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IMPROVING THE EFFECTIVENESS OF THE MAHALLA INSTITUTION IN THE TERRITORIAL GOVERNANCE SYSTEM: MODERNIZATION OF INSTITUTIONAL AND ORGANIZATIONAL MECHANISMS

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Abstract. This article examines the role of the mahalla institution in the territorial governance system and explores ways to improve its effectiveness through the modernization of institutional and organizational mechanisms. The study analyzes the current structural and functional challenges faced by mahallas and highlights the importance of strengthening institutional capacities, enhancing organizational frameworks, and promoting coordination with local government bodies. Special attention is given to integrating modern management approaches, digital technologies, and community participation to increase transparency, accountability, and efficiency. The findings provide practical recommendations for optimizing the performance of mahalla institutions and ensuring their active contribution to local development and social stability.

Key words: territorial governance, institutional mechanisms, organizational mechanisms, governance effectiveness, community participation, modernization.

Annotatsiya. Ushbu maqolada mahalla institutining hududiy boshqaruv tizimidagi roli o'rganiladi va institutsional va tashkiliy mexanizmlarni modernizatsiya qilish orqali uning samaradorligini oshirish yo'llari o'rganiladi. Tadqiqotda mahallalar duch keladigan hozirgi tarkibiy va funktsional muammolar tahlil qilinadi va institutsional salohiyatni mustahkamlash, tashkiliy tuzilmalarni takomillashtirish va mahalliy davlat hokimiyati organlari bilan muvofiqlashtirishni rivojlantirish muhimligi ta'kidlanadi. Shaffoflik, hisobdorlik va samaradorlikni oshirish uchun zamonaviy boshqaruv yondashuvlari, raqamli texnologiyalar va jamoatchilik ishtirokini integratsiyalashga alohida e'tibor qaratiladi. Tadqiqot natijalari mahalla institutlari faoliyatini optimallashtirish va ularning mahalliy rivojlanish va ijtimoiy barqarorlikka faol hissasini ta'minlash bo'yicha amaliy tavsiyalar beradi.

Kalit so'zlar: hududiy boshqaruv, institutsional mexanizmlar, tashkiliy mexanizmlar, boshqaruv samaradorligi, jamoatchilik ishtiroki, modernizatsiya.

Аннотация. В данной статье рассматривается роль института махалла в системе территориального управления и исследуются пути повышения его эффективности посредством модернизации институциональных и организационных механизмов. В исследовании анализируются текущие структурные и функциональные проблемы, с которыми сталкиваются махалла, и подчеркивается важность укрепления институционального потенциала, совершенствования организационных рамок и содействия координации с органами местного самоуправления. Особое внимание уделяется интеграции современных подходов к управлению, цифровых технологий и участия сообщества для повышения прозрачности, подотчетности и эффективности. Результаты исследования содержат практические рекомендации по оптимизации работы институтов махалла и обеспечению их активного вклада в местное развитие и социальную стабильность.

Ключевые слова: территориальное управление, институциональные механизмы, организационные механизмы, эффективность управления, участие сообщества, модернизация.



INTRODUCTION

In the context of contemporary socio-economic transformation and decentralization of governance, the effectiveness of territorial governance systems has become a critical area of study. Among local governance institutions, the mahalla plays a pivotal role as a grassroots administrative body that directly interacts with citizens, addresses social issues, and supports community development. The continuous strengthening of the mahalla institution significantly boosts social stability, elevates the quality of public services, and drives local development. Current advancements in governance are maximizing administrative efficiency and expanding the mahalla's capacity to proactively address socio-economic needs. By integrating strategic institutional reforms with cutting-edge digital technologies, the mahalla system is becoming a highly efficient, modern model of community-driven governance. Additionally, promoting community participation, enhancing transparency, and increasing accountability are recognized as key factors in ensuring the effectiveness of local governance institutions. The aim of this study is to analyze the institutional and organizational foundations of the mahalla governance system, identify challenges to its effectiveness, and propose strategies for modernization. By exploring both theoretical frameworks and practical mechanisms, this research seeks to provide actionable recommendations for enhancing the role of mahallas in territorial governance and local development.

LITERATURE REVIEW

The effectiveness of the mahalla institution in the territorial governance system has been widely discussed in both local and international literature. Scholars emphasize that the mahalla serves as a fundamental grassroots governance body, providing citizens with access to administrative services, addressing local social challenges, and supporting community cohesion (Karimov, 2019). Its efficiency is closely linked to institutional capacity, organizational structure, and the level of integration with local government authorities. Local studies highlight the importance of strengthening institutional mechanisms to improve governance outcomes.

