

MECHANISMS FOR FORMING THE REGION'S BALANCED DEVELOPMENT STRATEGY IN THE CONDITIONS OF THE DIGITAL ECONOMY

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Abstract: this article discusses the imbalances in the development of regional systems in the context of the digital economy. The development of mechanisms and tools for the formation of a balanced socio-economic development strategy of the region is an urgent scientific task. Using a systematic approach, an enlarged diagram of the mechanism for the formation of a balanced development strategy of the region is developed and proposed. The sources of the formation of imbalances, priorities for the socio-economic development of the region, possible levers and tools for ensuring balanced development, and directions for the formation of scenarios and strategic alternatives for the balanced socio-economic development of the regions are developed.

Key words: digital economy, region, socio-economic development, balanced development, process approach, system approach.

Introduction. In the era of globalization, the development of regional systems is characterized by significant global and local imbalances, becoming one of the main factors of instability that complicates the transition to stable and secure development of both individual regions and the entire national economy.

As the President of the Republic Sh.M. Mirziyoyev noted: "...the main goal of reforms is to ensure a decent standard of living and quality of life for the population"[1]. The country is implementing a comprehensive set of measures to organize the accelerated implementation of entrepreneurial initiatives and projects, establish a system of dialogue with the population, increase the living standards and employment of the population, and increase the personal responsibility of the heads of local executive authorities in ensuring the accelerated and comprehensive socio-economic development of the regions.

At the same time, an in-depth analysis of the current state of socio-economic development of regions is hampered by the lack of a single, coordinated mechanism for its comprehensive assessment in order to develop targeted programs aimed at the future, as well as for developing comprehensive measures to solve emerging problems and responding to them promptly and adequately.

Analysis of relevant literature. There is no single definition of the concept of "region" in contemporary economic literature. In accordance with the territorial-

administrative approach, the concept of "region" is studied as an administrative-territorial unit, characterized by a certain direction of development of productive forces based on the integrity of territories, specialization, economic relations, and the combination of a complex of natural resources with an advanced material and technical base, production and social infrastructure.

A similar interpretation E.B. Alaev [2], A.I. Dobrynin, N.N. Nekrasov [3], V.N. Lexin and A.N. It is studied in Shvetsov's research. In a number of works, the region is considered as an area that differs from each other according to some characteristics [4].

In this situation, we are talking about interpreting the region as a unit brought into a certain system, which does not correspond to economic and administrative-territorial zoning. Such an interpretation involves the allocation of a group of territories with problems of socio-economic development, to which differentiated target programs can be applied in the program-targeted approach. This interpretation is also supported in the study of trans-state regions, the functioning of which is determined by a certain regulatory and legal framework and differentiated strategies of international cooperation.

In the works of E. Kovalenko, G. Zinchuk, S. Kochetkov[5], along with such characteristics of the region as the complexity, integrity, specialization of territories, manageability is singled out as one of the main features. The region is considered as a quasi-state, the main emphasis is placed on the mechanism of interaction of state authorities at various levels of the hierarchy, which ensures the effective functioning of the regional economy within the structure of the national economy.

The transfer of competitive management principles and an innovation-oriented development model to the regional level has led to the emergence of the region as a participant in the competitive struggle as a quasi-corporation[6], in the goods market, the services market, and the resource market. In this regard, emphasis is placed on the formation of innovative and active "growth clusters", promoting the development of transnational corporations, and effectively maintaining external commodity and capital flows.

In this case, the formation of an effective system of intra-regional and inter-regional relations, which will allow the use of non-practical factors of economic growth, will be prioritized. Thus, the region, on the one hand, as an area characterized by the unity of demographic relations and living conditions, reproduction, transport, energy, production relations, social infrastructure; on the other hand, it is interpreted as an economic entity aimed at conducting its own economic policy on the development of innovative potential, the level of competitiveness and the improvement of the quality of life of the population.

Taking into account the existing administrative-territorial structure of the country, the term "region" in this work refers to regions, republics, autonomous regions and districts, and state-level cities. A region is an area within the administrative borders of the republic's territories, characterized by such basic features as complexity, unity, specialization, and manageability.

In the current conditions, it is necessary to consider the region as a multi-element system with more complex causal relationships within and outside the system. The increasing importance of regions as centers of progressive growth in the spatial economic system, the dynamism and complexity of regional governance, which is a cross-section of state, sectoral and regional interests, have led to the need to form new similar mechanisms of regional socio-economic governance.

