

Theoretical aspects of developing a strategic plan for socio-economic development of rural areas

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Abstract: The article examines the stages of development and implementation of the strategic development plan of rural areas for the socio-economic development of rural areas. The importance of a strategic plan in the development of rural areas is well established. The criteria for the formation of the strategic plan mission, methods of developing strategic plan objectives, the process of selecting strategic plan objectives are studied. The development and implementation of the strategic plan of the rural area is based on the strategic partnership of the population, business and government, as well as the importance of introducing strategic management elements in the rural district administration in order to increase the efficiency of territorial administration.

Keywords: Rural areas, socio-economic development, rural areas, strategy, strategic analysis, mission, strategic plan, rural district strategy, strategic management.

Relevance of the study

Effective use of the natural and economic potential and opportunities of rural areas of Uzbekistan is an important factor in ensuring sustainable economic development. The main reason for this is that as of January 1, 2020, about half of the population (49.5%) live in rural areas.¹ At the same time, in rural areas on the basis of agricultural activities, which are an important part of the country's material production, vital food for the population and raw materials for industry are created, industrial production of minerals, infrastructure services for various transport communications. A large part of the recreational space, which allows for tourism practice,

¹ <https://stat.uz/uz/180-ofytsyalnaia-statystyka-uz/6548-demografiya>

recreation and treatment, is also located in rural areas. In this regard, in recent years, the government of our country has been paying special attention to the development of rural areas. In particular, paragraph 8 of the Decree of the President of the Republic of Uzbekistan dated October 23, 2019 "On approval of the Strategy of agricultural development of the Republic of Uzbekistan for 2020-2030" No. PF-5853 is devoted to this issue, which is based on a detailed assessment of regional needs and competitive advantages. It is necessary to develop a comprehensive strategy and programs. Indeed, world practice and the results of various scientific studies show that in developing foreign countries, great attention is paid to the implementation of science-based strategies that provide for the effective use of the natural and economic potential of rural areas.

Research methodology

Structural and comparative analysis techniques were used in the scientific study process. The research used induction and deduction, analysis and synthesis, historical and logical, systematic approaches to economic phenomena and processes.

Introduction

Today, a number of scientists from developed and developing countries explain the importance of shaping rural development policy for the following reasons:

- ✚ The problems faced by rural areas affect the territorial integrity of the state, or due to the natural increase of the population in rural areas, the issue of employment and quality of life is exacerbated;
- ✚ Unused economic potential in rural areas can be a source of prosperity for the rural population or the country as a whole;
- ✚ Sectoral policies and market forces do not fully cover the types of potential and problems of rural areas.

It should be noted that the policy pursued by the Government of Uzbekistan to develop the economy of the regions and the measures being developed, the programs adopted are incomplete and have a number of shortcomings:

- ✚ They are not systemic, they are aimed at solving the problems of rural development separately, within the framework of certain sectors or groups, without interdependence, leaving aside the problems of the entire rural population;
- ✚ At the level of rural districts, little attention is paid to the development of mechanisms for the implementation of employment and income;
- ✚ Financing of the proposed programs is mainly covered by the state budget, the issues of mobilization of local material and technical resources are not sufficiently studied;
- ✚ The proposed measures for the development of rural areas are weakly linked with issues such as structural restructuring of agriculture - land privatization, restructuring and financial rehabilitation of agricultural enterprises, market integration and development of agricultural entities.

“Rural development programs coordinated by the Ministry of Economy and Industry are mainly aimed at overcoming regional economic disparities and are supported by a small segment of the rural population - farmers and other agricultural entrepreneurs - in favor of large urban centers. , but rural neighborhoods are left out.

To achieve this goal, the following tasks are identified:

- ✚ reforming the system of public administration in the field of rural development;
- ✚ Carrying out a detailed assessment of the real needs for the development of rural areas;
- ✚ Improving the regulatory framework in order to support and protect the interests of rural communities and decentralize decision-making;
- ✚ Development and implementation of a transparent mechanism for attracting grants and investments for the establishment and development of non-agricultural enterprises, mobilization of existing capacity of mahalla citizens' assemblies and the development of public-private partnerships between mahalla citizens, agrarian entrepreneurship, civil society institutions and government agencies increase;
- ✚ Development of a national rural development program.”²

² Decree of the President of the Republic of Uzbekistan on approval of the Strategy of agricultural development of the Republic of Uzbekistan for 2020-2030 <https://lex.uz/docs/4567334>

The urgency and necessity of developing a long-term development strategy within the country, regions and rural areas is based on:

- ✚ As a result of changes and uncertainties in the world economy, the demand for long-term development strategies in our country has sharply increased. Indeed, the multivariate and scenario strategy is to anticipate the various negative changes in the world economy - crises, uncertainties, the negative consequences of human impact on the environment and natural resources (the Covid-19 pandemic is a clear example) and the country, the region in the long run. youd play an important role in reducing its impact on rural socio-economic development;
- ✚ The long-term strategy serves as an important tool to increase the effectiveness of economic policy in rural development in the context of modernization of the economy. The practical significance of the strategic plan for integrated socio-economic development of rural areas is explained by the interrelationship between the current state and future prospects of rural development, as it allows not only to determine the future, but also to use the results and data of in-depth analysis. At the same time, it is necessary to be able to see the problems and obstacles that may arise in the future and to develop a system of measures to prevent them;
- ✚ In the strategic planning of rural areas, various sectors and industries of the economy are analyzed as a single system with interconnection. The integrated approach identifies priorities for the future, showing which aspects of reforms need more attention. Sustainable development of rural areas requires the study of their role in the future division of labor, the use of competitive advantages, negative and positive factors as a system.

Based on the above, it can be said that the socio-economic development of rural areas is the main support for the formation of strategic management of rural administrative districts and strategic planning.

The degree to which the problem has been studied

It systematizes the views of a number of scientists on the development of enterprise strategy, and we rely on this source. American scientists Thomson-It., Arthur, A. Strickland Sh.A. highlight

five stages of strategy development and implementation. G. Mintzberg, B. Alstred, J. Lempels cites 10 schools in his work on the classification of planning schools, citing six stages of strategic planning within these schools (I. Ansoff, Schendel, Hofer, J. Steiner). Ivanov V.V., Korobova A.N. Scientists from the United States, Canada, and Russia will present seven stages of strategic planning based on the systematization of their experience. Members of the Union for the Study of Productive Forces Schmid A.N., Bannikova A.Yu. cite six stages in the strategic planning system of rural districts.

Scientists of our country A.M. Sodikov and Sh.H. Nazarov cites five stages in the development and implementation of regional strategies.³

The main part

The process of strategic planning of socio-economic development of rural areas is reflected in its stages. Strategic planning of rural areas consists of several stages with an interrelated sequence.

Regardless of the number of stages, their differentiation and formulation, the comparative analysis shows that the stages of strategic planning are interrelated in the following sequence: strategic analysis, development of missions and goals, development and selection of strategic directions, strategic alternatives, implementation of strategic plan, monitoring and control, identification and evaluation of strategic growth opportunities (Figure 1).

The objectives set out in the plan should be able to protect the object of the strategic plan from future risks and forecasted situations. At the same time, the strategic plan must be "flexible" and adaptable to changes as the situation requires. At the same time, its main content must be preserved.

The effective implementation of the strategic plan for the socio-economic development of rural municipalities, in our opinion, is based on two main criteria: strategic management and strategic cooperation.

The first criterion serves as a basis for the implementation of important tasks such as expanding the powers of rural district administrations, the formation and introduction of strategic

³ Sodikov AM, Nazarov AH, et al. Regional development strategy. - T.: Baktria press, 2017.-20 p.

management elements in its management, training of qualified personnel and appointment to management positions.

The second criterion is to study the views of the population in order to ensure strategic growth in the region, to involve the community in the discussion of the strategic plan, to develop cooperation between local businesses and local governments, to make full use of public-private partnerships.

Strategic planning requires reliable and complete information. At the stage of strategic analysis, the necessary information and data are collected and processed using the methods of strategic analysis. A special place in this is given to the methods used and the qualifications of specialists, the quality and modernity of information technology. In general, the process of strategic analysis is systemic in nature and consists of a series of interrelated tasks.

Strategic planning of socio-economic development of rural districts should have the same mission as other types of strategic plans. An organization has a mission, that is, a “law” that justifies its existence, existence, and development. The mission is a set of reasons for its existence, based on the overall goals of the organization. The following factors play a key role in shaping the mission of the organization:

1. The main production, technology, markets of the organization.
2. Attitude to the external environment, which determines the basic principles of the organization.
3. The culture of the organization, its internal climate is taken into account.

The mission serves as a basis for the formation of strategy and strategic processes, goals in the organization.

In our view, the mission of the rural district strategic plan should reflect the essence of ensuring the well-being of the rural population and reflect the main direction of the strategic goals (Figure 2).

Figure 1. Stages of strategic planning of the rural district⁴

⁴ Completed by the author.

