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**Scientific aspects of public-private partnerships in recreation and tourism Ukraine**

***Summary.*** *The experience of the world in the use of public-private partnerships to enhance the development of recreation and tourism. The directions to use public-private partnerships in recreation and tourism sector. Posted structure Competitiveness Index recreation and tourism Ukraine. The basic methods for creating hotel networks: franchising, management contract, leasing. The examples of the implementation of government mega-projects in the Soviet Union and the former Soviet Union. And analyzed the positive aspects of the use of public-private partnerships for government and private business.*

***Key words:*** *public-private partnership multiplier competitiveness index, methods for creating hotel chains.*

**Formulation of the problem.** Public-private partnership contributes to innovation in the field of recreation and tourism Ukraine. Its activation requires the development of guidelines for the preparation of public-private partnerships that provide basic forms of cooperation, the sequence of development projects.

**Analysis of recent publications.** Examples of projects PPP indicate the possibility of obtaining the multiplier effect related recreation and tourism sectors, including transport, social infrastructure, housing [1-4].

Research current and future forms of public-private partnerships in recreation and tourism Ukraine indicates the need for development and implementation of organizational and economic mechanism of activation of cooperation between government and the private sector [5].

Existing mechanisms, classifications and forms of public-private partnerships that are used in the implementation of infrastructure projects of services [6]. However, public-private partnership is not limited to infrastructure projects.

**Problem.** To analyze the experience of using public-private partnerships in recreation and tourism world. The basic methods for creating hotel chains. Identify causes of poor public-private partnership. Determine the positive aspects of using public-private partnerships for government and private partners.

**Presentation.** It is believed that the implementation of a large number of investment projects in the recreation and tourism sector will contribute to intensification of reproductive processes in the national economy. It is provided with multiplier effects on economic processes in the related industries of the national economy.

The professional literature contains arguments importance of recreation and tourism to the national economy of Ukraine. This argument is based on: evidence of return of recreation and tourism practices budgeting, which proves to be among the priority sectors, to enhance the importance of related industries, optimistic forecasts for the development of recreation and tourism in the world, comparable in different objects of empirical material. These arguments suggest the need for a comprehensive consideration of the role of recreation and tourism in the national economy of Ukraine. It focuses on the formation and implementation of public policy development and recreation and tourism, which takes into account the interaction of economic, social, political, legal, educational, environmental and regional areas [4, p. 161-163].

The impact of recreation and tourism on the national economy is due to the involvement of foreign currency and reducing pressure on the balance of payments. Evaluation of economic effects, particularly on international recreational and tourist exchange involves determining the cost of holiday-makers during their stay in the country. Determination of recreation and tourism expenditures occur in the forms of circulation and accumulation. There are direct and indirect effects. Direct impact includes costs of holiday minus imports, which is required for their logistical support. Indirect impact is determined by activation of adjacent sectors of the national economy through the exploitation of sequential costs. The formalization of assessing the economic impact of recreation and tourism is determined using multipliers. Depending on the areas of impact multipliers used income, sales, employment and production. Research multipliers aimed at establishing their actions in specific sectors of the national economy, assessing the effectiveness of public and private investment. This allows for more detailed analysis of the impact of total tourism and recreation costs total exporting and importing countries of recreation and tourism in the formation of gross national income. In practice the definition of multiplier effects of domestic recreational and tourism activities is complicated by problematic to collect the necessary statistics. Determination of the economic effects of international tourism and recreation activities are more affordable deeper systematically processed and is widely used in analytical studies. Animated export has a stimulating effect on economic growth in proportion to the gross national product. Balance of payments determined by the difference of costs of foreign tourists in Ukraine and its residents spending abroad depends on the current state of balance and movement of capital. The value of the balance of recreation and tourism balance determines the revenues or decrease the volume of foreign currency out of the country [2, p. 172-173].

Determining the impact of recreation and tourism in the country's development and its competitiveness in global markets need to create strategic concepts of social and economic effects. This requires analyzing the role of government in industry processes, assessing the economic contribution of recreation areas in the national economy [1, p. 169].

Development of concepts revitalization recreation and tourism should be aimed at ensuring the restructuring of the entire national economy of Ukraine. Recreation and tourism can become an effective instrument for the country's transition from an industrial economy to a knowledge economy, which relies on the production of services. It is necessary to ensure optimal proportions in the structure of the national economy. In developed countries the share of recreation and tourism up 5.8% of gross national product, and in Ukraine, according to various experts, is less than 2% [3, p. 134].

