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## MODERN APPROACHES TO IMPROVE THE PRIVATE HOUSING MANAGEMENT SYSTEM IN UZBEKISTAN: NATIONAL AND FOREIGN EXPERIENCES

**Abstract:** In this article, the housing stock was studied as a complex and specific object of management, based on their condition and the individual characteristics of each housing, requiring different management methods. Also, proposals have been developed for different approaches that are required in the management of such buildings, taking into account their specifics.

**Key words:** housing stock, management, management methods, economic efficiency, individual characteristics, motivation, evaluation.

**Language:** English

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### Introduction

The housing stock is a kind of complex and specific management object, and based on their condition and individual characteristics of each housing, it requires different management methods. That is, buildings have various design and planning characteristics and the degree of wear. When managing such buildings based on their specific features, different approaches are required. At the same time, the relations between homeowners, their agreement on overall housing management, and the amount of financial investments required for management also occupy an important place in housing management.

### Urgency

Scientific researches in the field of housing management, conducted in different countries of the world, focus on the formation of the organizational basis of management, the definition of the activities of enterprises in this field and the expansion of the range of services that they provide. In recent years, the focus has been on improving the quality and effectiveness of these activities, including the decentralization of the housing management system and the reduction of government participation in management. Therefore,

the use of modern approaches to housing management and private sector services management activities are important.

### Research methodology

Scientific works on improving the housing management system have been carried out by many foreign scholars, like Ostrom E. [1], Nahrath S. [2], Baudoui R. [3], Talbot D. [4], Bojórquez-Tapia L. [5], Pazhani K., Jeyaraj R. [6], Paris D. [7], Seys F.-O. [8]. For some aspects of the functioning and the possibilities of organizing effective management system among researchers of the CIS countries, scientific researches have been carried out by such scientists as Kirsanov S. [9], Lomova M. [10], Stepaev K. [11], Gareev I.F. [12], Mukhametova N. [13], Matveeva E. [14], Abipova, G. [15], Proskurnova, K. [16], Dudin M., Tolmachev O. [17], Prokofiev, K., Moiseev, V., Egorova, Yu. [18], Lovkova E., Kornev A. [19], Krygina A., Krygina N. [20]. Scientists and economists of our country have studied some aspects of the housing and communal services management system, as of Khasanov T. [21], Nurimbetov R., Sultanov A. [22], Toshmatov Sh. [23], Davletov I. [24], Yodgarov V., Butunov D. [25], Temirov J. [26], Zikriyev A. [27]. Also, in the analytical works of

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practitioners working in this field Abdullaev N., Vishnevskaya N.M [28], and Nabiev A.Kh., Tantybaeva K.A. [29] can be found various recommendations and suggestions for managing a private housing fund in our country.

These works mainly studied the impact of housing management on the socio-economic status of the population and on the level of urbanization of the country. However, the effectiveness and advanced methods of housing management have not been identified, which, in turn, served as the basis for determining the direction of this research work.

### Theoretical approaches

In Uzbekistan, after the privatization of the state housing stock, the current system of their management is organized by state authorities. And this led to the opinion of the owners that the Private Homeowners' Partnership is not really the organization that protects the interests of the owners, but the renamed former "Housing and Maintenance Office" (*Жилищно-эксплуатационная контора*). As a result, the bulk of the population is still poorly aware of their rights and obligations regarding their common property in the housing stock, does not fully realize their place in managing the partnership and their role in improving the management quality. And from this position, today improving the system of effective management of private housing stock in Uzbekistan is considered one of the important tasks.

In this regard, in the Strategy of Action for Five Priority Directions of the Development of the Republic of Uzbekistan in 2017-2021, the urgent tasks include "increasing the level of provision of the population with municipal services". Successful completion of these tasks in our country requires improving the system of effective management of private housing stock.

### Analytical part

Today, the majority (99,3%) of the housing stock is at the disposal of the population, and housing management is actually carried out directly by homeowners.

In the years of independence, a number of normative and legal acts have been adopted in the Republic of Uzbekistan aimed at accelerating the reform of the communal sphere, preventing unjustified tariff increases. His sense-forming core was the transfer of ownership of housing to citizens of the country. An analysis of the legal framework for managing the private housing stock of Uzbekistan shows that a total of 19 regulatory-legal acts have been adopted.

According to the Constitution of the Republic of Uzbekistan, the state guarantees legal protection of all forms of property, including private property. Based on these norms, a number of legislative acts have been adopted in the republic that determine the legal basis for housing, urban and rural development. The most important legal norms regulating the development of housing in urban and rural areas are the Housing and Urban Development Codes, the Laws of the Republic of Uzbekistan "On Mortgage", "On Private Homeowners' Partnership", "On Privatization of the State Housing Fund". The Housing Code of the Republic of Uzbekistan regulates the relations of citizens, legal entities, public authorities and local authorities on the issues of the origin, implementation, change and termination of the right of ownership, the right to own and use living quarters, register the housing fund, secure, maintain and repair the housing fund, control over observance of housing rights of citizens and targeted use of housing fund, regulation of relations related to the construction of residentials, conversion and redevelopment of residential premises, the use of technical equipment, software utilities.

