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IMPROVEMENT OF SYSTEM OF FORMATION AND MANAGEMENT OF SMALL INDUSTRIAL ZONES ON THE EXAMPLE OF KHOREZM REGION

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Annotation. This article analyzes the theoretical foundations and management system of small industrial zones, their importance in improving the efficiency of management and its scientific and practical aspects. On the example of the region of Khorezm, the factors influencing the efficiency of the management system of small industrial zones were studied on the basis of the analysis of various indicators. Problems have been identified that affect the effectiveness of the system of management of small industrial zones and developed recommendations for their solution.

Key words: small industrial zone, taxes, privileges, effective management, synergy, cooperation, special zones, state body, logistics, infrastructure.

In order to develop the economy of the republic on the basis of market principles based on social protection, to develop domestic producers, to ensure high growth of manufacturing industry, to establish cooperation in the development of modern and high-tech production, small industrial and special industrial zones development is of great importance.

The development of small industry and special industrial zones in the Republic of Uzbekistan can be seen as an important accelerator in the transition to reindustrialization and the digital economy, and then the transition to an ecological economy.

In the objective 29 of the Development Strategy is to create conditions for the organization of entrepreneurial activity and the formation of sustainable sources of income, to increase the share of the private sector in GDP to 80% and the share of exports to 60% which was approved by Annex 1 to the Decree of the President of the Republic of Uzbekistan No. PF-60 of January 28, 2022 “On the development strategy of the new Uzbekistan for 2022-2026”ⁱ, there was ordered to create 200 new industrial zones and develop a system of business incubators in the regions, to create more favorable conditions for the development of entrepreneurship in difficult areas.

A brief analysis of the literature shows that in Uzbekistan A.V. Vakhobov, O.Sh. Sabirov, M.F. Abdulatipov, Sh.Kh. Khojibakiev, N.G. Muminov were applied, as well as, while Russian scholars M.A. Gusakova, M.S. Guseva, O.A. Dmitrieva, L.G. Iogman, M.G. Mayornikova, I.A. Mitrofanova, I.V. Mitrofanova, E.V. Rodionova, L.A. Sakharova, E.I. Stolyarova, B.P. Xijnyakova, E.A. Sharkevich's works are dedicated to the study of the peculiarities of the development of industrial parks.

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Reasons for failures in the implementation of industrial park projects and the theoretical basis for the creation of the park concept were thoroughly observed by P.D. Kuznetsov and D.G. Sandler. Scientific-methodological bases and various classifications of industrial parks were expressed in the works of N.I. Antipina, M.I. Berkovich, A.A. Maltseva, A.A. Serova, B.P. Xijnyakova, A.A. Shcheglova.

Specific features of industrial parks in China and Korea were reflected in the works of B. Bai, F. Boons, Y. Geng, Dj. Guo, V. Djiao, Yu. Jang, P. Kang, K. Kiao, B. Lai, X. Li, Ch. Li, V. Liu, Dj. Tian, G. Teysman, Yu. Fan, Z. Xengksin, L. Chen, J. Vidova.

Despite much work dedicated to the study of various aspects of economic growth and industrial park development, there are still very few works that consider small industrial zones as an innovative factor of economic growth and management improvement.

The theoretical and methodological basis of this article is the work of local and foreign scientists on the problems of economic growth and its factors, the role of control in the management of small industrial zones, the specific directions and features of small industrial zones in Uzbekistan and the world.

The following research methods are used in the article:

- systematic and comparative analysis to determine the specifics of modern economic growth, features and trends in the development of small industrial zones in Uzbekistan and the world;
- economic, management and statistical analysis to assess and describe the relationship between small industrial zone indicators, development indicators, management achievements and shortcomings and economic growth parameters;
- identification and solution of systemic problems based on the study of the impact of population demography on personnel policy in the regions.

Based on this, one of the most important directions in the construction of small industrial zones in Uzbekistan is the study of the characteristics of attracting domestic and foreign investment in the economy and identifying ways to increase the efficiency of investment.

