

Theoretical approaches to the Ukrainian history of public-private partnership in the tourism sector: Main historical mistakes in the economic-political sphere from the fall of the USSR to the present day

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ABSTRACT

The purpose of the article is to examine the Ukrainian history with respect to the establishment of partnership features between the private and public sectors in tourism. The key task is to identify the major historical mistakes that were made. For this purpose, the scientific task is to build an effective model for identifying critical historical mistakes in the development of tourism. Therefore, the research methodology involves the use of the IDEF0 functional modeling method. As a result of the historical analysis, 4 of the most significant economic and political errors that negatively affected the development of tourism in the region were identified. The innovation of the results obtained is revealed through the methodological approach proposed to build the IDEF0 model. The practical value of the results is presented in visualizations and graphic descriptions of the key historical mistakes in public-private partnerships.

Keywords: Historical errors, Ukrainian history, Public-private Partnerships, Tourism, Economic-political field.

Aproximaciones teóricas a la historia ucraniana de la colaboración público-privada en el sector turismo: Principales errores históricos en el ámbito económico-político desde la caída de URSS hasta la actualidad

RESUMEN

El propósito del artículo es examinar la historia ucraniana con respecto al establecimiento de las características de asociación entre los sectores privado y público en turismo. La tarea clave es identificar los mayores errores históricos que se cometieron. Para este propósito, la tarea científica es construir un modelo efectivo para identificar errores históricos críticos en el desarrollo del turismo. Por lo tanto, la metodología de inves-

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tigación involucra el uso del método de modelado funcional IDEF0. Como resultado del análisis histórico, se identificaron 4 de los errores económicos y políticos más significativos que afectaron negativamente el desarrollo del turismo en la región. La innovación de los resultados obtenidos se revela a través del enfoque metodológico propuesto para construir el modelo IDEF0. El valor práctico de los resultados se presenta en visualizaciones y descripciones gráficas de los errores históricos clave en asociaciones público-privadas.

Palabras clave: errores históricos, historia ucraniana, asociaciones público-privadas, turismo, campo económico-político.

Introduction

Studying the history of Ukraine, in particular the dynamics between the public and private sectors of the economy, is of paramount importance for multiple reasons. Ukraine, a nation with a rich historical tapestry, has undergone major transformations since its independence in 1991. The transition period of the 1990s, characterized by the shift from a planned economy to a market-based system, is a critical juncture in its economic history. This period, plagued by trials and errors, underscores the need to analyze historical mistakes in order to pave the way for future prosperity.

The interaction between the public and private sectors during Ukraine's economic transition is particularly noteworthy. Rapid privatization processes and the creation of private enterprises were considered vital steps toward economic liberalization. However, these changes were not without problems. Mistakes made during this period, particularly the lack of effective regulatory and supervisory frameworks, had profound implications for the stability and integrity of the national economy. These historical mistakes underscore the need for careful planning and coordination between the public and private sectors.

Analyzing these missteps is crucial for several reasons. First, it allows for a deeper understanding of the challenges faced during Ukraine's transition to a market economy. Learning from these mistakes can inform current and future policymakers, helping them design strategies that foster more balanced and sustainable economic growth. The nuanced relationship between public policy and private sector development is critical to further create an environment conducive to economic prosperity and resilience. Also, studying Ukraine's history in this context sheds light on the importance of transparency, accountability and effective governance. The 1990s highlighted the consequences of insufficient regulation and oversight, which led to problems such as corruption and unequal distribution of wealth. By analyzing these problems, academics and policy makers can identify strategies to strengthen governance and ensure a level economic playing field.

This historical analysis also highlights the importance of public-private partnerships in fostering economic development. Understanding the successes and failures of public-private partnerships in Ukraine can guide the formulation of more effective collaborative models. These partnerships, when properly executed, can mobilize resources, stimulate innovation, and deliver public services more efficiently.