Abdullayev (2020) argues that the mahalla's ability to respond promptly to social needs and coordinate with local authorities significantly impacts its effectiveness. The study identifies gaps in organizational structure, decision-making processes, and resource allocation as major constraints to performance. Recent research also underscores the role of digital technologies in modernizing governance practices.

Godirov (2021) demonstrates that the introduction of digital platforms in mahalla operations enhances transparency, accountability, and service quality. Digital tools facilitate data management, citizen feedback processing, and efficient communication between mahalla committees and local government bodies. International studies provide additional insights into the integration of institutional and organizational reforms for effective local governance.

Castells (2019) notes that networked governance models and citizen participation through digital channels enhance administrative efficiency and legitimacy.

Similarly, Shah (2018) and OECD (2020) emphasize the importance of combining institutional reforms with social mechanisms, such as community engagement and participatory decision-making, to achieve sustainable local governance outcomes. Legal and policy frameworks also play a critical role in shaping mahalla governance. Presidential decrees and government programs in Uzbekistan highlight the expansion of mahalla responsibilities, strengthening institutional capacity, and promoting active citizen participation as key priorities (Presidential Decrees, 2020–2023). These initiatives provide a supportive environment for the modernization of both institutional and organizational mechanisms. Despite these advancements, the literature reveals a gap in studies focusing on the combined modernization of institutional and organizational mechanisms in mahalla governance. Few studies analyze how integrating structural reforms, digital technologies, and community participation can collectively enhance the effectiveness of the mahalla institution. This research aims to fill this gap by providing a comprehensive theoretical and practical framework for improving mahalla governance in the territorial system.

RESEARCH METHODOLOGY

This study employs a mixed-methods approach to analyze the institutional and organizational mechanisms of the mahalla governance system. The research combines literature review, document analysis, and statistical data evaluation to assess current challenges and effectiveness. A comparative analysis is used to examine different territorial units and identify best practices. Additionally, qualitative insights from community participation and case studies provide an understanding of social and organizational factors influencing governance outcomes. The findings are synthesized to propose practical strategies for modernizing mahalla institutions and enhancing their performance in local governance.

ANALYSIS AND RESULTS

The interdependence of factors influencing the management of the mahalla and society is understood as the functioning of social (community environment), institutional (organizational characteristics), managerial (decision-making, leadership), economic (resources), and technological (digital solutions) factors in a single system. The mechanism of innovative influence represents the implementation of innovations (digital services, management methods, participatory mechanisms) through a demand-response-feedback chain between these factors. This mechanism covers the process from identifying problems in the mahalla to developing solutions and evaluating results. The essence of this mechanism is to present the mahalla not as a passive executive unit, but as an active subject that accepts and shapes innovations. When the demand formed through the community environment is combined with the characteristics of the organization and organizational capabilities, innovative decisions are made by local authorities. Thus, innovations develop not “top-down”, but “bottom-up” and on the basis of the principle of “mutual cooperation”. This increases the social legitimacy and effectiveness of governance. The main features of this innovative impact mechanism are: systemicity - the community environment, demand, organizational capacity and innovations are combined in a single management system. Cyclicity and feedback - the results of the implemented innovations are evaluated and new requirements are formed. Participation - citizens, the public and non-state actors actively participate in management processes. Adaptability - the management system quickly adapts to social and technological changes. Innovation - digital technologies, new management methods and services are constantly introduced.

It is advisable to develop an innovative mechanism of factors affecting the management of the mahalla and society based on the following strategic directions:

1. Digital transformation - widespread introduction of electronic services, digital platforms and data-based management at the mahalla level.
2. Institutionalization of participatory management - strengthening citizen initiatives, public discussions and electronic voting mechanisms.
3. Increasing organizational capacity - strengthening the qualifications, resources and regulatory and legal capabilities of the mahalla management staff.
4. Support for innovation projects - testing and scaling up social and digital innovations at the local level.
5. Sustainability and institutionalization - transforming implemented innovations into long-term management practices.

The interrelation of factors affecting the management of the mahalla and society and the mechanism of innovative influence are the theoretical basis of a modern, digital and participatory management model. This mechanism transforms the management of the mahalla into an effective and sustainable system that meets social needs and serves to ensure innovative development in the management of society. In the conditions of modern management, the issue of assessing the effectiveness of the management of the mahalla and society is gaining particular relevance. The management of the mahalla is not only an institutional structure that solves social problems, but also an important link between the state and society. Therefore, when assessing the activities of the mahalla management, it is necessary to use not separate indicators, but complex, integrated and causal models (figure 1).