From a methodological point of view, it is important to choose a scientific approach to studying the problem identified in the formulation and solution of one or another task that arises in the process of economic relations, including the development of specific mechanisms, including the mechanism for the formation of a balanced development strategy for the region. An analysis of literary sources shows the variety of approaches to solving management problems at the macro-, meso- and micro-levels and allows us to conclude that there are three leading approaches in scientific research:

- first, processual;
- second, situational;
- third, systematic.

The content of the process (functional) approach is to study the interrelated tasks of management, such as analysis, evaluation, forecasting, coordination, regulation, and control.

The situational approach is based on the fact that management methods and measures are changed based on a specific situation and are more suitable for the emerging business conditions and goals. The situational approach is closely related to the systems approach, which in turn emphasizes the interconnectedness of management tasks and does not consider them in isolation [7].

A systematic approach is a concept that notes the importance of comprehensiveness, breadth of scope and careful organization in research, design, and planning [8]. In the work, an enlarged drawing of the mechanism is offered from the point of view of a processual and systematic approach, which allows to solve the task of composition in decision-making in relation to the choice of a balanced regional development strategy.

The need to form a mechanism as a structural element of the regional development management system is emphasized in the works of leading economists. The authors approach the definition of the management mechanism from different points of view and interpret this concept differently. A. Kulman defines the economic

mechanism as a necessary interconnection that naturally arises between various economic phenomena[9]. V.I. Plaksin “any class mechanism involves the organization and establishment of relations between its constituent parts, the structure and content of which are determined by the nature of the basic relations and methods of their organization” [10].

From the point of view of some authors[11], the management mechanism is considered as a subjective means of strengthening the process, objectively taking place outside our efforts, and implies a new quality of action as a result of changing its organizers, elements. A.V. Grinev[12] understands the management mechanism as a set of methods of assessment and analysis based on certain goals related to the formation of a development strategy. E.V. Ponomarenko[13] studies the management mechanism based on the use of the potential of scientific, technological, industrial (industrial) parks as infrastructure for the development of clusters. O.V. Prokopenko and other scientists[14] study the management mechanism from the point of view of organizational-functional systems. S.Yu. Yagudin[15] emphasizes that in a broad sense, the organizational side of this mechanism includes economic incentives and planning. L.I. Lopatnikov emphasizes that one system is not replaced by the introduction of some other system, but rather represents the general interrelationship of events in the world.

Research methodology. The methodological basis of the study is the basic rules and principles of dialectics. In studying the processes of socio-economic development of the region, the method of quantitative study of its indicators, that is, the method of collecting, processing and analyzing data on ensuring economic balance, was used. In drawing conclusions from the data, the methods of logical analysis, synthesis, generalization, induction and deduction, a systematic approach to economic phenomena and processes, and statistical generalization were used.

Analysis and results. The pandemic has been a very difficult time for social protection systems in many countries. The period of deprivation of work and livelihoods has increased the need for social assistance and services for many people. In addition, the mechanisms for providing social assistance have undergone changes in the context of social distancing and additional precautions to prevent the spread of infection.

In Uzbekistan, large-scale one-time social assistance to low-income and vulnerable people is provided from the Anti-Crisis Fund, which was established in March 2020. Its expenditures in the social sphere amounted to 2.56 trillion soums as of August 11, of which 489 billion soums were spent on social benefit payments.

In Uzbekistan, an “iron notebook” list has been introduced to provide assistance to families in need of social protection, containing information about those in need. The list is formed by the chairmen of mahalla committees together with the heads of

sectors. Responsible persons enter information into the “iron notebook” electronically on the *sahovat. agros.uz* website using an electronic signature key.

Five categories of low-income families were identified during the "Iron Register":

firstly, the presence of disabled and chronically ill family members;

secondly, families consisting of single, elderly, widowed and low-income, as well as dependent citizens;

thirdly, families with five or more children;

fourth, citizens who have lost their jobs and sources of income as a result of quarantine measures introduced in connection with the coronavirus pandemic, as well as returning labor migrants;

fifth, poor families in need of help and financial support.

Before the introduction of the "Iron Notebook", some families had the opportunity to receive benefits for raising a child under 2 years old, benefits for children under 14 years old, and benefits for low-income families. To receive such assistance, the total income of each family member over the past ten months must not exceed 1.5 times the average minimum wage, or 358 thousand soums.

