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Chief editorS.

G. Ahmed

Professor of Computational Mathematics and Numerical Analysis Faculty of Engineering, Zagazig University, Zagazig, Egypt, P. O. Box 44519

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THE IMPORTANCE OF SOCIAL PARTNERSHIP IN SHAPING PUBLIC-PRIVATE PARTNERSHIP MECHANISMS IN THE TOURISM SECTOR**Saidov Utkir Uralboevich**

Researcher at the Scientific Research Institute for Tourism Development, Head of Department at the Center for the Analysis of Democratic Processes.

ORCID: 0009-0008-9966-6326

Abstract: This article explores the concept of social partnership and its role and significance in public-private partnerships within the tourism sector. It further examines the theoretical and practical foundations for applying intersectoral partnership mechanisms in tourism development.

Keywords: Social partnership, Public-Private Partnership (PPP), tourism infrastructure, PPP mechanisms, PPP models, tourism facilities, intersectoral partnership.

In a time when pressing issues related to accelerating economic development and preventing crises emerge globally, the introduction of intersectoral social partnership principles into economic and social sectors holds particular significance. This includes expanding the participation of the state, private sector, and non-governmental organizations in these processes. Specifically, the development of the tourism sector is not solely dependent on the efforts of a single industry or organization. Still, it relies on establishing effective partnership relations among the three key societal sectors: the state, the private sector, and civil society institutions.

The experience of several countries with highly developed tourism industries demonstrates that the growth of tourism within a nation directly depends on the extent of cooperation among societal sectors. For instance, in the United States, the motto "tourism is everyone's business" prevails, reflecting the collective efforts of all sectors of society to drive the development of the tourism industry.

First and foremost, let us consider the concept of "partnership." Its etymology traces back to the French word *partenaire* and the English word *partner*, which convey meanings such as share, portion, distribution, and collaboration.

From a structural perspective, the partnership can be categorized into various forms, including interpersonal, social (trade unionist and intersectoral), commercial (seller and buyer), and public-private partnerships.

The state, business, and non-governmental sectors are fundamental elements of the social partnership system aimed at stabilizing society. Their activities are carried out through consensus-based agreements and the redistribution of a portion of the created public product.

The foundational principles of social partnership, including civil agreements, contractual relations, and the resolution of conflicts through compromise, have been studied by classical scholars such as Niccolò Machiavelli, Francis Bacon, Thomas Hobbes, Jean-Jacques Rousseau, Adam Smith, Gottfried Wilhelm Leibniz, Immanuel Kant, Pierre-Joseph Proudhon, and others.

The scholar Arcer T.V., who focused on the economic aspects of social partnership, suggests dividing social partnership into two categories for study:

1. Trade-unionist, i.e., from the perspective of labor relations.
2. Intersectoral, i.e., a reciprocal partnership aimed at solving social and economic issues in society.

According to the scholar, the social partnership is a system that should be directed towards the modernization of the national economy .

It is known that in Uzbekistan, social partnership relations have not been focused on regulating labor relations within the framework of law. Instead, the main focus has been directed towards developing intersectoral social partnership relations. Specifically, the Social Partnership Law of the Republic of Uzbekistan identifies state and non-governmental organizations, as well as other civil society institutions, as subjects of social partnership. This is because the legal foundations for regulating labor relations in the country have already been firmly established. Therefore, social partnership now needs to be directed towards solving other pressing issues facing society.

According to Professor Begmatov A., there is a theory of "intersectoral interaction" concerning social partnership. According to him, the subjects of social partnership - the state, civil society institutions, and business representatives - must cooperate in solving socially significant issues. In Uzbekistan, a new form of interaction between the subjects of social partnership has emerged. This form is based not on mutual disputes and competition, but on mutual assistance and cooperation. Such a relationship between the parties has generated the synergy effect of social partnership.

Cohen E. emphasizes the importance of analyzing community participation when assessing the social impact of tourism. According to his view, in order to address the social issues arising from tourism, it is essential to actively involve the local population in the process of tourism development .

