

CURRENT STATE OF THE ORGANIZATION AND DEVELOPMENT OF PUBLIC-PRIVATE PARTNERSHIP IN UZBEKISTAN

Hidayatov Davron Abdulpattovich

Abstract— In this article, public-private partnerships are considered as an effective tool of economic policy; they allow the purposeful use of innovative and investment potentials of business in strategic directions determined by the state. The author proposed a mechanism for implementing public-private partnerships in the school system and discussed the main advantages of implementing public-private partnerships in the healthcare system..

Index Terms— public-private partnerships, government, healthcare system, school, business..

1 INTRODUCTION

Solid foundation for large-scale reforms, the accelerated development of the economy and the social sphere, and the improvement of the well-being of the people is the Strategy for Action in the five priority areas for the development of the Republic of Uzbekistan in 2017-2021. The action strategy is the most important program document that defines the priority directions of state policy for the future. Successful implementation of the Action Strategy requires a change in the place and role of state regulation in the process of economic transformation. Currently, there is no new system of views, conceptual provisions on the role of the state in a mixed type economy, its functions and mechanisms of influence on the basis of the new society are not clearly defined.

Public-private partnership is a new area of activity whose methodological foundations for the successful implementation of projects have not yet been developed. Public-private partnership, which in modern conditions is seen as an effective tool of economic policy, allows you to purposefully use the innovative and investment potentials of business in strategic areas determined by the state. PPP mechanisms have a significant positive impact on the national economy by reducing the burden on the state budget, using the advantages (competencies, effective management methods, and the ability to innovate) of private business to implement publicly significant state functions, stimulate business activity in the context of structural adjustment of the economy, and create additional investment opportunities in infrastructure industries.

The interaction of the state and private business can effectively solve major social and economic problems by combining the resources of the public and private sectors. The

development of the mechanism of public-private partnerships and the creation of new structures in the economic system of the Republic of Uzbekistan under modernization will ensure the attraction of private investment in the economy, improving the quality of goods and services provided to consumers. All this, in the end, will have a positive impact on the process of formation of an innovative economy.

The formation and development of the institution of public-private partnership should ensure a balance of private and public interests, effectively achieve the socio-economic goals of the activities of state and private business entities, ensure the implementation of key trends in innovative development, a high level of economic activity of the business, the effectiveness of the state and the welfare of society.

It should be noted that the phenomenon of innovative public-private partnerships as an object of research has not yet been finalized. Some of the works present in the economic literature are disparate and sometimes contradictory in nature, do not cover the whole range of tasks that require a priority solution, which dictates the need for an integrated approach to its study. It is important to comprehensively identify the real impact of the PPP institution in the innovation field on the country's economy and, above all, on the stable development of the economy.

The lack of a common methodology for project implementation, detailed financial planning and structuring impedes the development of this mechanism in our country. Due to insufficient quality analysis, a large number of projects, as a rule, result in situations associated with high financial risk and ineffective commercial value of investments, as well as complicated legal consequences.

The above circumstances determine the relevance of the topic of this dissertation research, in which, based on a comprehensive and systematic approach, an analysis methodology for decision-making in the framework of public-

• Researcher, Tashkent state university of economics, Tashkent city, Republic of Uzbekistan

private partnerships is proposed.

The relevance and timeliness of the topic of this dissertation research is due to its focus on solving a complex set of problems of modernization, reorientation to the innovative path of development of the economy of the Republic of Uzbekistan, the future of the state, society and private business largely depends on the success of its implementation.

2 LITERATURE REVIEW

The World Bank, in turn, offers a broader look at private sector rights and defines the following definition: "public-private partnerships are usually based on an agreement or contract between the state and the private sector for joint implementation of infrastructure projects with possible transfer of ownership of the results obtained to the private sector".

By professor Yuldashev N.K. [14], Khakimov Z.A. [11,12], Tursunov B.O. [8,9,10,11], Krivyakin K.S. [11,12] investigated management and marketing aspects of business, and marketing problems were studied by professor Ergashkhodjaevoy Sh.D. and others [11].