They are crucial in sectors such as tourism, where coordinated efforts between government and private entities can enhance the sector's contribution to the economy. In addition, the study of historical interactions between the public and private sectors in Ukraine provides valuable lessons on adaptability and crisis management. The economic upheavals of the 1990s tested the resilience of the Ukrainian economy, providing insight into how business and government can meet future challenges. This is especially relevant in today's rapidly changing global economic landscape, where adaptability and resilience are critical to sustainability. For example:

Transition to a market economy. Following its independence from the Soviet Union in 1991, Ukraine experienced a turbulent transition from a centrally planned economy to a market economy. This change was characterized by major economic restructuring, which led to widespread difficulties such as inflation, unemployment and a decline in the standard of living of a large part of the population.

2. Hyperinflation. In the early 1990s, Ukraine experienced hyperinflation, a situation of rapidly rising prices that severely eroded the value of the national currency. This period of hyperinflation significantly affected both businesses and consumers, destabilizing the economy.

Examining Ukraine's economic history, focusing on the relationship between the public and private sectors, is not a mere academic exercise. It is a fundamental task that informs current policy and strategy. By learning from the past, Ukraine can build a stronger, more inclusive economy that leverages the strengths of both the public and private sectors. This holistic approach is essential to address current challenges, drive sustainable development and ensure a prosperous future for the nation.

In this vein, the purpose of the article is to examine Ukrainian history in relation to the establishment of the characteristics of public-private partnership in tourism. The key task is to identify the major historical mistakes that were made.

1. Literature Review

The development of public-private collaboration in tourism is a multifaceted phenomenon influenced by historical, economic, political, and philosophical dimensions. This literature review synthesizes various scholarly perspectives to frame the context in which public-private collaboration in Ukrainian tourism has evolved, highlighting major historical missteps in the economic-political realm. Christou's (2022) exploration of the history and evolution of tourism provides a foundational understanding of how tourism has transformed over time, influenced by social, economic, and technological changes in general.

Tsytko et al. (2022) focus specifically on the impact of globalization and financial crises on the tourism sector, providing a relevant backdrop for understanding the external pressures facing public-private partnerships in tourism. Their work highlights how global economic fluctuations can significantly affect national tourism industries, underscoring the need for resilient and adaptive partnership models. Green (1992) and Baker (1997), for their

part, contribute to the debate by examining the concept of periodization in history, which is crucial to understanding the temporal context in which public-private partnerships in tourism have developed.

Kuznyetsova, Klipkova, and Maslov (2022), along with Azarenkova *et al.*, (2022), provide methodologies for assessing the performance of PPP projects and analyze the mechanisms of PPPs, respectively. These studies provide valuable frameworks for assessing the effectiveness of public-private partnerships in tourism and understanding the operational dynamics that underpin the success of partnerships.

Din *et al.*, (2016) explore the relationship between the shadow economy and tourism, suggesting that informal economic activities can have both positive and negative impacts on the tourism sector. This perspective introduces an additional level of complexity in the management of public-private partnerships in tourism, where informal economic factors must be taken into account. In this framework Fatkhutdinova *et al.*, (2021) address the management of the tourism industry during a pandemic, highlighting the challenges and adaptive strategies needed to sustain tourism during global health crises. Their research underscores the importance of flexibility and innovation in public-private partnership management practices, especially in the face of unprecedented external challenges.

Erkiliç (2021), extend the discussion to management philosophy, complex regional unification of legal norms, and the concept of public administration in the context of globalization, respectively. These works collectively enrich the understanding of the theoretical and practical aspects of PPP management in tourism, emphasizing the need for a holistic approach integrating legal, managerial and philosophical considerations. The literature reviewed provides a comprehensive overview of the factors influencing the development and management of public-private partnerships in tourism. It highlights the need for a multidimensional approach that considers historical, economic, political, and philosophical perspectives to identify and address historical mistakes in the economic-political realm that have impacted the development of tourism in Ukraine through PPPs.

