



ADVANCED FOREIGN EXPERIENCES IN IMPROVING THE EFFICIENCY OF HOUSING FUND MANAGEMENT

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Article history:	Abstract:
Received: August 4 th 2023 Accepted: September 4 th 2023 Published: October 4 th 2023	In this article, introduction of quality management to the housing fund, management of the housing fund, improvement of the efficiency of the housing fund, advanced foreign experiences of the housing fund are covered.
Keywords: housing fund, introduction of quality management to housing fund, housing fund, efficiency improvement, advanced foreign experiences.	

INTRODUCTION. In the scientific research conducted in the field of housing stock management in different countries of the world, the main focus is on forming the organizational foundations of the management of this field, defining the directions of activities of enterprises in the field and expanding the types of services provided by them. In recent years, scientific research has focused on improving the quality and efficiency of this activity, in particular, decentralizing the housing fund management system and reducing state participation in management.

In particular, the use of modern methods in the management of the housing fund, the use of the services of private sector enterprises in the implementation of management activities are of great importance today.

As a result of the privatization of the state housing fund in our republic, its current management system is mainly organized by the state authorities in an administrative manner. led to the view that This led to the fact that the majority of the population did not fully understand their rights and obligations in relation to the common property in their housing, their role and participation in housing management, and their role in improving the quality of management. Thus, today it is important to improve the system of effective management of the housing stock in our country.

In 2017-2021, the Strategy of Actions on the five priority directions of the development of the Republic of Uzbekistan defines the task of "increasing the level of providing the population with communal and household services". The successful implementation of these tasks requires the improvement of the effective and quality management system of the housing fund in our country.

As our country's president Sh.M. Mirziyoev noted, "At the moment, it is necessary to once again study the exact situation of more than 34,000 apartment buildings in our country and take practical measures on this issue. The government should ensure the full inspection of the multi-storey housing stock within three months. Studying the experience of the world's largest megacities in this regard, it is necessary to develop a program of renovation, that is, a program of building new houses with the most modern conditions in place of old multi-story buildings. It is known that the utility sector has been the cause of many objections for many years. Therefore, starting from 2019, we will start working with investors on public-private partnerships in the network".

At the same time, the analysis of the work carried out in the field shows that there are a number of unresolved problems in the activities of the owners of multi-apartment housing stock in terms of maintenance, use and repair. Speaking about this, first of all, it is necessary to note that there is no comprehensive approach and effective mechanism of mutual cooperation between local executive authorities and housing owners' associations in the management and use of multi-apartment housing stock.

The abovementioned indicate that the system of using the housing stock, its maintenance and management should be further improved, and the provision of high-quality housing and communal services to the population based on close cooperation with the enterprises and organizations of the housing and communal services system should be fundamentally improved. , as well as the effective operation of housing owners' associations, improvement of public-private partnership relations in the field, effective use of the activities of professional management companies in the



management of the housing stock, and other similar issues are considered urgent issues of today.

In many countries of the world, there are no legal restrictions on the activities of management companies and individual managers working under contract with homeowners.

Today, in our republic and in other countries of the former union, in the process of forming housing management services, in order to protect housing owners, the issue of setting special requirements for professionals in this field regarding professional competence and conscientious approach to their work is widely discussed. As an example, the main reason for this is the relationship between the managers of the housing fund and the population - the unsatisfying and low-quality service provided to consumers. This situation, in turn, leads to the development of the relationship between housing fund managers and residents as "price setters" and "payers" instead of "service providers" and "ordering customers".

LITERATURE ANALYSIS. In the study of advanced foreign experiences in increasing efficiency of housing stock management, the contributions of many foreign scientists among which are E. Ostrom, S. Nahrath, P. Chemetov, R. Baudouin, D. Paris, F.O. Seis are worth noting.

In the scientific works of scientists of the Commonwealth of Independent States, S.A.Kirsanov, MNLomova, KSStepaev, S.Yu.Yurchenko, D.A.Shishov, E.A.Maslikhova, this system and the possibilities of effective management organization were thoroughly studied.

The scientific works of R.I.Nurimbetov, M.Q.Ziyaev, R.I.Gimush, D.R.Xairova, V.U.Yodgorov, I.X.Davletov, T.A.Hasanov, R.R.Ortiqova, D.Ya.Butunov, Q.E.Rahimov and others in the researches of our country's scientists also include the study of advanced foreign experiences of increasing the efficiency of housing stock management.