A similar point of view is shared by one of the largest consulting companies in the world Deloitte. Its experts note that PPP is a "contractual agreement between a government agency and a private company, allowing the latter to increase its participation in the provision of public services".

Scientist from Russia A.A. Pankratov offers a broad and narrow understanding of PPPs: "In a broad sense, PPP means any official constructive interaction between government and business, not only in the economy, but also in politics, culture, science. In the narrow sense, public-private partnership is understood as the interaction of business and government in the process of implementing socially significant projects of national importance".

Another Russian scientist A.A. Gorbunov defines PPP in the broad sense as a system of private and public law that forms an independent intersectoral institution that regulates public relations related to the interaction of the state through authorized bodies with legal entities (including individual entrepreneurs) registered in the manner prescribed by law and physical persons in order to achieve socially important and useful goals and objectives and support the implementation of the functions of the state.

According to Anne E. Asuquo, Benjamin D. Thumamo Pokam, Emmanuel Ibeneme [1], public-private partnerships can be interpreted as mutually beneficial cooperation of public authorities and organizations and private business entities legally registered for a certain period of time in relation to objects located in the sphere of direct state interest and control. In this case, the distribution of risks between partners is assumed. Moreover, cooperation is carried out in order to most effectively implement projects of important state and public importance.

The authors Renee Kuriyan, Isha Ray [2] of the economic dictionary summarize the essential characteristic of PPPs in the form of attracting business into the sphere of state owner-

ship. The purpose of such a partnership is to develop state ownership by combining the efforts and resources of the state and private business. At the same time, the state reserves the functions of control and regulation, which is carried out "in order to give processes an organized character, streamline the actions of economic entities, and ensure compliance with laws and state public interests".

A great contribution to the formation and development of the theory of public-private partnership was made by the Russian scientist V.G. Barnabas In his early works, V. G. Varnavsky was one of the first in Russia to formulate a general definition of PPP: "public-private partnership is an institutional and organizational alliance between the state and business in order to implement national and international, large-scale and local, but always socially significant projects and programs in a wide range of areas: from the development of strategically important industries and R&D to the provision of public services".

In his later works, Varnavsky V.G. defines public-private partnerships as the interaction between the state and the business sector legally enshrined in the contract in relation to state and municipal property. With this interaction, PPP entities provide a variety of services performed and provided by state and municipal bodies, institutions and enterprises in order to implement socially significant projects in a wide range of economic activities.

Varnavsky V.G. also notes that public-private partnership in world economic theory and practice is understood in two senses. Firstly, it is a system of relations between the state and business, which is used as an instrument of national, international, regional, city, municipal economic and social development and planning. Secondly, these are specific projects implemented by various state bodies and private companies at state and municipal property.

Despite the difference in interpretations, Varnavsky V.G. notes that the subject of PPP is understood unambiguously: it always acts as a state (municipal) property or a service provided by authorities to economic entities.

Most authors as well as Jiangfan Liu, Xiongzhi Xue [3], Demi Chung, David A. Hensher [4] Daniel Albalade, Paula Bel-Piñana [5], Ling Wang, Dongyi Yan, Yan Xiong, Lihong Zhou [6] interpreting the concept of PPP, emphasize that in the framework of public-private partnerships, there is a separation and balancing of risks, powers and / or profits.

PPP involves maintaining a balance of interests. Another Russian scientist, D. Amunts, draws attention to this, who believes that the balance of interests is a fundamental feature of PPP.

The concept of PPP includes an institutional analysis that determines the place of PPP in the modern economic system and the nature of the relationship between its participants.

Russian scientists Khataeva M.A., Tsirin A.M. They propose to understand by PPP a legislatively defined form of interaction between the state and private business, legally enshrined in an agreement based on the principle of equal cooperative behavior.

