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THE EVOLUTION OF MANAGEMENT SERVICE COMPANIES AND THE FORMATION AND DEVELOPMENT OF THE MANDATORY FEE COLLECTION SYSTEM

Usarov Jurabek Abdunazirovich
Independent Researcher,
Banking and Finance Academy of the Republic of Uzbekistan

Abstract: The article examines the evolution of management service companies and the formation and development of the mandatory contribution collection system, with particular emphasis on Uzbekistan and selected international practices. The study explores the historical transformation of housing management from centralised state administration to systems based on private property ownership, professional management organisations, and the financial participation of apartment owners. Particular attention is given to the economic and organisational importance of mandatory contributions in financing the maintenance of common property, routine services, major repairs, and the long-term sustainability of residential buildings. The article also analyses key challenges associated with contribution collection, including payment arrears, opportunities for improving financial transparency, expenditure planning, and the need for effective debt management.

Key words: management service companies, mandatory contributions, contribution collection system, apartment buildings, housing management, common property, financial management, digitalisation, electronic billing, debt management, international experience, Uzbekistan.

Аннотация: В статье рассматриваются эволюция управляющих обслуживающих компаний, а также формирование и развитие системы сбора обязательных взносов с особым акцентом на опыт Узбекистана и отдельных зарубежных стран. Исследуется историческая трансформация управления жилищным фондом от централизованного государственного управления к системам, основанным на частной собственности, деятельности профессиональных управляющих организаций и финансовом участии собственников квартир. Особое внимание уделяется экономическому и организационному значению обязательных взносов в финансировании содержания общего имущества, текущего обслуживания, капитального ремонта и обеспечении долгосрочной устойчивости многоквартирных жилых домов. В статье также анализируются основные проблемы, связанные со сбором обязательных взносов, включая задолженность по платежам, возможности повышения финансовой прозрачности, совершенствования планирования расходов и необходимость эффективного управления задолженностью.

Ключевые слова: управляющие обслуживающие компании, обязательные взносы, система сбора обязательных взносов, многоквартирные жилые дома, управление жилищным фондом, общее имущество, финансовое управление, цифровизация, электронное выставление счетов, управление задолженностью, международный опыт, Узбекистан.

INTRODUCTION

The effective management of residential buildings and the maintenance of common property have become important factors in ensuring the sustainability of urban infrastructure and improving the quality of life of the population. Increasing urbanisation, the expansion of multi-apartment housing, and the development of private property relations have strengthened the need for professional management service companies capable of organising maintenance activities, providing communal and household services, and ensuring the efficient use of financial resources. In this context, the system for collecting mandatory contributions from property owners plays a significant role in maintaining the financial stability of management service companies and ensuring the uninterrupted provision of services to residents.

The relevance of this research is determined by the growing importance of improving the organisational, economic, and financial mechanisms employed by management service companies. Mandatory contributions

constitute the primary source of financing for the maintenance of common areas, lift systems, engineering networks, building structures, sanitation, security, and repair works. The timely and complete collection of these payments enables management companies to fulfil their contractual obligations, maintain the technical condition of residential buildings, and plan future maintenance and renovation activities. At the same time, opportunities remain to strengthen payment discipline, enhance financial transparency, improve expenditure planning, and increase awareness among property owners to ensure the greater effectiveness of the contribution collection system.

LITERATURE REVIEW

The evolution of management service companies and the development of mandatory contribution collection systems have been examined in the academic literature from the perspectives of housing management, property ownership, financial administration, urban development, and the provision of communal services. Existing studies emphasise that the effectiveness of residential property management depends on the interaction between an appropriate legal framework, sustainable financing mechanisms, professional management practices, and the participation of property owners. In particular, mandatory contributions are regarded as an important financial instrument for maintaining common property, financing routine services, and ensuring the long-term sustainability of multi-apartment buildings.

In the United Kingdom, particularly in England, service charges and residential property management are regulated through legislation and professional standards. The Landlord and Tenant Act 1985 establishes important provisions concerning service charges, including requirements relating to the reasonableness of charges and the provision of relevant financial information. In addition, the Royal Institution of Chartered Surveyors (RICS) has developed professional guidance on residential property management, emphasising transparent accounting, budget preparation, clear communication with property owners, and effective dispute prevention. These approaches demonstrate that reliable contribution collection requires both the timely fulfilment of payment obligations and the accountability of management organisations for the use of collected funds.