In this regard, it should be emphasized that applying social partnership and developing the theory of intersectoral partnership are of crucial importance in the development of public-private partnerships in the tourism sector. That is, in public-private partnership relations, it is necessary to apply elements of social partnership and, by integrating the relationships of the three sectors, introduce a new concept - intersectoral partnership.

Yakimets V.N. defines intersectoral partnership relations as follows: "Intersectoral partnership is the constructive, goal-oriented, and mutually beneficial collaboration between the state, commercial, and non-commercial sectors of society in solving social issues for the benefit of the people." .

Another scholar, Sinetsky S.B., adds to the above views by stating the following: In intersectoral partnership relations, each sector aims to benefit from the collaboration, and true intersectoral partnership emerges when all sectors equally gain from these relationships . In addition, the scholar analyzes the strengths and weaknesses of each sector's involvement in social partnership relations in his views.

By analyzing the theoretical aspects and practical implementations of social partnership and public-private partnership, they can be compared as follows:

Table №1

CONCEPT	SOCIAL PARTNERSHIP	PUBLIC-PRIVATE PARTNERSHIP
Definition	Collaboration between the state, private sector, and community organizations to address social issues.	Collaboration between the state and the private sector to develop infrastructure or provide services.
Main Goal	Ensuring social justice, sustainable development, and equality within society.	Creating efficient infrastructure, financial savings, and increasing production efficiency.
Participants	Government agencies, NGOs, other civil society institutions.	Government agencies and private sector (companies).
Financing Sources	State budget, international grants, NGO funding.	Private sector investments, state guarantees.
Legal Basis	Laws on social partnership, strategic plans endorsed by the public.	Laws on public-private partnerships, contracts supported by the private sector.
Financial Benefits	Financial benefits through the involvement of the local population in socially significant projects.	Financial benefits derived from investments and infrastructure development.
Transparency and Monitoring	Encouraging public participation and periodic monitoring.	Transparent contracts, with monitoring mechanisms often present in collaboration between the private sector and the state.
Legal Framework	Laws on social partnership, legal guarantees.	Legal contracts and agreements between the state and private sector.
Practical Examples	Uzbekistan's "Mahalla" institution, "SEWA" in Cambodia.	France's "Paris Orly Airport" and Turkey's "Marmaray" railway.

Source: compiled by the author.

The theoretical research on applying intersectoral partnership in the tourism sector began to develop in the 1970s in the United States and Europe. Scholars such as Gunn C., Butler R., Cohen E., Kotler Ph., Zender L., Carty C., Bramwell B., Lane B., and Swarbrooke J. developed the initial theories on the development of tourism through intersectoral partnerships. In his theory on social partnership, Swarbrooke J. emphasizes that active community participation is a prerequisite for ensuring sustainable development in tourism. According to him, any decision made by the state and private sector must align with the economic, environmental, and social interests of the local population.

Bramwell B. and Lane B. emphasize that ensuring public oversight and participation in the collaboration between the state and the private sector is a key condition for social partnership.

At the same time, a group of scholars define social partnership in the tourism sector as an effective tool for protecting cultural heritage and promoting it through tourism.

Research in this field significantly increased both in quantity and quality by the end of the 1990s. In particular, studies conducted after 2005 have proven that developing the tourism sector through intersectoral collaboration yields quite positive results. Many

scholars and experts emphasize that the global financial and economic crisis, which began in 2008, made the issue of developing nearly all sectors of the global economy through intersectoral cooperation one of the most pressing topics on the global agenda. In this context, the tourism sector also experienced rapid growth through mutually beneficial partnership relations among various sectors of society. A clear result of this was the continuous increase in tourist flows, even during periods of economic crisis.

Currently, scientific research on this issue is being actively conducted in the United States, Russia, Japan, South Korea, Singapore, Australia, India, South Africa, and Western European countries.

Another group of scholars emphasizes that intersectoral partnership in the tourism sector is a collaboration based on mutual trust and efficiency between the state, private entrepreneurs, and citizens, aimed at the social and economic development of regions through the advancement of tourism.

In our opinion, intersectoral partnership in the tourism sector is a set of partnership relations based on the principles of mutual benefit, equality, legality, and efficiency, aimed at developing the tourism sector within a specific timeframe and project framework. It is formed between the state, private sector, and civil society institutions, taking into account the sectoral and regional characteristics of tourism.