At the same time, the international experience in managing the housing stock was studied, a comparative analysis was conducted with the existing system in our country. According to the results of studying the experience of some developed countries of the world, it is established that in most countries public services, including integrated property management, its maintenance and operation are carried out by non-profit organizations.

Table 1. Housing Management System in Foreign Countries

№	Country	Housing Management System	Kind of activity
1.	USA	Planning Unit Developments, Condominium Association	Non-profit
2.	Canada	Housing Cooperatives	Non-profit
3.	France	Syndicate	Non-profit
4.	Finland	Apartment joint-stock companies	Non-profit
5.	Ukraine	Owners Association	Non-profit
6.	Russia	Homeowners Partnership and Housing Cooperatives	Non-profit

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As the data in the table show, the non-profit management of private housing in developed countries indicates that in our country this system was combined with foreign experience. In Uzbekistan, the joint management of the private housing fund, maintenance and repair of the housing fund is carried out by a voluntary Private Homeowners' Partnership (PHP) and Managing organizations. Private Homeowners' Partnership is an association of private owners of residential premises in one or several compactly located apartment buildings, united by a common land plot with elements of improvement, a non-profit organization created on the basis of a partnership of private homeowners.

The effectiveness of the service sector is an important feature of a market economy, and is inextricably linked with the quality of services and the purpose of the organization. At the same time, quality service, first of all, requires the formation of an effective human resources management system.

This article also examined the foreign experience of organizing a system of training qualified personnel to ensure the effective functioning of this sphere. So, in Germany, the head of an enterprise in this industry should be an economist, engineer, lawyer, or a person with social work skills, with higher education. In addition, he should possess such personal qualities as communication, courtesy,

ability to negotiate and resolve conflicts. In Hungary, according to the Law on Home Ownership Associations, condominium managers can only be persons with special vocational training. Since 1999, in Hungary, courses in the specialties "manager of the condominium" and "manager of the property" have been held under a special state license.

Until the 1990s, various mechanisms of management were used in our country to manage the housing stock, enterprises of various forms of ownership were created, and their performance was tested. Including, if in 1993-1999 state rental enterprises were engaged in this activity, then after the adoption of the Law of the Republic of Uzbekistan No. 761-I "On Homeowners" on April 15, 1999, the first homeowners associations appeared. As of June 2000, 360 homeowners' associations were created, which were entrusted with managing 19,4% of multi-storey buildings, and by the end of 2002 their number reached 1388, 98,5% of multi-storey buildings were covered by the homeowners management [21].

The results of the experiments showed that the Private Homeowners' Partnership is an effective and optimal form of operation and maintenance of a private housing stock. At present, there are 4787 PHP and 352 managing companies (January, 2019) operating more than 33300 private residential buildings in Uzbekistan.

**Table 2. The number of PHP and their managing houses [30]**

<b>The number of PHP / Years</b>	<b>2006</b>	<b>2010</b>	<b>2017</b>
The number of PHP	2188	4751	4787
The number of their managing houses	26548	28792	more than 33300

It should be noted that in Uzbekistan, homeowners choose the housing management form themselves, meanwhile, the form of management is largely determined by the volume of housing stock. In addition, in our country, the management of a private housing fund, as in other countries of the world, is carried out on the basis of the "single family" principle. The housing fund management form is determined by the homeowners themselves, enshrined in law, they are required to choose only one of the above forms.

In cases where multi-unit houses are managed by homeowners, contracts for the maintenance, maintenance and repair of common property are concluded on the basis of a decision of the general meeting of homeowners. At the same time, in relations with third parties, one or more persons authorized by the general meeting appear on behalf of the homeowners. The management of the apartment building where the PHP has been created is carried out in accordance with the Law of the Republic of Uzbekistan "On Private Homeowners' Partnerships", meanwhile, the management of the apartment

building where the PHP is not functioning is carried out by the manager (executive director) or the Managing Organization on the basis of an agreement concluded by decision general meeting of homeowners.

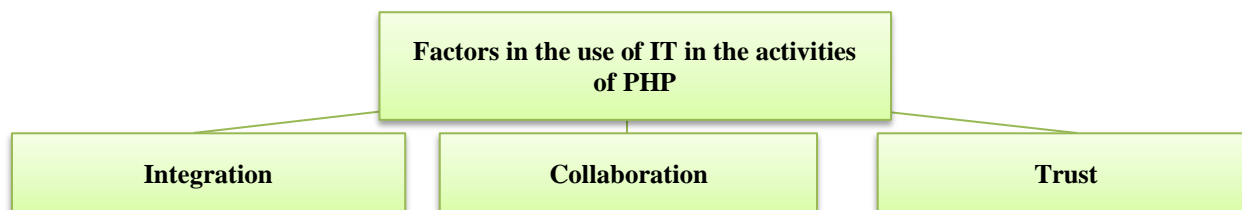
Another important area of increasing the effectiveness of the operation of PHP is the widespread introduction of information technologies (IT) in their activities. The use of IT in management or the introduction of an automated management system leads to the improvement of not only the public administration system, but also the management system of industry structures. This is evidenced by the fact that currently the widespread use of modern IT in various service enterprises ensures high quality and productivity.

