ Definition of the conceptual apparatus of territorial development. – Determination of the list of the main development processes in the territories of the “nature – society – man” system and measures to ensure them. – Identification of contradictions and means of overcoming them in the strategy and practice of regional development.
Experimental study of the features of the region as a field of application of the system management mechanism	<ul style="list-style-type: none"> – The establishment of the system element is the economic and spatial structure of the region, types and structure of resources, types of activities, development processes, technologies used and means of their implementation. – Analysis of the goals of the development of structural systems, their interrelation and orientation. – Identification of mechanisms for managing development processes and the allocation of coordinated and unrelated ones from them. – Creation of an information and analytical base for determining the criteria and indicators of the development of the region and their calculation. – Identification of subjects of development management, their tasks, competencies, motivational incentives.
Concept-definition of problem area	<ul style="list-style-type: none"> – Substantiation of the purpose and expediency of using the mechanism of system management of development processes. □ – Identification of common problems of the development processes of the region and ways to overcome them. – Definition of the role, place, purpose and components of the development and system management mechanism. – Definition of the structure, tasks and functions of the mechanism.

Modeling-designing a model of a region's development zone and its management mechanism	<ul style="list-style-type: none"> – □Building a systematic model of the workspace of the region. Building a model of a mechanism for system management of sustainable development processes. – Optimization of the mechanism model. – Definition of the evaluation criteria of the model. – Checking the mechanism for content, adequacy, accuracy, completeness and stability.
Design and engineering of the system control mechanism	<ul style="list-style-type: none"> – Determination of the structure of the system management mechanism. Decomposition of the interaction of the elements of the mechanism. – Integration of local mechanisms as part of the system management mechanism. – Determination of conditions for the use of mechanisms. – Determination of parametric characteristics of the mechanism of system management of the development of territories. – Definition of the functions and tasks of the mechanism. – Determination of the results of the mechanism's impact on the condition. – Determination of resources for the implementation of the mechanism.
Implementation of the system management mechanism	<ul style="list-style-type: none"> – Regulatory and legal support. – Institutionalization of the mechanism. – Motivational tools and incentives. – Monitoring of the results of the impact on the level of development of the territories of the region. – Training of management subjects and participants.
Reflexive	<ul style="list-style-type: none"> – Accounting and control of the results of development processes. – Analysis of the results of the region's activities to ensure development processes. – If necessary, correct previously made decisions and development problems. – Assessment of the balanced development of the region. – Development of measures to further improve the mechanisms of complex impact – Development of measures for further improvement of complex mechanisms.

A structural model of a system management mechanism consisting of four blocks designed for systemic impact on development processes, namely: a block of prevention mechanisms, a block of target mechanisms, a block of functional mechanisms and a block of mechanisms for the formation and implementation of a systemic, complex impact.

The intellectual resources for the development of the project of the system management mechanism can be scientific research, world and state forums, institutional and legal foundations, laws, resolutions, regulations, methodological publications, design organizations and their highly qualified personnel.

As a result of the implementation of an organizational project to create a system management mechanism based on the synthesis of a wide range of local mechanisms, it is necessary to take into account the immutability of the use of these mechanisms, the creation of a set of different activity goals around them, which makes the system management mechanism a powerful synergetic factor of development.

The implementation of an organizational project to create a system management mechanism makes it possible to reveal more deeply the content of the components provided to ensure their operation, and other important organizational and security means of their implementation. To implement such a mechanism and its components, it is necessary to agree on common local goals, methods and indicators of planning, organization of activities, norms and standards for the use of all types of resources, principles and means of influence.

The allocation of local or integrated mechanisms to a certain group in the process of creating a system management mechanism makes it possible to deepen, concretize and maximally approximate the technologies for forming their joint actions according to appropriate algorithms and identify them to solve the problems of sustainable development of the territories of the regions. Designing the structure and content of individual mechanisms as part of the mechanism of system management of development processes contributes to the unification of management functions and tasks and creates the basis for deepening and integrating development functions into a relatively independent system management body.

The peculiarity of the system management mechanism is its uniqueness, manifested in the fact that it can be applied to the management of the development of the system of any regions in order to regulate and establish systemic interaction in the economic, social, environmental or universal internal and external environment.

