



**O‘ZBEKISTON RESPUBLIKASI
OLIY TA’LIM, FAN VA INNOVATSIYALAR VAZIRLIGI
BUXORO DAVLAT UNIVERSITETI**

**МИНИСТЕРСТВО ВЫСШЕГО ОБРАЗОВАНИЯ, НАУКИ И ИННОВАЦИЙ
РЕСПУБЛИКИ УЗБЕКИСТАН
БУХАРСКИЙ ГОСУДАРСТВЕННЫЙ УНИВЕРСИТЕТ**

**MINISTRY OF HIGHER EDUCATION, SCIENCE AND INNOVATION OF THE
REPUBLIC OF UZBEKISTAN
BUKHARA STATE UNIVERSITY**

**“O‘ZBEKISTONDA INKLYUZIV TURIZMNI
RIVOJLANTIRISH ISTIQBOLLARI”
Xalqaro ilmiy-amaliy anjumani**

Buxoro shahri, 13-14-iyun 2025-yil

**“ПЕРСПЕКТИВЫ РАЗВИТИЯ ИНКЛЮЗИВНОГО
ТУРИЗМА В УЗБЕКИСТАНЕ”**

Международная научно-практическая конференция

г. Бухара, 13-14-июня 2025 года

**“PROSPECTS FOR THE DEVELOPMENT OF
INCLUSIVE TOURISM IN UZBEKISTAN”**

International Scientific and Practical Conference

Bukhara, June 13-14, 2025

Buxoro – 2025

“O‘zbekistonda inklyuziv turizmni rivojlantirish istiqbollari”. Xalqaro ilmiy-amaliy anjuman to‘plami. 2025-yil 13-14-iyun: - Buxoro :

1. Quyidagi tarkibdan iborat dasturiy qo‘mita

1.	O.X.Xamidov	- Buxoro davlat universiteti rektori, i.f.d., professor, rais;
2.	K.A.Samiyev	- Ilmiy ishlar va innovatsiyalar bo‘yicha prorektor, f-m.f.d., professor, rais muovini;
3.	N.S.Ibragimov	- Iqtisodiyot va turizm fakulteti dekani v.v.b., i.f.d., professor, loyiha rahbari, a‘zo
4.	D.Sh.Yavmutov	- Yoshlar masalalari va ma‘naviy-ma‘rifiy ishlar bo‘yicha birinchi prorektor, i.f.d, professor, a‘zo;
5.	A.T.Jurayev	- Xalqaro hamkorlik bo‘yicha prorektor, i.f.n, dotsent, a‘zo;
6.	O.S.Qahhorov	- Ilmiy tadqiqod va innovatsion faoliyatni rivojlantirish departamenti boshlig‘i, i.f.d, professor, a‘zo;
7.	B.N.Navruz-Zoda	- Marketing va menejment kafedrası professori, i.f.d., psofessor, a‘zo;
8.	A.J.Abdullayev	- Iqtisodiyot kafedrası mudiri, i.f.d., professor, a‘zo;
9.	H.R.Turobova	- Yashil iqtisodiyot va agrobiznes kafedrası mudiri, i.f.f.d,
10.	J.R.Toxirov	- Marketing va menejment kafedrası mudiri, i.f.f.d, a‘zo;
11.	Y.K.Sunnatov	- Buxgalteriya hisobi va statistika kafedrası mudiri, i.f.f.d,a‘zo;

2. Quyidagi tarkibdan iborat tashkiliy qo‘mita

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9.	Z.S.Nurov	- Ta‘lim sifatini nazorat qilish departamenti boshlig‘i, i.f.f.d,
10.	M.H.Qilichov	- Turizm va mehmonxona xo‘jaligi kafedrası o‘qituvchisi,
11.	K.Sh.Yuldashev	- Turizm va mehmonxona xo‘jaligi kafedrası o‘qituvchisi,
12.	I.O.Davronov	- Turizm va mehmonxona xo‘jaligi kafedrası o‘qituvchisi,
13.	O.O.Radjabov	- Turizm va mehmonxona xo‘jaligi kafedrası o‘qituvchisi,
14.	E.A.Farmonov	- Turizm va mehmonxona xo‘jaligi kafedrası o‘qituvchisi,

Mazkur to‘plamga kiritilgan ilmiy ishlar va g‘oyalar mazmuni, undagi statistik ma‘lumotlar, sanalarning aniqligiga hamda tanqidiy fikr-mulohazalarga mualliflarning shaxsan o‘zlari mas‘uldirlar.

Ushbu xalqaro anjuman O‘zbekiston Respublikasi Davlat ilmiy-texnika dasturlari doirasida moliyalashtirilayotgan ALM-202403110241-raqamli “Nogironligi bor shaxslar uchun inklyuziv turizm infratuzilmasining interfaol xaritasini yaratish” mavzusidagi loyiha doirasida tashkil etildi.

KIRISH

So'nggi yillarda O'zbekiston Respublikasida turizm sohasini rivojlantirish davlat siyosatining ustuvor yo'nalishlaridan biriga aylangan. Prezidentimizning 2025-yil 15-maydagi PF-87-sonli farmoni, 2024-yil 12-avgustdagi PQ-287-sonli qarori, shuningdek, 2022-yil 28-sentyabrdagi 543-sonli Vazirlar Mahkamasi qarori kabi muhim hujjatlar turizmni nafaqat iqtisodiy o'sish omili, balki ijtimoiy barqarorlik va hududiy taraqqiyotning harakatlantiruvchi kuchi sifatida rivojlantirishga yo'naltirilgan. Xususan, inklyuziv, barqaror va raqamli turizm konsepsiyalarini milliy amaliyotga tatbiq etish, bu sohada ilg'or xorijiy tajribalarni integratsiyalash, O'zbekistonning turistik salohiyatini xalqaro miqyosda tanitish imkonini bermoqda.

Inklyuziv turizm konsepsiyasi dunyo miqyosida sayohat imkoniyatlarini har bir inson uchun teng va adolatli asosda yaratishga qaratilgan bo'lib, bu yondashuvning asosiy tamoyillari O'zbekiston tajribasida ham tobora dolzarb tus olmoqda. Inklyuziv turizm sharoitida imkoniyati cheklangan shaxslar, yoshi katta fuqarolar, bolali oilalar, kam ta'minlangan yoki ehtiyojmand qatlam vakillarining sayohatdagi ishtiroki uchun qulay infratuzilma, axborot texnologiyalari, maxsus xizmatlar va jamiyatda inklyuziv madaniyatni shakllantirish muhim ahamiyat kasb etadi.

Tashkil etilgan "O'zbekiston Respublikasida inklyuziv turizmni rivojlantirish istiqbollari" mavzusidagi xalqaro ilmiy-amaliy anjuman bevosita ushbu dolzarb yo'nalishga qaratilgan. Anjumanning maqsadi — inklyuziv turizmning huquqiy, infratuzilmaviy, texnologik va ijtimoiy asoslarini har tomonlama o'rganish, sohadagi muammolar va imkoniyatlarni baholash, ilg'or tajribalarni tahlil qilish hamda ilmiy asoslangan tavsiyalar ishlab chiqishdan iborat. Anjuman inklyuziv turizmga infratuzilma va kadrlar masalalari, sektorlararo hamkorlik, raqamli transformatsiya, barqaror turizm tamoyillari va mahalliy hamjamiyatlarni jalb etish kabi asosiy yo'nalishlar bo'yicha muhim ilmiy ma'ruzalar va maqolalarni o'zida qamrab oladi.

Anjumanda taqdim etilgan ilmiy ishlar, ilgari surilgan nazariy konsepsiyalar, tahliliy mulohazalar va amaliy tavsiyalar asosida jamlanib, inklyuziv turizmni O'zbekistonda tizimli va barqaror rivojlantirish bo'yicha metodologik asos bo'lib xizmat qiladi. Taqdim etilgan maqolalar turizm sohasining turli jihatlarini yoritib, innovatsion, ekologik va ijtimoiy yo'nalishlarda ham yechimlar taklif etadi. Shu bois, u nafaqat ilmiy izlanishlar mahsuli, balki turizmni barcha uchun ochiq va adolatli tizimga aylantirish yo'lida zaruriy ilmiy-amaliy manba sifatida qadrlanadi.

Inklyuziv turizmga oid dolzarb masalalarni chuqur yoritgan holda, milliy va xalqaro tajriba, siyosiy qarorlar, ilmiy qarashlar va jamiyat ehtiyojlarini birlashtiruvchi muhim platforma sifatida xizmat qiladi. To'plamdagi har bir maqola ilmiy yondashuvga, zamonaviy fikrlashga va amaliy natijaga asoslangan bo'lib, turizm sohasida faoliyat yuritayotgan mutaxassislar, ilmiy-tadqiqot muassasalari, davlat organlari va fuqarolik jamiyati vakillari uchun muhim nazariy va amaliy ahamiyatga egadir.

1-SHO'BA. INKLYUZIV TURIZMDA INFRATUZILMA, KADRLAR VA TEXNOLOGIYALAR: JAHON TAJRIBASI VA O'ZBEKISTON AMALIYOTI

BUXORODA INKLYUZIV TURIZMNI RIVOJLANTIRISH SALOHİYATI VA IMKONIYATLARI

O.X.Xamidov

Buxoro davlat universiteti rektori, i.f.d., professor

Jahon xo'jaligidagi globallashuv jarayonlari natijasida zamonaviy turizm sohasi insoniyat taraqqiyotining eng muhim omillaridan biriga aylandi. Bugun turizm nafaqat iqtisodiy daromad manbai, balki ijtimoiy-iqtisodiy tenglik, madaniy o'zaro anglashuv, hududlararo integratsiya va barqaror taraqqiyotning kuchli vositasi sifatida maydonga chiqmoqda.

2024-yil yakunlariga ko'ra, O'zbekistonga tashrif buyurgan xorijiy sayyohlar soni 10 millionga yaqinlashdi, ko'rsatilgan turistik xizmatlar hajmi esa 2,7 milliard AQSh dollarini tashkil etdi. Bu o'sish mamlakatda olib borilayotgan chuqur islohotlar, strategik rejalashtirish va qulay sarmoyaviy muhit natijasi bo'lib xizmat qilmoqda.

Zamonaviy tendensiyalar orasida inklyuziv turizm masalasi alohida e'tiborga loyiq. Bu yo'nalish - imkoniyati cheklangan insonlar, yoshi kattalar, bolali oilalar, sog'ligi bo'yicha maxsus ehtiyojga ega bo'lgan sayyohlar uchun infratuzilma va xizmatlarni moslashtirish orqali, ularning teng huquqli sayohat qilish imkonini yaratishga qaratilgan.

Dunyoda inklyuziv turizm rivojlangan davlatlar tajribasiga nazar solsak, bu yo'nalish nafaqat ijtimoiy mas'uliyat, balki iqtisodiy samaradorlik manbai sifatida qaralayotganini ko'rishimiz mumkin. Yevropa Ittifoqi mamlakatlarida 2023-yil davomida inklyuziv turizm doirasida tushgan daromadlar umumiy turistik daromadlarning 12-15 foizini tashkil qilgan. Bu esa biz uchun ham ulkan imkoniyatlar eshigini ochadi.

Buxoro viloyati o'zining bebaho tarixiy-me'moriy yodgorliklari, ziyorat obidolari va madaniy merosi bilan nafaqat O'zbekiston, balki butun dunyo sayyohlari uchun jozibador manzildir. Shuningdek, ushbu hududda inklyuziv turizmni yo'lga qo'yish uchun mavjud infratuzilmani moslashtirish imkoniyatlari mavjud. Tarixiy obidalar va madaniy maskanlarga nogironligi bo'lgan shaxslar uchun qulay kirish yo'lakchalari, maxsus audio- va vizual gidlar, til tarjimonlari, yo'lovchi xavfsizligini ta'minlovchi belgilar va xizmat turlari joriy etilishi orqali bu boradagi salohiyatni to'liq ochish mumkin.

Respublikamizda bu yo'nalishda bir qator huquqiy va tashkiliy asoslar shakllangan. Jumladan, prezident farmonlari va qarorlarida turizm industriyasini rivojlantirish, ichki va tashqi sayyohlik imkoniyatlarini kengaytirish, xizmatlar sifatini oshirish, infratuzilmani modernizatsiya qilish bo'yicha aniq vazifalar belgilanmoqda. O'zbekiston Respublikasi Prezidentining 2016-yil 12-dekabrda PF-4861-sonli Farmoni, 2018-yil 6-fevraldagi PF-5326-sonli Farmoni, 2018-yil 7-fevraldagi PQ-3509-sonli Qarori, 2018-yil 8-fevraldagi PQ-3514-sonli Qarori va 2019-yil 20-oktabrdagi "Turizm to'g'risida"gi O'RQ-549-sonli Qonuni kabi me'yoriy-huquqiy hujjatlar turizm sohasini, jumladan, inklyuziv turizmni rivojlantirish uchun mustahkam huquqiy asos yaratdi.

2022-yil 28-yanvardagi PF-60-son "2022-2026-yillarga mo'ljallangan Yangi O'zbekistonning taraqqiyot strategiyasi to'g'risida" Prezident Farmoniga muvofiq to'siqsiz turizm infratuzilmasini mamlakatning asosiy turizm shaharlarida keng joriy qilish, jumladan, to'siqsiz turizm yo'nalishida jahon tajribasini o'rganish hamda tegishli standartlarni ishlab chiqish, turistik tashkilotlar tomonidan mazkur yo'nalishdagi xorijiy va mahalliy sayyohlar sayohatini tashkil qilganlik uchun rag'batlantirish choralari hamda uning mexanizmlarini ishlab chiqish ishlarini UNWTO bilan hamkorlikda tashkil qilish belgilangan.

