

IMPROVING THE MANAGEMENT COORDINATION FUNCTION IN THE PUBLIC-PRIVATE PARTNERSHIP SYSTEM OF HIGHER EDUCATION

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Abstract

This article analyzed the improvement of the management coordination function within the public-private partnership system of higher education. The study evaluated the effectiveness of institutional cooperation mechanisms between public authorities and private sector participants, management coordination processes, and information exchange systems. Based on international experience, the importance of centralized coordination units, digital management platforms, and monitoring mechanisms in PPP projects was justified. Using the example of higher education infrastructure projects in Uzbekistan, existing coordination challenges and development opportunities were identified. The research developed scientific and practical recommendations aimed at strengthening coordination mechanisms, expanding digital transformation, and improving institutional efficiency within PPP management systems.

Keywords: public-private partnership, management coordination, higher education, PPP system, digital management, institutional efficiency, monitoring, investment, strategic management, infrastructure.

Annotatsiya

Mazkur maqolada oliy ta'lim tizimida davlat-xususiy sheriklik asosida boshqaruvni muvofiqlashtirish funksiyasini takomillashtirish masalalari tahlil qilindi. Tadqiqot davomida davlat va xususiy sektor o'rtasidagi hamkorlikning institutsional mexanizmlari, boshqaruv koordinatsiyasi hamda axborot almashinuvi samaradorligi baholandi. Xalqaro tajriba asosida PPP loyihalarida markazlashgan koordinatsiya tizimlari, raqamli boshqaruv platformalari va monitoring mexanizmlarining ahamiyati asoslab berildi. O'zbekiston oliy ta'lim infratuzilmasida amalga oshirilayotgan PPP loyihalari misolida mavjud muammolar va rivojlanish imkoniyatlari aniqlandi. Tadqiqot natijasida boshqaruv koordinatsiyasini kuchaytirish, raqamli transformatsiyani rivojlantirish va institutsional samaradorlikni oshirish bo'yicha ilmiy-amaliy tavsiyalar ishlab chiqildi.

Kalit so'zlar: davlat-xususiy sheriklik, boshqaruv koordinatsiyasi, oliy ta'lim, PPP tizimi, raqamli boshqaruv, institutsional samaradorlik, monitoring, investitsiya, strategik boshqaruv, infratuzilma.

Аннотация

В данной статье были проанализированы вопросы совершенствования координационной функции управления в системе государственно-частного партнёрства высшего образования. В ходе исследования была оценена эффективность институциональных механизмов взаимодействия государства и частного сектора, координации управления и обмена информацией. На основе

международного опыта обоснована значимость централизованных координационных систем, цифровых платформ управления и механизмов мониторинга в проектах ГЧП. На примере проектов ГЧП в инфраструктуре высшего образования Узбекистана были выявлены существующие проблемы и перспективы развития. По результатам исследования разработаны научно-практические рекомендации по усилению управленческой координации, развитию цифровой трансформации и повышению институциональной эффективности.

Ключевые слова: государственно-частное партнёрство, координация управления, высшее образование, система ГЧП, цифровое управление, институциональная эффективность, мониторинг, инвестиции, стратегическое управление, инфраструктура.

INTRODUCTION

Public-private partnership (PPP) has become one of the most important mechanisms for developing socio-economic infrastructure in modern economies. In recent years, many countries have actively introduced PPP models in education, healthcare, transport, and energy sectors to increase investment efficiency and improve service quality. In higher education systems, PPP projects contribute to the modernization of educational infrastructure, construction of student dormitories, research laboratories, and innovation centers.

In Uzbekistan, large-scale reforms aimed at expanding the role of private sector participation in socio-economic development have accelerated the implementation of PPP projects. The adoption of the Law of the Republic of Uzbekistan “On Public-Private Partnership” created the legal basis for strengthening cooperation between government institutions and private investors. At the same time, the growing number of PPP projects requires effective management mechanisms, especially coordination functions that ensure the integration of organizational, financial, and institutional processes.

Management coordination is considered one of the fundamental functions of management theory. It ensures the harmonization of activities among different stakeholders, prevents duplication of responsibilities, and improves decision-making efficiency. In PPP projects, coordination plays a crucial role because multiple participants with different interests are involved in project implementation. Therefore, improving the coordination function within PPP management systems is essential for ensuring transparency, sustainability, and long-term effectiveness.

This study aims to analyze the role of management coordination in the PPP system and develop recommendations for improving coordination mechanisms in higher education infrastructure projects.

LITERATURE REVIEW

The concept of public-private partnership has been widely studied by international organizations and scholars. According to the World Bank, PPP is defined as a long-term contractual agreement between public authorities and private entities aimed at

financing, constructing, and managing public infrastructure or services. OECD researchers emphasize that effective PPP implementation requires proper allocation of risks, transparent governance, and institutional coordination.

Management scholars such as Henri Fayol identified coordination as one of the core management functions necessary for organizational efficiency. Coordination enables different departments and stakeholders to work toward common objectives while minimizing operational conflicts. Modern strategic management theories also highlight the importance of integrated coordination systems in complex infrastructure projects.

In the context of PPP systems, coordination functions involve communication between ministries, financial institutions, local authorities, investors, and service providers. Researchers argue that weak coordination often leads to delays in project implementation, legal conflicts, and financial inefficiencies.