In this context, it is appropriate to focus not only on the theoretical aspects of intersectoral partnership but also on its practical significance. In particular, the following important aspects of actively applying intersectoral partnership mechanisms in the tourism sector can be highlighted:

1. **Enhancing Economic Impact:** Intersectoral partnership in tourism attracts investments and ensures budget efficiency.

2. **Protecting Cultural and Natural Resources:** Harmonious actions of the community, state, and private sector contribute to preserving cultural and natural heritage.

3. **Ensuring Public Participation:** When local communities and the wider public are involved in projects, social justice and sustainability are ensured.

4. **Environmental Efficiency:** Collaborative efforts of the state, private sector, and NGOs significantly improve efficiency in reducing environmental damage.

To illustrate the practical significance of applying intersectoral partnership in tourism, the following examples can be provided:

Table №2

Country	Project Name	Type of Partnership	Outcome	Source
Turkey	"Marmaray" Railway	Intersectoral Partnership (Key element: PPP)	Improved transportation, increased tourist flow.	Turkish Ministry of Transport Reports, 2020.
Cambodia	Angkor Wat	Intersectoral Partnership (Key element: State and Community)	Cultural heritage preserved.	Cambodian Ministry of Tourism, 2019.
USA	Yellowstone National Park	Intersectoral Partnership (Key element: PPP)	Environmental protection and infrastructure developed.	National Park Service Report, 2021.
Uzbekistan	"Silk Road" International Tourism Center	Intersectoral Partnership (Key element: PPP)	Over 2,000 jobs were created, improved infrastructure, and increased tourist flow.	Uzbekistan Tourism Committee Data.
France	Cultural Tourism Center along the Loire River	Intersectoral Partnership (Key element: State and Community)	Over 10,000 jobs created, increased tourist flow.	European Commission Tourism Report, 2020.

Source: compiled by the author.

Tourism destinations established based on the principles of intersectoral partnership stand out due to their social significance and economic efficiency.

In conclusion, applying intersectoral partnerships in tourism is a crucial tool for achieving sustainable development through the enhancement of cooperation between the state, private sector, and community organizations. In this context, intersectoral partnership:

1. Provides the opportunity to increase economic activity, attract investments, and improve tourism infrastructure.

2. Serves as an effective tool for protecting cultural and natural resources, ensuring long-term positive outcomes through community participation.

3. Plays a crucial role in reducing environmental damage and ensuring social justice.

Foreign experiences demonstrate that intersectoral partnership is of great significance not only from an economic perspective but also in terms of its social and environmental impact.

Based on the analysis above and the study of existing experiences, the following recommendations can be made for applying intersectoral partnership in the tourism sector:

1. **Strengthening the Legal Foundations for Regulating Intersectoral Partnership Relations:** This includes focusing on strengthening the legal framework to encourage the participation of the private sector and community organizations in the process.

2. **Developing Mechanisms to Actively Involve the "Third Sector" - Civil Society Organizations:** It is essential to develop mechanisms to actively involve community organizations in tourism projects. Special programs and grants that ensure public

participation should be introduced, along with the creation of platforms for monitoring and assessing public involvement.

3. Improving Mechanisms for Attracting Investments: This includes the introduction of tax incentives and other measures to attract private sector investments. Furthermore, strengthening cooperation with international donor organizations and funds should be prioritized.

4. Developing Modern Models for Sustainable Tourism Development: Attention should be given to developing projects focused on ecological tourism, cultural heritage preservation, and social protection.

5. Actively Involving Civil Society Organizations in Capacity-Building Programs: In the context of public-private partnership (PPP) projects, NGOs should be involved in staff training and capacity-building programs, with special training programs and workshops organized in collaboration with them.

6. Establishing a System for Regular Monitoring of the Social, Economic, and Environmental Impact of Each Intersectoral Partnership Project: A new scientifically-based methodology should be introduced for ensuring the effectiveness of projects, along with a system for the regular monitoring of their impact to ensure sustainable results.

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