

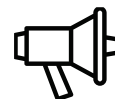
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CONTACTS

Phone: **97-748-70-03**

Website: <https://ist-journal.uz>

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EFFECTIVE MANAGEMENT OF SMALL INDUSTRIAL ZONES IN OUR REPUBLIC: PROBLEMS AND SOLUTIONS



Shodmonkulov Kamoliddin Murodillaevich

Associate Professor of the Department of «Trade» of TSUE

shodmonkulov.kamoliddin@mail.ru

Abstract. The article discusses the problems of organizing and managing the activities of small industrial zones in our republic and offers suggestions for their solutions.

Keywords: small industrial zone, investment, investment projects, location of small industrial zones, infrastructure, entrepreneurial activity, employment, small business development.

INTRODUCTION

Despite the fact that the number of small industrial zones (SIZs) established and operating in the republic is increasing day by day, the need to develop a single scientifically based organizational and economic model for their establishment is growing.

Effective management of small industrial zones in Uzbekistan is improving the business environment and increasing the interest of entrepreneurs. In particular, the annual report published by the United Nations Industrial Development Organization (UNIDO) The 2020 report of the «Competitive Industrial Productivity» index noted that our country was reflected for the first time and ranked 2nd among the countries of Central Asia. Currently, an important task is to «create conditions for organizing entrepreneurial activity and forming permanent sources of income, establish new industrial zones in the regions in order to increase the share of the private sector in GDP to 80 percent and its share in exports to 60 percent»[1]. The effective implementation of this task demonstrates the need to increase the effectiveness of the activities of small industrial zones, improve the mechanisms for analyzing this activity, strengthen its role in ensuring the stability of economic growth in the region, and improve the methodological foundations for assessing the level of efficiency of its management.

LITERATURE REVIEW ON THE TOPIC

The experience of established and operating KSZs and the study of foreign experiences, the theoretical study of existing problems, the establishment and development of KSZs would lead to the prevention of losses and to a certain extent to finding solutions to the above problems. These problems have been studied as scientific research by many economists, and these studies have important scientific approaches.

JJ Buckley, YCChui, SP Chan, D. Kuchta and SL Bru[2] conducted research on the general economic problems of organizing and managing the activities of zonal policy and small industrial zones, and on the formation of an optimal investment portfolio of investment projects in small industrial zones.

In the CIS countries, Ye.V. Mikhailova, N.D. Guskova, I.N. Kravovskaya, Yu.Yu. Slushkina, and V.V. Mišyenko[3] conducted work on the theoretical aspects of managing investment flows in special zones in individual economic sectors, including the problems of attracting investments for industrial development.

The scientific research of our country's scientists MAAbdusalyamov, TMAhmedov, HRKhamroyev[4] and others has highlighted the various problems of free economic zones in the regional economy.

The management models proposed by these scientists do not take into account the uncertainty, risk and risk limits of investments distributed across sectors and regions, the conditions for increasing localization opportunities and modernization of the effective management of small industrial zones. The modern innovation and invest-

ment management system of small industrial zones proposed by the author, along with the above circumstances, is of scientific and practical interest in being developed taking into account the current state and future development directions of the national economy, the effective management of small industrial zones and the expected results from them.

RESEARCH METHODOLOGY

Effective organization and management of the activities of small industrial zones - a positive impetus to deepening rapid economic reforms in the regions and industry, the formation of a multi-sector economy, including institutional foundations, production infrastructure in entities, the development of state and regional markets for goods, labor and capital, as well as infrastructure systems, employment, social protection, the development of small businesses, and the production of finished products based on industrial cooperation. Therefore, when writing this article, the decrees, resolutions of the President of the Republic of Uzbekistan, resolutions of the Cabinet of Ministers, relevant literature on the subject, in the process of scientific research. Methods such as systematic and comparative analysis, economic-statistical analysis and generalization, correlation and regression analysis, forecasting and observation were used.

