

WAYS TO INCREASE THE EFFICIENCY OF MANAGEMENT OF FINANCIAL RESOURCES OF HOUSING IN UZBEKISTAN

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**Annotation:** *This article provides suggestions and recommendations on the problems of housing and communal services management in the country, the status of reforms in the sector and the prospects for using the concept of economical production to improve the management of housing.*

**Keywords:** *cost-effective production, cost-effective technologies, process optimization, innovation, innovative approach, customer satisfaction, quality of services, housing stock management.*

In modern economic development, the innovation process and the result of innovative activity are the most important factors that determine the development of the national economy of any country and determine its competitiveness in the global market. At the present time, economic growth and development will be ensured in the place where innovative management activities are well established in the economy of any enterprise, sector, region or the country as a whole. However, practice shows that without sufficient attention to innovation in governance, the development of enterprises, industries, regions and the national economy in general is mainly associated with technical and technological innovations. However, management efficiency cannot be achieved only by introducing new tools and techniques into practice. In our opinion, the introduction of modern management methods and effective use of technology is no less important. As the classic of management - the founder of scientific management F. Taylor noted: "Even with old equipment (tools), good organization of work is always better than poorly organized with new equipment."

The renewal and development of any activity takes place, first of all, at the expense of improving the methods of its implementation. Therefore, there is a need to introduce innovative conceptual approaches aimed at improving the management system, which defines the innovative strategy of any activity. One of the modern ways to increase the efficiency of management and improve its performance is the introduction of the concept of Lean Production. Many successful companies in the global market are demonstrating their success and status with the effectiveness of this approach. Despite the fact that in recent years the method of economical production is widely used in leading foreign countries, it can be said that the use of this method of management in our country is not in demand or most companies and organizations have no idea about it.

It is known that the national economy of Uzbekistan includes more than a hundred different areas of material production and sub-sectors and services. One such area is the housing and communal services sector. In scientific terms, housing and communal services are the various engineering infrastructures of settlements through the provision of a wide range of housing services for people, such as water supply, water supply, capital repairs, etc. is an inter-network complex that provides operation. This sector plays an important role in the socio-economic development of the country, as the further development of the country's economy is closely linked with the growth of living standards, and therefore the development of housing and communal services and improving living conditions. This sector serves the housing and communal services of the population and the needs of



industrial enterprises for production resources. Ensuring the well-being of the population, creating the necessary conditions for their well-being is the ultimate goal of the ongoing reforms in our country. In this regard, the effective implementation of modern management mechanisms in the practice of developed countries in the management and regulation of the housing and communal services sector, which in turn has a positive impact on improving the living standards of the population. It should be noted that the formation of a modern market for public utilities in our country is a consistent effort to rationally use the existing opportunities. However, the quality of work in the field does not fully meet today's requirements. In particular, it should be noted that the quality of services provided by public utilities, as well as the use of resource-saving and energy-saving technologies in the industry is not at the required level, despite the fact that the cost of utilities paid by the population is constantly increasing. The application of innovative methods and approaches in improving the level of scientific management of resources is becoming increasingly important today \* 16 +. It is no coincidence that this is one of the most important resources for increasing labor productivity in housing and communal services. Resource and resource management is the efficient use of electricity, heat, gas resources, labor resources in housing and communal services, etc., taking into account social needs from an innovative point of view. Based on the above, in order to improve the market of housing and communal services, the main focus today should be on innovative development. It is the current state of innovation management and its problems that allow us to objectively reflect the realities that have emerged in the field of housing and communal services reform.

They need to be addressed immediately. The state of the housing crisis has become one of the most pressing issues facing the state today. This is mainly due to the obsolescence of housing stock, the formation of tariffs for services, violations of the obligations of management companies to the population, the timely implementation of current and capital repairs, evacuation of the population from emergency housing. For example, local executive authorities do not adequately coordinate the activities of private housing companies and housing and communal services. The lack of a comprehensive approach to the management and use of the multi-apartment housing stock hinders the further improvement of the system of quality and guaranteed public services to the population and is a justified appeal of homeowners \* 18+. An effective system of control over the maintenance of the multi-apartment housing stock has not been established, and in many cases the requirements for the technical operation of the housing stock and the safe living of the population are violated. The rules and deadlines for the repair of buildings and structures are not followed, the demolition of old houses is not carried out, the condition of the areas adjacent to apartment buildings does not fully meet sanitary norms, rules and hygiene standards. The population is not adequately provided with quality drinking water and central heating. In addition, despite the consistent efforts in recent years to form a modern market for public utilities in the country, the analysis shows that a number of laws adopted in the past do not fully provide a legal basis for the development of the sector. Today's rapidly changing period requires further improvement and development of the housing and communal services system. The Decree of the President of the Republic of Uzbekistan dated April 18, 2017 No. PF-5017 "On measures to further improve the management of housing and communal services" is aimed at radically improving the work in this area. In accordance with the decree, the Ministry of Housing and Communal Services of the Republic of Uzbekistan and the Ministry of Housing and Communal Services of the Republic of Karakalpakstan, regional departments of housing and



communal services and the Main Department of Housing and Communal Services of Tashkent and their districts (cities) departments were established.