STAGES	STRATEGIC ANALYSIS	DEVELOPING MISSION AND GOALS	DEVELOPMENT AND SELECTION OF STRATEGIC DIRECTIONS, STRATEGIC ALTERNATIVES	IMPLEMENTATION OF A STRATEGIC PLAN	MONITORING AND CONTROL	IDENTIFYING AND EVALUATING STRATEGIC GROWTH OPPORTUNITIES
CONTENT	Factors of the internal environment (economy, social sphere, resources and potential, demography and social life, infrastructure, natural and geographical factors, ecology) and external environment (economy, social factors, politics), territorial , analysis of the impact of national, international trends on rural development.	Mission development, formation of strategic and tactical goals, objectives of socio-economic development, target indicators to achieve them.	Clarification of criteria for selection of strategic alternatives, definition of strategic directions of strategic development of rural districts, implementation of optimal selection.	Identify the resources for the implementation of the strategic plan and their sources. Gradual, sequential implementation of planned programs and projects, making the necessary adjustments to the strategic plan without deviating from the general direction.	Monitoring of target indicators, the process of achieving target indicators, control over the implementation of programs and projects	Evaluate the effectiveness of the developed strategic plan, systematize the development of development and development strategies of the rural district on the basis of forecasting the future.
						
METHODS AND SUPPORTS	SWOT-, PEST-analyzes of the external and internal environment, analysis of the dynamics and structure of key socio-economic indicators, the use of expert methods, social surveys, the use of mathematical modeling and forecasting.	Study of the opinion of the population, business entities, experts with the help of surveys and interviews, comparative analysis of the intended goals in the region and between regions, at the international level, content analysis, etc.	Interviews and negotiations, expert, expert and participants based on questionnaires, team opinion assessment, risk analysis, mathematical modeling and forecasting methods, etc.	Program-targeted approach, roadmaps, program-targeted budgeting, effective, forward-looking contracts, monitoring and discussion.	Identification of cases and deviations from the process of achieving the planned target indicators, shortcomings in the performance of work.	Scientific study and improvement of methods and supports used in the development and implementation of strategic plans, optimization of their use.

The mission of the Rural Development Strategy can also be called the main (basic) strategy - the desired state of the region in the future and the main measures to achieve this future, a documented form of resource perception, the introductory part of the strategic plan.

It should be noted that the strategic plan mission of the rural area is not considered to be general and universal, but to develop a strategic plan mission based on the needs and interests, resource potential and opportunities of the region, based on the lifestyle, current problems and future of the region. acceptable. There should be a correlation between the mission and objectives of the Rural District Strategic Plan. However, the strategic plan mission can be used as an advertising prospectus in offering rural space to investors and other partners.

Figure 2. The main criteria for the formation of the mission of the Strategic Plan for Rural Development⁵

Legal and normative criteria
<ul style="list-style-type: none"> • The Constitution of the Republic of Uzbekistan • Decree of the President of the Republic of Uzbekistan dated February 7, 2017 No PF-4947 "On the Action Strategy for further development of the Republic of Uzbekistan." (Collection of Legislation of the Republic of Uzbekistan, 2017, No. 6, Article 70, No. 20, Article 354, No. 23, Article 448, No. 37, Article 982). • Decree of the President of the Republic of Uzbekistan dated December 27, 2017 No PF-5283 "On measures to increase the financial freedom of local authorities, strengthening the responsibility of tax and financial authorities." (National Database of Legislation, 13.12.2017, No. 06/17/5283/0407). • Decree of the President of the Republic of Uzbekistan dated October 23, 2019 No PF-5853 "On approval of the Strategy of agricultural development of the Republic of Uzbekistan for 2020-2030". (National Database of Legislation, 24.10.2019, No. 06/19/5853/3955). • Resolution of the President of the Republic of Uzbekistan dated January 8, 2017 No PP-3182 "On priority measures to ensure the rapid socio-economic development of the regions."

⁵ Created by the author.

(Collection of Legislation of the Republic of Uzbekistan, 2017, No. 32, Article 802; National Database of Legislation, 03.03.2018, No. 06/18/5329/0846, 09.01.2019, 07/19 / 4102/2434-son)

- State programs for regional development and other documents

Socio-economic criteria

- Creation of favorable socio-economic conditions for the implementation of the goals and objectives of the development of rural areas, as well as national functions;
- Ensuring sustainable growth of the rural economy; increase the efficiency of agriculture, increase the contribution of rural areas to the development of the country's economy, increase the welfare of the population;
- Increasing employment in rural areas, improving the quality and standard of living of the rural population, bringing rural areas closer to urban living standards;
- Reducing regional and inter-regional differentiation due to the quality and standard of living of the rural population;
- Development of agro-tourism and other recreational potential;
- Rational use of natural resources and preservation of the natural environment;
- Develop the infrastructure of all sectors and circles based on the existing needs.