O'zbekiston Respublikasi Prezidentining 2023-yil 26-apreldagi PQ-135-sonli "Respublikaning turizm salohiyatini jadal rivojlantirish hamda mahalliy va xorijiy turistlar sonini

yanada oshirishga doir qo'shimcha chora-tadbirlar to'g'risida"gi qarorda turizm infratuzilmasining raqobatbardoshligini ta'minlash va turizm xizmatlari sifatini oshirishga qaratilib, unda turistik xizmatlar ko'rsatish bo'yicha mobil ilovalar sonini ko'paytirish, turizm infratuzilma obyektlarining onlayn xaritasi, ekskursiyalar va ko'ngilochar xizmatlar mobil do'konlari, aviachiptalarni sotib olish tizimi, turistlar uchun gid-ilovalarga alohida to'xtalib o'tilgan. Nogironligi bor shaxslar uchun inklyuziv turizm infratuzilmasining interfaol xaritasi ma'lumotlar bazasiga, inklyuziv turizm xizmatlarini taklif etish uchun qulay shart-sharoitlarga ega bo'lgan joylashtirish vositalari, umumiy ovqatlanish shahobchalari, turistik obyektlar, sanitar-gigiyenik shaxobcha (xususan, smart sanitar-gigiyenik shoxobcha)lar, turistlar uchun tashkil etilgan ko'ngil ochish maskanlari, joylashgan joyi va taklif etiladigan xizmatlarini ko'rsatib beruvchi yagona mobil ilovaga ehtiyoj mavjud.

O'zbekiston Respublikasi Prezidentining 2024-yil 12-yanvardagi PQ-20-son "O'zbekiston Respublikasida to'siqsiz turizm infratuzilmasini rivojlantirish va uni rag'batlantirish chora-tadbirlari to'g'risida"gi qarorida nogironligi bo'lgan shaxslarning turizm infratuzilmasi va madaniy meros obyektlarida erkin harakatlanishi uchun zarur shart-sharoitlarni ta'minlash hamda turizm barcha fuqarolar uchun teng imkoniyatlar yaratishni nazarda tutuvchi to'siqsiz turizm infratuzilmasini rivojlantirish ushbu sohadagi eng dolzarb vazifalardan biri bo'lib qolayotganligi qayd etilgan

Buxoro viloyati misolida inklyuziv turizmning rivoji nafaqat ijtimoiy adolat, balki turizm xizmatlar diversifikatsiyasini ta'minlash, yangi ish o'rinlari yaratish va jamiyatda ijobiy ijtimoiy muhit shakllantirish uchun ham muhim omil hisoblanadi. Shu sababli, bu yo'nalishda olib borilayotgan ilmiy izlanishlar, aniq rejalashtirish va amaliy choralar muhim ahamiyat kasb etadi.

INKLYUZIV TURIZM - IJTIMOIIY BARQARORLIKNI TA'MINLASH MUHIM OMILI

B.N.Navro'z-zoda, i.f.d., professor

XXI asrda turizm sohasi global miqyosda inklyuzivlik tamoyillariga asoslanib rivojlanmoqda. Nogironligi bo'lgan shaxslar, keksalar, bolali oilalar, vaqtinchalik imkoniyati cheklangan fuqarolar uchun sayohat va dam olish imkoniyatlarini yaratish nafaqat inson huquqlarini ta'minlaydi, balki turizm industriyasining barqarorligi va iqtisodiy samaradorligini ta'minlashda ham xizmat qiladi. Jahon sog'liqni saqlash tashkiloti (JSST) ma'lumotlariga ko'ra, dunyo aholisining taxminan 15 foizi, ya'ni 1 milliarddan ortiq inson ma'lum turdagi nogironlikka ega. Yevropaning o'zida esa har yili 100 milliondan ortiq imkoniyati cheklangan sayyoh mavjud bo'lib, bu esa inklyuziv turizmning ahamiyatini oshiradi.

Inklyuziv turizm – bu barcha insonlar, jumladan nogironligi bor shaxslar uchun ham sayohat va dam olishda teng imkoniyatlar yaratishga yo'naltirilgan turizm shaklidir. U to'siqlarsiz muhit, maxsus transport, moslashtirilgan mehmonxona, ovqatlanish shoxobchalari va madaniy obyektlar mavjudligini talab qiladi. S.A.Djavadova fikricha inklyuzivlik bu jamiyat hayotini shunday tashkillashtirish tamoyiligi, barcha insonlarga ularning tashqi ko'rinishlari, kelib chiqishi yoki sog'lig'ining holatidan qat'iy nazar turli jabhalarda ishtirok etish demakdir. Inklyuziv turizm konsepsiyasini belgilashda R.Scheyvens, R.Biddulph inklyuziv turizmni rivojlantirishning yetti xil elementlarini ilgari surishgan, ularning fikricha ushbu elementlar turizm inklyuzivligi tadqiqot sohalarini ifodalaydi.

I.V.Semchenko, E.V.Nezhelchenko, S.N.Yasenok, Y.A.Boltenkolar fikricha inklyuziv turizm odatda doimiy yoki vaqtinchalik cheklovlar hamda jismoniy imkoniyatidan qat'iy nazar barcha uchun foydalanish mumkin bo'lgan turizm sifatida tushuniladi. Inklyuziv turizm universal dizayn tamoyillari qo'llangan, turistik atrof muhitni hamma uchun qulay, tushunarli va barcha maksimal darajada foydalana oladigan darajada bo'lishi demakdir. Bunda yoshi, o'lchamlari, qobilyati va salomatlik darajasidan qat'iy nazar turizmdan hamma foydalana oladi. Inklyuziv turizm pandusdan tortib, brayl yozuvlarigacha bo'lgan barcha detallarni ham o'z ichiga oladigan turizm turidir.

Respublikamizda inklyuziv turizmni rivojlantirish borasida muhim huquqiy va tashkiliy asoslar shakllangan. Jumladan:

- O'zbekiston Respublikasi Prezidentining 2016-yil 12-dekabrda PF-4861-sonli Farmoni, 2018-yilgi PF-5326, PQ-3509, PQ-3514-sonli qarorlar bilan turizm industriyasini modernizatsiya qilish, xizmatlar sifatini oshirish va ichki-tashqi turizm salohiyatini kengaytirish bo'yicha vazifalar belgilangan.
- 2019-yil 20-oktabrdagi "Turizm to'g'risida"gi O'RQ-549-sonli Qonun turizmda tenglik tamoyillarini muhim mezon sifatida e'tirof etgan.
- 2022-yil 28-yanvardagi PF-60-son "Yangi O'zbekistonning taraqqiyot strategiyasi" asosida to'siqsiz turizm infratuzilmasini joriy qilish, jahon tajribasini o'rganish va UNWTO bilan hamkorlikda milliy standartlar ishlab chiqish ko'zda tutilgan.
- 2023-yil 26-apreldagi PQ-135-sonli qarorda mobil ilovalar, onlayn xaritalar, inklyuziv xizmatlar haqida interfaol ma'lumotlar bazasini shakllantirish, jumladan smart gigiyenik shoxobchalar, maxsus ovqatlanish maskanlari va ekskursiyalarni yagona platformaga birlashtirish vazifasi qo'yilgan.
- 2024-yil 12-yanvardagi PQ-20-sonli qarorda nogironlar uchun erkin harakatlana oladigan turizm infratuzilmasini yaratish hamda turizm barcha fuqarolar uchun teng sharoitlar yaratish davlat siyosatining ustuvor yo'nalishi sifatida belgilandi.

Buxoro viloyati O'zbekistonning eng qadimiy, tarixiy-madaniy markazlaridan biri bo'lib, yillik sayyohlar soni bo'yicha peshqadam hududlardan sanaladi. 2023-yil davomida viloyatga 500 mingdan ortiq xorijiy sayyoh tashrif buyurgan. Biroq, bu ulkan salohiyat hali to'liq inklyuziv yondashuv bilan ta'minlanmagan.

So'nggi yillarda "To'siqsiz turizm" loyihasi doirasida Buxorodagi bir nechta tarixiy obidalar – Ark qal'asi, Kalon minorasi, Mir Arab madrasasi – nogironlar aravachasi uchun maxsus yo'laklar bilan jihozlandi. Viloyatdagi 40 dan ortiq mehmonxona va 15 dan ortiq ovqatlanish shoxobchasi inklyuziv xizmatlarni taklif etmoqda. Ammo bu hali yetarli emas – barcha obyektlar bo'yicha yagona axborot platformasi, mobil ilovalar va qo'shimcha xizmatlar tizimi shakllanmagan.

Inklyuziv turizmni Buxoro viloyatida rivojlantirish uchun quyidagilar zarur:

- Turizm infratuzilmasini to'liq moslashtirish.
- Interfaol xaritalar va mobil ilovalar orqali barcha xizmatlar haqida ochiq axborot yaratish.
- Nogironligi bor sayyohlar uchun maxsus gidlar va ko'mak xizmatlarini yo'lga qo'yish.
- Xizmat ko'rsatuvchi korxonalar uchun maxsus o'quv kurslarini joriy etish.
- Turistik tadbirkorlik sub'yektlarini rag'batlantirish tizimini kengaytirish.

Inklyuziv turizm – nafaqat ijtimoiy tenglikni ta'minlaydigan, balki iqtisodiy va madaniy rivojlanishga xizmat qiladigan muhim yo'nalishdir. O'zbekistonda, xususan, Buxoro viloyatida bu borada salmoqli ishlar amalga oshirilmoqda. Ammo mavjud imkoniyatlardan to'liq foydalanish, qonunchilikda belgilangan chora-tadbirlarni amaliyotga keng tatbiq etish orqali viloyatni inklyuziv turizm bo'yicha mintaqaviy yetakchiga aylantirish mumkin.

BUXORO SHAHRIDA INKLYUZIV TURIZM RIVOJLANISH ISTIQBOLLARI: MUAMMOLAR VA YECHIMLAR

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Buxoro shahrida inklyuziv turizmni rivojlantirish istiqbollari, mavjud muammolar va ularni bartaraf etish yo'llari tahlil qilish muhim hisoblanadi. Inklyuziv turizm nogironligi bo'lgan shaxslar, keksalar, bolalar va boshqa ehtiyojmand guruhlar uchun teng sharoitlarda sayohat qilish imkoniyatini yaratishga qaratilgan bo'lib, bu turdagi xizmatlarning sifati va mavjudligi hududiy turizm rivojiga bevosita ta'sir ko'rsatadi.

So'nggi yillarda turizm sohasi inson huquqlariga asoslangan, har tomonlama ochiq va teng imkoniyatlarni ta'minlovchi faoliyat sifatida shakllanmoqda. Xususan, inklyuziv turizm — ya'ni imkoniyati cheklangan shaxslar, nogironlar, keksalar, bolalar va boshqa ehtiyojmand guruhlar

uchun qulay sayohat imkoniyatlarini yaratish — global miqyosda dolzarb masalalardan biriga aylangan (UNWTO, 2020). BMTning Nogironlar huquqlari to'g'risidagi konvensiyasida ham har bir shaxsning sayohat qilish huquqi e'tirof etilgan va bu yo'nalishda davlatlar zimmasiga zarur infratuzilma yaratish vazifasi yuklangan (Convention on the Rights of Persons with Disabilities, 2006).

O'zbekiston Respublikasining Qonunining 2020-yil 15-oktabrdagi "Nogironligi bo'lgan shaxslarning huquqlari to'g'risida"gi O'RQ-641-sonli qarori hamda O'zbekiston Respublikasi Ekologiya, atrof muhitni muhofaza qilish va iqlim o'zgarishi vazirligi huzuridagi Turizm qo'mitasi tomonidan qabul qilingan dasturlar asosida inklyuziv turizmga doir islohotlar olib borilmoqda. Shunga qaramay, hududiy darajada, xususan, tarixiy va turistik salohiyatga ega Buxoro shahrida inklyuziv turizm infratuzilmasi, xizmat ko'rsatish sifati va axborot tizimlarining rivojlanish darajasi hali yetarli emas.

Buxoro shahrida inklyuziv turizmni rivojlantirish istiqbollari tahlil qilish, mavjud muammolarni aniqlash va ularning amaliy yechimlarini taklif etishdan iborat. Bu borada xorijiy tajribalar tahlili hamda mahalliy infratuzilmaning real holati asosida ilmiy xulosalar chiqariladi.

So'nggi yillarda inklyuziv turizm masalasi xalqaro va milliy ilmiy doiralarda keng muhokama qilinmoqda. Turizmning bu yo'nalishi inson huquqlari, ijtimoiy tenglik va barqaror rivojlanish konsepsiyalari bilan uzviy bog'liq.

BMTning Nogironlar huquqlari to'g'risidagi konvensiyasi (2006)da har bir insonning sayohat qilish, madaniyat va dam olish xizmatlaridan foydalanish huquqi kafolatlangan. Bu hujjat turizm sohasida teng imkoniyatlar yaratish bo'yicha xalqaro majburiyatlarni belgilab beradi. Shuningdek, UNWTO (2020) tomonidan chop etilgan "Inclusive Tourism: Enhancing Access for All" hisobotida inklyuziv turizmni rivojlantirishda transport, axborot texnologiyalari va mehmonxona xizmatlarining moslashtirilganligi muhim omil sifatida ko'rsatiladi.

Mahalliy miqyosda, O'zbekiston Respublikasining Qonunining 2020-yil 15-oktabrdagi "Nogironligi bo'lgan shaxslarning huquqlari to'g'risida"gi O'RQ-641-sonli qarori nogironligi bo'lgan shaxslar huquqlarini ta'minlash, ularga qulay muhit yaratish va turizm xizmatlaridan teng foydalanish imkoniyatlarini kengaytirishga qaratilgan. Ushbu qaror asosida 'zbekiston Respublikasi Ekologiya, atrof muhitni muhofaza qilish va iqlim o'zgarishi vazirligi huzuridagi Turizm qo'mitasi tomonidan 2023–2025 yillarga mo'ljallangan inklyuziv turizm dasturi ishlab chiqilgan bo'lib, unda tarixiy obidalar, muzeylar, transport vositalari va mehmonxonalarni moslashtirishga alohida e'tibor qaratilgan.

Xorijiy adabiyotlarda ham inklyuziv turizm rivojlanishining dolzarbligi keng yoritilgan. Masalan, Darcy & Buhalis (2011) o'z tadqiqotida inklyuziv turizmni "universal dizayn" kontsepsiyasi asosida baholaydi. Ularga ko'ra, barcha foydalanuvchilar uchun qulaylik yaratish – nafaqat nogironlar, balki butun sayyohlar uchun xizmat sifatini oshiradi. Richards (2015) esa tarixiy shaharlarda inklyuzivlikni rivojlantirish uchun axborot infratuzilmasi va raqamli texnologiyalarning roli katta ekanligini ta'kidlaydi.

Adabiyotlar tahlili shuni ko'rsatadiki, inklyuziv turizmning muvaffaqiyatli rivoji nafaqat infratuzilmani modernizatsiya qilish, balki ijtimoiy ongni shakllantirish, turistik tashkilotlar va xodimlarni maxsus tayyorlash orqali ham amalga oshiriladi.