In his 2003 article, Markets and the Structure of the Housebuilding Industry: An International Perspective, Michael Ball analysed the institutional and economic characteristics of the housebuilding industry in different countries. His research highlights the importance of understanding housing systems within their broader institutional and market environments. This perspective is relevant to the evolution of management service companies because the organisation of residential property management depends on ownership structures, regulatory frameworks, market conditions, and the availability of professional services. In Uzbekistan, these factors are particularly important for understanding the transition from centralised housing administration to management arrangements involving property owners and professional service providers.

RESEARCH METHODOLOGY

The study employs a combination of historical, comparative, analytical, and systematic research methods to examine the evolution of management service companies and the formation and development of the mandatory contribution collection system. The methodological framework focuses on identifying the historical stages of housing management development, analysing the economic and legal foundations of mandatory contributions, and evaluating the mechanisms used to ensure the financial sustainability of management service companies.

Artificial intelligence (AI) tools were used to a limited extent, accounting for approximately 10% of the overall research preparation process. Their use was primarily confined to language refinement, technical editing, and structural support. The selection of research methods, analysis and interpretation of findings, and formulation of scientific conclusions and recommendations were carried out independently by the author.

ANALYSIS AND RESULTS

The evolution of management service companies and the formation of the mandatory contribution collection system are closely linked to the historical development of housing stock management, the maintenance of common property in apartment buildings, the provision of communal and household services to residents, and the mechanisms used to finance these services. This process has been shaped by changes in property ownership relations, accelerated urbanisation, the increasing number of apartment buildings, and the growing need for professional management of residential infrastructure. Today, management service companies are not limited to maintaining buildings or organising communal services; they also perform a wide range of functions, including financial resource management, expenditure planning, contractual relations with property owners, the calculation and collection of mandatory payments, and the monitoring of service quality. When examining the development of these organisations, it is necessary to analyse not only their organisational structures but

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also their financial management mechanisms, particularly the formation and improvement of the mandatory contribution system.

Historically, housing stock management in many countries was organised through centralised state administration. Under this system, the construction, maintenance, repair, and provision of communal services for residential buildings were primarily the responsibility of state institutions or local utility enterprises. Financing was provided through the state budget, regulated tariffs, and other centralised sources. The main characteristic of this model was the dominant role of the state in housing management, while property owners had relatively limited involvement in determining and monitoring the costs of maintaining common property. However, the increasing number of apartment buildings, the need to maintain and renovate ageing buildings, the growing demand for repairs to engineering infrastructure, and the importance of optimising the use of public financial resources highlighted opportunities to improve the existing management model. As a result, approaches emerged that emphasised greater participation by property owners in housing management, the distribution of common expenses among them, and the development of professional management organisations.

A distinctive feature of apartment buildings is that, although individual apartments belong to different owners, the maintenance of roofs, foundations, exterior walls, lifts, staircases, corridors, engineering networks, and other common-use facilities affects the interests of all property owners. The need to finance the costs associated with the regular use and maintenance of these facilities provided the basis for the formation of the mandatory contribution system. Mandatory contributions are payments collected in accordance with legislation, relevant decisions of property owners, and applicable agreements to cover the costs of maintaining, managing, and servicing common property. Their precise legal nature and collection procedures may vary depending on a country's legislation and housing management model. Therefore, housing contributions collected by management service companies should be distinguished from government taxes and other mandatory public payments. The primary purpose of housing management contributions is to maintain the common property of a particular building and finance the services associated with it.

The development of the mandatory contribution collection system has also increased the importance of financial discipline in management relations. To organise their activities effectively, management companies must have accurate information about expected revenues, outstanding debts, service expenses, employee salaries, and the costs of maintaining and repairing technical equipment. At the same time, property owners should be able to understand how their payments are used, assess the quality of services, and request reports from management organisations. Clear contribution calculation procedures and the regular provision of financial reports are essential for strengthening trust between property owners and management companies. Such measures contribute to improving payment discipline, managing outstanding debts, and ensuring the availability of sufficient financial resources for building maintenance. Therefore, the effectiveness of the mandatory contribution collection system is determined not only by the amount of money collected but also by the accuracy of calculations, the justification of expenditures, and the transparency of financial information (Figure 1).