RELEVANCE OF THE TOPIC. In world experience, the management of the housing fund is carried out on the basis of the principles of objectivity and customer orientation. The principle of objectivity means that the management of multi-storey buildings should be carried out in relation to each house based on its technical condition, improvement of the area where the house is located and greening of the adjacent areas based on the goals of the house owners.

The principle of customer orientation focuses on accepting homeowners as customers and meeting their needs. That is, it is envisaged that the housing managers will operate within the scope of the powers defined in the contract with the housing owners and will constantly report to them on the work they have done.

And the professionalism of the manager represents the ability to approach the service as an order in determining the goals and needs of the homeowners.

Until the end of the 90s of the last century, enterprises with different management mechanisms and forms of ownership were established in our republic, and their effectiveness in managing the housing fund was tested. The results of experiments and tests have shown that the effective and optimal form of using and maintaining multi-apartment housing in the Republic is the Housing Owners' Association (HOA). As a result, the process of creating companies was carried out at a rapid pace, attracting various resources. In particular, the first Association of Housing Owners with a legal basis is the Law of the Republic of Uzbekistan "On Housing Owners" No. 761-I, adopted on April 15, 1999 (this Law came into force on August 1, 2020 invalid) was accepted. By June 2000, 360 housing owners' associations had been established and were tasked with managing 19.4 percent of high-rise buildings. By the end of 2002, their number reached 1,388, and they managed 98.5% of multi-storey buildings.

On November 7, 2019, the adoption of the new version of the Law "On the Management of Multi-apartment Houses" became the basis for strengthening the role and importance of housing owners' associations in the management of multi-apartment houses in our country.

According to official statistics, as of January 1, 2010, the number of housing owners' associations in the republic was 4,751 in 2010, 4,787 in 2018, and 4,177 as of January 1, 2021. Today, a total of 3742 housing owners' associations operate in the republic, and each association provides services to 6 apartment buildings on average.

In our republic, the total number of apartment buildings organized into housing owners' associations was 28,792 in 2010, 32,400 in 2018, 25,611 in 2021, and as of January 1, 2022, this figure was more than 21,847 (Table 1).

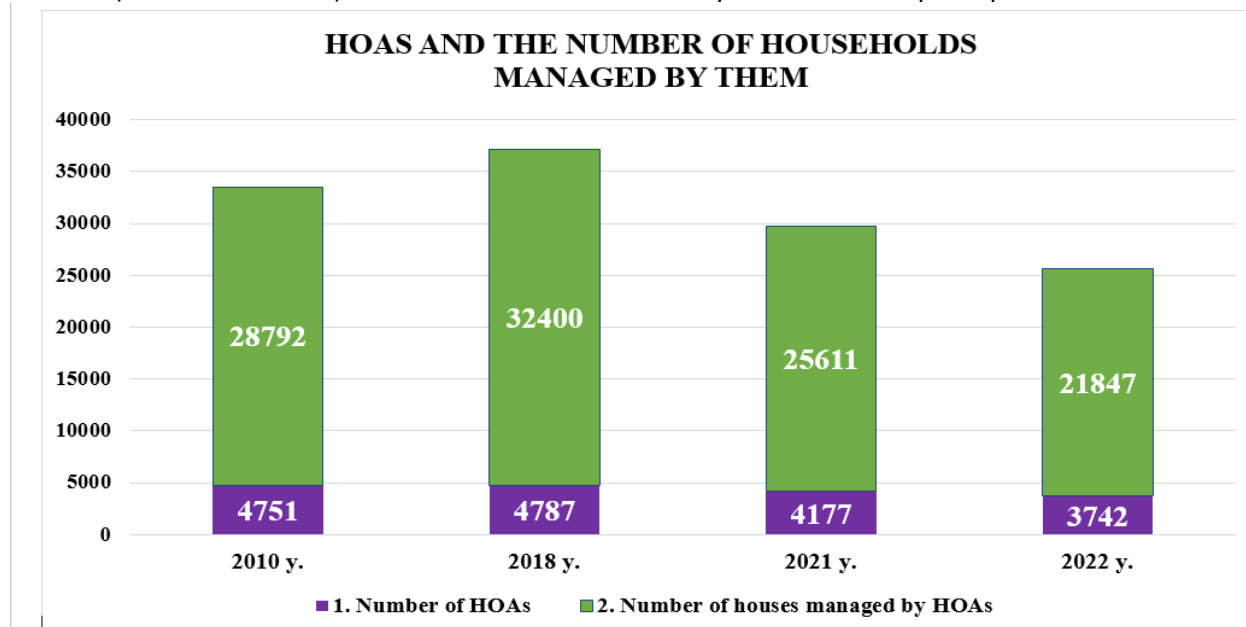
Table 1
HOAs and the number of households managed by them