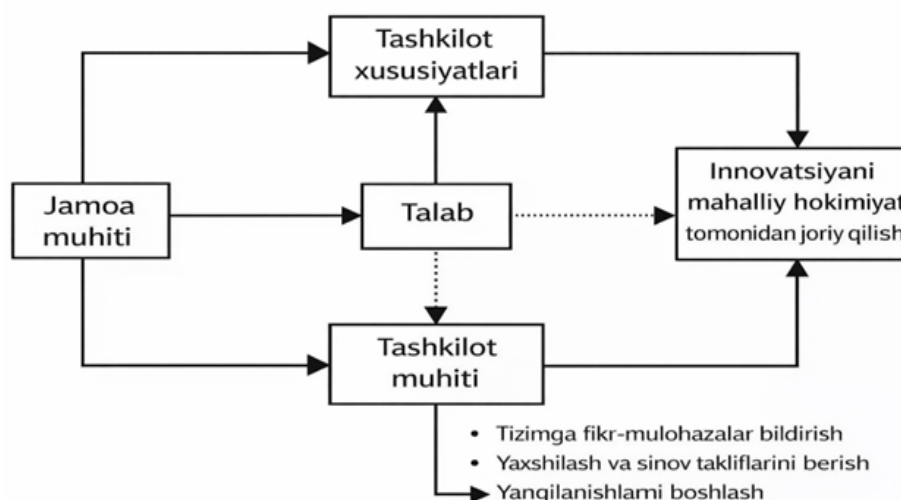


Figure 1. “Innovative model of interdependence of factors influencing neighborhood and community governance”



Figure 1 reflects the systematic and interrelated mechanism of the main factors influencing the management of the mahalla and society. The community environment forms the social needs, values and problems of the population and creates demand, which in turn directly affects the characteristics of the organization and the organizational environment. While the characteristics of the organization determine the capabilities, resources and management culture of local government entities, the organizational environment provides an impetus for the renewal of the management system through the opinions, proposals and initiatives of citizens. In this process, the mechanism for introducing innovation by local authorities ensures the consistency between the needs of the community and organizational capabilities, thereby increasing the efficiency, flexibility and social stability of mahalla management. It reflects the systematic mechanism of the formation of innovations in mahalla and society management. It shows the community environment, demand, organizational characteristics and organizational environment as interrelated factors. Together, these factors constitute the main driving force that creates changes and innovations in the local government system. The community environment expresses the social needs, problems and expectations of the residents of the neighborhood, forming the demand for the management system. The problems that arise in the daily life of the population, the quality of services and the state of infrastructure determine the content of the demand. Thus, the community environment acts as a signal to local government bodies through demand. Organizational characteristics reflect the institutional capabilities, resources, and management culture of local government and neighborhood governance. These characteristics determine how demand is met and the level of adoption of innovations. In conditions where there is a strong organizational capacity, demands are met faster and more effectively. The organizational environment encompasses the internal and external relations of the governance system, including citizens' feedback and suggestions. As shown in the figure, the renewal process begins by providing feedback, improvement, and testing proposals to the system. This feedback mechanism increases the flexibility of neighborhood governance. Innovations are introduced by local authorities based on demand, organizational capabilities, and feedback. This process serves to increase the efficiency of the governance system, improve the quality of services, and ensure social stability. As a result, neighborhood and community governance is formed as a constantly updated system that adapts to the needs of the population (figure 2).