Methodology

The initial phase of our methodology is to conduct a comprehensive review of historical documents, government reports, academic articles, and other relevant literature documenting the evolution of public-private partnerships in Ukrainian tourism. This historical analysis is intended to provide a contextual backdrop for understanding the development trajectory of public-private partnerships. By examining the socioeconomic and political environment over different periods, we can trace the decisions, policies, and external influences that have shaped the performance of the sector.

The hard core of our methodological framework is the IDEF0 functional modeling method, a well-established tool in systems engineering used to represent the functions of a pro-

cess and the flow of information within that process. The IDEF0 method has been chosen for its ability to systematically decompose complex processes into manageable components, making it an ideal tool for identifying and analyzing critical historical errors in public-private partnerships within the tourism sector. Once the IDEF0 model was established, we proceeded to identify critical historical errors by analyzing discrepancies between ideal process flows and actual outcomes observed in historical analysis.

This involved examining inefficiencies, misalignments and gaps in inputs, controls, outputs and mechanisms at different stages of the PPP processes. By pinpointing these areas of concern, we can attribute specific economic and political errors that have contributed to the suboptimal development of tourism in Ukraine.

Main research findings

The roots of public-private collaboration in European tourism go back to the post-World War II period, marked by the reconstruction needs of the continent. However, it was during the latter part of the 20th century that this type of collaboration began to be recognized as a structured approach to improving infrastructure and public services, including tourism. This era witnessed a shift towards market liberalization and a re-evaluation of the role of government in fostering economic development, setting the stage for greater private sector involvement in traditionally public areas. Tourism, with its intrinsic mix of publicly managed assets (such as cultural sites and natural parks) and private enterprises (such as accommodation and travel services), became fertile ground for these collaborative efforts.

The rationale was clear: merging public oversight and resources with private sector innovation, capital and operational efficiency could significantly enhance the competitiveness and attractiveness of European tourism. At the turn of the millennium, many European countries had adopted this collaborative model to renovate their cities, safeguard and showcase their cultural heritage, modernize infrastructure and improve visitor services. Both established and newer tourism destinations sought to harmonize economic benefits with the imperatives of environmental protection and cultural integrity.

The transformation of the global tourism landscape, driven by technological innovation and market globalization, has further influenced the development of these partnerships. The advent of digital platforms, social media and mobile technologies has revolutionized destination marketing and the tourism experience. Both public and private stakeholders have adapted to these changes, collaborating on digital infrastructure projects, online promotion initiatives and efforts to enrich tourists' digital engagement. Looking ahead, the trajectory of public-private partnerships in European tourism is set to continue to evolve in response to new global challenges and trends (Ruhlmann, 2011; Levochkin, 2016).

The recent COVID-19 pandemic highlighted the critical need for resilience and adaptability in the tourism sector and opened up new avenues for cooperation, such as improved health

and safety, virtual tourism experiences and support mechanisms for affected businesses. In short, the progression of public-private collaborations in European tourism reflects a journey marked by partnership, adaptation and forward thinking. As Europe faces the challenges of the 21st century, including those posed by climate change, technological disruption and social disparities, these cooperative initiatives in the tourism sector are a testament to the potential of harnessing collective strengths to achieve sustainable and inclusive growth.

Following Ukraine's independence in 1991, the country faced the colossal task of moving from a centrally planned economy to a market-oriented system. The early years were characterized by economic instability, regulatory uncertainty, and a nascent legal framework that was not prepared to handle the complexities of PPPs (Kuzio, 2006). The development of PPPs in Ukraine from independence in 1991 to 2023 has been a multifaceted journey, characterized by evolving legal frameworks, project implementation, and stakeholder involvement. In the early post-independence years, Ukraine had to deal with the absence of a sound legal and regulatory framework for PPPs.