Analysis of World Economic Forum (SEF) show poor competitiveness for recreation and tourism Ukraine. The most revealing components that make up the structure of competitiveness - the priority development (84 seats), aviation (78) and transport (73) infrastructure, price competition (110), attractive areas for foreign tourists (101), the country lags far behind the world leaders. Positive changes are taking place in almost all respects. Improving infrastructure indicators (air transport (+0.4), Transport (0.3), recreation and tourism (1.1) infrastructures) shows focused on implementation of the infrastructure of the state. But in general, Ukraine's place in the ranking of the

*Table 1*

**Structure Competitiveness Index recreation and tourism Ukraine in 2009 - 2013 years**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Індекс | 2009 р. | | 2011 р. | | Changing the index in 2009-2011 GG, +/- | 2013 р. | | Changing the index in 2011-2013 GG, +/- | Changing the index in 2008-2013 GG, +/- |
| The index | Place in the ranking | The index | Place in the ranking | The index | Place in the ranking |
| 1. Legal regulation | 4,7 | 62 | 4,6 | 64 | -0,1 | 4,7 | 60 | +0,1 | +0,2 |
| * 1. Policy rules and regulations | 3,8 | 104 | 3,8 | 107 | 0 | 3,9 | 111 | +0,1 | +0,2 |
| * 1. Sustainability | 4,3 | 79 | 4,2 | 88 | -0,1 | 4,3 | 92 | +0,1 | +0,1 |
| * 1. Privacy and Security | 4,7 | 86 | 4,5 | 82 | -0,2 | 4,7 | 77 | +0,2 | +0,2 |
| * 1. Health | 6,4 | 18 | 6,5 | 17 | +0,1 | 6,6 | 8 | +0,1 | +0,2 |
| * 1. Priority development | 4,0 | 87 | 4,1 | 101 | +0,1 | 4,2 | 84 | +0,1 | +0,4 |
| 1. Environment Business Environment and Infrastructure | 3,4 | 72 | 3,5 | 76 | +0,1 | 3,6 | 71 | +0,1 | +0,4 |
| * 1. Air transport infrastructure | 2,6 | 94 | 2,6 | 93 | 0 | 2,8 | 78 | +0,2 | +0,4 |
| * 1. The mass transport | 3,3 | 72 | 3,4 | 74 | +0,1 | 3,5 | 73 | +0,1 | +0,3 |
| * 1. Tourist infrastructure | 3,7 | 55 | 4,4 | 53 | +0,7 | 4,6 | 50 | +0,2 | +1,1 |
| * 1. Communication infrastructure | 2,4 | 51 | 3,2 | 68 | +0,8 | 3,1 | 70 | -0,1 | 0 |
| * 1. Price competitiveness | 3,9 | 116 | 4,0 | 119 | +0,1 | 4,0 | 110 | 0 | +0,1 |
| 1. Human, Cultural and Natural Resources | 3,5 | 103 | 3,3 | 118 | -0,2 | 3,6 | 99 | +0,3 | +0,1 |
| * 1. Human Resources | 5,1 | 68 | 4,9 | 68 | -0,2 | 4,9 | 65 | 0 | 0 |
| * 1. Recreation and tourist attraction | 4,7 | 66 | 4,2 | 117 | -0,5 | 4,3 | 101 | +0,1 | -0,5 |
| * 1. Natural Resources | 2,4 | 112 | 2,3 | 119 | -0,1 | 3,0 | 102 | +0,7 | +0,6 |
| * 1. Cultural resources | 1,8 | 88 | 1,9 | 86 | +0,1 | 2,1 | 80 | +0,2 | +0,2 |
| **The overall rate** | **3,8** | **77** | **3,8** | **85** | **0** | **4,0** | **76** | **+0,2** | **+0,2** |

Compiled from sources [7-10].

competitiveness of recreation and tourism improved from 77 to 76 (Table. 1). This suggests that more significant changes than just infrastructure software structural change. Necessary changes may be provided with the formation and implementation of innovation policy recreation and tourism Ukraine, part of which is to build the necessary infrastructure and introducing the concept of public-private partnerships. Defining Competitiveness Index focuses on the conduct of scientific work that will increase the priority of recreation and tourism in the strategic plans of Ukraine, increased price competition, and creating project proposals development of aviation and road transport infrastructure.