If the income of each family member exceeds 358 thousand soums, then the application for registration in the Unified Social Register is automatically rejected. However, the upper limit of poverty of 358 thousand soums is a reduced criterion for family need. Since 2015, the World Bank has defined extreme poverty as living on 1.9 US dollars per day, which in turn means that a monthly income of one person of 57 dollars or 580 thousand soums is a sign of extreme poverty.

As a result, the income threshold established in the Unified Social Register in Uzbekistan is 1.62 times lower than the global poverty line, which significantly reduces the coverage of the country's population with social benefits. Thus, we are limited to helping families living in extreme poverty. A recent UNICEF report in Uzbekistan showed that providing financial assistance to low-income families is a very small program, covering 61.5 thousand families throughout the country.

98 percent of households, even those living in extreme poverty, were not covered by the program. In addition, according to UNICEF data from 2012, families received childcare benefits for an average of 6.7 months and families with children for 4.7 months.

Mahalla committees are also responsible for allocating benefits to low-income families. UNICEF research highlights that due to lack of funds and the large number of low-income families, many people were forced to wait in line to receive social benefits in their mahallas, even before the COVID-19 pandemic and the introduction of strict quarantine measures, even if their living conditions met the low poverty threshold.

In the new Unified Social Protection Register system (tested in the Syrdarya region from October 1, 2019, and implemented throughout Uzbekistan by the end of the year), citizens can register and apply for social benefits using their personal identification number (SID). The digitalization of this process will allow for an objective assessment of the level of need by avoiding excessive paperwork and allowing low-income families to track their income level, wages, and other confidential personal data.

First of all, it should be noted that the financial assistance provided to needy families is significant. As a result, for the first time in our country, direct financial support to all people in difficult situations was established.

On the eve of Eid al-Adha, more than 182,000 families, whose members are about 700,000 people, will receive 1 million. payments up to soums were made. Needless to say, aid was provided directly and in cash.

In addition, payments of 220,000 soums were made for each member of the needy families included in the "Temir Daftar" according to the last decree of the President. In the budget for 2020, a total of 8 trillion for social protection of different layers of the population. It is planned to allocate more than soums.

From the above, it is clear that a comprehensive mechanism for providing social assistance to those in need is being established in the country. However, it should be recognized that due to the positive potential given to it, such a mechanism cannot be sufficiently flexible and maximally transparent. Certain objective and subjective factors negatively affect the effectiveness of the entire system.

This is also confirmed by the "iron notebook" practice. In just 4 months, 159 thousand or more than 40 percent of needy families were removed from the "iron notebook" list due to the provision of a permanent income. In Tashkent and Karakalpakstan, this figure is even higher - 55 percent and 58 percent, respectively. Maintaining at least this pace of work in the future will allow the country to make rapid progress towards reducing poverty.

As a result of the implementation of the established plans, it is expected that the poor will not only benefit from economic growth, but will also contribute to economic development. All this will have a positive impact on the overall socio-economic situation in the country.

In January-December 2020, the bulk of the population's total income was formed by income from labor activities, including income from hired workers and income from self-employment (69.8 percent of the total population's total income). In the structure of the population's total income, the share of income from services produced for personal consumption was 2.1 percent, the share of income from property was 2.1 percent, and the share of income from transfers was 24.3 percent.

The highest share of income from labor activities (wages of employees and income from self-employment) in the structure of the total income of the population of the regions was observed in Navoi region (83.6 percent). In Tashkent city, Khorezm, Samarkand, Fergana, Surkhandarya, Andijan, Namangan regions and the Republic of Karakalpakstan, it was lower than the average republican level. Although the share of income from services produced for personal consumption and income from property in the structure of the total income of the population across the republic is not significant, in Tashkent city the share of such income was 17.0 percent (Table 1).

Currently, in order to improve household sample monitoring and improve data quality, cooperation with a number of foreign organizations is being carried out. In particular, in cooperation with representatives of the World Bank, it is planned to improve the methodology, adapt the questionnaires to international standards, and introduce modern information and communication technologies into the field, that is, to abandon the paper questionnaires used in the monitoring process until 2020, and from 2021, it is planned to conduct full household monitoring using tablets. According to the modern system widely used in developed countries, monitoring questionnaires are installed on tablets and interviews are conducted using them. The answers given by respondents to the interview questions are recorded on this tablet and transmitted online to a single database. This, in turn, allows for monitoring of the observations and quality control.