This implies that the parties invest resources and share risks among themselves on the basis of the principle of equali-

ty in legal and economic terms. Thus, it is unequivocally determined that the institution of PPP is qualitatively different from such a form of cooperation as, for example, a state order.

Ileana Palaco, Min Jae Park, Suk Kyoung Kim, Jae Jeung Rho [7], a well-known specialist in the field of PPP theory, does not focus on the form of PPP and notes that "this is an institutional and organizational union of the interests of the state and business entities in order to implement economically and socially significant projects and programs." Therefore, the institution of PPP, in his opinion, involves the development of any contractual relationship.

3 ANALYSIS AND RESULTS

The results of the study, set out in the first chapter of the work, indicate that in the modern world PPP is considered as the most important tool for the development, especially of infrastructure and overcoming its deficit in many countries. Currently, the PPP Institute operates in more than 100 countries and demonstrates undeniable successes. The study of the experience of its formation and development is extremely important for many countries, including Uzbekistan, testing this institution on its own economic basis.

Meanwhile, the practice of the global formation and development of PPP shows that this institution is not a magical tool, which in itself is capable of drastically changing the level of investment and the quality of infrastructure projects, but it contains certain prerequisites and opportunities for this change. First of all, PPP has significant potential for benefits that allow it to be considered as an effective tool for the development of infrastructure. The formation and development of PPP allows you to attract additional financial resources based on the consolidation of financial resources of private business and the state, to provide the best quality of services for the public sector, while ensuring resource savings. In addition, PPP allows to achieve increased efficiency and lower costs during the construction and operation of new and reconstructed facilities, as well as to ensure the establishment and testing of innovative tools for national development.

The successful development of PPPs, first of all, depends on the adoption of a special law on public-private partnership in the country. An analysis of foreign experience shows that the adoption of a separate legislative act in the field of PPP is becoming an increasingly common practice.

PPP laws define the institutional structure of this partnership. The control and regulatory functions in the field of PPP are carried out, including through specialized ministries (departments) and / or specially created bodies. Depending on the choice of PPP application areas and the priorities set for a particular historical stage, multiple special governing bodies can be created (usually in the form of agencies) (for example, in Uzbekistan), but a single PPP coordination body can be created for all or for most sectors of

the economy.

The legislation of the CIS countries, as a rule, lists specific areas and activities, sectors of the economy, the normal functioning and development of which is of public interest and involves the use of the potential of private investors: public services, public works, construction, maintenance of economic and social infrastructure, healthcare.

According to international experts, all countries using PPP can be divided into three groups:

➤ the first group includes countries that have created the political and legal environment necessary for the implementation of PPP projects, but which do not yet have a stable and orderly practice of project management (for example, China, Russia, Hungary, Slovakia, etc.);

➤ the second group will unite countries that have created, in addition to the favorable political and legal environment, a system of state management of PPP projects, established standard and uniform processes and procedures that have developed and are constantly increasing practices in the field of PPPs (for example, Japan, Germany, Spain, Italy, Portugal, France, and etc.);

➤ the third group consists of countries with a solid portfolio of successful completed and ongoing PPP projects, wide access to project financing and well-trained PPP specialists (for example, the UK and Australia).

Despite the creation of many private schools, kindergartens, hotels, clinics and hospitals in Uzbekistan, as well as the deployment of private construction of multi-storey buildings, there is currently no legislative framework for public-private partnerships in the country.

The formation and development of PPPs in Uzbekistan will require focused and systematic steps. In order to develop PPP in Uzbekistan, the state must perform a number of actions, namely:

➤ create a favorable legal environment conducive to the development of PPPs, in particular, bring it into line with the requirements of internationally recognized practice to create an environment conducive to the implementation of PPP projects;

➤ to increase the competence of representatives of state bodies and private business in the field of PPP, that is, to train specialists, primarily government employees, to gain knowledge and skills in tendering, concluding contracts, negotiating, monitoring projects;

➤ identify and start preparing potential PPP projects.

In our opinion, it is advisable that government agencies already begin work on the definition of a pilot PPP project, the model of which, if successful, can be applied to any subsequent PPP projects.