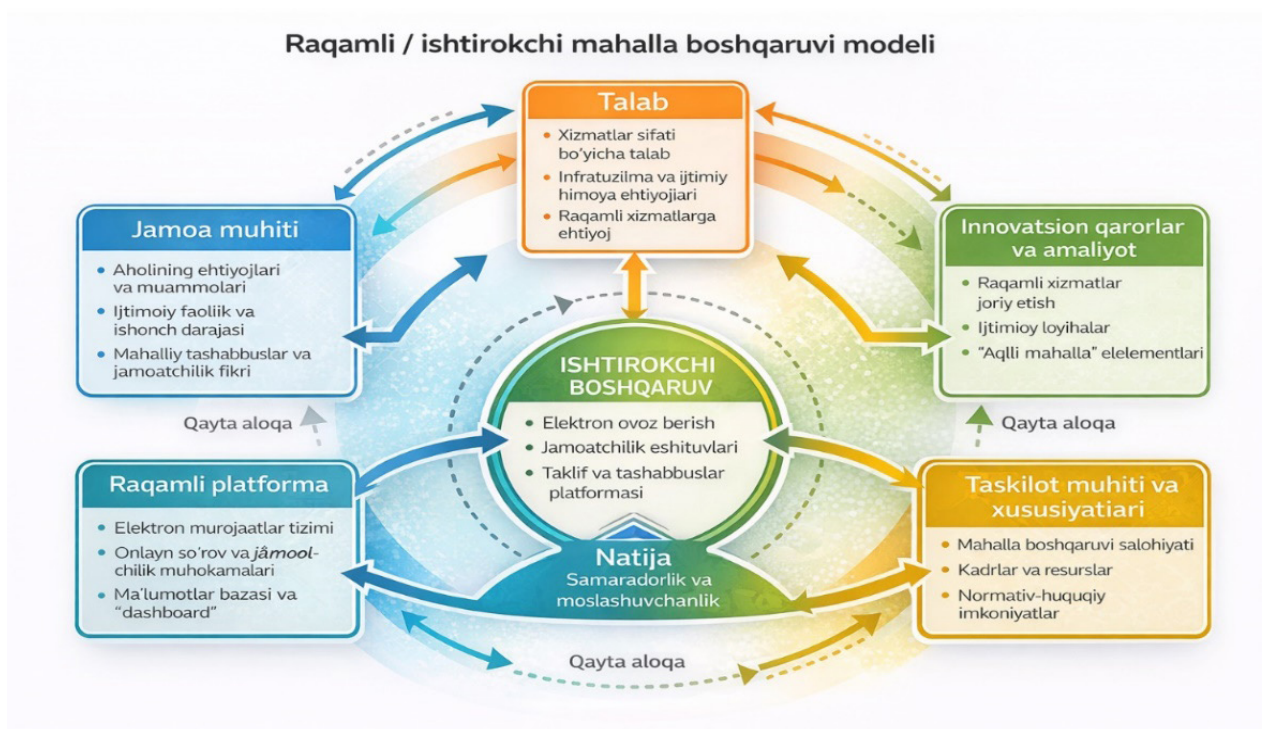


Figure 2. "Integrated model of digital and participatory neighborhood governance"

The primary influence factor of the community environment In the model, the community environment is represented as the main social factor influencing the management of the mahalla. The needs, problems, social activity and level of trust of the population determine the direction of the activities of the mahalla management. The social environment formed through public opinion and local initiatives provides a constant signal to the management system and ensures its flexibility. Demand is a mechanism for shaping management decisions. The demand block represents the mechanism for delivering needs arising from the community environment to

the management level. Requirements for the quality of services, infrastructure and social protection determine the priority areas for the management of the mahalla. The clarity and openness of the demand increase the targeting and effectiveness of management decisions.

Digital platform - information and management infrastructure. The digital platform is an important technological factor influencing the management of the mahalla. A rapid exchange of information between citizens and management bodies is established through an electronic appeal system, online surveys and a database. This forms a data-driven approach to decision-making. The organizational environment and characteristics are an institutional influence factor. The organizational capacity of the mahalla administration, personnel, resources and regulatory and legal capabilities determine how effectively the management system works. In conditions where there is a strong organizational environment, requirements are met quickly and qualitatively. This factor ensures the stability and continuous operation of the mahalla administration.

Innovative decisions and results - the final impact stage

Innovative decisions and practices represent the cumulative result of all factors affecting the mahalla administration. Through digital services, social projects and “smart mahalla” elements, the efficiency and flexibility of management increases. The feedback mechanism continuously improves the process and adapts the mahalla administration to the needs of the population. In this study, a digital participatory mahalla administration model was developed to assess and improve mahalla administration, in which the community environment, demand, digital platform, organizational capacity and innovative decisions were based as a single cyclical system. The demand formation and feedback mechanism in mahalla management was distinguished as an independent scientific category, and its impact on management decisions was conceptually substantiated. Digital platforms (electronic appeals, online surveys, databases) were scientifically proven as the main determinants of data-driven management in mahalla management. The impact of participatory management (citizen participation, open discussions, electronic voting) on the effectiveness of mahalla management was revealed based on a structural approach. The integration of the MBI index and the SEM model was proposed to assess the effectiveness of mahalla management, ensuring a close connection between theoretical and practical assessment. Our recommendation is to implement a single “Digital Mahalla” platform in each mahalla. The platform should integrate electronic applications, social services, questionnaires, and project management. When strengthening digital mechanisms for demand identification, it is necessary to collect demand in a clear and measurable form through regular online surveys, mobile applications, and public discussions to identify the needs of the population (figure 3).