The widespread use by service organizations in their relations and in relations with the population and state authorities of modern information and communication technologies increases the quality and effectiveness of their activities. So, the improvement of their activities can be achieved using the following factors.

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Figure 3. The importance of the use of IT in the activities of the PHP



1. Integration. When the homeowners' associations conduct their activities on the basis of IT, this leads to the integration of the basic orders and functions of the "owner - partnership (or managing organization) - partner".

2. Collaboration. As integration between these organizations and between organizations and owners (the population), as well as with other partners, cooperation intensifies.

3. Trust. Effective cooperation, an open system of mutual data exchange ensure the formation of trusting relationships between the population, partnerships and other partner organizations.

In our opinion, regardless of the form of management, the formation of an adequate and effective management system constitutes a solid foundation for housing management. At the same time, the choice of the form of housing management, based on the fact that each object has its own specific features, requires an individual approach, therefore programs and development plans should be developed individually for each management object. And this, in turn, requires the managers of the housing stock with great knowledge and experience. In particular, within the limits of their authority, they have to not only implement engineering solutions, but also to establish close interaction with the clients who provide services, to form a careful and cautious attitude towards their property by the homeowners so that their work will last as long as possible term. This is a very important point, since it determines their place in the market of services.

In addition, it is recommended to develop specific mechanisms for implementing the norms of housing legislation, including instructions for ensuring the direct participation of owners in management. They should cover issues from convening a general meeting of owners to hearing the annual report of the PHP. That is, mutual trust and partnerships should be formed between owners and managers. It should be noted that if owners will more actively exercise their rights and participate in management, then they can achieve not only better management of their common property, but also savings in management, which in turn will help to improve social living conditions. Among the owners it is necessary to regularly conduct explanatory work on the organizational and legal status of partnerships,

the main areas of activity and the need to establish cooperation between the owners and the PHP. At present, it is also important to strengthen the system of training qualified personnel in order to ensure better management of the housing stock; for this, it is also advisable to form an effective state system of training personnel.

As noted above, in developed countries, housing management is seen as a separate type of business. At the same time, management organizations provide services on the basis of contracts concluded with associations of homeowners and receive income from their activities.

This paper proposes the involvement of managing organizations in the management of the private housing stock, as this practice gives positive results. Such a system will also contribute to the further development of the country's economy and the strengthening of public-private partnerships.

In our country, as a form of limited liability company, a Professional Managing Company is established, formed on the basis of the Memorandum of Association and the Charter, by combining the funds of the participants of the Managing Company to engage in industrial, entrepreneurial, commercial and other economic activities. In its activities, it is guided by the Civil and Housing Codes of the Republic of Uzbekistan, the Laws "On Private Homeowners' Partnerships" and "On Limited and Additional Liability Companies", Decree of the President of the Republic of Uzbekistan of February 11, 2005 under No. 5, the Memorandum and Articles of Association and other regulatory acts.

The main objective of the Managing Company is to obtain income from the provision of services to owners or bodies authorized by the owners, partnerships of private homeowners, owners of residential and non-residential premises in apartment buildings and other organizations or persons managing real estate.

The management system proposed in this article provides for the achievement of efficiency by transferring management functions to professional management companies on a contractual basis by partnerships of private homeowners.

Expanding the range of services of professional management companies using their market-oriented mechanism contributes to the emergence of demand

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for various services for the management and development of the market. Their effective and market-oriented activities, in turn, by the example of Private Homeowners Partnerships, will help to shape management customer services.

### Conclusion

In conclusion, the following suggestions are recommended:

- raising public awareness about the activities of housing associations and the need for homeowners to comply with the approved standards for the maintenance of common property, ensuring transparency in the expenditure of mandatory contributions paid by homeowners to maintain the housing stock, clarifying that homeowners have equal rights with members of the homeowners housing association in managing the housing stock it is possible to achieve significant savings in funds allocated annually for the maintenance of common property.

- to periodically inform the PHP members about the annual plans and the progress of their

implementation, it is proposed to create an electronic website for each PHP, open an email for each member of the PHP and introduce interactive services to establish a close relationship with the homeowner;

- particular attention is currently being paid to further strengthening partnerships between the public and the private sector for the country's economic development. From this point of view, in order to achieve the effectiveness of housing management and taking into account that quality services should be provided by specialists with in-depth knowledge and experience in the field of maintenance, repair and maintenance of a private housing fund, it is proposed to involve professional managing organizations in the management;

- currently, high demands are placed on service enterprises in the housing and utilities market, which in turn necessitates the involvement of qualified managers and specialists in the work of such enterprises. Based on this, mechanisms are proposed for improving the system of training qualified personnel to ensure the quality management of private housing stock.

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