Buxoro shahri O'zbekistonning eng yirik tarixiy-madaniy markazlaridan biri bo'lib, har yili minglab mahalliy va xorijiy sayyohlarni jalb etadi. Shunga qaramay, inklyuziv turizm sohasi bo'yicha mavjud infratuzilma va xizmatlar darajasi yetarlicha rivojlanmaganligi kuzatiladi.

Jismoniy infratuzilmaning yetishmasligi: Buxoro shahridagi tarixiy obidalar, muzeylar, yodgorliklar va ko'ngilochar maskanlarning aksariyatida nogironlar aravachasi, eshitish yoki ko'rishida muammosi bo'lgan shaxslar uchun moslashtirilgan yo'laklar, liftlar, braille yozuvlar mavjud emas.

Transport vositalarining moslashtirilmaganligi: Jamoat transportida nogironlar uchun mo'ljallangan platforma yoki maxsus o'rindiqlar deyarli yo'q. Shaxsiy taksi xizmatlarida esa bu holat mutlaqo inobatga olinmaydi.

Axborot yetishmovchiligi: Turistik obyektlar haqida nogironlar uchun qulay ko'rinishda taqdim etilgan audio, video yoki braille axborot tizimlari yo'qligi muhim muammo hisoblanadi.

Xodimlar malakasi: Mehmonxona va turistik xizmat ko'rsatuvchi xodimlarning aksariyati inklyuziv xizmat ko'rsatish tamoyillaridan bexabar yoki maxsus treninglardan o'tmagan. Yuqoridagi muammolar asosida quyidagi tahliliy natijalarni ko'rish mumkin: Normativ-huquqiy bazaning mavjudligi, ya'ni inklyuzivlikni ta'minlovchi qonunlar va davlat dasturlari mavjud bo'lsa-da, ularning amaliy ijrosi sust. Ijtimoiy ongning yetarlicha shakllanmaganligi — xizmat ko'rsatuvchilar inklyuziv turizmni qo'shimcha xarajat sifatida baholamoqda, bu esa xizmat sifati va qamrovini cheklab qo'yadi. Xorijiy tajriba bilan solishtirganda, Buxoro shahri hali dastlabki bosqichda turibdi. Masalan, Turkiya, Ispaniya yoki Janubiy Koreya kabi davlatlarda tarixiy obidalar to'liq moslashtirilgan, xizmat ko'rsatish jarayonida esa inklyuziv yondashuvlar majburiy hisoblanadi.

Asosiy tavsiyalar va yechimlar sifatida quyidagilarni bayon qilish mumkin:

Transport va infratuzilmani modernizatsiya qilish: Turistik obyektlarda universal dizayn konsepsiyasiga asoslangan rekonstruksiya ishlarini yo'lga qo'yish. Inklyuziv axborot platformalarini yaratish: Braille yozuvi, ovozli gidlar va ishora tili tarjimonlari bilan boyitilgan veb-saytlar va mobil ilovalar ishlab chiqish. Kadrlar salohiyatini oshirish: Turistik obyektlar va mehmonxona xodimlari uchun maxsus trening va sertifikatlashtirish tizimini joriy etish. Xususiy sektorni rag'batlantirish: Inklyuziv xizmatlarni yo'lga qo'ygan tadbirkorlarga soliq imtiyozlari yoki subsidiyalar berish. Monitoring tizimini yo'lga qo'yish: Inklyuzivlik darajasini baholovchi maxsus mezonlar asosida muntazam monitoring va tahlil olib borish.

Buxoro shahrida inklyuziv turizmni rivojlantirish yo'lida huquqiy-me'yoriy asoslar mavjud bo'lsa-da, ularning amaliy ijrosi yetarli darajada yo'lga qo'yilmagan. Shahar hududidagi tarixiy obidalar, mehmonxonalar, jamoat transporti va turistik xizmatlar imkoniyati cheklangan shaxslar uchun yetarli darajada moslashtirilmagan. Bu holat inklyuziv turizmning barqaror va raqobatbardosh rivojlanishiga to'sqinlik qilmoqda.

Foydalanilgan adabiyotlar ro'yxati

1. O'zbekiston Respublikasining Qonunining 2020-yil 15-oktabrdagi "Nogironligi bo'lgan shaxslarning huquqlari to'g'risida"gi O'RQ-641-sonli qarori
2. O'zbekiston Respublikasi Ekologiya, atrof muhitni muhofaza qilish va iqlim o'zgarishi vazirligi huzuridagi Turizm qo'mitasi. (2023). 2023–2025 yillarda inklyuziv turizmni rivojlantirish dasturi.
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META KO'LAMDA TURIZM DESTINATSIYASI RAQAMLI INKLYUZIVLIGINI SHAKLLANTIRISHNING ASOSIY YO'NALISHLARI: BUXORO VILOYATI MISOLIDA

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Annotatsiya: ushbu maqolada 2015-2023-yillarda O'zbekistonda internet tarmog'iga ulangan abonentlar soni o'zgarishlari tahlili amalga oshirilib, mavjud bozor talabi, yuqori

texnologik jarayonlarning uzluksizligi, talab qondirilishiga yo'naltirilgan oqilona takliflar ishlab chiqish zaruratini inobatga olib, turizm destinatsiyasi raqamli inklyuzivligining innovatsion modeli taklif etilgan. Adabiyotlarni o'rganish natijasida destinatsiya raqamli inklyuzivlik piramidasi ishlab chiqilgan va Buxoro turizm destinatsiyasining raqamli inklyuzivligini innovatsion rivojlantirish yo'nalishlari belgilangan.

Kalit so'zlar: inklyuzivlik, raqamli inklyuzivlik, onlayn platformalar, inklyuzivlik texnologiyalar, infratuzilma, raqamli inklyuzivlik piramidasi, innovatsion model.

Kirish

Raqamli tengsizlik masalasi ham mamlakatlar ichki miqyosida, ham xalqaro ko'lamda ijtimoiy-iqtisodiy jihatlariga ko'ra tafovuti yuqori bo'lgan insonlar o'rtasidagi shundoq ham yetarli miqdordagi bo'shliq va farqlarni yanada kengayishiga sabab bo'lib, mazkur salbiy jihat 21-asrning dastlabki choragi so'ngiga kelib o'zining avj nuqtasiga yetdi. Zamonaviy axborot jamiyatining eng e'tiborga molik jihatlaridan biri ochiqlik sanalib, aynan uning mavjudligi demokratiya va samarali boshqaruvning muhim asoslaridan hisoblanadi. Ishonchli ma'lumot va manfaatli bilimlar bag'rikenglik, o'zaro anglash va xilma-xillikka nisbatan mustahkam hurmat munosabatlarini kuchaytirishga qaratilgan sa'y-harakatlar asosini tashkil etadi [3].

Statistik ma'lumotlarga ko'ra 2024-yilda global miqyosda internetdan foydalanuvchilar soni 5,35 milliard kishini tashkil qildi, bu esa dunyo aholisining 66,2 foiziga teng demakdir. 2024-yil davomida foydalanuvchilar umumiy soni 1,8 foizga o'sdi va ilk marotaba internetga ulangan tamoq ishtirokchilari miqdori 97 million nafarni tashkil qildi. Internetdan foydalanuvchilar foiz ko'rsatkichlari bo'yicha Shimoliy Yevropa mintaqasi 97,6 %, Shimoliy Amerika 96,8 % hamda G'arbiy Yevropa mintaqasi mamlakatlari 94,5 % lik yuqori natijalarni qayd etgan bo'lsa, G'arbiy Afrika 42,3 %, Markaziy Afrika 32,1 % va Sharqiy Afrika mamlakatlari 26,7 % natija bilan eng past qamrovga ega ekanliklari ma'lum bo'ldi [17]. Eurostatga ko'ra [18], 2024-yil dastlabki choragida Yevropa Ittifoqi mamlakatlarida turistlar Airbnb, Booking, Expedia Group yoki TripAdvisor platformalari va tizimlari orqali 123.7 miliondan ziyod bronlash jarayonlarini amalga oshirishgan bo'lib, mazkur ko'rsatkich o'tgan yilning shu davriga nisbatan 28.3 % ga o'sgan.

Mavzuga oid adabiyotlar tahlili

Raqamli inklyuzivlik nazariy tadqiqotlarida I.Kaplanning yondashuvi e'tiborga molik, unga ko'ra, raqamli inklyuzivlik texnologiyalar orqali, bevosita yoki bilvosita, fuqarolarning mehnat, ijtimoiy munosabatlar, siyosat va jamiyat singari barcha darajalarda axborot jamiyatiga qo'shilishi sifatida tavsiflanib, bu esa ularning hayot sifatini oshirishga xizmat qilishi qayd etilgan. I.O.Adam va M.D.Alhassan esa raqamli inklyuziyani fuqarolar va ijtimoiy jihatdan nochor guruhlarining AKT (axborot-kommunikatsiya texnologiyalari) ga kirish imkoniyatiga ega bo'lishlari hamda undan foydalana olish ko'nikmalarini rivojlantirish orqali bugungi axborot jamiyatida erkin ishtirok etishlari va undan zavq olishlarini ta'minlaydigan faoliyat sifatida o'rgangan [2].

Ayrim tadqiqotchilar yondashuviga ko'ra, "Kirish imkoniyatlari" turizm, atrof-muhit, madaniy meros, infratuzilma, turizm agentliklari va resurslari, axborot hamda raqamli ekotizimlarni o'z ichiga olgan holda uyg'unlashtirilishi lozim [4; 5; 9].

Tadqiqot metodologiyasi

Mazkur tadqiqot ishning metodologik asosini I.Kaplan, I.O.Adam, M.D.Alhassan, J.Thomas va S.Stroverning raqamli inklyuzivlik nazariy tadqiqotlari tashkil etadi. Muallif tomonidan ishlab chiqilgan turizm destinatsiyasi raqamli inklyuzivligining innovatsion modeli va destinatsiya raqamli inklyuzivlik piramidasi yuqoridagi olimlar tadqiqot ishlari va tadqiqotchining mustaqil ilmiy pozitsiyasidan kelib chiqib taklif etilgan hamda tadqiqot ishining ilmiy yangiligidir.

Tahlil va natijalar

Tadqiqotlar natijasida, 1997-2012-yillar oralig'ida tug'ilganlarning 42% i Instagram yoki Tik-tok platformalari qisqa videolaridan ilhomlangan holda, 1981-1996-yillar oralig'ida tug'ilganlar esa Copilot, Gemini hamda ChatGPT vositalari ko'magida o'z ta'tillarini hamda sayohatlarini rejalashtirishlari aniqlangan [19]. Booking.com ma'lumotlariga ko'ra, turistlarning 55 % i oldindan rejalashtirmasdan sayohatga chiqishni afzal ko'radi va 69 % i esa tig'iz sayohat grafiklari asosida turistik talablarini qondiradi [20]. Yuqoridagi barcha statistik ko'rsatkichlar

raqamli inklyuzivlikning turizm destinatsiyalari faoliyatini yanada rivojlantirish va zamonaviy turistik talablarning qondirilishidagi dolzarbligini tasdiqlaydi.

Ta'lim, turizm, axborot va davlat xizmatlarining tobora kengroq ko'lami onlayn platformalar vositasida taqdim etilayotganligi sababli, internetga kirish va undan foydalana olish tobora muhim omillardan biriga aylanib bormoqda. Agar qaysidir mamlakatlarda jamiyatning ayrim qatlami vakillari raqamli muhitda onlayn ishtirok etish jarayonlarida sezilarli to'siqlarga duch kelayotgan bo'lsa, bu jihat raqamli iqtisodiyotning afzalliklaridan teng foydalanish imkoniyati tushunchasi ro'yobga chiqmayotganligidan darak beradi. Raqamli inklyuzivlik tamoyiliga ko'ra, har bir inson raqamli texnologiyalarning keng imkoniyatlaridan to'laonli foydalanish, bu orqali o'z salomatligi, farovonligini nazorat qila olish va boshqarish, ta'lim, tibbiyot turizm hamda boshqa zaruriy xizmatlardan erkin foydalanish, moliyaviy ishlarni nazorat qilish, yuritish, tashkillashtirish hamda do'stlar, oila, keng jamoatchilik va butun dunyo bilan bog'lanishni o'z ichiga oladi [16].

Raqamli inklyuzivlik masalalari so'nggi yillarda keng miqyosdagi ilmiy jamoatchilik tadqiqotlari va muhokamalari mavzusiga aylangan [6; 7; 8; 10; 11; 12; 13; 14]. Inklyuzivlik tushunchasiga sinonim sifatida ko'riladigan "accessibility" ingliz tilida "kirish imkoniyatlari" atamasi so'zi bilan izohlanib, ko'plab adabiyotlarda tadqiqotlar aynan uning doirasida shakllantirilgan. O'rganishlarimiz natijasiga ko'ra, "accessibility" torroq ma'noda, inklyuzivlik kengroq ma'nolarda ishlatilishini, biroq, ushbu ikki atama bir-birini to'ldirishini aniladik.

2024-yilda e'lon qilingan Global raqamli indeks natijalariga e'tibor qaratilganda, O'zbekiston ushbu reytingda 60-o'rinda qayd etilganligi ma'lum bo'ldi [21]. Bu esa raqamli texnologiyalar sohasida oldimizda amalga oshirilishi lozim bo'lgan islohotlar talaygina ekanligini tasdiqlaydi. Raqamli rivojlanish ineterndan foydalanish imkoniyatlari qamrovi oshib borish bilan barqaror suratda amalga oshishi tabiiy jarayondir. Shunga ko'ra, 2015-2023-yillar statistik ma'lumotlarni o'rganganimizda O'zbekistonda internetdan foydalanuvchilar miqdori muntazam ravishda o'sib borayotgani ma'lum bo'ldi(1-jadval). 2024- yilning 1-yanvar holatida, mamlakatimizda internet tarmog'iga ulangan abonentlar soni 30,1 milliontani tashkil etgan. Bu ko'rsatkich 2023-yilning mos davri bilan solishtirilganda 12,5 % ga oshgan. Hududlar orasida internet tarmog'iga ulanganlarning eng ko'p miqdori Toshkent shahrida – 6,3 mln, eng kam abonentlar soni Sirdaryo viloyatida – 0,7 mln nafarni tashkil etgani ma'lum bo'ldi.

