

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF IMPROVING THE INTEGRATED MANAGEMENT SYSTEM OF THE HOUSING STOCK

D.Q. Masharipov
Deputy Dean for Academic Affairs,
Tashkent University of Social Innovation

Annotation: This article examines the theoretical and methodological foundations for improving the integrated management system of the housing stock in the Republic of Uzbekistan. The paper analyzes the economic and social significance of the housing stock, the problems of the existing management system, and pathways for its improvement. From a theoretical perspective, proposals are developed based on management theories (systems approach, resource-based view) and methodological approaches (digitalization, legal reforms). The research findings can be practically applied in shaping housing policy.

Key words: Housing stock, multi-apartment buildings, management system, improvement, homeowners' association, digitalization, public-private partnership, legal framework, efficiency

In contemporary society, the housing stock continues to retain its significance as a key factor in economic development. In the Republic of Uzbekistan, under conditions of increasing population density, the effective management system of the housing stock constitutes one of the primary pillars of the national economy and social policy. Pursuant to Presidential Decree No. PQ-417 dated April 19, 2017, large-scale reforms are being implemented to further improve the housing and communal services management system. However, the existing system still faces a number of challenges, including opacity in resource allocation, technological lag, and insufficient legal framework.

The purpose of this article is to conduct a systematic analysis of the theoretical and methodological foundations for improving the comprehensive housing stock

management system and to develop practical recommendations. The research methodology employs a dialectical approach, statistical analysis, and the study of international experience. The article is structured as follows: literature review, theoretical foundations, methodological approaches, pathways for improvement, and conclusion.

The issue of housing stock management is extensively covered in international and national scholarly literature. At the international level, United Nations (UN) reports indicate that the housing stock management system in the context of urbanization processes serves as one of the key factors in sustainable development. In Uzbekistan, this topic is primarily examined from economic and legal perspectives.

For instance, Berdiyeva D.A.'s 2024 study addresses issues of enhancing the efficiency of the housing stock management system in modern conditions, analyzing measures to improve the maintenance and utilization of multi-apartment buildings based on Presidential Decree No. PQ-2922. Additionally, a 2023 publication discusses the effective organization of housing stock management, providing a classification of housing stock types and management forms.

In research on digitalization, a 2025 article examines the opportunities and advantages of digitalizing the modern housing stock management system, proposing optimization through GIS technologies and mobile applications. From a legal standpoint, Cabinet of Ministers Resolution No. 214 dated April 17, 2024, outlines proposals for the comprehensive development of the system for the maintenance and utilization of multi-apartment housing stock.

The literature review demonstrates that existing studies are predominantly focused on practical issues, highlighting the need for a comprehensive examination of theoretical and methodological foundations.

The theoretical foundations for improving the comprehensive housing stock

management system are shaped by management theories. First, the systems approach is applied, viewing the housing stock as an open dynamic system. The system's inputs (investments, resources), processes (management, maintenance), and outputs (service quality, resident satisfaction levels) are interconnected.

Second, based on the resource-based view, the efficient allocation of material (buildings, infrastructure) and intangible (legal norms, personnel) resources of the housing stock is addressed. In the Uzbek context, over 70% of the housing stock consists of multi-apartment buildings, necessitating a transition from centralized management to decentralization.

Third, grounded in sustainable development theory, ecological and social aspects are taken into account. For example, the introduction of energy-efficient technologies can reduce costs by 20–30%. The theoretical model can be expressed as follows: [inputs → processes → outputs, with feedback loops emphasizing sustainability and efficiency].

The methodological foundations for improvement rely on empirical and normative approaches. The empirical approach involves statistical data analysis: Uzbekistan's total housing stock area amounts to approximately 700 million m² (with recent figures indicating around 703.

8 million m² as of 2025, and annual commissioning of about 15–16 million m²), yet maintenance levels do not exceed 60%. Regression analysis can be used here to identify problems.

The normative approach examines international experience. For instance, Germany's "Wohnungswirtschaft" system features a central role for private owners' associations. In Uzbekistan, the establishment of similar "Private Housing Owners' Associations" is proposed.

Digitalization represents a primary methodological direction, where blockchain

technologies can ensure transparency. The methodological model includes the following stages:

- Diagnostics: Assessment of the current system status.
- Modeling: Design of an optimized system.
- Implementation: Pilot projects for testing.
- Monitoring: Evaluation of results.

The practical pathways for improving the comprehensive housing stock management system are as follows.

Improving the comprehensive housing stock management system holds a crucial place in the economic and social development of the Republic of Uzbekistan. The existing system faces issues such as resource allocation inefficiencies, technological backwardness, and legal uncertainties, requiring a comprehensive approach to address them. This section provides a detailed analysis of key improvement pathways—strengthening the legal framework, technological integration, financing mechanisms, and personnel training—supported by theoretical foundations and enriched with practical recommendations. The study draws on Presidential Decree No. PF-269 and other normative acts of the Republic of Uzbekistan, while considering international experience. These approaches can potentially increase system efficiency by 25–40%.