Different countries have different definitions for industrial zones. For example, the definition set by the United Nations Industrial Development Organization (UNIDO) for industrial zones is as follows: **industrial zones** – land area divided into springs on the basis of general plans for industrial enterprises, where a bush land area or a special infrastructural area provided with prefabricated buildingsⁱⁱ.

Small industrial zones create favorable conditions for the development of regional manufacturers' cooperation and the implementation of innovative industrial production projects.

The formation of KSZ directorates will lead to a reduction in production costs, an increase in factorial overall productivity and the full use of human resources.

The compact location of producers within KSZ will lead to the development of cooperation between them, which will also optimize capital costs and current costs.

The main goal of creating KSZs is to provide its residents with uninterrupted and high-quality engineering transport and social infrastructure.

If we look at the industrial zones of other developed countries, the development of social infrastructure in the industrial zones (housing, schools, preschools, clinics, etc.) has a positive impact on the work of workers in the industrial zone without leaving the zone, reducing travel costs.

At the same time, the high level of quality and quantity of industrial zones in the structure of the regional economy is closely linked to the direction of manufacturing enterprises, that is, the impact of these enterprises on the health of the economy to innovate or produce standard products.

Based on the direction of economic-theoretical formation of the industrial zone, it is possible to study its impact on development institutions. Industrial zones are a type of business parks, which have the following main characteristics of business parks:

1. Existence of a management company.
2. High quality infrastructure.
3. Having a conceptual plan of the business parkⁱⁱⁱ.

One of the main conditions for the success of the business park is its prosperity, and the availability of high-quality engineering, transport and social infrastructure will be important as a key factor for investors. High-quality engineering infrastructure means the presence of complex buildings for the effective operation of residents, high-quality transport infrastructure means the presence of railway lines in the park, the availability of air and water freight, proximity to international routes, quality of internal roads, quality and close to the city high-quality social infrastructure means that employees feel comfortable in their workplaces and spend more time on their own, not only because of the convenience of production facilities, but also because of the availability of schools, preschools, clinics, there should be a pharmacy, a bank, a swimming pool, sports complexes, shops, cafes and public catering outlets, and spacious parking lots.

Table 1. The difference between business parks and other industrial zones

Business park types характеристики	Industrial park	Warehouse center	Logistics center	Center of innovation and scientific investigation
Direction	Large production	Temporary and permanent storage	Inspection and placement of cargo	Extensive scientific research
Building type	Industrial facilities, warehouses, offices	Warehouse, offices	Accommodation and warehouse buildings, wholesale trade zones, assembly shops, showrooms	Production facilities, laboratories, warehouses and offices

Main building type	Industrial facilities	Warehouse	Warehouse and storage buildings, assembly shops	Laboratory and production facilities
Separate conditions	Availability of engineering ready land plots, large-scale production	Availability of loading and unloading equipment, availability of truck service facilities, railway lines and platforms	Sorting and grouping service facilities, wholesale delivery service	Collaboration with universities and research centers

Modern industrial zones will include warehouse centers, logistics centers, innovation and research centers, technology parks, business incubators and complex technology parks^{iv}.

The history of development of industrial parks dates back to the end of the 19th century. In 1896, the world's first industrial park, Trafford Park, was established not far from Manchester in the north-west of England, with a total area of about 12 sq/km. One of the main advantages of Trafford Park was that it was located close to the railroad and the Manchester Canal. The land, now located in Trafford Park, has belonged to the aristocratic De Trafford family since the 12th century. However, the built Manchester Canal has made the area convenient for the location of industrial plants. In 1896, the land owned by De Trafford was purchased by the talented businessman Ernest Hulley. Later, Ernest Hull, together with Marshall Stevens, one of the developers of the Manchester Shipyard, created the industrial park Trafford Park Estates Ltd. The first resident of the industrial park was the Manchester Patent Fuel Company (1898). The first American resident to build his own plant in the park area was Westinghouse Electrical Company (1899). The owner of this enterprise, George Westinghouse, has built a village next to the industrial park, which includes 700 residential buildings, shops, schools, kitchens, a dance hall, a church and a cinema. Thus, not only engineering and transport, but also social infrastructure was created in the first industrial park^v. In Trafford Park Industrial Park, Henry Ford housed his automobile plant (1911), which later operated using the conveyor assembly method. By 1914, Trafford Park included specialized enterprises such as machine-building companies, flour and wood mills, and companies engaged in the improvement of rubber tires. Thanks to the Manchester Canal, this industrial park has become the center of the food industry and a central, transit and distribution warehouse for local products. During the First and Second World Wars, many of the enterprises located in the park were reconstructed and engaged in the production of ammunition and military equipment. In 1981, the territory of the industrial park received the status of a free enterprise zone, which contributed to the more active development of the park. Today, Trafford Park Industrial Park remains one of the largest industrial parks in Europe. In 2016, the park had 1,500 residents and a total staff of 40,100^{vi}.