1-jadval

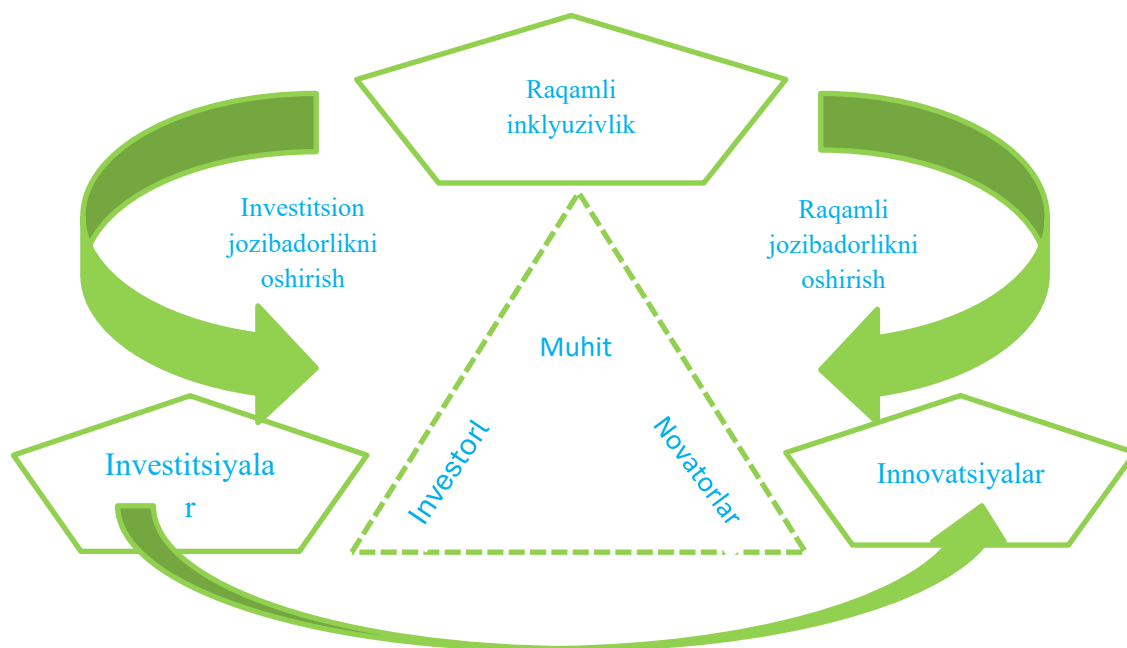
2015-2023-yillarda O'zbekistonda internet tarmog'iga ulangan abonentlar soni o'zgarishlari (ming kishi) [22]

Hududlar	2015 y	2016 y	2017 y	2018 y	2019 y	2020 y	2021 y	2022 y	2023 y
O'zbekiston Respublikasi	8339,1	9626,8	11168	13321,7	16386,2	19981	22987,2	26723,6	30061
Qoraqalpog'iston Respublikasi	501,3	526,4	606,8	767,9	922,3	1071,9	1234,2	1346,6	1505,1
Andijon viloyati	621,5	731,1	842	991,3	1236,5	1484,2	1790,6	2019,8	2292,7
Buxoro viloyati	430,9	482,6	547,3	694	855,2	1011,2	1204,5	1383	1519,4
Jizzax viloyati	270,9	304,4	371,3	468,2	569,1	667,2	794,1	895,9	1006,9
Qashqadaryo viloyati	489,3	578,5	702,5	877,8	1162,4	1440,9	1696,2	1905,5	2133,3
Navoiy viloyati	276,2	312,7	350,4	442,5	553,8	647,1	761,8	876,4	946,3
Namangan viloyati	523,5	621,4	749,8	961,5	1198,3	1379,5	1637	1863,9	2036,9
Samarqand viloyati	758,2	865	1018,7	1225,7	1505,9	1795,4	2132,5	2407,4	2706,1
Surxondaryo viloyati	372,2	433,5	551,5	721,4	958,6	1151,5	1323,5	1538,2	1702,1
Sirdaryo viloyati	212,4	229,8	284,6	349,1	441,4	505,7	595,4	673	749,3
Toshkent viloyati	273,6	353,1	352,3	506,7	1007,7	1255,2	1483,8	1688,8	1954,1

Farg'ona viloyati	751,9	881,4	1048	1245,5	1552,3	1937,4	2872,3	3411,7	3752,3
Xorazm viloyati	391,8	448,5	573,3	710,2	872,1	1012,9	1185,9	1328,4	1482,3
Toshkent shahri	2465,3	2858,3	3169,7	3359,9	3550,6	4620,9	4275,4	5385	6274,1

So'nggi bir necha o'n yillik davomida axborot resurslari distribyutorligida dramatik o'zgarishlar yuz berdi. Shubhasiz, asosiy sezilarli o'zgarishlar internet, texnologik tizimlar orqali amalga oshib, bevosita hamda bilvosita axborot kreativligi, sirkulyatsiyasi hamda distribyutorligiga o'z ta'sirini o'tkazdi. So'nggi 20 yil davomida keng polosali internetga ulanishning iqtisodiy, ijtimoiy va fuqarolik munosabatlariga oid jihatlari ko'plab tadqiqotchilar tomonidan keng o'rganildi. Ushbu izlanishlarning aksariyati keng polosali internet infratuzilmasi va ijobiy iqtisodiy natijalar o'rtasidagi bog'liqlikni ko'rsatishga qaratilgan bo'lsada, XXI asrning ikkinchi o'n yilligidagi tadqiqot obyektlari orqali zamonaviy ish va institutsional jarayonlar insondan biron-bir shaklda internetga ulanishni talab etishi aniq bo'ldi. Xususan, eng rivojlangan mamlakatlardan sanalgan AQShda ham internetga ulanish va undan foydalanish imkoniyati ayrim toifadagi insonlar uchun mavjud emasligi, qimmatligi yoki yetarli darajada ta'minlanmaganligi sababli, ayrim aholi guruhlarining ijtimoiy va iqtisodiy imkoniyatlari cheklanishi, ya'ni ular kam ta'minlanganlar toifasiga kirib qolish hodisasi kuzatilmoqda [15].

Shu o'rinda, Buxoro viloyati turizm destinatsiyasi raqamli inklyuzivligini tahlil qilar ekanmiz, 2023-yilda viloyatda raqamli infratuzilmani rivojlantirish borasida erishilgan ayrim natijalarga e'tibor qaratish lozim deb hisoblaymiz. 2023-yilda viloyatda kompyuter dasturlashtirish sohasida 55 ta yangi korxona tashkil etilib, jami axborot texnologiyalari sohasida ularning soni 355 taga yetkazildi (o'sish 124 foiz), shundan 74 tasi dasturiy mahsulotlar ishlab chiquvchi korxonalar hisoblanadi. "AyTi" park rezidentlari soni 38 ta (o'sish - 1,3 barobar), AyTi xizmatlari eksporti – 884 ming dollar (2022 yilda eksport hajmi 132 ming dollar)ni tashkil qildi. Sohada 103 ta yangi korxona tashkil etilib, ularning soni 361 taga yetkazildi (40 foiz). "5 ta muhim tashabbus" doirasida 12 ta Raqamli o'quv markazlari tashkil etilib, 8 ming nafar aholi axborot texnologiyalari bo'yicha o'qitildi [1].

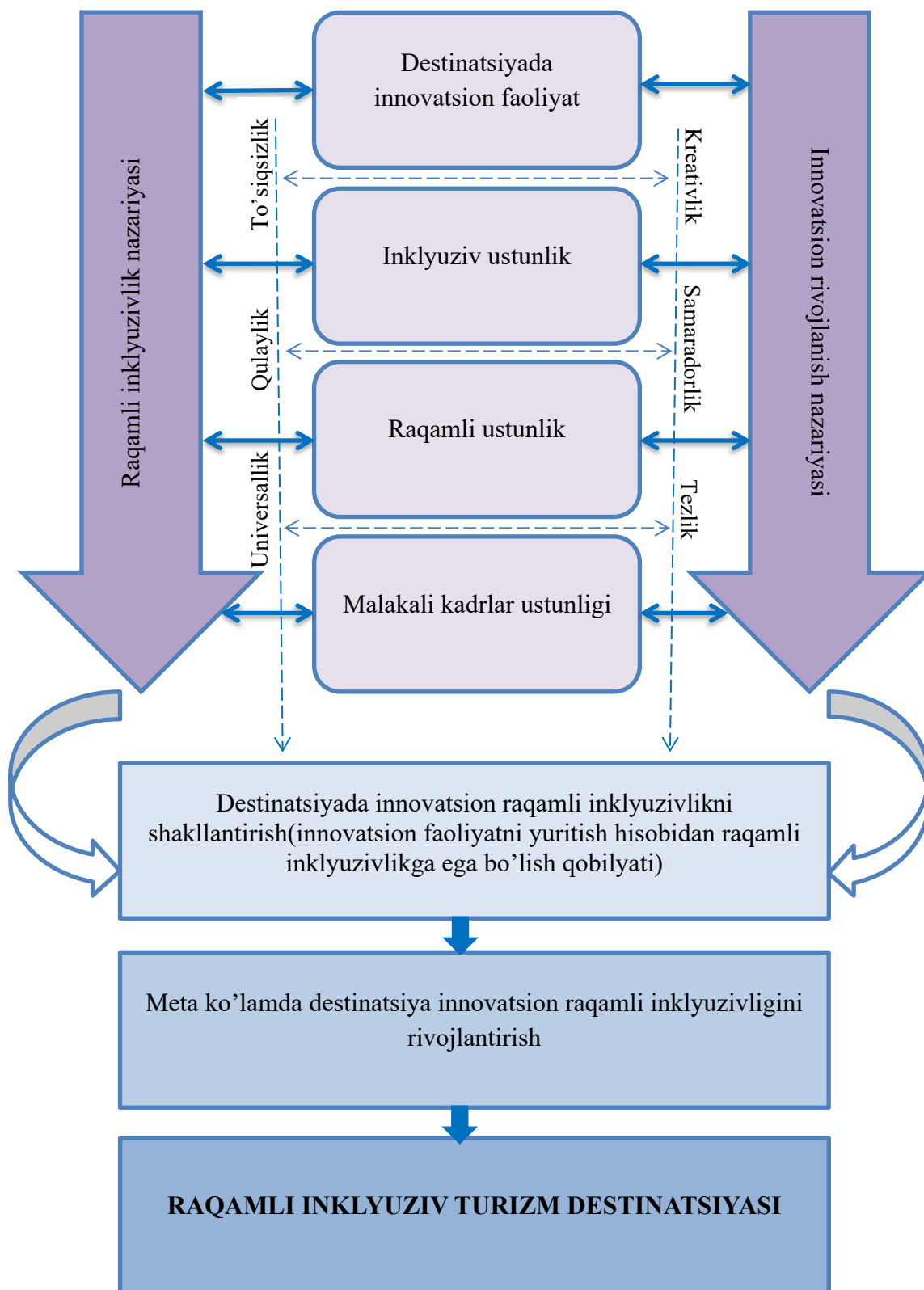


1-rasm. Barqaror innovatsion rivojlanish hisobiga Buxoro turizm destinatsiyasi raqamli inklyuzivligini ta'minlash¹

Bizning fikrimizcha, raqamli inklyuzivlik darajasi ikkita asosiy omilga bog'liq bo'lib, turizm destinatsiyasiga qancha ko'p investitsiyalar jalb qilinsa hamda innovatsion rivojlanish maqsadlariga to'g'ri yo'naltirilgan holda o'zlashtirilsa, hududda turizmning raqamli rivojlanishi shunga mos tarzda yuqori sur'atlar bilan amalga oshadi(1-rasmga qarang).

¹ Muallif ishlanmasi

Shuningdek, tadqiqotlar natijasida mavjud bozor talabi, yuqori texnologik jarayonlarning uzluksizligi, talab qondirilishiga yo'naltirilgan oqilona takliflar ishlab chiqish zaruratini inobatga olib, turizm destinatsiyasi raqamli inklyuzivligining innovatsion modelini shakllantirdik(2-rasmga qarang).



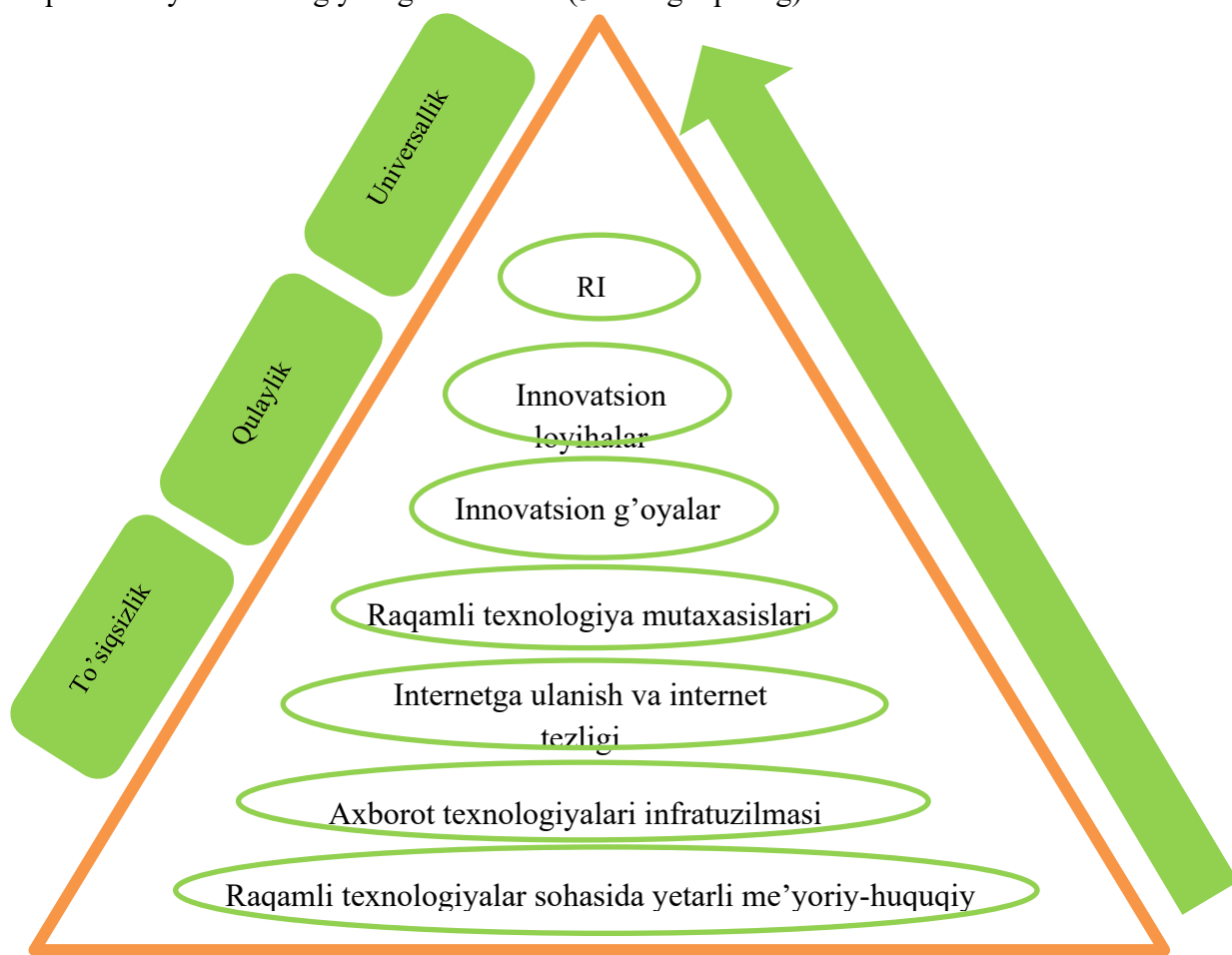
2-rasm. Turizm destinatsiyasi raqamli inklyuzivligining innovatsion modeli¹