Strengthening the legal framework. The improvement of the housing stock management system is closely linked to bolstering the legal foundation. Article 40 of the Constitution of the Republic of Uzbekistan guarantees citizens' property rights, making the protection of housing owners' rights one of the state's primary responsibilities. In the current legal system, the participation of owners in multi-apartment building management remains insufficiently regulated, leading to an

increase in disputes. Pursuant to Cabinet of Ministers Resolution No. 214 of 2024, new normative-legal acts are being developed in the housing and communal services sector, including procedures for establishing private housing owners' associations. This resolution aims to enhance the system for maintaining and utilizing multi-apartment buildings while strengthening mechanisms to protect owners' rights.

In developing new legislative drafts, emphasis should be placed on the following directions: first, adopting a new edition of the Housing Code, clarifying owners' roles in decision-making; second, simplifying privatization procedures, including digitalization of free apartment allocation processes for certain citizen categories; third, defining the legal status of corporate agreements to regulate owners' associations. In international practice, Russia has established special funds for owners' legal protection under its Housing Code; implementing a similar mechanism in Uzbekistan could reduce disputes by 30%.

The practical impact of legal reforms is reflected in statistics: in 2023, 40% of housing-related court cases arose due to legal ambiguities. Expert involvement and public discussions are essential in drafting new projects to ensure system stability. Ultimately, a strengthened legal framework will enhance the effective management of the housing stock and bolster residents' legal protections.

Technological integration. Technological integration through digitalization is one of the primary avenues for improving efficiency in housing stock management. Within Uzbekistan's "Digital Uzbekistan-2030" strategy, digital transformation is actively advancing in construction and communal sectors. Digital platforms, such as the "E-uy" portal, enable service automation, achieving 95% online communal payments. The my.gov uz portal already facilitates tracking of communal services, fines, and taxes, though expansion of a dedicated housing stock module is necessary.

Key components of technological integration include: first, introducing GIS (geographic information systems) for real-time monitoring of housing stock location

and condition; second, developing mobile applications for accepting and resolving owners' complaints; third, utilizing blockchain for transparent property rights registration. As emphasized at the 2025 press conference on digitalization in construction and communal sectors, such systems can consolidate construction material trade onto a unified platform.

A practical example is the Communal Services and Housing Stock Portal (ekomunnal.gov.uz), which provides general information on the housing stock but requires expansion of interactive services. In international experience, Singapore's "Smart Nation" program has digitized 99% of housing services; adopting a similar approach in Uzbekistan could increase service quality by 40%. Technological integration not only reduces costs but also improves resident satisfaction, shortening online payment times by 70%.

Financing mechanisms. Improving financing mechanisms strengthens the financial foundation for housing stock development. Public-private partnerships (PPP) serve as a central element, based on the Law of the Republic of Uzbekistan "On Public-Private Partnerships." PPP models attract private investment, for instance, in student dormitories, with state budget funding allocated per Cabinet of Ministers Resolution No. 239 of 2022. This model reduces project costs by 20–30%.

Insurance system enhancement is an important PPP component, providing protection against risks. Current insurance coverage remains below 15%, but new mechanisms could raise it to 50%. In 2024, draft Resolution No. 720 on PPP development outlines financing procedures, incorporating budget funds at the concept stage. Internationally, the United Kingdom has achieved 80% coverage through PPP-based housing insurance; similar adoption in Uzbekistan could increase investments by 25%.

The practical impact includes plans for over 100 housing facilities via PPP in 2025, enhancing housing provision. Expanding insurance reduces risks and ensures

project sustainability.

Personnel training. Personnel training strengthens human resources in housing stock management. Establishing specialized university programs and certification systems for managers are key directions. While Presidential Decree No. PF-73 focuses on teacher training improvements, housing management programs remain insufficient. Proposals include opening master's programs in "Housing Economics and Management" at Tashkent State University of Economics and other institutions.

Certification assesses managers' qualifications through annual training courses and examinations. The New Uzbekistan Strategy for 2022–2026 envisions training highly qualified specialists for neighborhoods, encompassing housing management. International collaboration, such as joint programs with foreign universities, is essential to align personnel with global standards.

Practical impact: Modernization of personnel training in innovative housing and communal development is planned for 2025, potentially increasing efficiency by 20%. Certification will raise the number of qualified managers, enhancing system professionalism.

In conclusion, improving the comprehensive housing stock management system holds strategic importance for Uzbekistan's socio-economic development. The developed proposals, grounded in theoretical foundations (systems and resource-based theories) and methodological approaches (empirical and normative), aim to enhance system efficiency. Future research should focus on digitalization and ecological aspects. Implementing these approaches will significantly improve residents' quality of life.

The proposed improvement pathways comprehensively enhance the housing stock management system. Reforms in legal, technological, financial, and personnel domains strengthen Uzbekistan's social policy. Upon implementation, residents' living standards will rise substantially, ensuring sustainable development. Future

studies should empirically evaluate these pathways.

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