In order to analyze the current state and prospects for the development of PPPs in Uzbekistan, we will consider the possibilities of PPPs in education, healthcare and private

construction.

However, at present, the national economy has faced a number of problems in the personnel sphere: an overabundance of some specialists in the labor market and an acute shortage of others, a decrease in the quality of educational services, and a lack of connection between the vocational education system and the needs of the economy. The solution to the problem of the imbalance that arises necessitates the optimization of the interaction of educational organizations, the private sector, consumers of educational services, state and public institutions.

The main argument in support of public-private partnerships in the provision of educational services is that both public and private businesses have their own unique characteristics and advantages, the combination of which creates the opportunity to act more effectively and achieve better results. Thanks to the partnership agreement, the resources of two business entities are combined – the state, which has huge potential for ownership, and private business, which has resources for investment and, as a rule, uses more efficient methods of management.

The educational organization is both an active initiator and one of the participants in the process. Accumulating personnel, scientific and educational potential, the educational organization represents the base where the implementation of public-private partnership mechanisms takes place.

Thus, public-private partnership in education involves the unification of efforts, joint activities of the state, business and educational organizations aimed at improving the quality of educational services, introducing effective economic mechanisms for managing resources, implementing scientific knowledge for the mass development of innovations, advanced training of managers of the national system education.

The further development of PPP in education is facilitated by the adoption of the Decree of the President of the Republic of Uzbekistan, as well as the Decree of the President of the country No. PP-3931 dated 05.09. 2018 “On measures to introduce new principles of management in the public education system”.

In accordance with the first Decree, an Agency for the Development of Public-Private Partnerships under the Ministry of Finance is created. The Agency will develop jointly with interested ministries and departments programs for the development of public-private partnerships in priority areas of the economy, including the social sphere.

The Decree of the President of the Republic of Uzbekistan “On measures to introduce new management principles in the public education system” provides for the introduction of the following forms of public-private partnership in the field of public education:

- provision of land for permanent use free of charge for

the construction of buildings of non-governmental educational organizations;

- the provision of free land for the construction of facilities of non-governmental educational organizations with the condition of reconstruction and equipping of the existing educational institutions;

- leasing of existing educational institutions with a low load factor or requiring reconstruction or major repairs;

- allocation of land for construction or building for reconstruction and equipment based on concession;

- implementation in the manner prescribed by law at the “zero” redemption value of vacant state-owned objects, including buildings of non-functioning general educational institutions;

- material and technical and financial support of non-governmental educational organizations created on the basis of the property of a private partner.

Thus, to date, Uzbekistan has created certain legal guarantees for the formation and development of PPPs in education. The need for further improvement of the education system is determined by the Action Strategy for the five priority areas of the development of the Republic of Uzbekistan in 2017-2021, which is the most important program document that determined the priority areas of state policy for the medium term.

Due to the fact that Uzbekistan currently lacks experience in implementing PPPs in the education system, we will consider one of the possible mechanisms for such a partnership using the example of Tashkent. (Table 2.1) Public-private partnership in the field of education can be considered as an institution for the modernization of education.

Table 1. The mechanism of implementation of PPP in the school system of Tashkent

№ п/п	Stages of PPP implementation in the education system
1	Holding a competition to determine a private partner for the implementation of a PPP project
2	The khokimiyat of a city (district) leases a land plot for building a school or chooses a school where a PPP project will be implemented
3	A private business partner finances, builds, puts into operation a school or implements a PPP project based on an existing school
4	The governance of the district compensates the costs of building the school, and also reimburses the costs of private business for the current maintenance or current repair of the school
5	The school remains with the private partner until the end of the PPP agreement

Source: author’s elaboration

As international experience shows, public-private partner-

ships act as the basis for the development of the economy and the education system in order to increase the efficiency of resource management of the education system by connecting public organizations and private business to this activity. This makes it relevant to search for models based on close interaction between public and private educational institutions aimed at achieving targets in the field of educational policy. Such models have several advantages due to the combination of the advantages of both types of education, public and private, with the maximum elimination of their weaknesses.