3-rasmdan ko'rinib turibdiki, turizm destinatsiyasi raqamli inklyuzivligi innovatsion modelining dastlabki nuqtasini "destinatsiya innovatsion faoliyati va inklyuziv ustunlik bilan

¹ Muallif ishlanmasi

bevosita aloqador bo'lgan hamda hududda innovatsiyalarni joriy etish jarayoni bilan bog'liq sanalgan butunlay o'zlashtirilmagan bozor yo'nalishlari va hattoki mutloq to'siqsizlikka nisbatan xoli bozorlarni shakllantirishga urg'u qaratilgan tarmoq bozori mexanizmlarining ajralmas unsuri" sifatida talqin etiluvchi inklyuzivlik nazariyasi tashkil etadi. Buning dastlabki sababi, inklyuzivlik zarurati sayohatgoh xizmat ko'rsatuvchilarini eng samarali, talab qondira olish xususiyatlari yuqori bo'lgan texnologiyalarni hamda istiqbolli loyihalarni joriy etishga undaydi, shuningdek, ushbu jarayonning o'zagi sanalgan g'oyalar tashabbuskorligini qo'llab-quvvatlaydi. Mutloq to'siqsizlikka nisbatan xoli deganda inklyuziv muhit shakllanishining dastlabki bosqichlarida raqamli inklyuzivlikning universal variantini taklif etish imkonsizligi nazarda tutiladi. Raqamli ustunlik va malakali kadrlar ustunligi ham yuqoridagi ikki yo'nalish singari raqamli inklyuzivlik nazariyasi hamda innovatsion rivojlanish nazariyasi bilan bog'liqlikka ega. Shuningdek, raqamli inklyuzivlikning universallik, qulaylik va to'siqsizlik singari 3 asosiy omillari innovatsion rivojlanishning kreativlik, samaradorlik va tezlik omillari bilan uzviylik hosil qiladi.

Turizmدا innovatsion faoliyatni yo'lga qo'yish, raqamli texnologiyalarni joriy etish va samaradorligini oshirish, raqamli axborot makonining turizmда xizmat ko'rsatish jarayonlariga ta'sirlari singari ko'plab yo'nalishlardagi xorijiy adabiyotlarni o'rganish natijasida destinatsiya raqamli inklyuzivlik piramidasini ishlab chiqdik. Bizning fikrimizcha, turizm destinatsiyasi raqamli inklyuzivligi piramidasini quyidagi 7 asosiy omil va jarayonlar uzviyligi hamda ketma-ketligi asosida shakllanadi: 1) Raqamli texnologiyalar sohasida yetarli me'yoriy-huquqiy baza; 2) Axborot texnologiyalari infratuzilmasi; 3) Internetga ulanish va internet tezligi; 4) Raqamli texnologiya mutaxasislari; 5) Innovatsion g'oyalar; 6) Innovatsion loyihalar va ularning tadbiiq etilishi va 7) RI –raqamli inklyuzivlikning yuzaga keltirilishi(3-rasmga qarang).

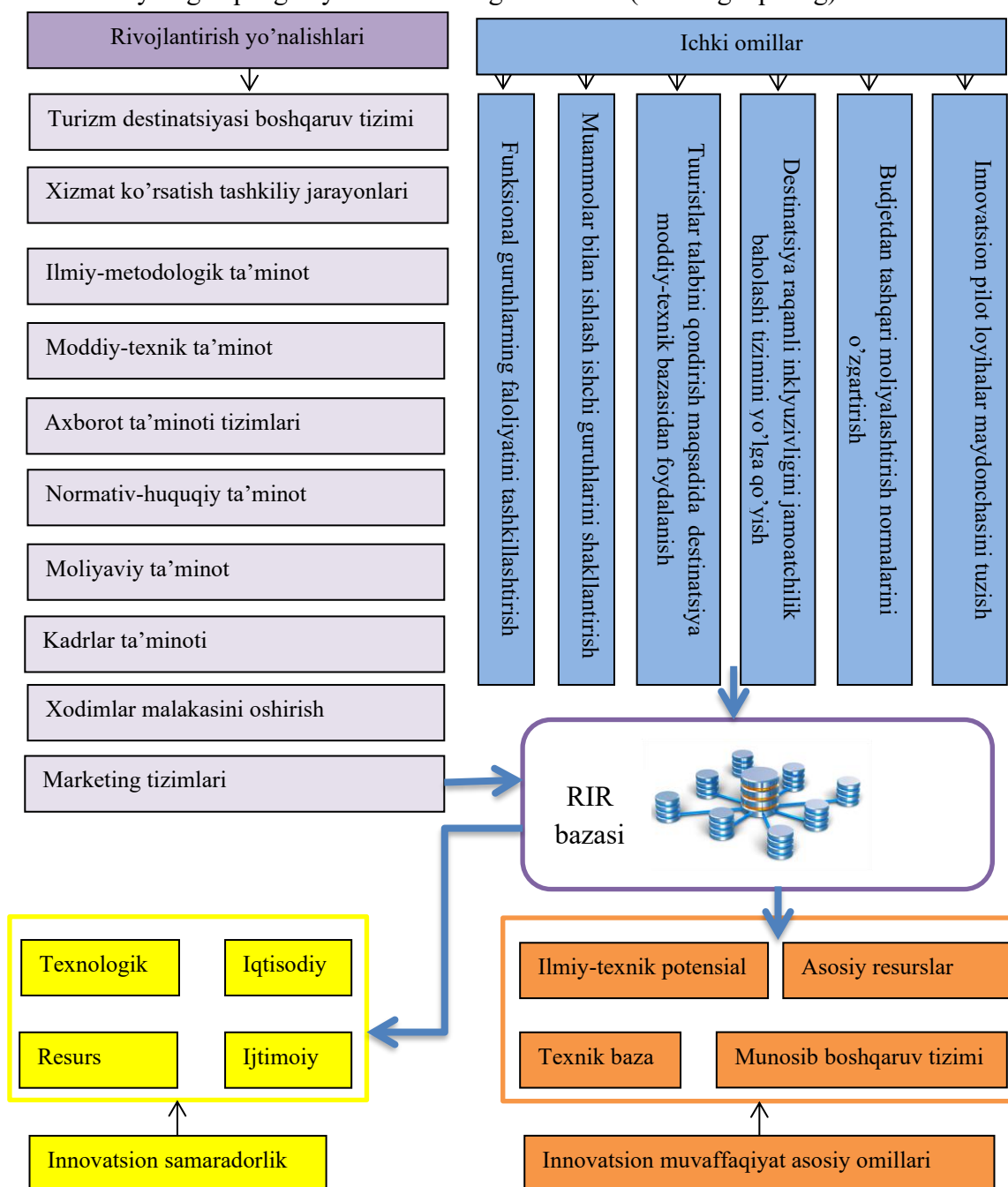


3-rasm. Destinatsiya raqamli inklyuzivlik piramidasini (RI –raqamli inklyuzivlik)¹

¹ Muallif ishlanmasi

Bizning fikrimizcha, destinatsiya raqamli inklyuzivligi me'yoriy-huquqiy bazaning yetarli darajada shakllantirilganligiga asoslanilgan holda amalga oshishi mumkin bo'lib, tegishli tartibda ishlab chiqilgan normalar faoliyatning huquqiy kafolatlarini hamda innovatsion loyihalarning raqamli muhitdagi muhofazasi va ta'minot tizimlari bilan muntazam ulanish kafolatlarini taqdim etishga xizmat qiladi. Axborot-texnologiyalarining zamonaviy infratuzilmasiga asos solinishi xalqaro me'yorlar va standartlarni inobatga olinmagan holda amalga oshmaydi hamda milliy standartlarning tegishli tartibda ko'rib chiqilishi va muvofiqlashtirilishisiz mukammallik kasb etmaydi. Ya'ni, Buxoro viloyati turizm destinatsiyasi raqamli inklyuzivligi eng avvalo xalqaro qonunchilik normalariga to'laqonli mos keluvchi milliy normativ bazaga asos solinishi natijasidagina amalga oshib, infratuzilmaviy rivojlanish loyihalarining amaliyoti unga bevosita bog'liq hisoblanadi.

O'tkazilgan tadqiqotlar natijasida, Buxoro turizm destinatsiyasining raqamli inklyuzivligi innovatsion rivojlantirish yo'nalishlarini aniqladik hamda turizmدا innovatsion samaradorlik, innovatsion muvaffaqiyat asosiy omillari va RIR bazasi (Raqamli inklyuzivlik rivojlanish bazasi) o'zaro uzviy bog'liq degan yondashuvni ilgari suramiz(4-rasmga qarang).



4-rasm. Buxoro turizm destinatsiyasining raqamli inklyuzivligini

innovatsion rivojlantirish yo'nalishlari(RIR bazasi –Raqamli inklyuzivlik rivojlanish bazasi)¹

Xulosa va takliflar. Buxoro turizm destinatsiyasida raqamli inklyuzivlikni shakllantirishning asosiy yo'nalishlariga oid tadqiqotlarimiz natijasida quyidagi ilmiy-amaliy takliflar va xulosalarni ilgari suramiz:

1.2024-yilda e'lon qilingan Global raqamli indeks natijalariga e'tibor qaratilganda, O'zbekiston 60-o'rinda qayd etilganligi ma'lum bo'ldi. Bu esa raqamli texnologiyalar sohasida oldimizda amalga oshirilishi lozim bo'lgan islohotlar talaygina ekanligini tasdiqlaydi.

2.Bizning fikrimizcha, raqamli inklyuzivlik darajasi ikkita asosiy omilga bog'liq bo'lib, turizm destinatsiyasiga qancha ko'p investitsiyalar jalb qilinsa hamda innovatsion rivojlanish maqsadlariga to'g'ri yo'naltirilgan holda o'zlashtirilsa, hududda turizmning raqamli rivojlanishi shunga mos tarzda yuqori sur'atlar bilan amalga oshadi.

3. Shuningdek, tadqiqotlar natijasida mavjud bozor talabi, yuqori texnologik jarayonlarning uzluksizligi, talab qondirilishiga yo'naltirilgan oqilona takliflar ishlab chiqish zaruratini inobatga olib, turizm destinatsiyasi raqamli inklyuzivligining innovatsion modelini ishlab chiqdik. Unga muvofiq, turizm destinatsiyasi raqamli inklyuzivligi innovatsion modelining dastlabki nuqtasini "destinatsiya innovatsion faoliyati va inklyuziv ustunlik bilan bevosita aloqador bo'lgan hamda hududda innovatsiyalarni joriy etish jarayoni bilan bog'liq sanalgan butunlay o'zlashtirilmagan bozor yo'nalishlari va hattoki mutloq to'siqsizlikka nisbatan xoli bozorlarni shakllantirishga urg'u qaratilgan tarmoq bozori mexanizmlarining ajralmas unsuri" sifatida talqin etiluvchi inklyuzivlik nazariyasi tashkil etadi. Destinatsiyada innovatsion raqamli inklyuzivlikni shakllantirish ya'ni innovatsion faoliyatni yuritish hisobidan raqamli inklyuzivlikka ega bo'lish qobiliyatini ro'yobga chiqarish, shuningdek, meta ko'lamda – biz tadqiqot olib borayotgan mavzu doirasida Buxoro viloyatida mazkur faoliyatni yanada rivojlantirish hududni "raqamli inklyuziv turizm destinatsiyasi" sifatida shakllantirilishiga zamin yaratadi.

Foydalanilgan adabiyotlar ro'yxati

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INKLYUZIV TURIZMNING MAZMUN MOHIYATI VA NAZARIY YONDASHUVLARNING QIYOSIY TAHLILI

D.SH.Yavmutov, i.f.d., professor

O.S.Qahhorov, i.f.d., professor

2022-yil 28-yanvardagi PF-60-son "2022-2026-yillarga mo'ljallangan Yangi O'zbekistonning taraqqiyot strategiyasi to'g'risida" Prezident farmoniga muvofiq to'siqsiz turizm infratuzilmasini mamlakatning asosiy turizm shaharlarida keng joriy qilish, jumladan, to'siqsiz turizm yo'nalishida jahon tajribasini o'rganish hamda tegishli standartlarni ishlab chiqish, turistik tashkilotlar tomonidan mazkur yo'nalishdagi xorijlik va mahalliy sayyohlar sayohatini tashkil qilganlik uchun rag'batlantirish choralari hamda uning mexanizmlarini ishlab chiqish, tadbirkorlik subyektlari orasida to'siqsiz turizm va uning afzalliklari yuzasidan tushuntirish ishlarini UNWTO bilan hamkorlikda tashkil qilish belgilangan.

