

Regional strategic planning: basic approaches and conditions of realization

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Abstract

The objective of the hereby paper is shaping the strategy of socio-economic development of the municipality. When formulating socio-economic development strategy individuals (municipality) come from the principle of consistency with the strategic objectives and directions of the development of the region's (municipalities) objectives and priorities. The paper analyses the successful regional development programs in the regions of the Republic of Azerbaijan. The performed research also allowed for the identification - development strategy is the communicative process, which is necessary to involve all-important subjects, and are having to discuss their own position on the strategic development of the region or municipality.

Introduction

Regional strategic planning is seen as the new method enhances the efficiency of public administration, regional development in the state. US economist Michael E. Porter said: "Paradoxically, the enduring competitive advantages in a global economy lie increasingly in local things - knowledge, relationships, and motivation that distant rivals cannot match." (Michael E. Porter, 1998)

Subjects of the State carry out the development management of their territories primarily through the development and implementation of strategies and programs for socio-economic development. According to (Hafsi T., ToulouseJ, 1996) in the post-industrial information society more and more begins to play the role of human capital. At the time of the post-industrial stage of development and improving population life quality is not only the result but also an important condition for economic growth and maintain its competitiveness. The competitiveness of the economy and quality of life are related through the notion of "human capital". Regions with lower level and quality of life are losing population, particularly the most skilled workforce that deepens their lagging behind in terms of productivity, investment opportunities, etc.

In the context of the future development of State's strategic call "the new region's" followed by a set of problems identifies the need to improve the efficiency of public administration and regional development requires a new approach that is holistic in nature, based on strategic thinking and the updated methodology for program management. In particular, the regional policy speaking of the need to improve program management and development of a new generation of programs, as well as the transition to strategic planning that takes into account the macro-region objectives and priorities.

The growth of the regions of the Republic of Azerbaijan successfully implemented sustainable socio-economic development strategy is an important component. Adopted and successfully implemented in the field of regional development programs provided by the state in the performance of duties sustainable development of non-oil sector, further improvement of the business climate in the region, an increase in investment, new businesses and jobs, resulting in an increase in employment and poverty reduction has been stimulated. Regions of the country in the last decade the rise of a new phase in the development of socio-economic development of the state programs adopted was of great importance. During the 10 years of the state programs gross domestic product (GDP) increased by 3.2 times, as well as

2.6 times the non - oil sector, industry by 2.7 times ,1.5 times that of agriculture ,investment of 6.5 times, 6.5 times the income of the population , 5.5 times the average monthly salary increased.(State Program years of 2004-2008 and years of 2009-2013)

Comprehensive development of the regions, started in 2004 as a continuation of a deliberate policy of the President of the Republic of Azerbaijan Ilham Aliyev issued a decree dated 27.02.2014 "State Program on socio-economic development of the regions of the Republic of Azerbaijan (2014-2018)" was approved. Play an important role in the economic development of the country through the implementation of the program in ensuring macroeconomic stability, expansion of business activities in the regions, the creation of new businesses and jobs, implementing large-scale infrastructure projects, the improvement of public services, resulting in improvement of people's welfare and poverty reduction in exceptional 's role.

In 1999 created the preconditions for the development of strategies for the development of subjects Azerbaijan. (Azərbaycan Respublikasının Konstitusiyası, 1999). An additional factor contributing to the launch of this process was the formation of the market of consulting services in the field of strategic management of development of regions and municipalities.

Development strategy of the region (municipality): Main approaches

When formulating socio-economic development strategy individuals (municipality) comes from the principle of consistency with the strategic objectives and directions of the development of the region (municipalities) objectives and priorities. The municipal development strategy also takes into account the development strategy of the constituent entity of the region, which is part of the municipality. Compliance with the strategic goals of the development of the Azerbaijan and the strategic directions of the development of the region (municipality) provides a projection of the objectives of the government of the Azerbaijan at the regional (municipal) level.

Implementation of the goals of the government to the regional and municipal levels includes:

- Orientation towards priority development sectors that can play the role of growth points-national, macro-regional, regional and local, which serve as "lead management" for the economic system of the region (public education); identifying and strengthening the capacity of the new "growth points";
- Integrated or systems approach, incorporating and maximum optimal use of synergies arising from the interaction between the objectives, the availability of results in the implementation of projects of various kinds, and multiplicative effects, contributing to the growth of the economy of the region (municipality);
- The continuity of the program documents (regional and local youth-targeted programs, sectorial policies and programs at various levels, etc.);
- Realization of the potentiality of the region (municipality), take part in future socio-economic development of Azerbaijan.
- The successful solution of problems of a socio-economic nature depends primarily on the two fundamental objectives regional/municipal government:
- The definition of the Mission (strategic objectives) and areas of socio-economic development of the region (municipality), in the image of its strategic vision of the future;
- The formulation of the action plan (strategic measures) by administrative region is to ensure continuity (municipality) and to ensure the implementation of the objectives to be set out.
- Part of the region (municipalities) in meeting the challenges of socio-economic development of the country as a whole is determined by its economic-geographical to potential and established the structure of the economy and social sphere. From this perspective, the draft of the review should be the main industry and the activities of the economic and social development of the region (municipality), their importance for the functioning of the socio-economic system of Azerbaijan (and for the municipality, also for the functioning of the socio-economic system of the region), the direct and indirect contribution to the achievement of government priorities and goals set by the administration of the region.
- The strategy is seen as a three-level system comprising:

- Mission (strategic objective) of the region (municipality);
- Strategic directions of development of the region (municipality), drafted in the form of task requirements, which ensures the achievement of strategic objectives;
- Strategic action-complexes of program activities and individual activities and projects at all levels, through which the task must be addressed to achieve the strategic objectives within the strategic areas of development in the region (municipality).
- At each level are matched:
- The strategic objectives and directions of the development of the region (municipal organize);
- The strategic objectives and directions of the development of the economy and the social sphere of the region (municipality);
- The strategic actions of the administration of the region (municipality).
- Current status and development trends of the economy and the social sphere of the region (municipality) are evaluated in the course of the diagnosis, which is an analysis of the factors impeding the realization of the potential of their region.
- The results of the situation analysis, trends, issues and constraints are presented in SWOT analysis (strengths, weaknesses, opportunities and threats). The SWOT analysis takes into account the reciprocal effect of branches of the economy and the social sphere, as well as the external conditions for the development of the region (municipality), leading to the need to enhance their contribution to the realization of the goals of the government in the implementation of all-functions. A grouping of key problems of socio-economic development of the region on, which it is necessary to concentrate efforts in the framework of the implementation of the strategy.
- The results of the SWOT analysis and a list of key issues used to formations of strategic vision and mission definition (strategic objectives) and the strategic directions of the development of the region (municipality).

The strategic directions of development of the region (municipality) sufficiently, which is in the form of strategic activities (actions) that removal of additives factors, the achievement of the development goals of the region (municipality) and the objectives of the government as well as (for the municipal organise) regional State authorities. Mechanisms for the implementation of strategic actions are described in the management strategy that will support effective collaboration fits within the regional State authorities, local government bodies and organizations, aimed at the achievement of strategic objectives. System management strategy should focus on the innovative management of the development of the region (municipality), based on best practices and timely identification of problems in the legal regulation and the management of social and economic development. The main instrument for the implementation of the strategic action is the formation of integrated programs of socio-economic development of the region (municipality). The main principle of formulating integrated programmes is to implement synergies and mutual support among the various strategic actions.

The strategy for the effective management monitors a system of implementations and operational management changes. Strategy is focused on maximizing the development of interregional cooperation, particularly with the neighbouring regions as well as international links. It is, in particular, on the mutual supply of products and services, cooperation in the fields of science, technology and innovation, manufacturing, processing, tourism, transport, construction, cooperation in education and training, health and recreational and sports activities, implementation of investment projects of interregional and international importance, addressing common issues of socio-economic development, etc.

The structure of the strategy in accordance with the logic of the decision includes:

- Analysis of the current status and development trends of social services, the economy and infrastructure;
- Assessment of the development potential of the region (municipality);
- Analysis of control system of a region (municipality);
- Identification of strengths, weaknesses, opportunities and threats for the main blocks of social and socio-economic system of the region (municipality): SWOT analysis;
- Formulating fundamental issues on which to focus its efforts in the implementation of the

strategy;

- The formation of a strategic vision on the development of the region (municipality), including the definition of ideology, the image of the future, the Mission (strategic objectives) and the strategic directions of the development of the region (municipality);
- Detailed description of the implementation of the strategy, including a set of priorities and system of strategic action to address each strategic direction, strategic activities plan, the strategy management system, as well as economic-mathematical model to evaluate the expected results of the strategy.

Discussions and conclusions

- Development strategies of the territories are not only a requirement that comes from the level of government, but also an internal necessity, defined the needs of the regions and municipalities. Therefore, the necessary conditions for success-the development and implementation of the strategy are:
- Harmonization of sectorial priorities of strategy
- Business involvement in the development of the strategy, in particular, of the largest business enterprises and natural monopolies, employed on the territory of the region (municipality), to align with corporate strategies.

Development Strategy - the communicative process, which is necessary to involve all-important subjects, and is having to discuss their own position on the strategic development of the region or municipality. But here, in most cases, not do without the content communication, justifying the common interests of the parties of negotiations objectively acting as partners in the field of regional policy. Forms of communication among stakeholders in formulating strategy, currently being implemented, can be grouped into three groups. The traditional forms are negotiations, meetings, etc. to. The moderated form-seminars, round tables, etc. to the continuous forms-project teams, favourable case at implementation of games, as well as the derived forms, and methodologically organized public examination.

It should be noted that the use of regional strategic planning and communication of strategic actors of the territory allows you to improve the efficiency of the public administration, regional development in the Azerbaijan and creates opportunities for overcoming existing and potential problems and limitations in their socio-economic development.

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