The development of PPP in the educational system will create opportunities for building a truly individual educational path for each student based on the identification of his inclinations and interests and ensuring the continuity of their development. In addition, under the new conditions, motivation for obtaining education is being enhanced due to the conscious choice of goal, since each student can evaluate how much knowledge he needs in his future professional career.

The main tasks are indicated in the above Decree of the President of the country. This Resolution notes that the further development of the education system in Uzbekistan depends on the introduction of innovative forms of education, modern pedagogical and information technologies, effective methods of vocational guidance, training and education in the educational process, taking into account the optimization of students' educational, psychological and physical activities.

The Decree defines the creation of legal conditions for updating and developing the education system in accordance with the modern requirements of man, society and the state, and the needs of the development of an innovative economy.

It is important to note that the modernization of the education system is a requirement of the time, reflects the necessary condition for the development of society and the economy. Today, to one extent or another, almost all countries of the world are undergoing a period of radical reforms related to the transition to innovative technologies and the principles of globalization of education.

The creation and implementation of PPP projects in the Tashkent school system, in our opinion, will allow attracting bright, initiative people who are ready to work with children in non-governmental educational institutions to the schools, as well as attracting a large number of students to the field of additional education and scientific activity. Companies and enterprises, working with specific students, can be included in the life of the school and provide real financial, personnel, moral support. The growing interest in obtaining quality education in the field of mathematics or other sciences will expand the range of educational services offered in this area. If there is an appropriate regulatory framework, the cooperation of state bodies and private business in the field of additional education and scientific activity makes it possible to extremely cheapen additional educational services for parents of students. The following figure shows the main elements characterizing PPP in school education.

Implementation of PPP projects in the education system allows private business to earn income, and on the other hand, it becomes possible to build an effective system for managing the property complex of an educational organization while

maintaining the social orientation of its use. This is the modernization and further operation of the property of educational institutions by the private sector on a rental basis and / or investment agreement. It is important to note that the implementation of PPP projects in the education system, of course, has undoubted advantages.

In modern conditions of limited state budget, it is required to look for new sources of financing the sphere of school education. This source is private sector investment in education.

Attracted financial resources of private business will allow the educational organization to provide better educational services. In addition, this will contribute to the creation of favorable material and social conditions for the activities of teachers and student learning.

Today, there are various forms and mechanisms of public-private partnerships in the education system. The development of an innovative economy requires the use of various forms of public-private partnerships, and sometimes their cross-combination to achieve greater effect in obtaining the result, which is the provision of high-quality educational services in the educational system.

Table 2. The state of development of private schools in Tashkent (for 01.01. 2019 y.)

№	Areas	amount private schools	Number of classes	Number of students
1	Bektemirsky	-	-	-
2	Mirabad	2	39	637
3	M. Ulugbeksky	6	72	1710
4	Olmazar	3	58	1169
5	Sergeliysky	1	1	15
6	Uchtepinsky	2	24	416
7	Chilanzar	4	50	841
8	Shaykhantahursky	4	39	680
9	Yunusabad	7	80	1489
10	Yakkasaray	5	68	1223
11	Yashnobad	-	-	-
Total		34	431	8180

Source: author's elaboration

The main forms of PPP in the field of education include the following:

1) the formation of guardianship or governing councils for educational institutions in which representatives of private sector entities participate, as a mechanism of public-private partnership. This PPP mechanism allows the inclusion in the management of an educational institution of representatives of various interested groups - the state, local authorities, philanthropists, business, the public, etc.;

2) public-private partnership in the form of an institution of public interaction on the basis of decisions of public authorities in the form of expert councils, working groups;

3) the creation of educational organizations in the form of a non-profit partnership or an autonomous non-profit organization;

4) implementation of projects in the field of education on the basis of concessions. In the concession agreements in the field of education, the following promising areas can be distinguished: the creation, as well as the reconstruction of state-

owned real estate and the implementation of a specific type of educational activity using this property for the period provided for by the contract.