*Table 2*

**Examples of implementation of government mega-projects in the Soviet Union and today's Russian Federation [11]**

|  |  |
| --- | --- |
| **Example use of the multiplier effect in the local economy** | **Result** |
| Construction Transibu in Empire | Have developed metallurgy, railway operation has played a crucial role in the development of Siberia and the Far East |
| Project of the Soviet New Economic Policy (NEP), providing monetary gold (go to gold chervontsya) | Replacing the surplus in addition will dramatically increase the production of grain and other products |
| Project collectivization of agriculture | It was believed that the "institutional" arrangement will provide resources project of industrialization |
| Atomic project 40-50 years | The multiplier effect observed in a rather narrow and isolated from the whole economy segment of the military-industrial complex |
| Space program of the Soviet Union | The national economy uses images from space, using satellite communications, more accurate weather forecasts |
| Kosyhinski reform 60s | It was supposed to provide more economic independence of state enterprises |
| Building the BAM (Baikal-Amursk line) in the 70-80 years | Hope for a speedy development of the surrounding areas, but the effect is not obtained |
| Project militarization of the Soviet economy, investment projects mining mouth and transportation of oil and gas | The loss of global competition and geopolitical disaster in 1991 - the collapse of the Soviet Union |
| Haydarivski reform 90s | Were laid the necessary conditions for the effective use of oil money 2000s |
| The project of Russian gas supplies to China | The project involves the supply of gas to the Chinese market in the year at a price of about. Russian Federation is achieved through the use of Altai pipeline, which would operate with some later modifications existing gas transportation system. It is necessary to build a new gas pipeline from Yakutsk and Kovykta fields. It is hoped that this infrastructure project activates several branches of the national economy. |

With the implementation of major infrastructure projects the national economy do not always get the desired multiplier effect (Table. 2). You must use significant motivational levers. One of these levers can be the introduction of organizational and economic mechanism of public-private partnerships. This mechanism will improve the investment attractiveness national economy, risk-sharing between the state and the private sector of the national economy.

Public-private partnerships in recreation and tourism sector - a collaboration between the hierarchy of state agencies, local governments with legal or natural persons, which is based on the agreement in the manner prescribed by law. To activate the development of recreation and tourism Ukrainian legislation provides for public-private partnerships in environmental management, health care, property management, tourism, leisure, recreation, culture and sports [2].

Public-private partnerships in recreation and tourism sector is characterized as a system of legally relations between the authorities that regulate processes recreation at the macro, meso and macro levels, and public recreational and tourist agencies, private businesses, where it is possible to achieve synergistic and the effect of creating or improving infrastructure, goods, services or resources, based on the principles of social responsibility, environmental, economic efficiency through the implementation of specific projects. The process is accompanied by the distribution of risks, resources and rewards partners [12].

The essence of the interactions within a public-private partnership is to align the interests of government and business in the priority role of the state. Fundamental characteristic of this interaction is the balance of interests, rights, risks, obligations of the parties in the implementation of projects [13, p. 107].

World experience shows success for the use of public-private partnerships in the transport sector (roads, railways, airports, ports), social infrastructure (health, education, tourism), housing and communal services (water, electricity, gas). Public-private partnerships are widely used to USA, UK, France and Germany. Actively developing the concept of public-private partnerships in such European countries as Austria, Greece, Ireland, Spain and South-East Asia [14].

In Hungary, the National Agency for the promotion of tourism (Magyar Turizmus) with private partners have developed a marketing strategy that focuses on neighboring countries and optimized for future relocation / flight. Cooperation with Korea Tourism Organization by «VISA card» promoted new financial services for cardholders [5, p. 473].