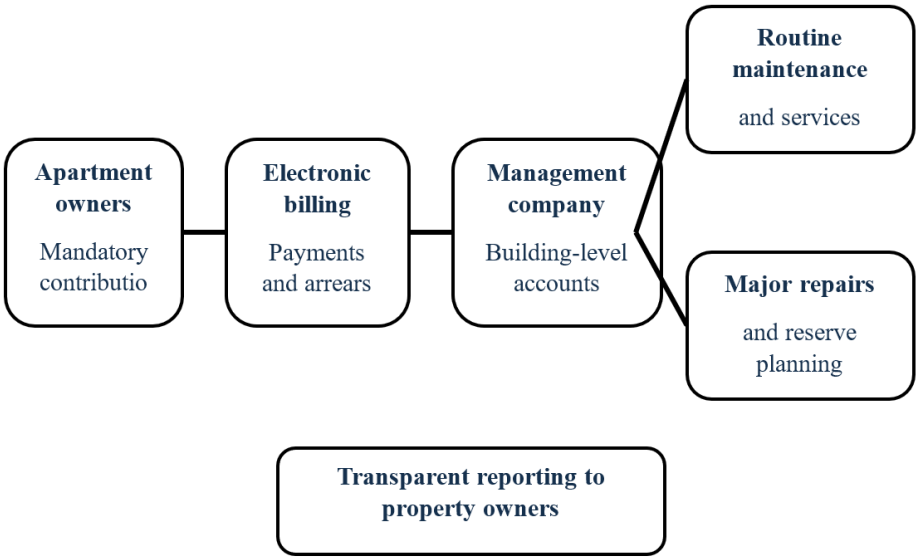


Figure 1. Mandatory Contribution Collection and Use[1]

1 Author's development.

In Uzbekistan, the evolution of management service companies is directly associated with the privatisation of the housing stock and the development of market-oriented economic relations following the country's independence. During the Soviet period, housing stock management and the organisation of communal services were primarily carried out through a centralised system. Following independence, the privatisation of residential properties expanded citizens' rights and responsibilities as homeowners. With the development of private ownership, the need to establish clear responsibilities for maintaining common property in apartment buildings, distribute expenses among property owners, and introduce new management structures became increasingly important. Consequently, organisations such as homeowners' associations emerged and assumed an important role in maintaining common property, collecting contributions, and organising services. These changes transformed the organisational model of housing management while also establishing the economic foundations for the collection of mandatory contributions.

Improving financial accounting and settlement procedures has become particularly important in the further development of management service companies. As the number of apartment buildings has increased and individual management organisations have begun providing services to multiple buildings, the need to record revenues and expenditures separately for each building has grown. When revenues from different buildings are recorded in a single account, identifying the funds attributable to each building and monitoring their use requires greater attention. Consequently, maintaining separate financial records for each apartment building has become an important principle of the management system. This approach helps ensure that the funds contributed by the owners of a particular building are properly monitored and allocated to servicing that building and maintaining its common property. Furthermore, separate accounting provides greater opportunities to analyse the financial condition of each building, determine the level of outstanding debt, prepare expenditure budgets, and plan maintenance and repair requirements (Figure 2).

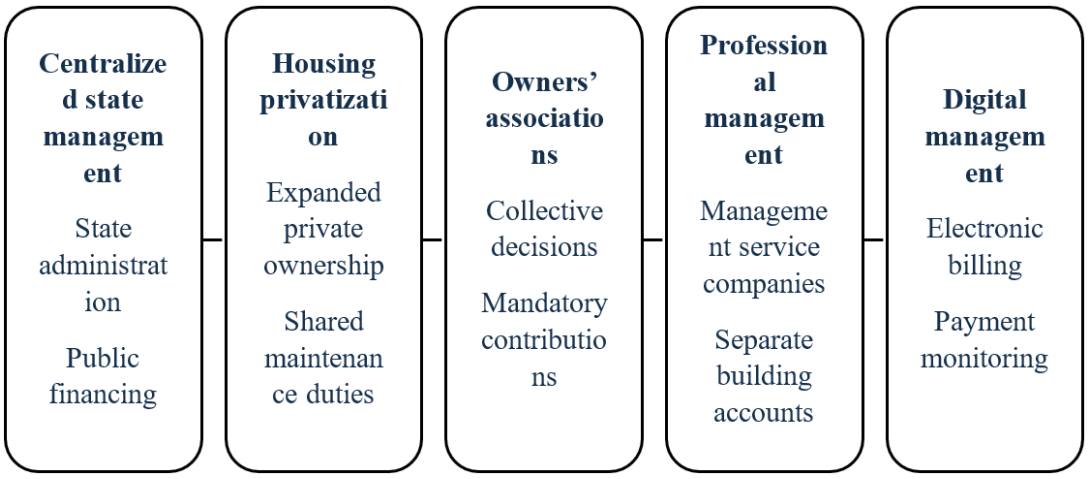


Figure 2. Evolution of Apartment Building Management[2]