Meanwhile, a system of private education is currently developing in Tashkent. Private schools provide high-quality educational programs for students in almost every district. The status of private schools in Tashkent is evidenced by the following table. (Table 2)

As can be seen from the table, currently only in two districts there are no private schools (Bektemirsky and Yashnobadsky). In all other areas, the development of private schools is observed, the largest number of private schools have Yunusabad and Mirzo Ulugbek districts.

In the future, undoubtedly, innovation is needed to create self-supporting economic mechanisms for school education, not only with access to the private education sector, but also the development of public-private partnerships (PPP) in education.

It is important to note that for private business, the sphere of education is not only and not so much an object of charity or social responsibility, but the sphere of effective, returning investment. This is due to the fact that creating an innovative economy will require new knowledge and technologies, which are powerful factors in economic growth. In modern conditions of economic development, knowledge is turning into the main source of profit and competitive advantage.

In our opinion, in the future, PPP projects in the field of education should be developed in the form of educational clusters. It is advisable to create these clusters in the fields of construction, agriculture, energy, light and food industries, as well as in high technology. It should identify approaches to the formation of clusters in the field of transport and housing and communal services. In the proposed clusters, it is desirable to include a specialized university, basic industry enterprises, colleges and the future consumer represented by the employer.

The state body represented by the Ministry of Labor Relations and Employment must determine and issue to the educational institution a state order for the training of specialists of priority professions. The school working on the PPP project, in turn, will determine the training programs for future specialists. One of the important features of the educational cluster is the continuity of education, i.e., a student from school will know his demand in the future and can begin his studies at school and continue it at the university.

Speaking about the prospects for the development of the education system in Uzbekistan, attention should be paid to preschool education. The economic reforms taking place in recent years have affected all areas of society, including the education system and, above all, pre-school education. Obviously, the key goals of a modern kindergarten are, first of all, to create the necessary conditions and ensure a personality-oriented approach to education, to familiarize children with the achievements of world and national culture, as this is an important part of general education, assuming its free and accessible.

The main advantage of the kindergarten is the creation of a kindergarten, through which the space of the child's social

development is formed. Only in equal conditions does the child know himself in comparison with others, adopt the methods of communication and interaction appropriate to various situations, and overcome his inherent egocentrism.

Modern PPP mechanisms can also be effective at the stage of preschool education, in particular when financing kindergartens, in order to ensure equal starting opportunities for children from families with different incomes, regardless of place of residence. Currently, in Uzbekistan the vast majority of pre-school general education institutions are state-owned. However, even in state

kindergartens and family schools usually pay for the cost of food and excursions. In addition, a significant proportion of families pays for the costs of additional education services (paid music and rhythmic classes, rehabilitation measures, teaching a foreign language, computer games, etc.).

Unlike vocational education, the emphasis in preschool education is shifted towards private funds of families. However, positive factors should recognize a very high level of demand for pre-school and continuing education programs. This means a change in preferences for universal pre-school education, regardless of the employment of mothers. The high demand for pre-school and continuing education services guarantees the investment attractiveness of these educational levels and opens up potential for the implementation of PPP mechanisms.

The progressive look and flexibility of the PPP system allows private kindergartens to function successfully, creating favorable economic conditions for parents. Currently, preconditions have been created in Tashkent for the development of PPP projects in the system of preschool education, as private kindergartens have been created and are functioning in the city. (Table 3)

Table 3. Data on the number of private kindergartens and preschool centers in Tashkent (as of 01.01. 2019)

Regions	Number of private gardens	Number of educational pre-school centers and short stay groups	Number of children in private gardens	Number of children in pre-school educational centers and in short-stay groups
Bektemirsky	0	1	0	20
Mirabad	7	18	231	378
M. Ulugbek-sky	14	11	813	655
Olmazar	11	13	717	528
Sergeliysky	3	6	126	142
Uchtepinsky	12	8	478	164
Chilanzar	12	14	748	359
Shaykhant-ahursky	12	10	416	273
Yunusabad	16	7	775	338
Yakkasaray	21	7	940	76
Yashnobad	6	9	473	406
114	104	5717	3339	