Of course, the history of the development of industrial zones is not limited to Trafford Park.

We will briefly review the history of the emergence and development of industrial parks in a number of developed countries. A distinctive feature of the development and formation of industrial parks in Europe and the United States is their emergence in already existing clusters and well-specialized industrial zones.

In the UK, industrial parks have been actively developing since the 1930s as one of the tools to combat the economic crisis (the Great Depression). Until 1960, industrial parks were built and replenished in accordance with laws governing the location of enterprises. State regulation of the territorial location of production has contributed to the steady development of the country's economy^{vii}. Such a policy has somewhat hindered the emergence of parks in the most lucrative areas for business. As a result, by 1960, there were 46 industrial zones in the UK^{viii}.

The most successful country in the European Union for the development of industrial parks is Germany. The first German industrial park was “Euro-Industriepark Munchen”, established in 1963. Some time later, in the 1980s, both public and private industrial zones began to emerge actively in the country. As a result, in 1984, there were about 22 industrial parks in West Germany. At the same time, industrial complexes were concentrated in the areas adjacent to Dusseldorf (23 industrial zones before 1992) and in Frankfurt (19 industrial zones before 1992)^{ix}. In Germany, the formation trend in the specialization of industrial zones was the chemical processing, metallurgy, cement, ceramics and paper industries.

The first industrial parks in the United States appeared in the 1940s at the initiative of federal and municipal authorities. In the late 1940s, there were 33 industrial parks in the United States, and in 1957 there were 302. About 90 percent of all industrial zones in the country were created during the World War II to produce ammunition and military equipment. However, industrial zones became widespread only in 1960-1970: by 1970, there were 2,400 industrial zones in the country. The main reasons for the development of industrial zones and the transfer of production sites outside the city were certain technological and economic changes, such as rising rents for land and buildings in the city, increasing the number of cars, difficulties in urban transport due to increased production areas, the transition to conveyor assembly. In the future, the total number of industrial zones in the United States continued to grow: by 1989, their number had risen to 9,400^x.

J. Vidova's unique book “Industrial Parks – History, Modernity and the Impact on Employment”^{xi} shows 4 generations of industrial zones. The first-generation industrial zones (1970s) were filled with assembly shops and warehouses. Administrative buildings occupy no more than 10-15% of the industrial zone area. From 1975 to 1985, industrial zones became widespread, the population of which was engaged in science, technology and business. The complex structure of industrial zones distinguishes the second generation of zones as a key feature. The third generation of industrial zones, formed in the second half of the 1980s, is characterized by flexible use of the territory, the growth of administrative staff, the provision of a wide range of services, the spread of the population specializing in information technology. Since the mid-1990s, the fourth generation of industrial zones has been separated, which is still distinguished by the availability of administrative buildings and the wide range of services provided. Residents of industrial zones use advanced technologies, warehouses are relocated outside the territory of industrial zones, the importance of recreation areas for employees of

industrial zones is growing. Since the second half of the 1990s, industrial zones have become an element of globalization.

In this regard, we would like to dwell on the history of the development of small industrial zones in the People's Republic of China (PRC). At present, the PRC economy is one of the largest economies in the world and is developing very fast. According to the International Monetary Fund, in terms of purchasing power parity, China's GDP in 2021 was 18.62% of world GDP (for comparison: the United States - 15.74%, Uzbekistan - 0.20%)^{xii}.