Bundan tashqari nogironligi bo'lgan shaxslar huquqlarini ta'minlash sohasidagi umume'tirof etilgan xalqaro norma va standartlarni milliy qonunchilikka implementatsiya qilish, nogironligi bo'lgan shaxslarning oilasi, jamiyat va davlat bilan o'zaro aloqasini kuchaytirish, ularning qulay muhitda bo'lishi, shahar yo'lovchi transporti, ijtimoiy va boshqa infratuzilma obyektlaridan erkin

foydalanishi uchun zarur sharoitlar yaratish, nogironligi bo'lgan shaxslarning jamiyat ijtimoiy-iqtisodiy hayotiga jalb qilinishi va faol ishtirokini ta'minlovchi inklyuziv ta'lim va ishga joylashtirish tizimini takomillashtirish, nogironlikni belgilashning ijtimoiy modeliga bosqichma-bosqich o'tish, belgilangan.

Jamiyatning alohida e'tiborga muhtoj qatlamini turizmga jalb etish, ularning ehtiyoj va talablari asosida turizm infratuzilmasini takomillashtirish hamda moslashtirish, inklyuziv turizmni rivojlantirish va bu borada xalqaro tajribadan kelib chiqib yondashish maqsadga muvofiq. Eng avvalo turli ilmiy chalkashliklar yuzaga kelishi ehtimolini minimallashtirish uchun inklyuziv turizm atamasining asl mazmunini o'rganib chiqish zarurati mavjud bo'lib, bu keyinchalik yuzaga kelishi ehtimoli bo'lgan murakkabliklarni bartaraf etishda asosiy omil bo'lib xizmat qiladi.

Inklyuziv turizm tushunchasini tahlil qilishdan oldin uni turizmdagi *all-inclusive* xizmatidan farqli jihatlarini o'rganib chiqish maqsadga muvofiq bo'ladi. *All-inclusive* bu tizim hisoblanib, bunday tizimdagi mehmonxonalarni tanlash orqali uch martalik ovqatlanish imkoniyatini taqdim etuvchi „shved stoli“ (nonushta, tushlik, kechki ovqat) hamda ichimliklarni o'z ichiga oluvchi xizmatga buyurtma berish mumkin.

All-inclusive – yagona narx vositasida oldindan to'langan, xizmatlarning keng doirasini qamrab olib, tijorat transporti, joylashtirish vositalari, ovqatlantirish xizmatlarini, ba'zan diqqatga sazovor joylarni ko'rish, gid yoki yo'lbo'shchi hamrohligini ham o'z ichiga oluvchi rejalashtirilgan turizm xizmatidir¹.

E.V.Lixanos “Inklyuziv turizm” “hammasi inklyuziv” tushunchasi bilan belgilanishini va turpaket turistik xizmatlarning ma'lum spektrini o'z ichiga olishini² ta'kidlagan. Bizningcha E.V.Lixanonsing ushbu yondashuvi bir tomonlama bo'lib, inklyuziv turizmning mohiyatini ochib bera olmaydi.

S.A.Djavadova fikricha inklyuziya bu jamiyat hayotini shunday tashkillashtirish prinsipiki, barcha insonlarga ularning tashqi ko'rinishlari, kelib chiqishi yoki sog'lig'ining holatidan qat'iy nazar turli jabhalarda ishtirok etish demakdir³.

Inklyuziv turizm konsepsiyasini belgilashda R.Scheyvens, R.Biddulph⁴ inklyuziv turizmni rivojlantirishning yetti xil elementlarini ilgari surishgan, ularning fikricha ushbu elementlar turizm inklyuzivligi tadqiqot sohalarini ifodalaydi.

I.V.Semchenko, E.V.Nezhelchenko, S.N.Yasenok, Y.A.Boltenkolar⁵ fikricha inklyuziv turizm odatda doimiy yoki vaqtinchalik cheklovlar hamda jismoniy imkoniyatidan qat'iy nazar barcha uchun foydalanish mumkin bo'lgan turizm sifatida tushuniladi.

Inklyuziv turizm universal dizayn tamoyillari qo'llangan, turistik atrof muhitni hamma uchun qulay, tushunarli va barcha maksimal darajada foydalana oladigan darajada bo'lishi demakdir. Bunda yoshi, o'lchamlari, qobiliyati va salomatlik darajasidan qat'iy nazar turizmdan hamma foydalana oladi. Inklyuziv turizm pandusdan tortib, brayl yozuvlarigacha bo'lgan barcha detallarni ham o'z ichiga oladigan turizm turidir⁶.

Hozirgi vaqtda inklyuziv turizm mavzusi faol rivojlanayotgan bo'lib, nogironligi bor insonlar uchun inklyuziv turizmning ijtimoiy ahamiyati yildan-yilga muttasil oshib bormoqda⁷. Har bir shaxs turizmning barcha yo'nalishlarida ishtirok eta olishini ta'minlash maqsadida hozirda asosiy

¹ Scheyvens R., Biddulph R. Inclusive tourism development //Tourism Geographies. – 2018. – T. 20. – №. 4. – С. 589-609.

²Е.В.Лиханос. Формирование и реализация предпринимательского потенциала применительно к рынку адаптированных туристических услуг. Научный журнал КубГАУ, №91(07), 2013 года. 1-13.

³С.А. Джавадова. Перспективы развития инклюзивного туризма в России. УДК 316 Социологические науки. – 2 с.

⁴ Scheyvens, R.; Biddulph, R. Inclusive tourism development. Tour. Geogr. 2018, 20, 589–609.

⁵ Scheyvens, R.; Biddulph, R. Inclusive tourism development. Tour. Geogr. 2018, 20, 589–609-p.

⁶ <https://blog.acorneng.com/inclusive-tourism-why-hotels-restaurants-parks-should-care/>

⁷ Mezheva L. A., Letina A. L., Lugovskaya L. A. the Role of regional inclusive tourism in the socialization of children with disabilities // fundamental research. -2015. -No. 2-25; Smykova M. R.-candidate of economic Sciences With 52 Tourism: Economics, management and marketing.-Almaty: Nurpress publishing house, 2014.—246 pages; K.Ilyassova, A.Naurzybayeva, G.Abisheva, G.Sadvokasova, S.Daurbekova, S.Karzhaubayeva. Issues Of Inclusive Tourism And Architectural Heritage In Kazakhstan.

e'tibor inklyuziv turizmga qaratilmoqda, izlanishlar inklyuziv turizmni kelajak yo'nalishi sifatida tanlagan. Barcha ta'riflar insonlarga teng huquqli jamiyat a'zolari sifatida turizmga ishtirok etishlarida monelik qiladigan to'siqlarni bartaraf etishga qaratilgan¹.

To'siqsiz turizm (Barrier free tourism) – turizm sanoatida tobora e'tiborli yo'nalishlardan biriga aylanib borayotgan bo'lib, nafaqat turistik tajribani orttirish bilan bog'liq qo'shimcha ustunliklari jihatidan, balki bozor ulushidagi turli ixtisosliklarni qamrab olishi bilan ham alohida ahamiyatga ega. 1987-yilda Smit ilk marotaba nogironlik, turizm va nogironlar turizmga duch keladigan, dam olish bilan bog'liq bo'lgan, ekologik, interaktiv va ichki to'siqlar klassifikatsiyasi borasidagi ilmiy tadqiqotini e'lon qilgan. Dam olish va sayohat bilan bog'liq ayrim adabiyotlarda bu kabi kategoriyalar interpersonal, intrapersonal to'siqlar sifatida qaraladi.

Interpersonal to'siqlar - bu turistning muloqot qilishga xalaqit beradigan yoki boshqalarni ham turist bilan muloqot qilishdan qaytaradigan har qanday salbiy hatti-harakat, vaziyat yoki holatdir.

Interpersonal madaniyatlar nihoyatda ko'p hisoblanib, jamiyat hayotida turli xil semantik chegaralar mavjud va biz bir vaqtning o'zida bir nechta chegaralardan o'zimiz bilgan mohiyatni yoki shunga yaqin tushunchalarni tan olishimiz mumkin. Biroq, jamiyatning deyarli barcha a'zolari ayni shunday yondashuvga egaligi sababidan, semantik chegaralar ma'no almashadi, natijada turli ijtimoiy guruhlar madaniyatlarining o'zaro bog'liqligi yuzaga keladi. Ulanish to'g'ridan-to'g'ri yoki teskari bo'lishi mumkin. Ikkinchi holatda boshqa semantik chegaraning ma'nolarini inkor etishga asoslangan madaniyat odatda umumiyroq hisoblanadi. Agar ushbu umumiy chegara bilan shakllangan madaniyat tizim sifatida belgilansa, uning ma'nosini inkor etuvchi madaniyat antitizim bo'ladi. Antitizimlarning mavjudligi muqarrar, chunki inson uchun ma'nolarni qabul qilish ham, ularni rad etish ham tabiiy jarayondir.

Milliy madaniyat eng umumiy semantik chegara hisoblanmaydi. Turli tillarda so'zlashadigan turli millat vakillari bir xil madaniyatga tegishli bo'lishlari mumkin. Bunda eng muhim ma'no va mohiyat til to'sig'ini bartaraf etadi va ana shunda millatdan yuqori darajadagi jamoa paydo bo'ladi, bu sivilizatsiya deb ataladi. Aksariyat hollarda sivilizatsiyaning o'zagi din hisoblanadi va bu tabiiydir, chunki eng asosiy umumiyliklar insonning borliq bilan munosabatiga taalluqlidir. Borliq chegaralarining mavjudligi borasidagi qarashlar va ulardan tashqaridagi cheksizlik kabi savollarga inson iymon va e'tiqodiga asoslangan holda javob beradi.

Boshqa madaniyatga mansub odamni chinakam tushunish mumkin emas. To'liq tushunish madaniy qabul qilish orqali erishiladi. Iyerarxik bog'liqlikda bo'lgan turli semantik chegaralar bilan bog'liq ma'nolarni ulardan birining umumiy ma'nolari torroq ijtimoiy guruhning aloqalarida paydo bo'lgan boshqasining ma'nolari orqali ochilganda osongina birlashtiriladi.

Til to'siqlariga to'xtaladigan bo'lsak, tarjima qilish bir vaqtning o'zida ham mumkin ham mumkin bo'lmagan murakkab jarayondir. Bir til vositasida berilgan ma'lumotni boshqa til orqali to'raligicha yetkazib berishning imkoniyati deyarli mavjud emas. Biroq, tarjima qilinayotgan matn yoki fikrni kengroq, mayda detallar asosida obrazli tarzda yetkazib berish mumkin. Ya'ni, begona madaniyat haqiqatiga singish, dunyoni boshqa inson his etganidek his qilish mumkin emas, lekin biz boshqa birovning semantik makoni modelini yaratishimiz mumkin. Agar mavjud ma'lumotlar yetarli miqdorda bo'lsa, yaratiladigan model haqiqatga yaqinroq darajada shakllangan bo'ladi. Ammo unutmaslik kerakki savol berilganida, savolni qabul qiluvchining o'zi ham ma'lumotni qabul qilishda xatolikka yo'l qo'yish ehtimoli mavjud. Natijada, javob kutilgan darajada mukammal bo'lmasligi va so'zlar tanlashda xatolarga yo'l qo'yilishi holati kuzatilishi xavfi ortadi. Demak, aniq modelga muvofiq ma'lumotlarning mavjudligi holatida ham muammolar yuzaga kelishi mumkin. Chet tilini o'rganishga asoslangan darslik hamda qo'llanmalarining asosiy salmog'ida takrorlashga katta urg'u berilganning sababi ham aynan mana shunda. Ma'lumotlarni takrorlash va interpretatsiya orqali istalgan sifat va darajaga erishish mumkin bo'ladi.

Intrapersonal to'siqlar - bu turistlarning ma'lumotni samarali yuborish va qabul qilishlariga to'sqinlik qiladigan o'z-o'zidan paydo bo'luvchi to'siqlar hisoblanib, insonlar shaxsiyati, ta'lim

¹ <https://travability.travel/pages/>

darajasi, tajribasi, madaniyati va qadriyatlari tufayli o'zlarining faqat o'zlarigagina xos tasavvurlari natijasida bir xil ma'lumotni turlicha qabul qilishlari mumkin.

To'siqsiz turizm (Barrier free tourism) bu faoliyat turi, biznes bo'lib, harakatchanligi cheklangan insonlar guruhi uchun ommabop va tashkillashtirilgan turmahsulot, ma'lumot, alohida turistik xizmatlardir.

To'siqlarning uch turi mavjud: "atrof-muhit to'sig'i", "kommunikatsion to'siq", "institutsional to'siq", shuningdek, jismoniy, psixologik, madaniy va ijtimoiy to'siqlar ham mavjud.

Inklyuziv turizm (Inclusive tourism) bu turizmga kengroq nuqtai nazardan qarash bo'lib, o'z ichiga integratsiyalashgan shart-sharoitlarda barcha foydalanishi mumkin bo'lgan qulay atrof muhit, dasturlar va xizmatlarni qamrab oladi. Fikrimizcha, Inklyuziv turizmning asosiy xususiyatlari quyidagilardan tashkil topgan: jismoniy farqliligi mavjud shaxslarga xizmat ko'rsatuvchi inklyuziv ziyorat turizmiga ixtisoslashgan gidlarning mavjudligi, ziyorat destinatsiyalarida inklyuziv infratuzilmaning mavjudligi, inklyuziv ziyorat turizmining ijtimoiy zaif qatlamni qamrab oluvchi mexanizmlarning mavjudligi, nogironligi bor shaxslarning jamiyat hayotidagi ishtirokini ziyorat turizmi vositasida qo'llab-quvvatlash.

Universal turizm (Universal tourism) manfaatdor jamiyat a'zolari sayohatlardan oladigan taassurotni ishlab chiqish va ta'minlashning tarmoqli yondashuvidan foydalanadi. Universal turizm bu barcha, hattoki kekxa yoshdagi va imkoniyati cheklangan insonlar ham ikkilanishlarsiz sayohatdan bahra olishi uchun sharoit yaratilgan turizmdir. Universal turizm konsepsiyasi har xil turdagi oziq-ovqat mahsulotlariga allergiyasi bo'lganlar uchun qulayliklar yaratishni ham o'z ichiga oladi.

Nogironlar turizmi (invaturizm) – nogironlar turizmi yoki jismoniy imkoniyati cheklangan insonlar uchun mo'ljallangan rekreatsion turizm. Ilmiy tadqiqot qamrovining muhim yo'nalishlaridan biri sifatida qaraluvchi nogironlar uchun qulay turizm xizmatlarini tashkil etish masalalari ularning nafaqat turizm sohasidagi ishtirokini ta'minlash, balki jamiyat hayotidagi o'rnini mustahkamlashda ham ahamiyatli sanaladi.