The evolution of management service companies is also characterised by the introduction of digital technologies. Under traditional management systems, the calculation of contributions, recording of payments, and identification of outstanding debts often relied on paper documents and manual accounting procedures. Such methods can be time-consuming, susceptible to errors, and limited in their capacity to support the timely analysis of financial information. Electronic billing systems, by contrast, make it possible to record assessed contributions, completed payments, and outstanding debts for each apartment or property owner. In Uzbekistan, the use of digital platforms such as "Mening uyim" is intended to support electronic accounting in the housing management sector, facilitate the monitoring of payment status, and enhance the transparency of financial information. The main advantage of digitalisation is that property owners can conveniently access information about their payments, while management companies can monitor revenues in real time and promptly identify outstanding debts. At the same time, the effectiveness of electronic systems depends on the accuracy of information, information security, and user convenience.

Debt management mechanisms also play an important role in the formation and development of the mandatory contribution collection system. Delays in payments by property owners can affect the financial stability of management companies. These companies must regularly finance essential expenses, including cleaning common areas, maintaining lifts, servicing engineering networks, paying employees, and covering

2 Author's development.

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other necessary costs. Timely payments are therefore essential for ensuring the uninterrupted provision of services and the effective implementation of repair works. Accordingly, an effective collection system should focus not only on resolving outstanding debts after they arise but also on preventing their accumulation. To achieve this, it is important to notify property owners of payment deadlines in advance, provide clear information about outstanding debts, facilitate electronic payments, and resolve disputes promptly. If an outstanding debt is not settled voluntarily, the management organisation may apply the relevant legal measures in accordance with the procedures established by law. In such cases, the validity of the debt, the services provided, and the legality of the payment obligation must be substantiated by appropriate documentation.

The development of management service companies is also closely linked to international experience. In Singapore, the management of apartment buildings involves the use of management funds for routine expenses and long-term reserve mechanisms for major repairs. This approach helps ensure the targeted use of funds and enables the advance planning of future expenditures. In the United Kingdom, considerable attention is paid to the justification of service charges collected for maintaining common property, the transparency of expenditure information, and the rights of payers to access relevant records. In Australia, practices have also been developed for planning routine expenses and capital repairs, taking into account property owners' respective shares, and managing outstanding debts through lawful procedures. These experiences demonstrate that the financial sustainability of management service companies depends on more than the regular collection of contributions. The targeted use of funds, the economic justification of expenditures, accountability to property owners, and long-term financial planning are equally important.

CONCLUSION AND RECOMMENDATIONS

The study of the evolution of management service companies and the formation and development of the mandatory contribution collection system demonstrates that housing management has gradually transformed from a centralised administrative model into a system based on professional management, property owners' participation, financial accountability, and digital technologies. This transformation has been driven by the development of private property ownership, urbanisation, the increasing number of apartment buildings, and the growing need for sustainable financing of common property maintenance and housing services.

Based on the findings of the study, the following recommendations are proposed to improve the effectiveness of management service companies and strengthen the mandatory contribution collection system:

1. Enhance financial transparency and accountability. Management service companies should maintain separate financial records for each apartment building, regularly disclose information on collected contributions and expenditures, and provide property owners with clear financial reports. This approach would strengthen trust, improve financial discipline, and ensure the targeted use of funds for maintaining common property.

2. Expand the use of digital technologies in contribution collection. The further development of electronic billing and payment systems, including platforms such as "Mening uyim", should be encouraged to simplify payment procedures, facilitate real-time monitoring of contributions, and improve the management of outstanding debts. Automated payment notifications and accessible financial information would contribute to higher collection efficiency and greater convenience for property owners.

3. Strengthen long-term financial planning and preventive debt management. Management service companies should develop annual maintenance budgets, establish appropriate reserve funds for major repairs, and introduce systematic mechanisms for preventing and managing payment arrears. Particular attention should be given to timely communication with property owners, transparent contribution calculations, and the implementation of legally compliant debt recovery procedures to ensure the financial sustainability of apartment buildings.

The analysis shows that mandatory contributions constitute a fundamental source of financing for the effective operation of management service companies. These payments enable the financing of routine maintenance, cleaning of common areas, lift servicing, repairs to engineering networks, maintenance of building structures, and implementation of major renovation projects. At the same time, the effectiveness of the contribution collection system depends not only on the regularity of payments but also on the economic justification of contribution amounts, the accuracy of financial accounting, the transparency of expenditures, and the quality of services provided. Therefore, mandatory contributions should be regarded as an essential financial instrument for ensuring the long-term sustainability of apartment buildings rather than merely as a mechanism for collecting payments from property owners.

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