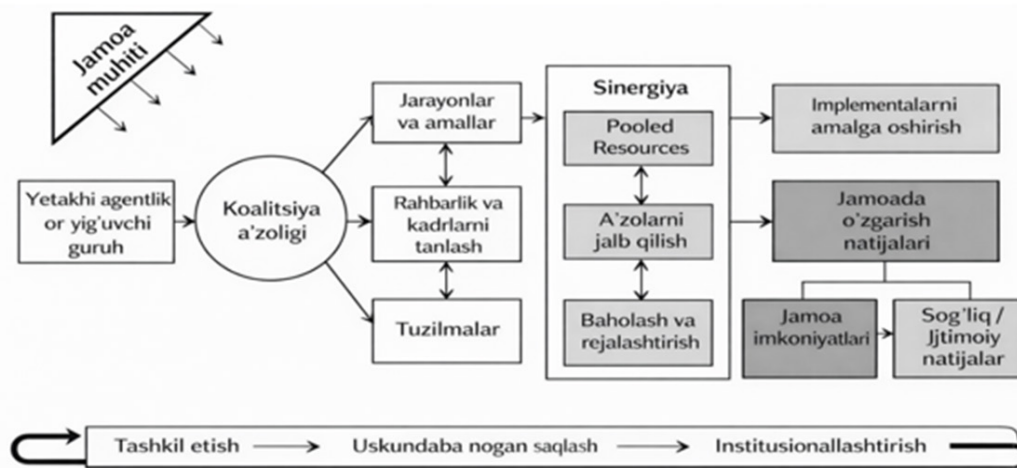


Figure 3 “A Synergistic Model of Team-Based Management and Institutionalization of Change”

It is recommended to strengthen the regulatory framework for e-voting and open hearings, which ensure citizen participation in making decisions in the mahalla. In order to increase the digital capacity of mahalla staff, it is necessary to organize regular trainings for mahalla chairmen and activists in digital literacy, data analysis, and working with the platform. Open assessment and publication of results It is recommended to increase transparency and trust by publishing the results of the assessment of the effectiveness of mahalla management in the form of open ratings and reports. The picture systematically reflects the main factors affecting the effectiveness of changes in mahalla and community management. The community environment and leading agencies (or mature groups) form the initial impulse of the management process and unite stakeholders through coalition membership (figure 4).



Figure 4 “Model of factors influencing the adoption of e-governance in neighborhood and community governance”

This figure highlights the main factors influencing the process of introducing and adopting electronic governance (e-governance) in makhalla and community governance. Economic dimensions - reduced service and travel costs, time savings, and reduced additional payments - increase the population's interest in using e-services. The level of education determines the digital literacy of citizens, allowing them to use electronic systems effectively. Management quality factors, on the other hand, strengthen trust through the competence of operators, transparency of processes, and clear definition of responsibility for errors. These factors, combined, serve to transform makhalla governance from traditional administrative methods to a digital, convenient, and citizen-centered management system (figure 5).