Focusing on the foreign experience of using public-private partnerships can recommend the development of investment projects aimed at regulating social and economic processes over Ukraine. In Belarus implemented: a joint Belarusian public association «Holidays in the countryside» and ECEAT Deutschland e. V «Sustainable rural tourism in Belarus - networking and support of key players» joint project Pomeranian center of agricultural consulting and public association «Holidays in the countryside» «Support for the development of entrepreneurship in agriculture and rural areas of Belarus», project «Reviving the culinary traditions - to create a common tourist product», project «Belarusian Polesie - sustainable development», project «Information and Consulting Centre of rural tourism as an innovative method for promoting rural business», a joint project of public association «Holidays in the countryside» and ECEAT-International «Living the village», a joint project of public association «Holidays in the countryside» and ECEAT Deutschland e. V. «Rural tourism in Belarus: towards a European quality», Project «Rural Tourism - European Quality» project «Greenways - the creation of environmentally friendly routes to Belarus», project «Rural tourism and education: new opportunities for synergy», project «Advertising booklet as a new means to promote rural tourism in Belarus», project «Pioneers of Rural Tourism in Belarus», project «Development of rural tourism in Belarus» of international technical assistance «Strengthening of social interaction for sustainable rural development», project «Tourism in local communities as a means of preservation, development of partnerships and development of rural areas» of international technical assistance AGORA 2,0 «Heritage tourism as a means of increasing awareness of the Baltic Sea Region». Now a project «Establishment of rural tourism clusters in Belarus: innovation, integration and institutionalization as a basis for sustainable development of rural areas». As a result of these projects was formed package of proposals for recreation, which contains a list of estates, equestrian centers, museums, cultural and entertainment centers, hiking skiing, recreational centers of administrative territories [15].

Foreign experience of using public-private partnership demonstrates the utility of such cooperation on both sides. But in Ukraine the public-private partnership does not become widespread, so the development of organizational-economic mechanism of its activation is necessary to consider both positive and negative sides. Negative facts are: significant political impact on procedural and institutional aspects of public-private partnership (at constant changes of government there precedents view the original contract), the lack of authority in local government, excessive bureaucratic burden that increases the costs of projects [16] .

The results of the implementation focuses on the development of proposals for the creation of organizations that promote the development of recreation and tourism, promote the development of new routes, and creating and implementing marketing strategies. The results of the projects of public-private partnerships can be tangible and intangible. Examples of the products include: creation of information centers, purchase of new equipment, enterprise creation, theme parks, farmsteads, temporary dwellings, recreational trails. Intangible results include: the creation of the cluster, recreational and tourist area, destinations, destination repositioning, development of software, the development of certain types of recreation, implementation strategies of specialized enterprises, improve the safety of tourists protected area management, educational programs [12, p. 198-200].

Ukraine has dosvit implementation of investment projects under public-private partnership (Table. 3). Their greatest amount realized in the housing and utilities sector and infrastructure development. In the field of tourism, leisure, recreation, sports a large number of projects were focused on preparing and holding the European Football Championship - Euro 2012.

Implementation of investment projects focused on conducting in Ukraine Euro 2012 contributed to the expansion of economic activities in the practice of tax innovations exemptions profit business entities resulting from the provision of accommodation services in hotels 3-5 stars. As a consequence, in the cities, where the number of events of the championship 3-5 star hotels increased by 45 objects. Leading role in creating an enabling environment to attract international and domestic investors owned projects PPP [17].

*Table 3*

**Realized investment projects in Ukraine within the PPP**

|  |  |
| --- | --- |
| **Sectors of the national economy** | **Number of projects,** units |
| Water | 71 |
| Production, transport and distribution of heat | 32 |
| Construction and operation of transport infrastructure (including sea and river ports) | 16 |
| Tourism, recreation, culture and sport | 9 |
| Exploration and mining | 8 |
| Waste | 7 |
| Health and Energy | 3 |

Compiled from CMU Newsletter [18]

Tools offered by the authorities for the implementation of investment projects: state guarantees for debt redemption, state funding, compensation loan interest [19]. But enough financial instruments to enhance entrepreneurship. Necessary measures to create a system in Ukraine Ukrainian businesses that are able to implement agreements with the management of state and municipal property. This tool is appropriate to use in the management of hotels, health resorts, the formation of national hotel and restaurant chains.

Among the methods of formation of hotel chains: the franchise contract, management contract, leasing (rental). In franchising refers to collaboration between legally and financially independent parties, within which one party (the franchisor), which has an effective business known brand, innovation, other intangible assets, allows another party (the franchisee) to use this system on agreed terms. By franchising agreement independent company pays the "entrance fee" and regular payments in the form of interest on turns. So international chain hotels Holiday Inn evaluates its license 500 thousand. Pounds, current salary - 3% fee for advertising - 1% of turnover [20, p. 492-493]. Management contract - a written agreement concluded between the owner of the company (hotel) and a manager or a specialized company. Leasing (Leasing) requires the transfer of property in use for a fee on certain terms and conditions of the sublease. The use of such methods for creating hotel chains will increase the efficiency of means of accommodation.