It was not until the late 1990s that Ukraine began to lay the legislative groundwork for such partnerships. However, these early attempts were often criticized for their lack of specificity and comprehensiveness, which hindered their effective implementation of the law. During this incipient phase, projects aimed at boosting the tourism industry through public-private partnerships were marred by inadequate feasibility and planning studies. The lack of strategic selection resulted in projects that were not sustainable in the long term or did not achieve their development objectives.

The introduction of the Public-Private Partnerships Law in 2010 represented a turning point, providing a more defined legal framework for these partnerships and attempting to rectify previous shortcomings. However, problems in project selection and planning persisted, and some tourism-related initiatives failed to realize their potential due to continuing problems of feasibility and strategic alignment. Gradual efforts were made to improve transparency and accountability, although these areas still needed further development to achieve the full trust and cooperation of stakeholders.

Ukraine recognized the need for comprehensive legislation to attract private investment in public projects, including tourism development. The Law on Public-Private Partnership, adopted in 2010, was a turning point, as it provided a clearer legal definition and framework for such collaborations. This legislation was intended to provide a more stable and predictable environment for private investors and lay the groundwork for collaborative projects in various sectors.

Tourism, as an important area of economic development, presents unique opportunities and challenges for public-private collaboration in Ukraine. The country's rich cultural heritage, natural beauty and historical sites have great potential to attract domestic and international tourists. However, the development of this sector through public-private collaboration has been hampered by several factors, including insufficient infrastructure, limited marketing strategies, and lack of cohesive planning between public authorities and private entities (Braylovky, 2014).

Efforts to promote tourism through public-private partnerships have been affected by broader economic and political challenges, such as the financial crises of the late 2000s and ongoing geopolitical tensions. These factors have influenced the investment climate and priorities, sometimes diverting attention and resources away from long-term tourism development. Despite these challenges, there have been notable successes and innovations in the use of public-private partnerships to develop Ukraine's tourism sector.

Projects focused on renovating and managing historic sites, developing hospitality and leisure facilities, and improving transportation and infrastructure linked to tourist attractions have demonstrated the potential for mutual benefits. These successes often stem from specific initiatives where the goals, expectations and contributions of public and private partners are clearly defined and aligned with broader economic development and tourism promotion strategies. Here are a few examples:

1. Crimean development projects (early 2000s): Prior to annexation in 2014, several public-private partnership initiatives were launched to enhance Crimea's attractiveness as a tourist destination. These projects faced obstacles due to inadequate planning and lack of engagement with local communities and environmental concerns.

2. Carpathian ski resort development (late 2000s): This project was intended to turn the Carpathian region into a major ski destination. However, it met with environmental and community opposition, highlighting the need for comprehensive stakeholder engagement and environmental considerations in the planning of public-private partnerships.

3. Odessa Black Sea Coastal Development (early 2010): This project, which sought to leverage Odessa's unique cultural and historical heritage to boost tourism, represented a more promising application of PPPs in the tourism sector and benefited from improved regulatory frameworks. Despite this, ensuring transparency of processes and community participation remained a challenge.