Source: author's elaboration

Public-private partnership, in fact, is an entrepreneurial activity with the participation of the state. Such a partnership makes it possible to ensure not only the social responsibility of business to society, but also to receive from this a stable long-term income. So, for example, a kindergarten built by an entrepreneur can not only be transferred to state ownership, but also be further operated by him on the principles of PPP. This in turn will help the entrepreneur to receive additional income, and for the state will reduce the burden of managing such a kindergarten.

Thus, the analysis of the current situation, taking into account the specifics of the development of PPP projects in relation to the field of school and preschool education, allows us to formulate proposals that contribute to the development of the following processes:

- firstly, the creation of the necessary conditions for the integration and cooperation of financial resources of the state and private business to achieve the quality of education that meets the requirements of the modern economy and the development of society;
- secondly, the introduction into the education system of effective management principles used in the business sphere;
- thirdly, the formation and development of the legislative and methodological framework for realizing the potential of PPPs aimed at the real autonomy of educational institutions, their financial and economic independence and responsibility for the result.

Thus, currently in Uzbekistan there is a unique opportunity to use the accumulated experience of foreign countries in reforming the educational system through partnership between the state and business. It is important to select the most effective models in relation to modern conditions.

Another area where PPP projects can be successfully implemented is healthcare. The rapid entry of private capital into the medical sector today is a worldwide trend. The introduction of innovative treatment practices, technological equipment of clinics, improving the quality of medical care, the formation of a new institutional structure of the healthcare sector necessitate the attraction of private investment.

The use of PPP in the healthcare sector is dictated by the need to reduce government costs. Each such project should be supported by economic and financial analysis, which proves that PPP in the context of this project leads to better quality at lower cost compared to the usual approach to project implementation.

In our opinion, the development of new managerial decisions, the introduction of a qualitatively new tool for their functioning, in particular PPP mechanisms in the field of healthcare, will help to solve the priority tasks of the long-term development of the state, to create the necessary conditions for increasing the growth rate of the national economy. The development of interaction between the public and private sectors in the healthcare sector will improve the situation by optimizing budget expenditures, increasing the efficiency of investing funds, using resources and management, creating conditions for the stable improvement of the provision of medical services, and the stability of the functioning of the

entire medical system.

The global trend of expanding the practice of public health partnerships between government and business has led to the development of a number of replicable models for the implementation of PPP projects. Implementation of PPP mechanisms is impossible without taking into account the specifics of the country: organizational structure, legislation, investment climate. Therefore, only some of the existing forms of interaction existing in world practice may be acceptable for Uzbekistan.

In particular, a promising model may be the implementation by private partners of work on the reconstruction of state medical organizations, as well as the right to operate and maintain the infrastructure of these institutions for a period that pays for their financial investments. This model is beneficial for the state in the absence of sufficient resources for independent reconstruction of a medical facility. A variation of this model involves shared financing from the state and business, in which at the initial stage the private partner provides full financing, and after putting the facility into operation, the state will reimburse part of the initial costs for several years. The construction of a new institution should solve urgent problems of the region in healthcare due to the possibility of providing scarce medical services.