The development of China's industrial zones began in 1984 - 38 years ago - with the establishment by the Chinese government of the first economic and technological development zones in 14 coastal cities. Special conditions have been created for foreign investors in such zones.

Later, extensive development of industrial zones and high-tech industrial parks began in China.

Let's look at the main types of industrial zones in China. According to funding sources, industrial zones are divided into national (funded by the central government), provincial (funded by the provincial government), and prefecture (funding of prefectural bodies, including cities and adjacent districts). Industrial zones funded by the center or region have the most favorable conditions: low interest rates on loans, tax breaks, low tariffs for land use and utilities^{xiii}.

Table 2. Types of industrial zones in the People's Republic of China and the Republic of Uzbekistan

People's Republic of China		Uzbekistan	
Kinds	Right to organize	Kinds	Right to organize
National industrial zones	By central government	Free economic zones	Cabinet of Ministers
Provincial industrial zones	By the provincial government	Small industrial zones	Local government
Prefectural industrial zones	By the prefectures	Technoparks, youth industrial and business zones	Local government

Depending on the participation of the industrial zone in the country's economy, economic and technological development zones / parks (ETDP) are divided into high-tech production zones (hi-tech development zones / parks - HTDP) and eco-industrial zones (eco-industrial zones) parks - EIP)^{xiv}.

In the PRC, depending on the distance of the industrial park from the city, it is divided into independent industrial zones (located in areas far from cities), industrial zones located far from cities but subordinate to the city, suburban industrial zones and urban urban industrial zones^{xv}.

It can be said that the history of the development of small industrial zones in Uzbekistan began with the adoption of the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated December 31, 2014 No 378 on the area of fulfilling the Resolution of the President of the Republic of Uzbekistan No. PP-2200 from July 3, 2014 "On additional measures for the sale of state property to small businesses and private entrepreneurship" and the Resolution of the Cabinet of Ministers of the

Republic of Uzbekistan “On unused areas and on measures to further optimize areas of overproduction” dated July 15, 2014 No. 192^{xvi}.

Today, there are a total of 418 small industrial zones in the Republic of Uzbekistan, located on 2,911.4 hectares, to date, 1986 projects worth 7182.4 billion soums have been implemented and 52,853 new jobs have been created. During the reporting period, 67 projects worth 206.56 billion soums were implemented and 1,534 new jobs were created^{xvii}.

Unified management directorates have been established in the regions of these small industrial zones, which are currently funded by the budget, although they should have been transferred to the self-sufficiency system, for which the provision of paid services is not mastered by the directorates.

Today, Khorezm region has a population of 1,930.8 thousand people. In Urgench, the figure is 1 sq/km. 4910 people in Khiva, 3185 people in Yangiariq district, 298 people and 264 people in Yangibazar district^{xviii}.

Table 3, Population density indicators in Khorezm region for January-March 2022

Territories	Permanent population	Area (1 sq/km)	Population density, person	Territories	Permanent population	Area (1 sq/km)	Population density, person
Total by region	1930,8	6,05	319	Khazorasp region	199,3	0,13	1533
Urgench city	147,3	0,03	4910	Tuprokkala region	56,8	1,93	29
Khiva city	95,6	0,03	3185	Khanka region	192,3	0,43	447
Baghat region	170,0	0,44	386	Khiva region	150,1	0,43	349
Gurlan region	152,6	0,44	347	Shavat region	174,8	0,46	380
Kushkupir region	176,6	0,54	327	Yangiariq region	119,3	0,40	298
Urgench region	206,4	0,45	459	Yangibazar region	89,7	0,34	264

When we analyze these data and take into account the fact that in each district of the region there are KSZs, it becomes clear that the lack of qualified personnel is a serious problem in Tuprakkala district. This district is the farthest from the regional center. On the contrary, in the cities of Urgench and Khiva, as well as in Khazorasp district, there is an oversupply of qualified personnel.