Cultural and historical criteria. Values

- Socio-economic protection of the historical roots of the rural population, preservation of historical values;
- Preservation and enhancement of the cultural potential of the village;
- Improving the lifestyle of the rural population;
- Expanding and improving the education system in rural areas;
- Develop the existing recreation spirit in the village.

The concept of the mission, which serves as a motivational platform for the development of the rural district, reflects the will of the team that develops and implements the strategy. Therefore, the development of the mission takes into account not only the potential of the rural district and its interaction with the external environment, but also the interaction and interaction of strategic entities (government, business, society), the image of the rural district, etc. need

There are specific features of the development of the objectives of the Strategic Plan for Rural Development. It is known from management theory that goal setting is a multi-step process that emerges as a result of the overall performance of different levels of government.

The main goal of the development of rural areas, which we mentioned above, is set out in the Strategy of Agricultural Development of the Republic of Uzbekistan for 2020-2030. In turn, the main goal has stages of formation and implementation at the state (macro level), regional (meso level) and rural district (micro level). Based on the concept of hierarchy of strategic goal formation, the stages of goal formation can take the form of a tree, and the main goal column and the resulting priority goals and objectives can be described in the form of large horns and branches. In the formation and implementation of goals at the rural district level, a reduction or expansion of goals can be observed due to the hierarchical system of goal formation. Their funding will also change in this direction. In our opinion, in the development of strategic goals of socio-economic development of rural areas, it is necessary to bring the strategic analysis to the level of strategic synthesis, without repeating the goals formed at the macro and meso levels, to adopt goals based on regional needs and requirements.

Figure 3. Defining strategic goals⁶

Strategic Analysis	Strategic Synthesis	Goals and priorities
Comprehensive analysis of the level of development of the region; Identifying problems; Quantitative and qualitative analysis of the problem; Selection of primary problems; Develop problem-solving goals.	Data collection and processing; Discussion of goals; Prioritization; Goal setting; Development of objectives for the implementation of goals.	Implementation of goals and objectives, development of plans, programs, projects, budgeting.

The operation of classifying area development problems begins with grouping them according to a specific structural feature. It is possible to take directions of development as signs.

The content of grouping operations is to identify recurring problems in different classification groups, on the basis of which to form common features of significant importance in eliminating incompatibilities and structural deformations in different areas of rural life. The second level of the “Tree of Goals” is that the goals of a particular region are the general goals of rural development and are defined at the micro level at the micro district level, ie only the goals of socio-economic development of a rural district are developed in a clear, detailed form.

A complex aspect of the formation of rural targets is the multiplicity of development goals, which do not have a common methodology for distinguishing between primary and priority goals. Therefore, making mistakes in the definition of priority goals, the multiplication of goals can lead to difficulties in their implementation, as a result of the resulting confusion, the goals may not be achieved. In international practice, a matrix for defining the goals of the strategic plan for the development of municipal units is used. In this case, the place of the goal is determined on the basis

⁶ Source: Developed by the author.

of certain criteria. We propose two main criteria in determining the development goals of rural areas: the role of the goal in the development of the region and its feasibility (Figure 4)).⁷

Figure 4. Rural District Strategic Goals Selection Matrix

The role of purpose in development	High	5				High-scoring and high-potential target area		
		4						
	Medium	3						
		2						
	Past	1						
			1	2	3	4	5	
			past	middle		high		
	Opportunities to achieve the goal							

With the help of the matrix, goals can be identified by sorting and scoring according to the possibilities of strategic development and implementation. Based on the sum of points, a rating of goals is formed, which indicates the problems that need to be addressed first. However, classification of problems in this way, criteria characteristics, scoring assessment are not the only ways to define goals, but can be supplemented or modified by other methods of research.

The main requirements for the goals are that they should be quantifiable, precise, achievable, timely and relevant. If the goals of rural development strategies are taken into account in the breadth of resources and conditions at the disposal of the region, the chances of their implementation will increase. But attracting external resources when developing their budgets expands the implementation of strategic plan goals.