ANALYSIS AND RESULTS

There are problems in effectively managing the activities of small industrial zones in Uzbekistan. Kactivities of domestic industrial zonesEffective management is essential for the development of the economy and industry, and therefore is one of the most important and urgent problems in economics, rightly attracting the attention of many researchers.

Based on the above, in order to effectively manage the activities of small industrial zones, it is logical that the first proposal for the establishment of small industrial zones should be submitted by local government bodies of the regions. Because city and district khokimiyats have accurate information about loss-making, insolvent and low-profit organizations in their territories, their vacant land, and vacant land suitable for the establishment of small industrial zones in their territories. This information is provided to a special commission established under the Council of Ministers of the Republic of Karakalpakstan, khokimiyats of regions and the city of Tashkent on the establishment of small industrial zones. The commission processes the information and conducts an examination.

In the context of recent political changes in the world, the deployment of KSZs andEffective management of the activities of KSZsIt is advisable to do the following:

- development of a specific program for the location, specialization, implementation of investment projects, state support and other forms of benefits provided for small industrial zones;
- One of the main goals of creating the necessary conditions in the territory of small industrial zones is to attract investors, including increasing the level of provision with transport infrastructure, engineering infrastructure, cultural and public, and social and household facilities;
- develop the management system of small industrial zones, including by establishing uniform standards for organizing the activities of directorates, increasing the scope of services provided, and also by transferring management of small industrial zones directorates to entrepreneurs, as well as foreign enterprises, upon agreement;
- creating «roadmaps» for rational land use by returning inefficiently used land plots, revising land use agreements with participants in small industrial zones or implementing additional projects;
- cancel agreements with participants of small industrial zones who have not started implementing investment projects within the established deadlines and develop network schedules for backward projects, taking into account the establishment of production in the short term.

In order to further improve the system of effective management of the activities of small industrial zones in our republic, the above tasks should be implemented in stages. This will allow for faster attraction of investments, improvement of the efficiency of the activities of small industrial zones, thereby creating new jobs and increasing the income of the population.

The composition of vacant plots for the establishment of KSZs in Uzbekistan in the Republic of Karakalpakstan, regions and the city of Tashkent is submitted to a commission established under the Cabinet of Ministers of the Republic of Uzbekistan. The commission studies this composition, makes the necessary additions and amendments, and determines the final composition. The Cabinet of Ministers adopts a resolution on the establishment of KSZs on vacant plots of state property. In accordance with this resolution, the Council of Ministers of the Republic of Karakalpakstan, regional and Tashkent city khokimiyats adopt a resolution on the establishment of KSZs.

In the conditions of Uzbekistan, the following criteria can be used to select zone participants for KSZs on a competitive basis: environmental requirements - the level of pollution of wastewater; noise level; economic criteria; project payback period; economic efficiency; land area occupied by the project (ha); investment volume

and number of places per 1 hectare of usable land area and the amount of income; business development prospects; export opportunities; level of cooperation with local industrial enterprises; average salary.

The system of criteria for the selective placement of NBTC entities in KSZs is presented in Table 1 below.

Table 1

System of environmental, social and economic criteria for the selection of KSZG¹

Environmental criteria	Social criteria	Economic criteria
Air pollution level: limit value for the emission of harmful substances into the air. The level of wastewater pollution. Bringing traffic jams. Noise level. Restrictions on the location of industries next to each other, for example, food production Avoid locating chemical and pharmaceutical enterprises nearby. The level of integrated environmental impact of KSZ	Number of jobs created, number of jobs per 1 square meter of usable land area. Workers' wages. Revenues to central and local budgets.	The area of land occupied by the project. Investment volume, the amount of investment per square meter of usable land area. Income, profit per square meter of usable land area. The total volume of products produced in a year, the volume of exports and the volume of innovative products in its composition, the demand for the product and its prospects. Technology (foreign advanced and local). Project implementation and payback period. Project effectiveness. Project cooperation opportunities with local industrial enterprises. Business prospects

Due to the lack of information on the volume of industrial production of the zones, it is difficult to assess the place of the zones in the republic's industrial production. According to the Ministry of Economy and Industry of the Republic of Uzbekistan, in 2018 alone, products worth 1,206.6 billion soums were produced in the republic's zones.