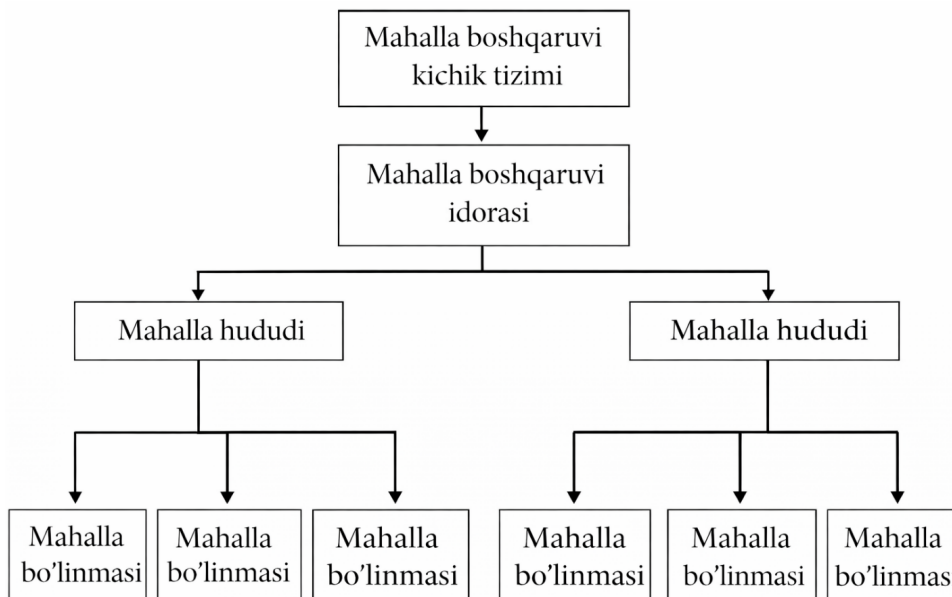


Figure 5. “Model of a multi-level organizational structure in neighborhood and community management”

This figure represents a multi-level organizational system that ensures vertical and horizontal coordination in the management of the mahalla and the community. It shows that management is centralized through the mahalla management subsystem and the mahalla management office, and is implemented locally through

the mahalla areas and their subdivisions. This structure ensures that management decisions are consistently reached from the higher level to the lower levels, and at the same time, the needs and problems of the population are quickly identified through the mahalla subdivisions. As a result, this model increases the efficiency of mahalla management and serves to strengthen participation, responsibility and social stability in community management (figure 6).



Figure 6. Practical use of the improved classification of innovative and digital management technologies

The four-group classification developed in the study (strategic, digital platform, data-driven, participatory management) is recommended to be implemented in practice. In particular, it is recommended to evaluate the activities of mahalla and local government bodies through strategic technologies (KPI, BSC), manage population appeals and social services using digital platforms (e-mahalla, CRM, GIS), use statistical and real-time data in decision-making based on data-driven management, and increase population activity through participatory management technologies. This approach serves to comprehensively increase management efficiency. It is necessary to apply the sequence of development stages based on the study, using the mechanism of gradual introduction of innovative and digital management technologies. First of all, it is advisable to increase digital literacy through the automation stage, without abandoning traditional management. Later, it is recommended to merge databases into a single platform by moving to the stages of digitization and integrated digital management. At the final stage, a qualitatively new stage of management can be achieved by introducing intelligent management elements (forecasting, analytics, AI-based decisions). Based on scientific innovations based on research, the introduction of innovative and digital management technologies for the development of society should be considered not only as a technological tool, but also as a tool serving socio-economic goals. In particular, in the case of neighborhood management, it is to improve the quality and targeting of social services, support employment and entrepreneurship, rational use of resources, and improve the well-being of the population.

The expected results of the practical recommendations, as a result of the implementation of the above practical recommendations, will increase management efficiency and transparency, improve the quality of digital services, strengthen socio-economic stability, and form a sustainable development model based on innovative and digital management. The essence of these technologies is that they automate management processes. Reduce dependence on the human factor, ensure openness and transparency, and allow for real-time monitoring and analysis. Innovative and digital management technologies include strategic innovative technologies - strategic planning, scenario analysis, KPI and Balanced Scorecard systems, Digital management platforms - e-government, e-services, CRM, ERP and GIS systems, Data-driven management - big data, analytical panels (dashboard), forecasting models, participatory and network management technologies - online appeals, public opinion gathering platforms and innovative social management technologies - social projects, startup initiatives, digital social services.



The development of innovative and digital management technologies takes place in the following stages:

- v -traditional management stage - the priority of manual documents and centralized decisions;
- v -automation stage - the introduction of information systems and electronic document management;
- v -digitalization stage - the transfer of management processes to digital platforms;
- v -integrated digital management stage - the operation of databases in a single system;
- v -Intelligent management stage - consists of artificial intelligence, forecasting, and smart decision-making technologies.

CONCLUSION AND SUGGESTIONS

The study demonstrates that the effectiveness of the mahalla institution in territorial governance can be significantly enhanced through the modernization of institutional and organizational mechanisms. Key challenges, including limited autonomy, outdated management structures, and insufficient coordination with local authorities, reduce overall performance. Integrating institutional reforms, organizational restructuring, and digital tools, alongside fostering community participation, transparency, and accountability, provides a practical pathway to improving governance outcomes. The findings highlight that a combined approach addressing structural, technological, and social aspects is essential for strengthening the role of mahallas in local governance. In conclusion, the modernization of institutional and organizational mechanisms not only increases the efficiency of mahalla institutions but also contributes to social stability, community engagement, and sustainable local development, offering a model for replicable improvements in other territorial governance systems.

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