Development of the prospects of rural areas, the implementation of the set goals "growth points" - economic entities formed through the organization of production on the basis of available

⁷ Source: Completed by the author

resources and opportunities in the region, regularly contributing to the local budget, creating jobs, occupying new markets, contributing to rural social development through the formation and development. The sum of "growth points" in a given network leads to the appearance of "growth poles". The Growth Pole is, in essence, a center of development with a multiplier effect, contributing to the transformation of the regional economy by introducing new elements into the regional structure of the economy. These concepts of the theory of polar development of regional economies are key elements of the strategy of rural development. A rural development strategy requires the implementation of strategic priorities (or priorities) in which the growth points of rural development must be identified through strategic analysis and synthesis.

Strategic priority means the definition of priority activities that will ensure the sustainable development of rural areas in the expected future. Strategic priorities must be clear and reasonable for the long term. Strategic priority is realized in the process of selecting several alternatives that have been developed.

A well-founded and clearly formulated strategic priority means the discovery of a network, activity, or function that provides the necessary economic growth to achieve social development goals in a rural area.

It should be noted that each region or rural district has its own characteristics and problems. Objective differences can be seen at different levels of development in different districts of the same province. This suggests that there should be a differential approach to the development of rural development strategies at each stage of governance. At the same time, the ability to develop a typology of rural areas based on their development and socio-economic, natural-geographical and other characteristics can allow the formation of strategic management and strategic task template for each rural area group.

After reviewing the stages of formation of the strategic plan of socio-economic development of rural areas, we will focus on the implementation of the strategic plan, the principles of strategic management of rural areas and sustainable development of rural areas.

A.A. According to Lomakin, the strategy of sustainable development of rural areas is an important, long-term goal of socio-economic development of rural areas, aimed at increasing the efficiency and diversification of the rural economy, reproduction of human resources, full

employment of the working population, improving living standards in rural areas. goals and objectives for the period are understood.⁸

In our opinion, the strategy of socio-economic development of rural areas is a general direction in defining the goals and objectives of rural development based on the situation and trends in the future, and it is understood to be adopted with the participation of local population and business and government. Strategic plan of socio-economic development of rural areas - the development of all sectors and industries in the integrated socio-economic development of rural areas, the rational use of conditions and resources to improve the welfare of the population, developed on the basis of strategic analysis, implementation time and resource allocation is a document consisting of a set of measures, programs, projects taken with a clear indication of

In developing a strategic plan for the development of rural areas at the level of rural districts, districts may face limited resources due to unfavorable conditions of development. Therefore, in the development and implementation of the strategic document, along with the use of local budget resources, it will be necessary to receive conditional subsidies from higher budgets. Particular attention should be paid to extra-budgetary funding of municipal programs, as it can save budget resources, involve the community in the process of addressing key issues at the local level, and allow the society to exercise certain types of state powers.

Conclusion

Based on the above, we draw the following conclusions:

- ✚ In the development of the strategic plan of the rural district, the natural, socio-economic potential and resources of the district undergo an in-depth analysis at the micro level, the existing opportunities and conditions are studied from a strategic point of view;
- ✚ Development and implementation of the strategic plan of socio-economic development of the rural district, the implementation of the goals and objectives, priorities, programs, etc. plays a key role in sustainable development of the district's economy, improving the welfare and quality of life in the district.

⁸ Lomakin A.A.Strategy for sustainable development of rural areas: on materials of the Penza region: dis ... cand. econom. Sciences / A. A. Lomakin. - Penza, 2011 .-- 202 p.

- ✚ With the expansion of the powers of the district administration, there will be opportunities to optimize the district administration, improve management methods by increasing the responsibility of managers;
- ✚ The Strategic Plan for the Development of Rural Areas is the main document of regional development programs, which reflects how the region will be seen in the future, how the administration can influence this process. The strategy can serve as a goal for local government to support innovation and a work environment that contributes to the well-being of the population;
- ✚ The strategy allows both government and business representatives to understand the changes taking place in the rural economy;
- ✚ The strategic plan creates conditions for the establishment of relations and contacts between the government, business leaders, business representatives, investors, the population, social organizations in order to develop the region.
- ✚ Allows the authorities and organizations operating in all sectors of the economy to identify areas and visualize the current state and future integrated development of the region;
- ✚ Serves to form and promote the image of the rural municipal unit.

Thus, the study highlighted the need for strategic management, government, business and population strategic cooperation at the state and rural district levels to develop a strategy for socio-economic development of rural areas, as well as the development of contacts and relations in the implementation of the strategic plan. The strategic plan serves as a key document in defining and implementing common priorities, goals and objectives.

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