The decree also provides for radical improvement of the coverage of the population with quality housing and communal services, further improvement of the housing system based on the formation of a coordinated technological chain of cooperation between all organizations in the field of housing and communal services, compliance with apartment maintenance requirements. In order to create an effective system of technical control over a number of priorities have been identified. One of these tasks is to "develop proposals to improve the regulatory framework in the field of housing and communal services, to develop and introduce modern forms and methods of housing and communal services, taking into account the best practices of developed countries." In this regard, we believe that the concept of economical production, which is effectively used today in the practice of advanced foreign countries, is an innovative approach that reflects modern quality management aimed at optimizing production processes, reducing costs, improving product quality and meeting customer needs. In the field of services, especially in the field of management and regulation of housing stock. For example, the issue of introducing an economical production approach in the municipal sector, in particular in the field of housing and communal services, is relevant and confirmed in both foreign and Russian practice. In order to properly adapt cost-effective technologies in the field of housing and communal services, it is important to distinguish the following specific aspects of processes in this area of service: the importance of information and the completeness, comprehensibility and reliability of this information; significant diversity of tasks; multiple stages of information transmission; hidden benefits and harms from providing effective services; lack of clear motivation to accelerate service delivery. It is estimated that between 30% and 50% of costs in service organizations are costs resulting from low customer satisfaction or low processing speeds. According to the analysis, the problems accumulated in the field of housing and communal services of the country today can be systematized as follows:

- The predominance of administrative methods over economic methods of management in the field;

- high costs of management, high level of energy and resource losses in the production and provision of services; - Lack of transparency in the formation of tariffs; - Lack of public awareness of expenditures; - low investment attractiveness of industry organizations; - Increasing indebtedness of the population for utility bills (hot water, cold water, utility bills, electricity, gas, etc.); - high share of those who do not pay for utilities on time among the population who are able to pay utility bills on time; - high level of obsolescence (physical and spiritual) of communal infrastructure and fixed assets in the industry in general; - high level of indifference of members of private housing and communal services to self-government, lack of knowledge and skills to operate in market conditions; - Avoidance of full payment for utilities (arbitrary use of resources without the installation of meters) and the persistence of negligence among the population, etc. Overcoming these problems, in turn, requires a comprehensive approach. This will require the transition of housing and communal services to market relations, the general direction of reforming the sector and the implementation of a phased approach to the allocation of funding from the state budget. At the same time, it will be necessary to establish effective cooperation between the state, local self-government bodies, business representatives and the population on a regular basis. Quality management of housing and communal services reflects the control of the state and domestic production system over the safety, reliability



and compliance of technical and sanitary requirements of services provided to consumers \* 4 +. One of the most important sectors of housing and communal services is the housing stock. Housing stock - from housing suitable for human habitation, including houses, apartments, service accommodation, private houses (dormitories, temporary housing stock houses, boarding houses for the disabled, veterans, lonely elderly, as well as orphanages and other special-purpose houses). Non-residential premises for commercial, residential and non-industrial purposes located in houses are not included in the housing fund. Housing management includes the maintenance of the housing stock, engineering equipment, land adjacent to these houses, elements of landscaping, their maintenance and repair, as well as other activities aimed at creating the necessary living conditions for citizens.

In the Republic of Uzbekistan there are forms of public housing management, private housing management, multi-apartment house management, corporate multi-apartment house management, non-company multi-apartment house management, which are different and unique. aspects. The improvement of living conditions of the population depends in many respects on the results of increasing the efficiency of housing, improving the quality of utilities, the installation of new modern resources and energy-saving equipment, the introduction of new achievements of science. Improving the efficiency of housing management or improving the living conditions of the population is associated to some extent with the personal costs of both state and real estate owners, which are manifested in the following: - capital repairs of highly obsolete housing; - reduction of the cost of housing during the period of use; - Establishment of effective cooperation between all organizations in the field of housing and communal services; - Improving the skills of employees of housing and communal services, etc. Conclusions and Recommendations Research shows that cost-effective production is primarily based on all employees demonstrating their creative potential. Unlike other management technologies that focus on strict regulation in operations, this approach allows for the involvement of employees at all levels in the optimization process. However, despite the many achievements in the introduction of cost-effective production support, there are difficulties in the continuous introduction of these methods in management activities, for which the philosophy of cost-effective production must first become a form of corporate culture and thinking. This method of management will be focused on effective work in the long run only when employees are able to reorient their thinking from narrow technological tasks to the understanding of economic and financial interrelationships. In our opinion, as a result of the introduction of the concept of cost-effective production in order to improve the management system of housing in the country, the following can be achieved: - to improve the institutionally sound organizational and legal framework for the operation of private homeowners' associations and the use of the housing stock in accordance with market requirements;