On May 1, 2020, the Resolution of the President of the Republic of Uzbekistan Sh. Mirziyoyev “On the introduction of a rating system for the socio-economic development of regions” was adopted. According to this Resolution, a rating system for the comprehensive and balanced socio-economic development of regions is being introduced for their sustainable and accelerated development, and attention is paid to the following indicators:

first, ensuring stable and balanced economic development, efficiency of economic reforms;

second, to create new jobs, reduce unemployment, and ensure labor market efficiency;

thirdly, to increase access to social services and improve the quality of life of the population;

fourth, to create the necessary conditions for the population and business, to ensure the stability and reliability of the production infrastructure;

fifth, increasing the level of competitiveness of the regions, further diversifying their economy;

sixth, improving the quality of the business environment, continuous support and rapid development of entrepreneurship;

seventh, achieving financial balance of the regions and developing the banking and financial sector;

eighth, ensuring the efficiency of local government bodies in handling citizens' appeals and the openness of information.

Regardless of what kind of political and social actions each country implements, their ultimate goal is to improve the people's interests, improve the standard of living of the population, and take a place in the ranks of the leading countries.

The control mechanism embodies the interconnectedness and dynamics of the control system, and implies a new quality of action as a result of changing its elements and components[16].

Based on the above-mentioned opinions of scientists, they can be divided into groups that study the control mechanism from the following points of view:

first, a set of management methods and tools;

secondly, a set of management organizational elements;

thirdly, a set of management action elements.

From the point of view of the process approach, the proposed mechanism is interpreted as an element of the management system, it allows to implement the tasks of strategic planning - replacing "output" with "input", i.e., the resource provision of decision-making, and the implementation of the tasks of strategic management of the balanced socio-economic development of the region embodies a set of "structured" blocks (Fig. 4).

The existence of a set of interconnected functional and process parts of the region determines the need to provide them with a sufficient amount of various resources, and the system can include internal and external sources. The interaction of the system parts ensures the production of goods and services, implements them in domestic and foreign markets; solves social and other issues. Factors of production are considered as inputs, and the results of activities are considered as outputs of the system.

Thus, there can be two main types of inputs: the result of a previous process that is sequentially connected to the data; the result of a previous process that is randomly connected to the data. In addition, the input can be the result of the operation of a system that is fed back into it (feedback)[17].

The target direction of the forecast and analytical blocks is to determine the set of possible development options for the mechanism under study . This block includes an analysis of the risks of regional development imbalances, identification of the areas of vital activity of the region - sources of risks, cause-and-effect relationships of risks and losses, formation of a list of risk prevention measures, and identification of normative scenarios for balanced socio-economic development of the regions.

In the decision-making unit, strategic decisions are made regarding the goals, tasks and strategies of balanced development of regions, coordinated strategies of

regional development are implemented at different levels of the hierarchy. Systematic implementation of relevant measures provides for such criteria, on the basis of which the level of balanced development is evaluated and the levers and means of its management are selected. Basic and special levers and means of ensuring balanced development are distinguished[18].

Key tools include:

- first, development of economic development forecasts, programs and plans, application of programmatic management methods;
- second, regional policy development and implementation;
- thirdly, control and management of the property of the region;
- fourth, conducting effective investment and institutional policies;
- fifth, create market infrastructure;
- sixth, to increase the level of innovative activity through the development and implementation of collective target programs;
- seventh, to create economic, organizational-legal and other conditions for ensuring budget revenues for effective and comprehensive development of the regional economy and implementation of social programs;
- eighth, social protection of the population;
- ninth, to encourage investment in priority economic activities for the region;
- tenth, financial support of small enterprises.

The following are specific levers and tools for ensuring balanced regional development:

- first, administrative-management (granting special status to individual regions as a resource area of national importance);
- secondly, measures to stop the establishment of new enterprises in the relocated districts;
- thirdly, the spatial distribution of state economic activity (selective placement of state sector enterprises, which affects the regional labor market and priority state procurement patterns in enterprises and suppliers of certain districts);
- fourth, financial incentives (grants related to the creation of new jobs, investments, financial benefits, loans, subsidies, taxation, guarantees, etc.);
- fifth, development of infrastructures, preparation of areas for industrial development, development of the service sector;
- sixth, means of supporting the development of means of promoting development (creating a favorable business environment, information technology, consulting activities, education, scientific research, technical development);
- seventh, ensuring effective employment (supporting labor migration, financing training and vocational training in enterprises, providing incentives to enterprises when the number of jobs increases, etc.).