No	No. of HOAs/years	2010 y.	2018 y.	2021 y.	2022 y.
1.	Number of HOAs	4751	4787	4177	3742
2.	Number of houses managed by HOAs	28792	32400	25611	21847

According to the analysis, despite the wide-ranging reforms implemented in the field, a number of shortcomings can be found in the current management system of the housing fund in our country. As the main reasons for this, on the one hand, the owners are not

sufficiently aware of the legislation and regulations on the management of the housing fund, and on the other hand, the passive participation of the owners in the management of the housing stock or, in some cases, they do not want to participate in it.



The main purpose of this article is to study, analyze and draw conclusions on the above-mentioned and other similar problems from a scientific and practical point of view, to develop scientific proposals and practical recommendations.

It should be noted that in several countries of the world, for example, the USA, Canada, Mexico, France, the Netherlands, Hungary, Poland, Slovakia, the Czech Republic, Singapore, Malaysia, housing fund management is considered as a separate type of business. That is, management organizations provide services based on the contract concluded with housing owners' associations and receive benefits from it. In this case, management organizations are not responsible for reporting to homeowners. The reason is that they provide services on the basis of a contract with their associations, not with homeowners. At the same time, management of financial resources, decisions on payment for goods and services are not made by

managers, but by the leaders of housing owners' associations.

The proposals of the managers will have the nature of recommendations to the association councils.

At this point, it should be pointed out that the results of the study of the experiences of some developed countries of the world on the advanced foreign practices of improving the efficiency of the Housing Fund management show that in most countries, the provision of communal services, including real estate management of the complex, its maintenance and use is carried out by non-profit organizations (on the basis of non-profit activities). As example, in the United States of America, there are Planning Unit Developments (PUD), condominiums (Condominium Association), housing cooperatives (Housing Cooperatives) in Canada, syndicates (Syndicat) in France, apartment joint-stock companies in Finland (AJSC) can be listed.



Table 2
A system for improving the efficiency of housing fund management in foreign countries

No	Country name	Housing fund management system
1.	United States of America	Territorial associations of the population - Planning Unit Developments (PUD), condominiums – Condominium Association
2.	Canada	Housing cooperatives - Housing cooperatives
3.	France	Syndicates - Syndicat
4.	Finland	Apartment joint-stock companies
5.	Ukraine	Associations of owners of multi-apartment buildings
6.	Russia	Housing owners' associations and housing construction cooperatives

It is worth noting that in the Republic of Uzbekistan, joint management of the housing fund in multi-apartment buildings and provision of its maintenance, preservation and repair is carried out by housing owners' associations and professional management organizations as a voluntary association.

Housing owners' associations are associations of owners of residences in one multi-apartment or close, densely located, common land plot with landscaping elements, and they are a non-profit organization established at the initiative of the owners of residences.

Table 3
Stages of the housing fund¹

No	Stage 1	Stage 2	Stage 3
1.	1992-2001 years	2001-2017 years	From 2017 to the present
2.	In unsatisfactory condition	In satisfactory condition	In good condition

Stage 1 - 1992-2001. At this stage, as a result of the expropriation and privatization of the state-owned part of the housing fund, the first forms of housing and communal services enterprises appeared, and most of these enterprises consisted of enterprises providing communal and household services. With the process of expropriation and privatization, new market relations began to form in the industry, and the need for legal regulations regulating these relations arose. Although this necessity was met to a certain extent by

the legal and regulatory documents issued by the various bodies of state administration, the law that fully covered these relations was adopted in the second half of the stage. The Housing Code of the Republic of Uzbekistan, adopted on December 24, 1998, began to regulate relations in the field. Article 138 of the Code provides for the proper maintenance, maintenance and repair of housing stock, engineering equipment, land plots adjacent to these houses, improvement elements, and other activities aimed at creating the necessary

¹Systematized by the author based on research.