- maximum simplification of the organization of the system of housing and communal services and the elimination of unnecessary costs, as well as the provision of more services in less time; - formation of a systematic approach to the organization of public services in the field of housing and communal services, including its quality control; - Ensuring the development of innovative methods in the service sector through the introduction of modern innovations and information technologies and the creation of the maximum possible consumer value for investors; - Improving the efficiency of the housing system based on the formation of a coordinated technological chain of interaction of all organizations in the field of public utilities; - Establishment of an economical production (service) system based on the principle of "on time with minimal costs" in the repair of housing. Thus, based

on the above considerations, we can conclude that the successful implementation of the concept of economical production, which is effectively used in the practice of advanced industries and sectors of foreign countries, in the utilities sector of the country, in particular the housing management system. can be an important contribution to the increase.

In order to radically improve the technical condition of the multi-apartment housing stock and its proper use, to create the necessary conditions for the timely implementation of repair and restoration work, as well as to beautify the areas adjacent to multi-apartment houses:

The following should be identified as the main directions for further increasing the level of organization of the system of storage and use of multi-apartment housing:

measures to improve the living conditions of the population, timely and quality repair of in-house engineering communications and common areas of the multi-apartment housing stock, as well as landscaping of areas adjacent to the multi-apartment housing stock with children's and sports grounds; implementation of measures;

creation of an effective vertical system of housing and communal services management and implementation of comprehensive measures for the use of multi-apartment housing and the development of the market for its services;

organization and strengthening of the material and technical base of housing and communal services, in particular, repair and restoration services, equipping them with modern equipment and providing them with qualified specialists.

Improvement of areas adjacent to the multi-apartment housing stock - the republican budget of the Republic of Karakalpakstan, local budgets of regions and the city of Tashkent, including the balance of vacant funds at the beginning of the year and the surplus for the I-III quarters, as well as funds of the Housing and Communal Services Development Fund of the Ministry of Public Utilities;

repair and replacement of elevator equipment of multi-apartment housing - at the expense of own funds of private homeowners, the republican budget of the Republic of Karakalpakstan, local budgets of regions and the city of Tashkent, loans from international financial institutions, as well as leasing.

In cooperation with the State Committee for Land Resources, Geodesy, Cartography and State Cadastre of the Republic of Uzbekistan by November 1, 2017 to form a single database on the results of certification of apartment houses, regardless of ownership, and ensure its regular updating;

Until September 1, 2017, the newly established SUE "Repair and Restoration Service" will be reorganized at the expense of the Ministry of Housing and Communal Services of the Republic of Uzbekistan Housing and Communal Services Development Fund, funds of international financial institutions, loans from commercial banks and leasing. to provide city and district branches with special equipment and mechanisms on the basis of the standard list of special equipment and mechanisms according to appendix 5; To approve annually the minimum amount of obligatory payments of owners of residential and non-residential buildings for maintenance of the common property of the apartment house and the adjacent territories, taking into account the established norms and rules on storage and use of the apartment house and deliver them to private homeowners' associations. To organize the Republican commission on coordination and monitoring of implementation of the program of repair, accomplishment and improvement of conditions of use of multi-apartment housing (further - the Commission) in structure according to appendix 6 and to determine the following as its main tasks:

Coordinating and monitoring the implementation of the program;  
monitoring the quality of maintenance and repair of multi-apartment housing;  
coordination and monitoring of preparation of multi-apartment housing for seasonal use;  
development of recommendations for the introduction of modern methods of improving the service system of the multi-apartment housing stock of the republic;

The Ministry of Economy of the Republic of Uzbekistan together with JSC "Uzstroyaterialy", JSC "Uzmetkombinat" in the development of material balances for the next year on the basis of reasonable requests of the Ministry of Housing and Communal Services of the Republic of Uzbekistan Direct contracts and regulated prices provided for in the order established on the basis of.

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