From the point of view of a systemic approach, the mechanism for forming a balanced socio-economic development strategy for the region can be embodied as a system designed to carry out targeted activities related to assessing the risk of the formation of regional development imbalances, developing a strategy for their prevention or mitigation.

Target systems determine the object of analysis and forecasting, the problem situation, the purpose and criteria for decision-making. Functional systems perform routine actions aimed at setting tasks, collecting and processing statistical data, evaluating, identifying dependencies, developing forecasts, making decisions and analyzing them. The support structure of systems is determined by the needs for resources to support processes in functional systems.

One of the main systems of the mechanism is an information-analytical system, which means a set of technologies (a sequence of operations and methods aimed at solving the local tasks of regional development imbalance analysis and forecasting) that reflects the indicative results of the implementation of the regional system and ultimately enables the development of forecasting-program documents that form a balanced socio-economic development policy and strategy of regional systems.

It is necessary to further improve the mechanism of forming a strategy for balanced socio-economic development of the region in the following directions:

firstly, improvement of methodological approaches to justifying the balanced socio-economic development strategy of the region;

secondly, development of balanced socio-economic development scenarios of regions, improvement of forecasting methods;

thirdly, researching approaches to assessing regional development disparities, classifying regions to apply differentiated strategies for managing balanced socio-economic development;

fourthly, in order to increase the internal balance and coordination of the region's socio-economic development strategy, to separate the cross-field of development goals at the state and regional levels, to ensure a stable rate of quality economic growth;

of methodological approaches to assessment of resource provision of balanced socio-economic development strategy implementation .

Within the framework of the information-analytical system, the risk level of unbalanced socio-economic development is assessed, and possible levers and tools of regional management are determined. An overview of existing approaches to the formation of an information-analytical system makes it possible to distinguish the main functional tasks and their solution methods (Fig. 6).

Such functional tasks include:

first, formation of a system of socio-economic development indicators of regions;

secondly, assessment of global and local disparities of regional development; thirdly, to assess the factors and sources of regional development disparities; fourth, regionally balanced socio-economic formation of possible strategic alternatives of development, selection of acceptable alternatives.

The system of indicators of regional socio-economic development must meet the requirements of completeness, convenience and sufficiency of information; the ability to expand the boundaries of space and time; comparability; information content of the results. An analysis of existing methods shows that approaches to substantiating the system of indicators based on assessing their information content have not been sufficiently studied, and there is a need to further develop methods for classifying indicators that would allow determining threshold values, the excess of which would indicate the formation of a critical level of imbalances in the regional system and a crisis situation.

Analysis of literature sources on issues of assessment of global and local disparities of regional development; determining the factors and sources of regional development disparities, this convergence analysis is based on methods of decomposition of inequality measures, despite their high efficiency, it is evidence of ensuring the quality of understanding in the assessment of the structural dynamics of cluster structures of regions, the stability of clusters, the formation of a systematic assessment of local regional disparities, and the assessment of cluster convergence.

Conclusion. Thus, the research conducted and presented in this article allows us to draw the following conclusions:

1. One of the main trends in regional development is the tendency to increase disparities. This trend is manifested both at the macro-region and intra-regional levels. The negative consequences of its manifestation include an increase in the sensitivity of development indicators to external “shocks” and an increase in social tensions.

2. A review of methodological approaches to the formation of balanced socio-economic development scenarios and formalized methods for their development allows us to conclude that they need to be further improved in terms of developing a methodology for assessing effects, implementing financial instruments to ensure balanced development, and mobilizing various sources of financing.

3. The development of conceptual approaches aimed at the implementation of the separate directions of improving the information and analytical supply of the balanced regional development strategy will allow conducting the first diagnosis of imbalances and reducing their negative impact on the dynamics of the development of regional systems.

4. The intensification of structural imbalances, the unpredictable responses of regional systems to destabilizing factors, the uncertainty and dynamism of the internal and external environment of regional systems, and the increase in complexity

determine the need to improve regional governance mechanisms for the socio-economic development of regions.

5. The presented enlarged drawing of the mechanism of formation of a balanced socio-economic development strategy of regions allows to solve the task of choosing a balanced regional development strategy and structuring the decision-making process regarding the separation of the main supply systems in terms of a process and systematic approach.

6. Directions for improving the mechanism for forming a strategy for balanced socio-economic development of the region have been identified, the implementation of which will allow assessing the risk of the formation of regional development disparities and increasing the scientific validity and quality of management decisions regarding the implementation of structural reforms that ensure the sustainable development of individual regions and the national economy as a whole.

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