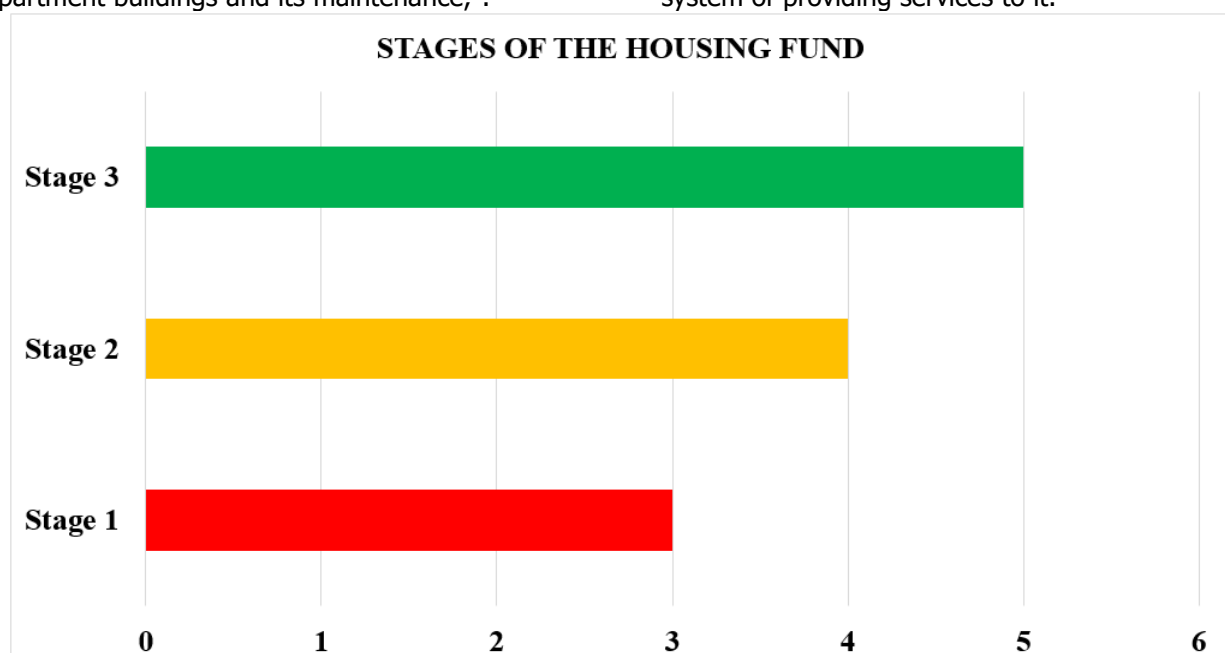
conditions for the living of citizens. The issues of managing the housing fund, which includes z, are reflected.

As mentioned, as a result of the improvement of market relations in the field of housing and communal services, the scope of relations in the field expanded, and the need to update and improve the currently used regulatory and legal framework arose, and on this basis, in the field of housing and communal services a new stage of structural changes has begun.

Stage 2 - 2001-2017. The next stage of reforms includes the implementation of structural changes by coordinating the activities of the sector and its quality enterprises with the new relations formed. Taking into account the fact that housing and communal services are directly related to the social status and level of well-being of the population, in order to coordinate and regulate the activities of service enterprises, on April 12, 2006, the Law of the Republic of Uzbekistan "House Owners' Associations "On" was adopted. Based on this Law, joint management of the housing fund in multi-apartment buildings and its maintenance,²

The association of housing owners is considered to be a non-governmental non-profit organization organized on a voluntary basis by private owners of one or more multi-storey buildings located close to each other, and the main purpose of establishing these enterprises is to provide quality housing stock and communal services. management of the presentation process, as well as proper maintenance of the common property belonging to the company, maintenance of common use elements. The association of housing owners operates on the basis of the principle of self-management.

With the adoption of the Decree PQ-3 of the President of the Republic of Uzbekistan dated February 10, 2005 "On additional measures to improve the activities of housing owners' associations", reforming the housing and communal economy, improved the system of contractual relations between housing owners and utility service providers, along with strengthening the necessary legal framework for the use of housing stock and the introduction of market mechanisms in the system of providing services to it.



In the adopted decree, in the governorships of Council of Ministers of the Republic of Karakalpakstan, regions and Tashkent city districts, cities - regional centers, districts of Tashkent city, as well as in cities with a population of more than 60 thousand people, with multi-family houses, associations of private housing owners' associations (AHOs, the founders of which include private housing owners' associations,

repair and restoration of utility service organizations, emergency services, as well as management, service and development of multi-family housing in relevant areas the entry of other contracting organizations engaged in repair were determined.