The scheme of KSZs in Khorezm region

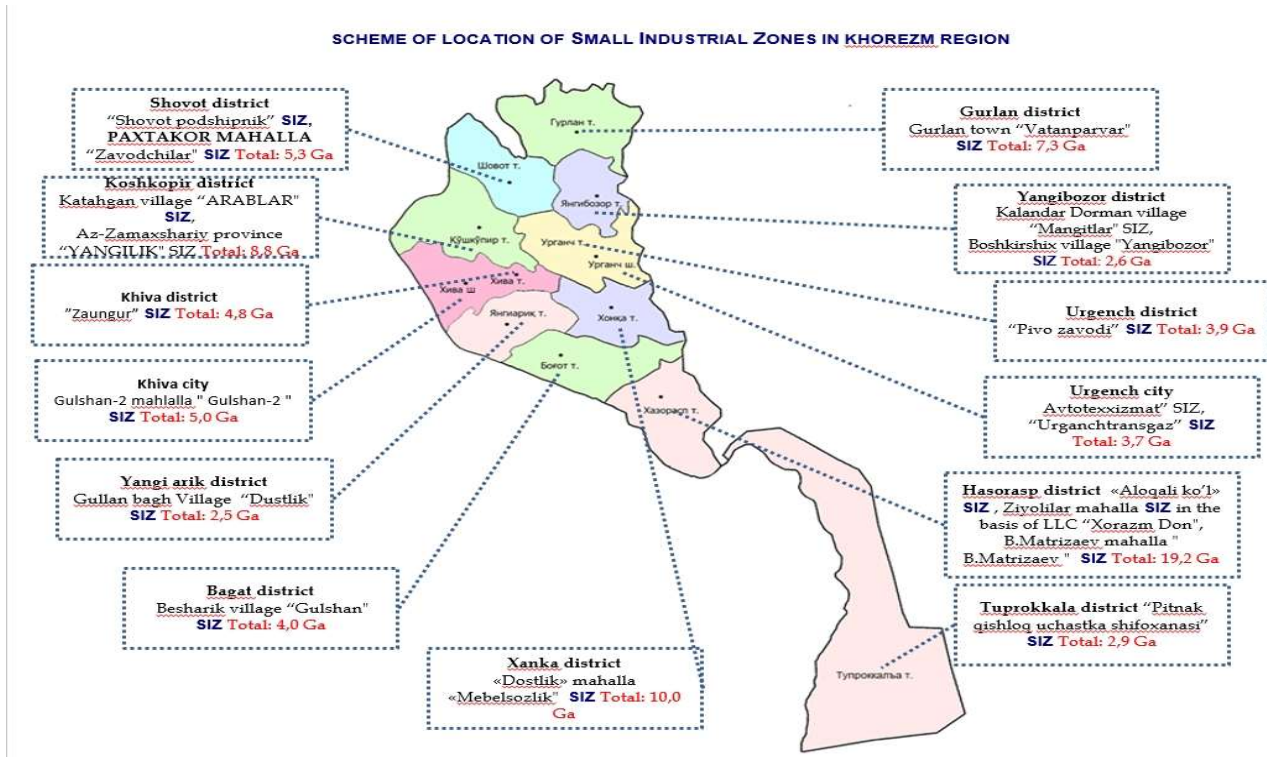


Figure 1.2. Information on existing small industrial zones in Khorezm region^{xix}

19 small industrial zones have been established on 79.9 hectares of land in the vacant parts of inactive enterprises in Khorezm region and on the basis of vacant land plots not intended for agriculture based on the Resolution of the President of the Republic of Uzbekistan dated February 6, 2018 No PQ-3513 "On measures for the sale of state property to businesses and the establishment of small industrial zones in Khorezm region" and the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated April 26, 2018 No. 308 and relevant resolutions of the Khorezm Regional Council of People's Deputies. 6 of them were reorganized this year.

The boundaries of these small industrial zones have been demarcated, project maps have been developed, and to date, 37.7 hectares of land remain vacant. These KSZs are managed by the Khorezm single directorate, which currently employs only 6 people.