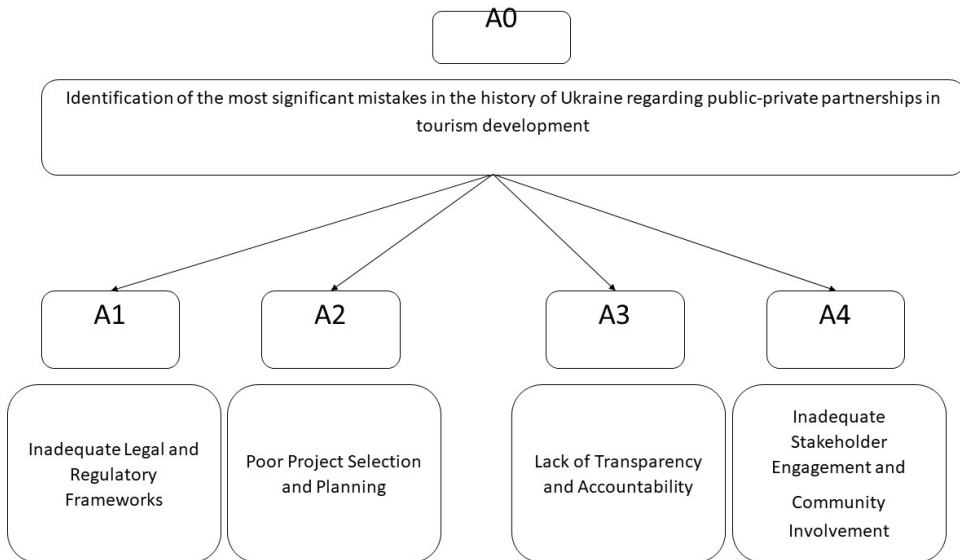
The future development of PPP in the Ukrainian tourism sector depends on several factors. Improved legal and regulatory frameworks, increased transparency and accountability, strategic project selection and planning, and inclusive stakeholder participation are essential to fostering fruitful collaborations. In addition, integrating modern technologies and sustainable practices into tourism development projects can further enhance the attractiveness and competitiveness of Ukraine's tourism offerings on the global stage.

The legal and regulatory landscape for PPPs has been further refined, with amendments aimed at fostering clearer and more effective collaboration frameworks. The selection and planning of PPP projects, including those in the tourism sector, improved through more rigorous feasibility assessments and alignment of strategic vision. Improved transparency, stakeholder participation and community involvement became more pronounced, with more recent projects increasingly incorporating these elements to ensure broader support and success.

In summary, the development of public-private partnerships in Ukraine, especially as it relates to tourism, reflects a trajectory from foundational challenges to gradual improvements in legal frameworks, project implementation and stakeholder collaboration. This evolution signifies a growing maturity in the management of such partnerships, with potential to drive sustainable development and economic growth going forward.

According to the chosen method of modeling, first of all, a tree of objectives will be presented. The main objective of the modeling will be A0 - Identification of the most significant mistakes in the history of Ukraine in the field of public-private partnership in tourism development (Fig. 1).

Figure 1. Initial stages of historical modeling.



Source: Prepared by the authors (2024).

As a result of our analysis, we have discovered the following errors:

A1. Inadequate legal and regulatory framework (1990-1991). One of the main mistakes has been the lack of a solid, clear and favorable legal and regulatory framework for public-private collaboration in the tourism sector. An environment where policies fluctuate or are ambiguous can deter private investment and create difficulties in implementing joint initiatives. Without clear guidelines and protections for private investment, as well as a structured process for public sector collaboration, public-private partnerships can have difficulty achieving their objectives, resulting in project delays, increased costs or failure to get off the ground.