Table 4. The main advantages of introducing PPP in the healthcare system

Government bodies	Private business	Population
efficient use of budgetary funds for financing the health system is ensured	gets the opportunity to expand areas of activity based on access to new markets	provided by quality medical services
the volume of state funding for the construction and operation of health facilities is reduced	has the ability to long-term management and use of public facilities of the health system	receives new forms of medical care, diagnostic equipment, medicines and medications
private financial and intellectual resources are attracted, and managerial experience and innovative potential of the private sector are used	investing in state property, a private businessman receives a guarantee of profitability	by increasing the pace of development of health care, as well as its technical and technological re-equipment, an improvement in the quality of medical services is achieved
the introduction of innovative forms of medical care, medical equipment and instruments, medical devices and medicines is achieved	on the basis of state guarantees, private business can increase the overall profitability of a business by increasing productivity and introducing innovations	conditions and prerequisites are formed for the effective functioning of public health facilities that are in state ownership
competition is being developed on	state support and guarantees are provided	ensuring a multiplier effect in other areas of the economy due to increased levels of

	human potential in the health sector.
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Source: author's elaboration

In addition, the development of public-private partnerships will affect the increase in returns on money invested in health care, the formation of a favorable investment climate, and the acceleration of the introduction of state guarantees. Thanks to the development of PPPs in the health care system, the state, private business and the population receive certain advantages (Table 4)

The current realities in Uzbekistan indicate that state policy in the field of medical services is focused on creating a self-regulatory model, the development of which takes place in the context of intensive interaction between the public and private sectors. The introduction of PPP mechanisms at the national level will accelerate the development of the medical services market, and will also contribute to the formation of an effective competitive environment, optimization of financial resources management, improving the quality and increasing the number of services provided.

Table 5. Placement of private medical institutions in the districts of Tashkent

Regions	Total Licenses Issued		Newly established institutions	
	Ambulance	Hospital	Ambulance	Hospital
Bektemirsky	10	-	1	
Mirabad	149	17	12	3
M. Ulugbeksky	64	5	4	
Olmazar	119	12	10	1
Sergeliysky	49	3	5	
Uchtepinsky	67	8	10	
Chilanzar	150	13	11	1
Shaykhantahursky	114	5	8	1
Yunusabad	169	12	19	
Yakkasaray	51	5	7	
Yashnobad	65	5	7	
Total	1007	85	94	6
	1092	100		

Today in Tashkent there are many private medical clinics that provide the population with a variety of services for a fee. The activities of these institutions are carried out on the basis of an agreement between a private investor and local authorities in the person of a khokimiyat of a particular district. In addition, before starting to provide services, medical institutions must obtain an appropriate license from the Ministry of Health of the Republic of Uzbekistan. The following table provides data on the placement of private medical institutions in the districts of Tashkent as of 01.01.2019 (Table 5)

The data in the table indicate that private medical facilities in Tashkent are not evenly distributed. So, the largest number of them is located in Yunusabad, Chilanzar and Mirzo Ulug-

bek districts, and the least private medical facilities are in Bektemir district.

It is important to note that the establishment and operation of private clinics and laboratories are a prerequisite for the development of PPPs in the healthcare system of Uzbekistan. However, this requires an urgent need to develop and implement instruments of institutional, regulatory and methodological support for the potential implementation of public-private partnership projects in this area. In particular, in our opinion, it is advisable to develop and implement a Concept for the implementation of PPP projects in the healthcare system of the Republic of Uzbekistan, to analyze the structural features of its functioning and to identify those sectors that have the highest potential for project implementation, and also most in need of innovative and investment resources.

In addition, in the newly developed normative legal acts, in particular, in the draft Law of the Republic of Uzbekistan "On Public-Private Partnership", which regulates the activities of public-private partnerships, provide for the possibility of creating not only contractual, but also institutional public-private partnerships social interaction in the health system. Taking into account the peculiarities of the development of various types of activities of the healthcare system of Uzbekistan and the application of various forms of PPP, several types of standard agreements may be proposed: standard agreements on joint activities; public-private partnership agreements; concession and lease agreements.

4 CONCLUSIONS

Thus, the current state of school and preschool education, as well as the health care system in Tashkent suggests that certain prerequisites have been created in the city and in the country as a whole for the development of PPP projects in various sectors of the economy. Of course, the further development of public-private partnerships in Uzbekistan depends on the quality of the legal framework being created, the willingness of state bodies to cooperate with private business in the implementation of PPP projects, as well as the competence of public servants involved in the implementation of such projects.

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