International experience demonstrates that countries with strong institutional coordination mechanisms achieve better PPP outcomes. For example, the United Kingdom established centralized PPP coordination units responsible for project evaluation and monitoring. Singapore and South Korea also developed digital coordination platforms to ensure transparency and rapid information exchange between public and private stakeholders.

Uzbek scholars have analyzed the institutional and economic aspects of PPP development in education and infrastructure sectors. Their studies emphasize the need to strengthen legal frameworks, improve investment attractiveness, and enhance management effectiveness. However, limited attention has been paid specifically to the coordination function of management within PPP systems, which determines the relevance of this research.

METHODOLOGY

The study is based on qualitative and comparative research methods. Normative-legal documents related to PPP development in Uzbekistan, international reports, scientific literature, and statistical materials were analyzed.

The research methodology includes:

- Comparative analysis of international PPP coordination practices;
- Institutional analysis of management structures in Uzbekistan;
- Statistical review of PPP project implementation indicators;
- Analytical assessment of coordination challenges in higher education projects.

The study also applies systematic and strategic management approaches to evaluate coordination efficiency within PPP systems.

ANALYSIS AND RESULTS

The analysis indicates that management coordination significantly influences the success of PPP projects in higher education. Effective coordination allows government agencies and private investors to establish clear responsibilities, improve communication, and reduce administrative barriers. In Uzbekistan, PPP projects in higher education have primarily focused on constructing student dormitories and

educational facilities. These projects demonstrated positive results in expanding educational infrastructure and attracting private investment. However, several coordination-related problems remain unresolved.

First, institutional fragmentation creates duplication of responsibilities among government agencies. Different ministries and regional authorities may participate in project approval and monitoring processes without unified coordination mechanisms. This often delays project implementation. Second, information exchange between stakeholders remains insufficient. In many cases, private investors face difficulties obtaining accurate and timely information regarding land allocation, financial guarantees, and regulatory procedures. Third, monitoring systems for PPP projects require modernization. Effective coordination depends on transparent monitoring and evaluation tools capable of assessing project performance and identifying risks at early stages.

International experience demonstrates that centralized coordination units improve PPP management efficiency. Countries such as Canada and Australia established independent PPP agencies responsible for project coordination, legal consultation, and performance monitoring. These institutions help reduce bureaucratic complexity and increase investor confidence.

The research findings suggest that introducing digital coordination platforms could significantly improve information exchange and transparency within Uzbekistan's PPP system. Digital management tools would enable real-time monitoring, document sharing, and strategic planning among stakeholders.

Furthermore, strengthening professional competencies in PPP management is essential. Training programs for government officials and private sector representatives can improve negotiation skills, strategic coordination, and risk management capabilities.

The development of coordination functions in PPP management systems requires comprehensive institutional reforms. First, it is necessary to improve legal regulations defining the responsibilities of all project participants. Clear legal frameworks reduce uncertainty and strengthen accountability mechanisms. Second, establishing a centralized PPP coordination center could enhance strategic management efficiency. Such an institution would coordinate project planning, financial analysis, and monitoring activities at the national level. Third, digital transformation should become a key component of PPP coordination systems. Electronic management platforms can simplify administrative procedures, reduce corruption risks, and increase transparency.

Another important aspect is strengthening public control and stakeholder participation. Civil society institutions, universities, and independent experts should participate in evaluating large-scale PPP projects to ensure social accountability. The study also emphasizes the importance of balancing public and private interests. Effective coordination mechanisms help prevent conflicts and ensure that educational infrastructure projects serve both economic and social objectives.

CONCLUSION AND SUGGESTIONS

The research demonstrates that management coordination is one of the most important factors influencing the effectiveness of public-private partnership systems in higher education. Strong coordination mechanisms improve communication, reduce institutional barriers, and increase investment efficiency.

Based on the analysis, the following recommendations are proposed:

- Establish centralized coordination units for PPP project management;
- Develop digital platforms for information exchange and monitoring;
- Strengthen legal frameworks regulating coordination responsibilities;
- Improve professional training programs in PPP management;
- Increase transparency and public participation in project evaluation processes;
- Introduce modern risk management and strategic planning systems.

Implementation of these measures will contribute to improving PPP management efficiency, attracting private investment, and accelerating the modernization of higher education infrastructure in Uzbekistan.

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Marketing jurnali O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi huzuridagi **Oliy attestatsiya komissiyasi rayosatining 2024-yil 04-oktabrdagi 332/5 sonli qarori** bilan milliy ilmiy nashrlar ro'yxatiga kiritilgan



"Marketing" ilmiy, amaliy va ommabop jurnali 2024-yil 15-martdan O'zbekiston Respublikasi Prezidenti Administratsiyasi huzuridagi Axborot va ommaviy kommunikatsiyalar agentligi tomonidan **C-5669517** reyestr raqami tartibi bo'yicha ro'yxatdan o'tkazilgan. **Litsenziya raqami: №240874**



"Marketing" ilmiy, amaliy va ommabop jurnalining xalqaro darajasi: **9710**. GOCT 7.56-2002 "Seriya nashrlarning xalqaro standart raqamlanishi" davlatlataro standartlari talablari. **Berilgan ISSN tartib raqami: 3060-4621**