Nogironlarga sayohat paytida yanada sifatli servis xizmatlarini ko'rsatish va huquqlarini himoya qilishda yordam berish, ularning sayohatlari to'siqsiz bo'lishini ta'minlash jamiyat hamda ijtimoiy farovonlikni oshirishga yordam beradi.

Ommabop turizm (Accessible tourism) nogironligi bo'lgan shaxslarga sayohat qilish imkoniyatlarini yaratishga e'tibor qaratadi va barcha insonlarga turizmga ishtirok etish va undan huzurlanib, hordiq chiqarish imkonini beradi. Yildan-yilga ko'plab insonlar jismoniy imkoniyatlar tafovuti inobatga olingan turizm turlaridan foydalanish istagini bildirishmoqda va shu yo'nalishdagi turizm turlaridan foydalanishmoqda. Ommabop turizm turistik destinatsiyalar, mahsulot hamda xizmatlarning jismoniy imkoniyati cheklanganligi, nogironligi yoki yoshidan qat'iy nazar barcha insonlar foydalana olishlari uchun ta'minlashga bo'lgan intilish. Bu davlat va xususiy turistik destinatsiyalar, obyektlar va xizmatlarga birdek tegishlidir.

Ommabop (Accessible) turizm tushunchasi bahsli hisoblanib, adabiyotlarda turli ko'rinishlarda ifodalanadi. Jumladan, turizm hamma uchun, to'siqsiz turizm, oson kirish yoki universal turizm kabilar shular qatoriga kiritilishi mumkin. Darcy, McKercher va Schweinsberglar fikriga ko'ra ommabop (Accessible) turizm dastlab insonlarning binolar, tadbirlar hamda diqqatga sazovor joylarda qiyinchilikka duch kelmasliklari ma'nosida nazarda tutilgan.

Bugungi kunga kelib „Ommabop (Accessible) turizm“ atamasining kelishilgan va xalqaro miqyosda tasdiqlangan ta'rifi haligacha mavjud emas. Boisi so'nggi o'n yillikda konsepsiyaning o'zi sezilarli darajada rivojlandi.

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GREEN AND INCLUSIVE ARCHITECTURAL APPROACHES IN TOURISM INFRASTRUCTURE

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Abstract: this article employs an analytical approach to examine the role of architectural solutions in shaping tourism infrastructure. The text emphasizes the relevance of developing solutions based on modern architectural styles, planning principles that align with the cultural and natural characteristics of a given region, and criteria that ensure sustainable development through ecological and economic indicators. The study underscores the intricate relationship between architecture and tourism, drawing parallels through the examination of tourist facility planning, spatial location, functional zoning, and visitor flow management systems.

Keywords. Tourism infrastructure, architecture, planning, sustainable development, cultural heritage, ecological solutions, urbanization, tourist centers, modern design, functional zones.

Аннотация

В данной статье анализируется роль архитектурных решений в формировании туристической инфраструктуры. Особое внимание уделяется разработке решений на основе современных архитектурных стилей, принципов проектирования, соответствующих культурным и природным особенностям территории, а также критериям устойчивого развития, включающим экологические и экономические показатели. На примере планировки туристических объектов, их расположения, функционального зонирования и систем управления туристическими потоками раскрывается взаимосвязь между архитектурой и туризмом.

Ключевые слова. Туристическая инфраструктура, архитектура, проектирование, устойчивое развитие, культурное наследие, экологические решения, урбанизация, туристические центры, современный дизайн, функциональное зонирование.

The present study explores the interrelationship between tourism and architecture, with a focus on the role of these two fields in shaping cultural and economic landscapes.

The success of tourism zones is often intrinsically linked to their architectural formation. Structures that are aesthetically attractive, functional, and harmonized with historical and cultural environments create a welcoming atmosphere for visitors. For instance, the historical monuments in Samarkand and Bukhara continue to attract tourists due to their rich architectural heritage and preservation.

The Functional Role of Architectural Solutions

The strategic placement of tourist facilities, accessibility, hotels, cultural centers, and other services is a critical component of architectural planning for tourism infrastructure. The effective implementation of green infrastructure projects necessitates the integration of landscape architecture, adherence to ecological standards, and consideration of local climatic conditions. A meticulously designed layout has been shown to enhance service delivery, increase tourist satisfaction, and optimize operational efficiency.

Inclusive Tourism and Architectural Adaptation

Inclusive tourism emphasizes accessibility and equity, ensuring that travel experiences are available to all individuals regardless of physical ability, age, or social background. In the context of architectural design, inclusive tourism requires spaces to be universally accessible—integrating ramps, tactile paths, audio-visual aids, and adaptable infrastructure.

Modern tourism infrastructure in Uzbekistan is gradually adopting inclusive design principles. Historical sites are increasingly being renovated with barrier-free access, and new hotel developments are incorporating rooms and amenities designed for individuals with disabilities. These initiatives align with the global movement toward Universal Design, as advocated by the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD).

Inclusive architecture not only expands market reach but also reflects social responsibility. By accommodating a diverse range of visitors—including elderly tourists, individuals with mobility impairments, and families with small children—destinations enhance their global competitiveness and social value.

The present study explores the nexus of sustainable development and green architecture.

Green architectural principles, including energy efficiency, responsible resource use, the incorporation of renewable materials, and the integration of solar technology, serve as the foundational elements of long-term tourism infrastructure planning. In Uzbekistan, this approach yields environmental benefits as well as economic advantages, including reduced utility costs and enhanced building longevity.

Case Studies of Contemporary Architectural Projects

Across Uzbekistan, projects such as the "Tourism Street" in Khiva and the "Silk Road Samarkand" complex exemplify the integration of traditional aesthetics with modern architecture. Interactive museums housed in restored historical buildings and public spaces redeveloped with sustainable materials further reflect this architectural evolution. The "New Tashkent" concept further proposes the establishment of future tourism zones that are to be founded on high-tech and eco-friendly designs.

The ensuing section will present the results and discussion.

The findings of this study indicate that architectural approaches play a fundamental role in shaping tourism infrastructure in Uzbekistan. The integration of cultural heritage, adherence to ecological standards, and reflection of modern aesthetic values in architectural design has been demonstrated to significantly enhance tourist attraction and user experience. For instance, the restoration and illumination systems surrounding Registan Square have been shown to contribute to an 18% increase in tourist visits. A similar approach is evident in the "Silk Road Samarkand" complex, which has been lauded for its integration of contemporary forms with traditional motifs.

-The development of tourism infrastructure is influenced by several key factors.

-The alignment of architectural objects must be considered from two perspectives: functionality and aesthetics.

-The adoption of ecological and sustainable design principles is imperative.

-The integration of cultural identity with innovation is a subject that merits close examination.

-The issue of accessibility, in conjunction with the matter of transport connectivity, is of particular concern.

-The concept of strategic zoning within the domain of urban planning entails the strategic allocation of land use and infrastructure within a city, with the objective of enhancing its efficiency and livability.

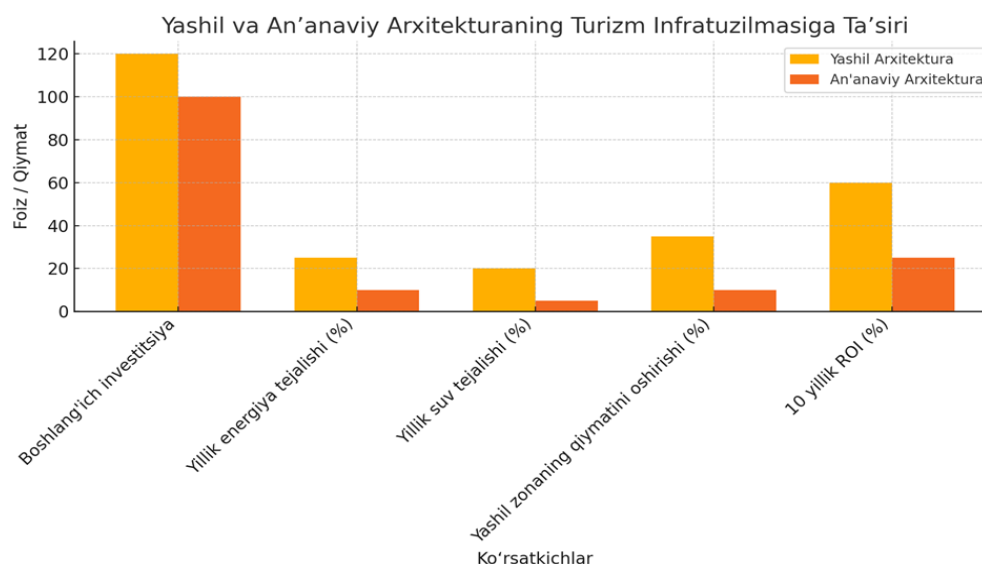


Fig.1. Explanation: Impact of Green and Conventional Architecture on Tourism Infrastructure.

The chart compares the effectiveness of Green Architecture and Conventional Architecture across five key indicators related to tourism infrastructure performance. The results demonstrate that while green architecture requires higher initial investment, it significantly outperforms traditional methods in terms of long-term economic and environmental benefits.

◆ 1. Initial Investment

Green Architecture: 120%

Conventional Architecture: 100%

Green buildings typically incur 15–25% higher upfront costs due to the use of sustainable materials, energy-efficient technologies, and environmental certification procedures. However, these costs are offset over time through savings in operational expenditures.

◆ 2. Annual Energy Savings

Green Architecture: 25%

Conventional Architecture: 10%

Energy savings are a core advantage of green design. Efficient insulation, passive cooling, and renewable energy sources (e.g., solar panels) reduce electricity consumption substantially in green tourism infrastructure.

◆ 3. Annual Water Savings

Green Architecture: 20%

Conventional Architecture: 8%

Green buildings incorporate water-saving technologies such as low-flow fixtures, rainwater harvesting, and greywater recycling. These systems significantly reduce water consumption, which is especially vital in arid regions.

◆ 4. Increase in Green Zone Property Value

Green Architecture: 35%

Conventional Architecture: 10%

Studies indicate that areas with green buildings and landscaping enjoy higher real estate appreciation. Tourists and investors are more attracted to eco-friendly environments, which enhances the overall destination image and economic value.

◆ 10-Year Return on Investment (ROI)

Green Architecture: 60%

Conventional Architecture: 25%

Although green buildings may require more capital initially, they yield a much higher ROI over a decade. This is due to reduced operational costs, increased occupancy rates, and compliance with global sustainability standards, which attracts more international tourists and investors.

Conclusion: Green architecture presents a strategic, long-term solution for developing resilient and attractive tourism infrastructure. Despite higher initial costs, the economic, environmental, and social returns justify its integration into national tourism planning frameworks. Policymakers and developers are encouraged to prioritize green design to ensure sustainability, efficiency, and global competitiveness.

Annex: Forecast Analysis – Energy Savings Through Green Architecture (2015–2034)

The period between 2015 and 2024 has seen a significant increase in energy savings in Uzbekistan, attributable to the adoption of green architecture strategies. An analysis of the data reveals a substantial increase in annual energy savings, from 8% in 2015 to 28% by 2024. This growth can be attributed, at least in part, to the adoption of passive energy systems, solar panels, and eco-regulatory incentives.

Projections for the subsequent decade (2025–2034) indicate that energy savings may attain 50%, owing to advancements such as smart building technologies, the integration of city-wide green policies, and enhanced access to sustainable financing.

As evidenced by reports from the United Nations Human Settlements Program (UN-Habitat) (2022) and the European Commission (2021), investments in green infrastructure have been demonstrated to result in cost-efficiency, reduced emissions, and an increased appeal to investors. These projections underscore the pivotal function of environmentally conscious architecture in shaping the future of tourism infrastructure.

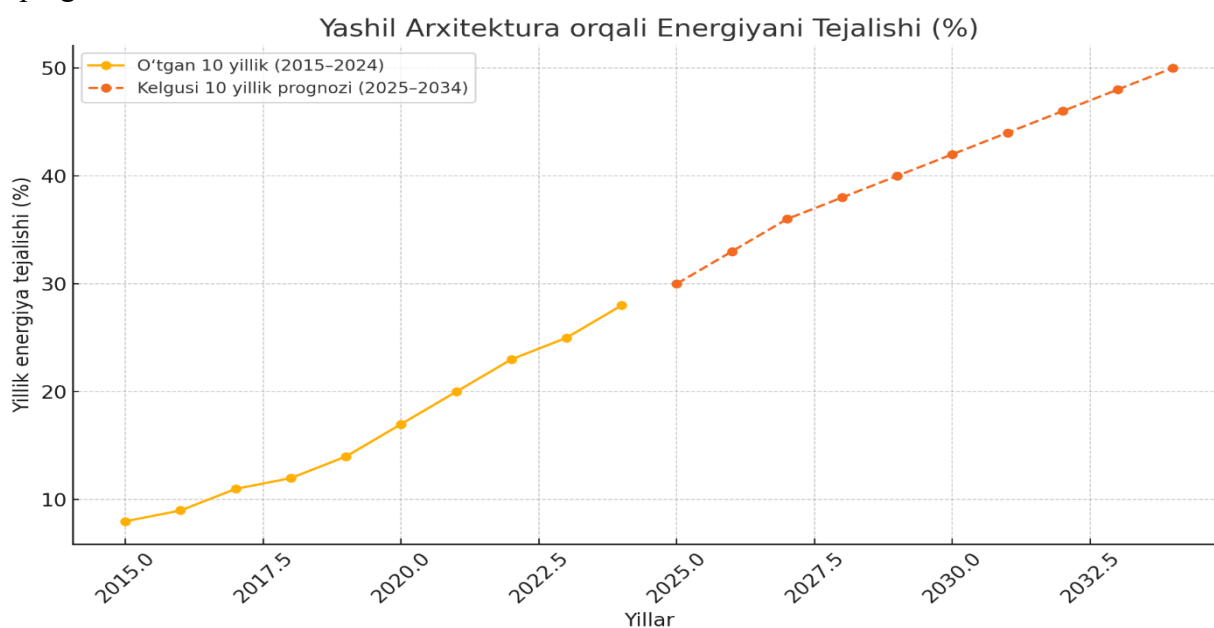


Fig 2. Please refer to the annex, entitled "Energy Efficiency Forecast Infographic (2015–2034)," for further information.

The infographic that follows delineates energy savings trends from the preceding decade and projected growth over the subsequent decade, emphasizing the beneficial impact of green architectural practices on Uzbekistan's tourism infrastructure.

