

Public-private Partnerships as a Key to Development

Concept Note 7

OBJECTIVE

Public-private partnerships (PPPs) represent mechanisms of strategic cooperation between government bodies and the private sector to promote and manage infrastructure and services of public interest. In the field of tourism, these partnerships are particularly relevant as they facilitate the creation of facilities and destinations that require high levels of investment and specialization. This roundtable will explore the role of PPPs in tourism planning and management, analyzing their economic implications as well as their main competitive advantages and operational challenges.

CONCEPTUALIZATION

PPPs are a strategic instrument that combines the financial capacity and operational efficiency of the private sector with the welfare objectives and governance functions of the public sector. They are especially important in regional contexts where isolated investment is insufficient to ensure territorial competitiveness. These partnerships are distinguished by a long-term time horizon—essential for the maturation of territorial projects—and by linking payments to performance metrics, which ensures quality in the visitor experience and the adoption of innovative management models.

Beyond capital contributions, the conceptual foundation of these alliances lies in knowledge transfer and the professionalization of tourism management. The integration of the private sector enables the implementation of cutting-edge technologies and digitalization processes that often exceed ordinary administrative capacities, transforming territorial resources into marketable tourism products. This synergy not only optimizes service operations but also fosters a culture of excellence

and continuous improvement, allowing destinations to maintain competitive standards in an increasingly demanding global environment.

As instruments of regional intervention, PPPs enable governments to mobilize additional resources and overcome budgetary constraints in order to modernize infrastructure and enhance local assets. By integrating the private sector, greater flexibility is achieved in adapting supply to the changing dynamics of demand and to new conditions. This helps prevent economic development from concentrating solely in capital cities, allowing regions to finance structural infrastructure, restore heritage in rural areas, and mitigate environmental impacts in low-density but highly fragile territories. The regional levy thus becomes an instrument of territorial solidarity and climate justice.

Nevertheless, public budgets alone are often insufficient to cover modernization needs. Here, **public–private partnerships** gain relevance as a tool to mobilize private capital toward projects of public interest. Models such as concession fees or green bonds allow regions to accelerate the construction of critical infrastructure without excessively compromising their debt ceilings. However, for these alliances to succeed, the region must maintain its technical and regulatory authority, ensuring that private interests align with resilience indicators and spatial planning frameworks.

QUESTIONS AND CONCERNS

- How can economic profitability and the public interest be balanced in tourism development?
- What role can public–private collaboration play in the competitiveness of tourism destinations?
- How can PPPs contribute to the development of strategic tourism infrastructure?
- What risks and challenges emerge in implementing tourism projects under public–private schemes?
- Can PPPs influence the social and territorial sustainability of tourism destinations?