Effective management of the activities of the KSZs in our republic is being carried out in accordance with the following procedure::

- Work will be carried out to provide the necessary external engineering, communications and infrastructure for the KSZs;
- Directorates for the management of KSZs will be established;
- Selection committees will begin working in the KSZs. The commission will select and place businessmen and entrepreneurs.

For effective management of the zone's activities, the KSZ and the land areas allocated to it are analyzed. Depending on the level of socio-economic development of the region, the specialization opportunities of the KSZ are analyzed. For example, the directions of KSZs for the production of food industry products, textiles, knitwear, sewing, leather and footwear, electrical appliances, electronics, mechanical engineering, chemical industry goods, building materials, components for local industrial enterprises, semi-finished products, and metal products can be determined.

Effective management of small industrial zones in UzbekistanSpecialization or identification of industry directions of KSZs, firstly, can lead to natural clustering of KSZs. In KSZs, it would be prevented to co-locate industries that cannot be located close to each other from an ecological point of view. For example, the close location of food production and the production of chemical products or pharmaceutical products can negatively affect the safety of food products. Clustering leads to the development of cooperation within the KSZ, the possibility of organizing a single transport service, a single warehouse, a single supply system arises, which also leads to an increase in the efficiency of KSZs.

Effective management of small industrial zonesThe location of the land area is also important in them. The selection of production sectors according to the location of the land area of the KSZ is also important. If the KSZ is located in a large city, it is worth considering that it will lead to the following negative consequences: increased wastewater and increased pollution levels, air pollution, increased traffic on the streets, increased noise levels, etc. If the KSZ is located on the outskirts of the city or in the district, the above negative consequences can be mitigated to a certain extent. It is good to locate enterprises specializing in the production of construction products, chemical products, some food products, as well as enterprises producing products that are convenient for transportation, on the outskirts of the district and in urban areas.

KSZs can be divided into KSZs with a conglomerate structure by composition, that is, they accommodate small businesses and private entrepreneurship (KBXT) entities belonging to various industrial sectors. Currently, in Tashkent, in particular, KSZs are located relatively more in Yakkasaroy and Sergeli districts. These are mainly small enterprises producing food, chemical products, textiles, furniture, and medicines. We believe that it is appropriate

¹ Author development.

to follow the above-mentioned criteria to prevent negative consequences when organizing KSZs with a structure that produces conglomerate industrial products.

CONCLUSION AND SUGGESTIONS

In the current conditions, in order to ensure long-term economic growth in the KSZ, a systematic approach to the problem of attracting investment resources and increasing the investment activity of KSZ residents is necessary. Therefore, it is important to find and apply effective methods and tools for the mechanism of attracting investments.

The state provides financial, tax and other incentives to foreign and local investors when accepting investments in SEZs, therefore, in the processes of stimulating and improving the flow of investments into SEZ projects, the following areas specific to each country can be distinguished:

1) Increasing the investment attractiveness of the KSZ by disseminating information about the state of the KSZ economy and its potential opportunities - each KSZ has a state body that provides information services to support potential foreign investors;

2) provision by the state to foreign investors of comprehensive services to support and develop their investment activities, in particular, tax and customs services;

3) Establishing a special regime on the territory of special economic zones, which provides for a specific procedure for the activities of enterprises that are residents of this special zone.

For the effective management and development of small industrial zones, it is important to have several services within the zone area. The establishment of services such as an insurance company department, a banking department, a postal service, an export agency department, a specialist personnel department, and an information service in the KSZ creates the basis for the effective functioning of the KSZ as a single system.

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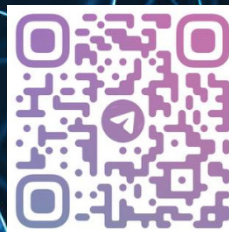
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