It should be noted that the function of the system management mechanism goes beyond individual activities, independent systems and processes in the territories of the regions.

However, some of the problems can be solved at the stage of its construction by making compromise decisions, eliminating inconsistencies and imbalances in the directions and tasks of development, developing technologies for compensatory measures, accumulating development resources, improving, using and reproducing existing mechanisms.

The emergence of new opportunities for the development of regions through the introduction of a system management mechanism will depend on the coordination of development goals and principles, coordinated planning, organization and institutionalization of technologies for making strategic and current management decisions in accordance with all forms and methods that management bodies use in regional systems.

The unification of the mechanism brings the ideology of society closer to the old, balanced needs and development opportunities, encourages the choice of common ways and projects of development processes and the application of a unified approach to their institutional and organizational support. At the same time, duties, norms, principles and rules, various organizational forms of existence of the government, society, economic entities and individual citizens are formed, which must be observed in the territories of the region.

The successful use of the system management mechanism is facilitated by such documents as the "passport of the system management mechanism for the processes of sustainable, balanced development of the territories of the region". This document provides the parameters and characteristics, purpose, components, tasks of the system management mechanism, the subject of management, information for use (input, output), functions and areas of application, the procedure and algorithm of use, the model of interaction and communication between the components of the mechanism, standards, norms and restrictions of actions, the organization of interaction between performers. forms of implementation, criteria for evaluating the result of an action, expected results of implementation. The existence of such a document allows authorities, business entities and the population to get a full picture of the content of possible actions to preserve what has been achieved and further development, promotes coordination of

common goals, shortening the time for submitting and taking into account proposals, choosing effective methods of solving problems and joint cooperation.

In conclusion, we note that the formation and use of the mechanism of system management of the development processes of the territories of the regions is the key to the formation of innovative strategic thinking, understanding by society of the need to master the noospheric concept of the development of the system "nature – society – man" and ensuring their own development in harmony with nature.

The proposed approach, as well as a methodological tool for the formation and construction of a system management mechanism and its impact on the processes of territorial development, methodological management tools are essential, the use of which makes it possible to form and maintain stable trends and balance the development of economic, social, environmental and universal systems of regions, to receive appropriate social benefits. The presence of such a mechanism accelerates the acquisition by managers of a complete understanding of the content of management and creates prerequisites for ensuring the effective flow of development processes and management actions.

However, today, in order to solve modern problems and tasks of the external and internal environment, it is important to study the institutional support of existing organizational structures, forms, schemes and methods of life and development processes in order to modernize them and identify, reduce "gaps" in the development of the components of the region and counteract undesirable changes.

The effective development and functioning of territories largely depends not only on all types of available resources – production, labor, financial, natural, innovative, but also on their rational use, conducting a sound investment policy. The latter should include the management of the allocation of investment resources of the region in order to get the maximum return on the investment potential of the region.

It should be noted that, in general, investment policy is the main element of economic policy implemented by the state and economic entities, and determines the structure and scale of investments, directions of their use, sources of receipt, taking into account the need to solve socio-economic problems.

Researchers, practitioners, managers note that the regional investment policy is still in the formation stage in terms of a clear definition of its essence, mechanism, formation, implementation. In our opinion, the definition of essence exists in a narrower and broader sense. An example of a more complete definition of this concept looks like this:

Regional investment policy is a system of target areas, institutions, mechanisms and tools that determine the direction of investment and investment decisions aimed at ensuring the targeted environmental, social and economic development of territories and their internal economic entities in the mode of expanded reproduction, subject to an increase in the share of private and external investments in market conditions. funds of joint-stock funds in their national facility". This is a fairly broad interpretation of this concept, which includes the goals and objectives of investment policy.

There are more concise formulations of this concept: "regional investment policy should be understood as a system of measures and a mechanism for their implementation aimed at stimulating investment activity and creating a favorable investment climate in the region." In our opinion, the most appropriate way to define the essence of this category can be considered:

Regional investment policy is a set of measures to regulate and stimulate investment activity in the region and a mechanism for their implementation in order to ensure sustainable socio-economic development of the region;

Regional investment policy is developed and implemented through the interaction of state authorities at the federal and regional levels, as well as local self-government bodies.