The most common form of public-private partnerships in recreation and tourism Ukraine is a concession and lease (Table. 4). Other forms: the creation of special economic zones, the implementation of national projects, joint ventures, privatization contract for the management of state and municipal property not widely used.

For governments benefit from public-private partnership is to: reduce the cost of service delivery, enhance innovation, improve the efficiency of property management, saving public finances, using the experience of private companies under risk, increase efficiency of infrastructure, development of forms project financing, encouraging entrepreneurial thinking, maintaining dialogue between government and business, maintaining and creating jobs. Implementing the concept of public-private partnerships private business will receive: attracting budget, access to sectors of the economy with significant state ownership (utilities, infrastructure), expanding access to credit through government guarantees, facilitation of cooperation with state licensing authorities, enhancing the positive image in society, redistribution of risks from projects.

he effectiveness of the mechanism of activation of public-private partnership in Ukraine was tested in preparation for Euro 2012. Instead of the predicted 80-85% of extrabudgetary funding had been obtained 20-30% depending on the region. Initially planned spending 12.7 billion. UAH. from the state budget, 47 billion. UAH. - Local, 101.2 billion. UAH. - Private investors. In the developed target program of preparation for Euro-2012 have been substantial adjustments: all budget expenditures amounted to 61 billion. UAH., And from private investors - 49 billion. UAH. One explanation is the development of public-private partnerships considered high administrative and financial centralization which reduces the incentives for the use of modern management tools territories that are associated with the formation of a favorable investment climate. Lack of financial resources and administrative capacity at regional level inhibited the development of public-private partnerships and deprived of the power of additional measures to promote investment activities in preparation for the championship. The second reason - the constant change of management personnel (during preparation for Euro 2012 changed three prime ministers, ministers and more than a dozen others). At the local level there are constant contradictions between the branches of government, accusations of corruption and incompetence, which complicates cooperation with private partners [20].

There are five schemes for projects of public-private partnerships for infrastructure development [6, p. 45]. The first scheme involves the construction, ownership and operation of the facility. Can be used for the organization of private museums and hotels. Second - construction, operation and transfer of state ownership. The private partner has to build facilities that are provided by public plans and programs. After the construction and operation of facilities transferred to state ownership. The third option - purchase, construction and operation. Allows you to increase the operational efficiency of infrastructure, including sanatoriums. In the fourth scheme provides facility design, construction and operation. The private partner free when targeting a segment of consumers. Fifth - the construction, development and operation. The scheme can be used to implement projects to create recreational and tourist areas. This may include the implementation of marketing activities, including the creation of a favorable image of the area.

*Table 4*

**Examples of the use of public-private partnerships in recreation and tourism Ukraine [21]**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name of project or recreation and tourist attraction** | **The private partner** | **Form of public-private partnership** | **Term** | **Terms** |
| Castle in Old Village (Pustomytovsky district) | Of "Chris" | Concession | '49 | ave the object  cultural heritage, its use  in public spending  of renewable and  restoration work |
| Palace in the village. Sawmill (Sokal district, Lviv region). | FOP "Travel Info" | Concession | '49 | withdraw from  emergency condition and to be operational  Palace as a tourist and recreation  center |
| Mukachevo castle "Palanok" | Ltd. "High Castle" | Rent | from 2010 r.do 2056 | Creating a hotel and restaurant complex |
| JV "Iceberg" | of 2011 | Creating a tasting room and shop sales of wine and souvenirs |

But in addition to the development of infrastructure projects areas of public-private partnerships in recreation and tourism may be the creation of organizations and enterprises, development of routes, organizing and conducting marketing companies repositioning destinations, activation of certain types of recreation, protected areas management, etc. [12, p. 200].

The use of public-private partnership requires the development of a significant number of projects related to the development of new routes, excursions, upgrading of accommodation facilities and spa treatment, introduction of information technology interventions to create the image of cities as destinations and territories with significant atraktyvnymy features. Development and implementation of these projects focuses on the formulation of a scientific task of adapting the project approach to the needs of recreation and tourism.

**Conclusions.** Further development of the competitiveness of recreation and tourism Ukraine requires implementation of public-private partnerships that would increase price competition, expansion proposals on the development of aviation and road transport infrastructure. Among the projects undertaken within the PPP to enhance recreation and tourism world: developing marketing strategies, expanding the range of services, creation of rural recreation.

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