According to the Regulation approved by the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated March 9, 2020 No 134 "On small industrial zones", the directorate is self-financing in the coming years within 3 years from the date of establishment.

The single institution of the Khorezm region's small directorate for the management of small industrial zones were financed from the local budget in 2018, 2019, 2020 and 2021, and from 2022 should be moved to a system of self-financing.

Unlike other regions, the Khorezm Regional Directorate of KSZ does not have clear mechanisms for self-financing. That is, in accordance with paragraph 3 of the Decree of the President of the Republic of Uzbekistan dated February 6, 2018 No PQ-3513 "On measures for the sale of state property to businesses and the establishment of small industrial zones in Khorezm region", long-term (five years) lease of state-owned real estate on the territory of KSZ for participants of small industrial zones was

targeted. For this reason, state-owned real estate in the KSZ has been leased to businesses at “ZERO” value. Proceeds from the services provided by the Directorate to entrepreneurs are not enough to maintain the Directorate.

Today’s sources of income by the Directorate are less than 10 percent for self-sufficiency. Therefore, in order to keep the directorate at the expense of the local budget in the coming years or to form its own sources of income, it is necessary to take measures to form an independent budget of the KSZ.

Two proposals have been developed to address this issue:

1. Maintenance of the single institution of management of small industrial zones “Khorezm” at the expense of the state budget. This is because the objects in the territory of small industrial zones are sold on electronic trading platforms, and the proceeds from the sale do not go to the account of the directorate, and can not use these funds. In addition, the directorate has no other source of income.

2. Sale of objects on the territory of small industrial zones on electronic trading platforms and transfer of a certain part of the proceeds from the sale to the Directorate of small industrial zones. It is advisable to direct these funds to the following purposes:

- organization of the directorate's activity;
- reimbursement of costs for the development of design and planning documentation, master plan and other documents of the newly established small industrial zones;
- payment of taxes on land and property under the directorate;
- orientation of newly established and existing KSZs to provide engineering and technical communications, infrastructure.

In addition, in the example of the Chinese state, the reduction of vertical control through the transfer of management and economic support of CSR to the Republic, Provinces, cities and districts. That is, depending on the economic importance and the availability of high-tech production, the management of small industrial zones should be transferred to the territorial and republican, as well as city and district khokimiyats.

By allocating staff to each KSZ at the expense of increasing the number of staff of the Directorate of Small Industrial Zones and providing them with qualified specialists to solve problems operatively, develop a mechanism to connect these specialists with assistant governors in the neighborhoods.

Introduction of social infrastructure within small industrial zones, ie housing, schools, preschools, clinics, cultural and sports facilities. At the same time, increase investment attractiveness through the establishment of road infrastructure and regular public transport.

Achieving a reduction in logistics costs by locating KSZs around major routes.

In the existing KZZs in Khorezm, each business entity is obliged to store the finished product in its warehouse. If this finished product is seasonal, storage is a problem for the entrepreneur.

It is also advisable to establish logistics centers, delivery of goods to these places, packaging services, online monitoring of the arrival of goods.

The Chairman of the Council of Ministers of the Republic of Karakalpakstan together with the directors of the Council of Ministers of the Republic of Karakalpakstan, assistants to the governors of Tashkent city and regions on the development of local industry personally entrusted the Prime Minister

of the Republic of Uzbekistan providing moral support to local producers of products in a timely manner.

Taking into account the similarity of the functions of free economic zones and small industrial zones, it is necessary to unite these directorates and create a single head office, to develop a procedure for coordinating work through assigning of the position of the head of the main department to the deputy governor of the region for investment and foreign trade, as well as the appointment of the heads of FEZ and KSZ directorates as deputy heads of these departments.

In order to ensure the uniform provision of qualified specialists and workers in the KSZ, it is important to develop social infrastructure in each district, to build residential neighborhoods.

In the case of the Chinese state, it will be possible to ensure the implementation of long-term strategies by entrusting the development of a conceptual plan of KSZ to KSZ directorates.

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^{xvii} Source: An analysis formed as a result of the author's independent research.

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