The investment policy of the region is also a set of decisions regularly taken by the government on the directions, forms and methods of development of investment processes in the region within the framework of the overall strategy of socio-economic development of the region.

Investment policy in each region has its own characteristics, which depend on the following factors:

the general strategy of socio-economic development implemented in the region;

the value of the available resource potential;

geographical location;

investment climate of the region, etc.

Extensive information on the development and timely correction of the investment policy of the regions can be obtained as a result of studying the investment climate of this territory in comparison with other regions of the Republic of Uzbekistan, studying trends in individual components of investment attractiveness. The climatic state of investments in the region is at the same time an indicator of the success of the investment policy carried out there.

The main objectives of the investment policy in the region are to create the infrastructure of the investment market; identify priority areas for investment; create conditions for attracting extra-budgetary sources of investment financing; ensure the integration of the regional investment market with the international market of investment resources.

The sectoral investment policy, developed at the level of individual intersectoral complexes and branches of the economy, plays an important role in the recovery of the region's economy and improving production efficiency. The task of the sectoral investment policy is to select priority sectors of the economy and support investments.

Regional investment policy is formed in accordance with the following principles: expediency, validity, integrity, priority, balance of resources, vertical and horizontal balance of interests, flexibility, consistency, legal stability, efficiency.

The developed and adopted investment policy can be implemented only taking into account the specific mechanism of its implementation, which includes:

1. development of the concept of investment policy, selection of strategic directions and priorities for the development of the investment sphere, as well as regulatory instruments;
2. creation of the necessary regulatory framework for the functioning of the investment market;
3. determination of the procedure for exercising the powers and relationships of management bodies in the field of investment regulation;
4. formation of the investment market infrastructure;
5. control over the implementation of investment policy.

Investment policy in the region concerns the allocation of budgetary funds under direct control and at the disposal of the administration, and their indirect use, which is not controlled by the administration, but can be achieved through special methods and actions when it is necessary to direct extra-budgetary investments in a certain direction.

Schematically, an investment policy can be presented as a certain set of realized opportunities and their subsequent results. In accordance with the presented investment scheme, that is, the available investment opportunities and subsequent investment flows in general are:

budget funds;

extra-budgetary funds:

capital;

attracted (borrowed) capital;

foreign capital;

sponsorship donations.

Each investment flow turns into an investment process carried out in predetermined directions, which are determined on the basis of the developed concept of the development of the region, taking into account the necessary prospects for the formation of the structure and infrastructure of production, as well as the possible ideal of the life situation to which it is necessary to strive.

In accordance with the adopted concept of regional development, investments can be used: by sectors of the economy subject to development; by types of reproduction of enterprises; by districts and administrative units lagging behind in their development; by the results of production (scientific research, mastering the production of new product models, improving their quality, saving production resources, increasing labor productivity, etc.); by payback periods and the level of investment efficiency (short-term, medium-term and long-term payback).

The choice of the direction of investment use and its implementation are completed by determining the effectiveness of these investments. It is considered from the point of view of obtaining a certain economic effect, a social effect, which is still the result of an economic effect that makes up a certain part of it and a budgetary effect. All three components of the overall impact create unique conditions for the development of the region and, with the help of feedback, increase its investment opportunities in the new time and at the production stage.

The question of which direction to use investments should be decided on the basis of the adopted Concept of Development of the region. Within the framework of the concept, it is also necessary to specify the main points:

the choice of priorities;

methods of distribution of investment resources (by economic sectors, districts or administrative units, by types of reproduction, by production results, by payback periods).

The pace of development of the region, the situation of workers, employment of the population and the standard of living depend on the answer to these questions.

Of course, projects with the highest efficiency must be adopted for implementation. This means that the selection of projects for investment should be aimed at achieving the best production results (including, of course, in economics and finance); the final selection of the best projects allocated on this basis is carried out according to the payback period. This approach should be brought to the level of the regional investment principle. This principle can be implemented in practice only by selective selection of projects intended for implementation in the region and distribution of free investment resources.

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