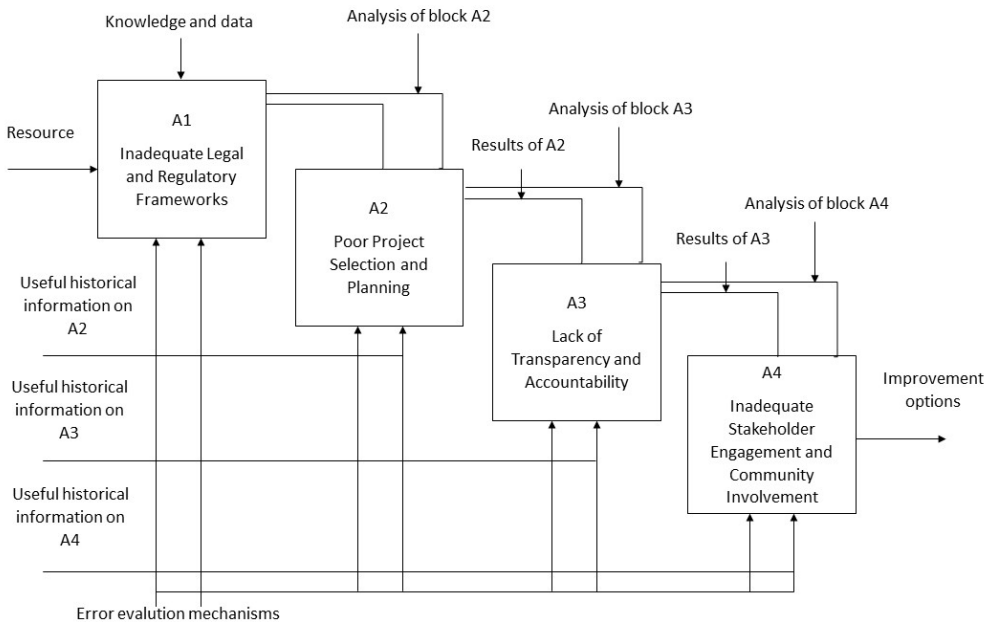
A2. Poor project selection and planning (1991-1993). Another important error has been the poor selection and planning of projects suitable for public-private collaboration. Not all tourism development projects fit PPP models, and the lack of strategic planning can lead to mismatches in the objectives, resources and capacities of the public and private sectors.

Projects that do not conform to market demand, or that do not take into account socioeconomic and environmental impacts, may result in underutilization or negative consequences for the local community and the environment.

A3. Lack of transparency and accountability (1991-1994). Lack of transparency in private partner selection processes, coupled with lack of accountability in the management of PPP projects, has been a critical flaw. This can lead to perceptions of corruption, favoritism and inefficiency, eroding public and private sector confidence in PPP initiatives. Transparency in bidding processes, decision making and project implementation, along with clear accountability mechanisms, are crucial to the success of PPPs in the tourism sector.

A4. Inadequate stakeholder engagement and community involvement (1993-1995). Lack of adequate engagement with all stakeholders, including local communities, can significantly affect the success of public-private partnerships in the tourism sector. Local communities often bear the impacts of tourism development, both positive and negative. Neglecting the involvement of these communities in planning and decision-making processes can lead to resistance, negative social impacts and lack of local support for projects. In addition, insufficient engagement with the tourism market and potential visitors at the project planning stage can result in developments that do not meet the needs or expectations of the target audience (Fig.2).

Figure 2: Main IDEF0 model of key historical errors in Ukrainian public-private partnership.



Source: Prepared by the authors (2024).

In conclusion, the historical development of public-private partnerships in Ukraine, especially as it relates to tourism, illustrates a journey of gradual adaptation, learning and reform. While challenges remain, the potential for positive impact through collaborative efforts between the public and private sectors is significant, offering an avenue for sustainable economic growth and cultural promotion in the years to come.

3. Discussion of results

The work of O. M. Holovko, V. A. Grechenko, and O. V. Holovko (2021) on the history and legal characteristics of state credit in Ukrainian lands provides a broader historical context that parallels our findings. His research highlights the importance of economic and legal frameworks in shaping the development of sectors crucial for national growth, including tourism. The identification of economic and policy errors in our study mirrors the challenges highlighted by Holovko et al., (2021) suggesting that errors in financial policies and legal frameworks have historically hindered not only the development of tourism, but also that of other sectors.

Hrytsenko's (2020) focus on the development of professional competencies using multimedia technologies in history teaching underlines the importance of innovative educational methods in fostering a comprehensive understanding of historical events. Although not directly related to public-private collaboration in tourism, Hrytsenko's emphasis on innovative approaches to education aligns with the innovative nature of our methodology in identifying historical errors in tourism development with digital technology.