Together with the above regulatory documents, several important legal documents regulating relations in the field were also adopted. No. 64 of the Cabinet of

²Law No. 32 of the Republic of Uzbekistan "On Housing Owners' Associations". April 12, 2006. Article 1. www.lex.uz



Ministers of the Republic of Uzbekistan dated April 12, 2006 "On measures for the further development of housing owners' associations and the formation of a clear market for the provision of residential services", May 30, 2006 Decisions No. 100 on approving the model charter of the land owners' company and the model agreement between the private housing owners' company and the owner of a building not intended for residential use in a multi-apartment house" and the "House "Sample Charter of the Land Owners' Association" and "Sample Contract between the Land Owners' Association and the owner of a building not intended for residence in a multi-apartment house" are among them. relationship between the enterprises operating in the field and the institutional systems directly connected with them until 2017 Abbots were organized. At the same time, the socio-economic relations that have arisen in the field over the years, with the emergence of new activities and relations, began to go beyond the framework of the existing regulatory and legal framework and began to demand the implementation of new qualitative structural changes in the system, and in this regard, housing and communal services the next stage of structural changes in the service sector, which is being implemented today, has begun.

Stage 3 - from 2017 to the present. The current stage of reforms in the field of housing and communal services is the implementation of the "Strategy of Actions on the five priority directions of the development of Uzbekistan in 2017-2021" approved by the Decree of the President of the Republic of Uzbekistan No. PF-4947 dated February 7, 2017. began with the raising process. The 4th priority direction of the action strategy is dedicated to the development of the social sphere, and in its 3rd point, the question of increasing the level of providing the population with communal and household services is among the primary tasks.

The efficiency of the service sector is one of the important aspects of the market economy, and is inextricably linked with the quality of service and the goal of the organization's development. At the same time, providing high-quality service requires, first of all, the formation of an effective human resources management system.

The success of the enterprise is ensured by the employees working in it. Therefore, the modern concept of enterprise management, first of all, provides for the proper management of employees participating in the production or service process in this enterprise, i.e. enterprise personnel. Determining the number of employees in the enterprise, selecting them, creating an effective system of recruiting and appointing them to

positions, production, and taking into account the personal interests of employees, ensuring their employment, encouraging them for their achievements, promoting them, solving their personal problems, including improving their living conditions, organizing their recreation, etc. Today, there is a high demand for service enterprises in the market of housing and communal services. This, in turn, necessitates involvement of highly skilled executives and personnel.

Training of specialists in housing management is also of great importance in developed countries. In a number of European countries, there are technical universities and special colleges specializing in the training of specialists in housing management. In addition, the associations of utility companies offer general basic and advanced training courses for management personnel in this direction.

It is worth noting that in developed countries, having a special qualification document that allows the implementation of this type of activity for housing managers is not just a requirement of the law, but a market requirement. Homeowners, in turn, do not entrust the management of their homes to professionals who do not have such qualifications. On the contrary, qualified specialists in this direction, in particular state or international allows managers with a specially recognized certificate in the scale to obtain many and highly paid orders from owners.

CONCLUSIONS AND SUGGESTIONS. At this point, it should be noted that the system of training qualified personnel for quality housing management is not sufficiently organized in our country. If we pay attention to the foreign experience in this regard, in Germany, the managers of these enterprises should have a higher education in economics, engineering, law, or social services, as well as being polite, able to negotiate and deal with contradictions are required to have personal qualities such as the ability to solve problems.

In Hungary, according to the Law on Homeowners' Associations, only persons with special professional training can become managers of condominiums. Since 1999, courses in "condominium manager" and "property manager" specialties have been conducted in Hungary on the basis of a special state license. Both training courses are organized according to the rules approved by the Hungarian Ministry of Internal Affairs, according to the principle of special training and final exams, which include lectures,



counseling, practical tasks, course and diploma work, preparation, as well as final oral and written exams.

For example, trainees in the "condominium manager" specialty have 200 hours of study (including 8 days of lectures), and those in the "property manager" specialty have 500 hours of study (including 20 days of lectures). The "Property Manager" training course fully covers the "Condominium Manager" training program. According to the Hungarian experience, the training course in the specialty "condominium manager" mainly covers issues related to the management of residential and non-residential property owners' associations, that is, directly to the property owners. The training course in "Property manager" specialty included all issues related to property, regardless of the form of ownership and management method, in addition to the management of the property of the owners of the place. That is, emphasis is placed on managing property investment projects, conducting property appraisals, determining profitability, and developing complex management plans. Today, there are 22 training centers in Hungary that offer these courses, all of which have the same course prices.

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