Comparison with A.G. Wood's (2021) study of the history of tourism in Latin America and the Caribbean illustrates the universal nature of some of the challenges facing public-private partnerships in tourism. Wood's exploration of the business aspects of leisure and tourism highlights similar economic and political pitfalls, indicating that the problems identified in the Ukrainian context are not isolated, but are part of a global pattern. Kryshtanovych et al., (2020) emphasize the management of socio-economic development in tourism enterprises, offering insight into the operational challenges and strategic considerations necessary for successful public-private partnerships in tourism. Their focus on management strategies offers a practical perspective that complements our historical analysis, suggesting that addressing historical mistakes requires not only understanding them, but also implementing effective management and development strategies.

Miashchanava and Frolova's (2023) political and philosophical analysis of the interpenetration of public law and private law spheres in the Eurasian Economic Union provides a broader geopolitical context that enhances the understanding of public-private partnerships in tourism. His work on the regulatory frameworks and activities of the economic union underscores the complexity of the legal and economic environments in which public-private partnerships operate, consistent with our findings on the importance of legal and economic considerations in tourism development.

Teremetskyi et al., (2018) provide an essential analysis of Ukraine's PPP Law, which directly relates to our research. Their critique of the law in the context of economic reform provides a legal perspective that is crucial to understanding the framework in which PPPs in tourism should operate. The legal insights of Teremetskyi et al., (2018) enrich our analysis by highlighting the importance of enabling legal environments for the success of public-private partnerships in tourism. Finally, Towner and Wall's (1991) foundational work on history and tourism provides a theoretical backdrop against which our findings can be situated. Their analysis of the interaction between history and tourism underscores the importance of historical analysis in understanding current challenges and opportunities in the tourism sector.

Conclusions

Exploration of Ukrainian history with a focus on the evolution of public-private partnerships in the tourism sector has provided important insights into the challenges and mistakes encountered during the country's economic and political transitions. Employing the IDEFO functional modeling method, this article has systematically identified and analyzed four major historical mistakes that have negatively impacted tourism development. These errors highlight the critical importance of effective public-private partnerships and underscore the consequences of inadequate planning, oversight, and regulatory frameworks.

First, the findings underscore the essential role of strategic alignment between government policies and private sector initiatives in fostering an enabling environment for tourism growth. The lack of coherent strategies and coordinated efforts between these sectors was identified as a fundamental flaw that hindered the development and expansion of the tourism industry. This misalignment not only limited the sustainable development potential of tourism, but also contributed to lost economic opportunities and inefficient resource utilization.

Second, the analysis has brought to light the adverse effects of insufficient regulatory and oversight mechanisms in the management of public-private partnerships in tourism. This failure of oversight facilitated the emergence of corrupt practices, reduced transparency and ultimately undermined public and investor confidence. Establishing sound regulatory frameworks and ensuring their strict enforcement is crucial to protect the interests of all parties involved and for the overall integrity of PPP projects.

Our research contributes to the existing literature by providing a unique methodological approach to identify historical errors in the development of public-private partnerships in tourism in Ukraine. By comparing our results with those of previous studies, we underline the importance of a multidisciplinary approach encompassing economic, legal, historical and managerial perspectives in addressing challenges and seizing opportunities in the framework of public-private partnerships in tourism.

The historical review underscores the importance of adapting to global tourism trends and market demands. The inability to adapt quickly to the changing dynamics of tourism and

to innovate in response to these changes was a significant mistake that placed Ukraine at a competitive disadvantage. In order to improve the competitiveness of the Ukrainian tourism sector on the global stage, it is imperative to continue to move forward by investing in innovation, investing in market research and adopting flexible strategies.

The practical value of the results obtained through this study is evident in the methodological approach proposed to build the IDEFO model. This approach not only facilitates a deeper understanding of the complexities involved in public-private partnerships in tourism, but also provides a structured framework for identifying and mitigating historical errors. The visualizations and graphic depictions provided in this study serve as invaluable tools for policymakers, stakeholders, and academics in conceptualizing and implementing more effective and sustainable PPP models in tourism.

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