The following conclusion is hereby presented:

The development of effective and sustainable tourism infrastructure is contingent upon the implementation of architectural strategies. Architecture's role in shaping the identity and experience of tourist destinations is a multifaceted phenomenon. As demonstrated in this study, the integration of traditional aesthetics, smart technologies, and green principles results in long-term viability and competitive advantage.

Future initiatives in Uzbekistan should prioritize the following:

The integration of innovation with cultural authenticity in design is paramount.

The establishment of thematic tourism zones is imperative for the reflection of regional identity.

The promotion of environmental sustainability is of paramount importance in all stages of development.

The utilization of digital tools, such as augmented reality (AR) and virtual reality (VR), has been identified as a strategy to enhance tourist engagement.

In essence, the formulation of tourism infrastructure plans necessitates the collaborative involvement of professionals from diverse disciplines, including architects, designers, policymakers, and representatives of local communities. This collaborative effort is essential for the creation of spaces that are both meaningful and sustainable.

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“SAFED BULON YOKI SHOX JARIR” ZIYORAT TURIZMINI RIVOJLANTIRISH ISTIQBOLLARI

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Annotatsiya: ushbu maqolada mamlakatda yangi ziyorat turizmini rivojlantirish yo'nalishlaridan biri, ya'ni Safed Bulon ziyorat turizm marshrutini rivojlantirish yo'llari bo'yicha ma'lumot berilgan holda istiqboldagi yo'nalishlari ko'rsatib o'tilgan.

Kalit so'zlar: dunyo xo'jaligi, turizm industriyasi, ziyorat turizmi, ziyoratgoxlar, turizm mahsulotlari, gid va turoperatorlar, arxitektura yodgorliklari, ziyorat-turistik marshrut.

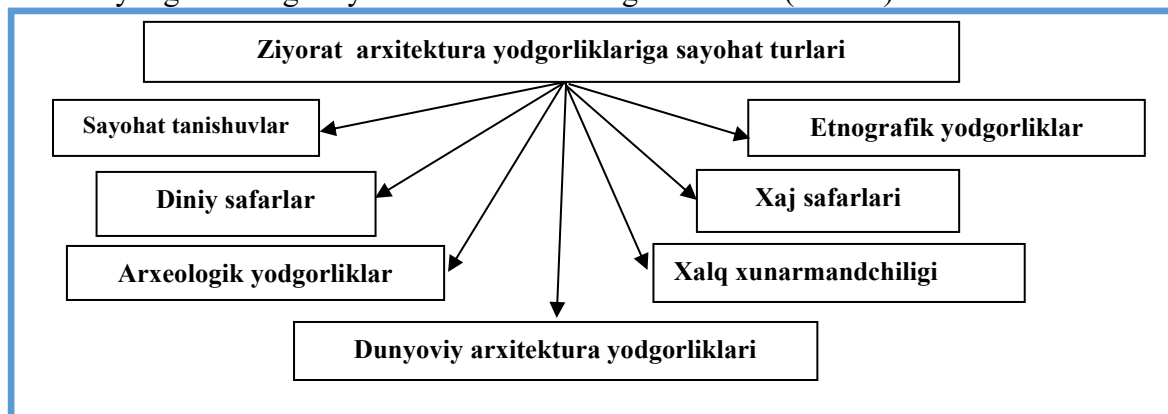
Kirish

Dunyo xo'jaligi rivojlanishida turizmni o'ziga xos o'rni mavjud, turizm industriyasi tarkibida ziyorat turizmi keyingi yillarda jadallik bilan rivojlanib bormoqda. Bugunki kunda din tarixi, estaliklari va buguniga qiziqganlarning sayohatlari ortidan tushgan jahon xo'jaligi daromadi 18 mlrd dollarga yaqin baholanmoqda [3].

Shu sababli O'zbekiston Respublikasida hamda Markaziy Osiyodagi qo'shni mamlakatlar bilan hamkorlikda ziyorat turizmini rivojlantirish, mavjud ziyoratgohlardan kompleks tarzda bir qator davlatlar o'rtasidagi kooperatsion aloqalar orqali turistik-rekreatsion maqsadlarda foydalanish mumkin. O'zbekiston Respublikasi Vazirlar Mahkamasi tomonidan yangi turizm mahsulotlari va yo'nalishlarini ishlab chiqish va targ'ib qilish uchun gid va turoperatorlarga grandlar ajratishni ikki hafta muddatda tasdiqlashni maqsad qilgan [1]. Bu bilan mavzuni dolzarbligini yanada oshiradi, hamda ziyorat turizmi ahamiyatini oshiradi, aloxida turistik marshurt sifatida belgilashga xizmat qiladi.

Asosiy qism

Turizm industriyasi tarkibida keyingi yillarda jadallik bilan rivojlanib borayotgan ziyorat turizmi hisoblanadi. Ziyorat turizmiga inson ruhiy orom oladigan, ruhan quvvat oladigan diniy manzilgohlarni kiritamiz. Ular tarkibida ziyorat arxitektura yodgorliklari kiradi. U qadimdan mavjud va hozirgi davrga qadar saqlanib qelayotgan yodgorliklar hisoblanib, ularga cherkovlar, monastrlar, pravoslavlarining xramlari, katolik savorlari, lyuteranlarning kerchenlari, yevreylarning sinagogalari, buddistlarning pagodalari, musulmonlarning masjid va machitlari kiradi. Hozirgi paytda diniy marosimlar o'tkazish joylariga insonlarning sayohatlari kengaymoqda. Aholi o'rtasida diniy xaj marosimlari kengaydi va u hozirgi kunda dolzarb, eng serdaromad turlarga aylanmoqda. Bu sohani rivojlantirish ko'plab davlatlarda a'lo darajada yo'lga qo'yilgan. Ziyorat arxitektura yodgorliklariga sayohat qilish guruhlar shaklida va yakka tartibda amalga oshirilmoqda. Ziyorat arxitektura yodgorliklariga sayohat bir necha turlarga bo'linadi (1-rasm).



1-rasm. Ziyorat arxitektura yodgorliklariga sayohat turlari¹

Sayohat tanishuvlar – turli diniy obyektlar, monastrlar, masjidlar, madrasalar, xonogoxlar joylariga sayohat qilib tanishtirish kiradi. Bunda mamlakatning yoki mintaqaning madaniyat va diniy obyektlari bilan yaqindan tanishish mumkin. Diniy safarlar – bunga turli dinlarga sig'inuvchi

¹Muallif ishlanmasi

insonlarning diniy obyektlarga kelib sig'inish amallarini bajarishlari va ziyoratgohlarga insonlarni borishlarini qo'shish mumkin. Bunda ekskursantga monastr, masjid, madrasa umuman diniy obyekt tarixi bilan yaqindan tanishtirish ishlari, u yerdagi xizmat ko'rsatuvchi tizim to'g'risida batafsil ma'lumot beriladi. Diniy obyektda nafaqat diniy marosimlar balki madaniy majmualar bilan yaqindan tanishtirish ishlarini birgalikda olib boriladi. Bu yerlarda tabiiy-tarixiy monastrlar parklari shakllangan bo'lib, monaxlar an'anaviy xo'jalik ishlari bilan shug'ullanadilar: ekologik toza qishloq xo'jalik maxsulotlar yetishtirish, qo'ziqorinlar terish va tayyorlash, shifobaxsh o'simliklar yig'ish, monastrlar oshxonalarida qadimiy retseptlar asosida turli taomlar tayyorlash, xalq amaliy xunarmandchigi namunalari va ulardan turli esdalik buyumlar tayyorlash jarayonlari bilan tanishadilar.

O'zbekiston Respublikasining turizm sohasidagi yangi istiqbolli yo'nalishlari biri ziyorat turizmi yo'nalishlaridan birini ishlab chiqish, shu orqali Farg'ona vodiysi viloyatlarini turistik-rekreatsion salohiyatini oshirish, Qirg'iziston Respublikasi bilan hamkorlikda "Safed Bulon yoki Shox Jarir" nomli yangi ziyorat turistik yo'nalishini tashkil etish. Bu yo'nalish tashkil etishdan oldin bu tarixiy voqea haqida ma'lumotlarni o'rganish ta'lab qilinadi. Farg'ona vodiysidagi yirik arxeologik yodgorliklar mavjud va ularga quyidagilarni kiritish mumkin: Safed Bulon, Podak, Oqqo'rg'on, Asht, Piskokat, Pupuk, Pangaz, Shaydon, Chodak kabilardir [2]. VII asrlarda Farg'ona vodiysiga Islom dinini yoyish maqsadida kelgan yigirma mingga yaqin arab qo'shini Muhammad Ibn Jarir boshchiligidagi yo'l-yo'lakay turli hududlarni o'ziga bo'ysindirib, otashparast bo'lgan xalqlarni Islomga kirgizib, so'ng hozirgi Safed Bulon hududiga joylashgan. Tarixchilar tomonidan yozilgan manbalarga ko'ra Muhammad ibn Jarir mahalliy aholi va ularning boshchilariga qon to'kmay, islom dinini qabul qilish talabani qo'yadi. Arablarning o'ziga nisbatan yirik bo'lgan qo'shini bilan ochiq jangda kurash olmasligini tushungan mahalliy hokim talabni qabul qilib, musulmon bo'lishga majbur bo'ladi. Hozirgi Axbi rayonining o'sha paytdagi hokimi Karvon Bas tilida Islom dinini qabul qiladi va o'z qizi Bibi Ubaydani Shoh Jarirga berib, uni o'ziga kuyov qilib oladi. Karvon Bas o'z qiziga bir enagani ham qo'shib beradi va bu bilan u musulmonlar ichidagi o'z josusiga ega bo'ladi. Shunday qilib, enaga – kampir o'z hokimiga musulmonlarning yurish-turishi, namoz o'qish shartlari to'g'risida ma'lumotlarni yetkazib turadi. Josusdan olgan ma'lumotlar asosida Karvon Bas juma namozi vaqtida musulmonlarga hujum uyushtiradi va to namoz ado etib bo'lungunga qadar 2227 kishining boshi tanasidan judo qilinadi. Arablar shahid qilingan yer hozirda Qirg'in masjid deb ataladi va hozir ham ushbu masjidda juma namozi o'qiladi. Bulon turmush qurmay turib vafot etgani uchun uning maqbarasini chimildiqni eslatuvchi jihozlar bilan bezatishgan va bu yerga erkaklarning kirishi mumkin emas. Boshlar to'planib ko'milgan yer "Kallaxona" deb ataladi, tanalar esa undan 300 metr oraliqdagi masofada ko'milgan. U yer "Shahidlar qabri" deyiladi. Bu ma'lumotlar olib borilgan qazish ishlari va tadqiqotlar natijasida aniqlanib, nafaqat boshlarning soni, balki boshlar qilich bilan kesilgani ham dalillangan. «Mag'lub bo'lgan Shoh Jarir askarlariga kim istasa u bilan Madinaga qaytishi, xohlaganlar esa shu yerlarda qolishi mumkinligini aytadi. Karvon Basning qizi o'z turmush o'rtog'i Shoh Jarirga sodiq bo'lib, u bilan Arab o'lkalariga ketadi. O'sha paytda Madinaga ketmay qolganlar hozirgi Podshoh ota, Kosonsoy yaqinidagi Hazrati Eshon, Novqatdagi Imom ota kabi hududlarda joylashib qolishgan va mahalliy aholini Islom diniga da'vat qilishda davom etgan.

XI asrda qoraxoniylar tomonidan qurilgan, Markaziy Osiyoda qurilish uslubi borasida o'xshashi bo'lmagan mazkur tarixiy arxitektura majmuasi Farg'ona vodiysiga otasi Shoh Jarirdan so'ng kelgan Shoh Fozil hurmatiga qurilgan maqbaradir. «Shoh Fozil» tarixiy-madaniy muzeyidagi qimmatli eksponantlardan biri qabr toshlariga o'yib yozilgan nozik kalligrafiya namunalari bo'lib hisoblanadi. Safed Bulon qishlog'iga tarixiy obidalarini ko'rish uchun Markaziy Osiyo davlatlaridan tashqari, Yevropa o'lkalaridan ham sayyohlar tashrif buyurib turganiga qaramay ularning soni ko'p emasligini, har mavsumda sayyohlarning soni tahminan 4000-5000 nafardan oshmayotganini aytdi. Bunga asosiy sabab sifatida qishloqning chekka hududda joylashgani va yo'llarning yomon ekanligini ko'rsatish mumkin. Olib borilayotgan tadqiqotlar shuni ko'rsatadiki, yuqoridagi tarixiy voqeaga O'zbekiston Respublikasi hududidagi ko'plab tarixiy obidalar va ziyoratgohlar bog'liqdir. Tarixiy manbalarni o'rganish orqali aniqlik kiritish, mavjud ziyoratgohlarni yagona tizimga

keltirish, tarixiy voqealarni qayta jonlantirish, qiziquvchilarga virtual tarzda taqdim etish, keyin shu yo'nalishlarda turistik marshrutlarini ishlab chiqib, turistlarni jalb etish mumkin bo'ladi. Bu ziyorat marshrutiga nafaqat O'zbekistonda, balki Markaziy Osiyo davlatlarida emas, bir qator arab mamlakatlaridan qiziquvchilar chiqishi, u orqali halqaro turdagi ziyorat turistik marshrutini ishga tushirish imkoniyati mavjuddir.

Natijalar va muhokamalar

Yuqoridagi ziyorat-turistik marshrutga kiruvchi ba'zi manzilgohlar bo'yicha ama'lumot berib o'tsak, shulardan biri Namangan viloyati Chust tumanidagi Og'asaroy qishlog'ida joylashgan "Xojai Dod" ziyoratgohidir. Xojai Dod buvaning tarixlari 1200-yil atrofida Safed bulon voqeasi bilan bog'liqdir. Xojai Dod hazratlari IX asrning boshlarida payg'ambarimiz (Muhammad Sallallohu alayhi Vasallam)ning nabiralari Shoh Jarir (Muhammad Jarir) boshchiliklarida sahobai tobe'inlar bilan Farg'ona vodiysiga kelishadi Safed Bulonga kelishadi.

1-jadval. "Safed Bulon yoki Shoh Jarir" ziyorat yo'nalishiga mansub ziyoratgohlar¹

№	Ziyoratgohlar nomi	Joylashgan viloyat va davlat	Qaysi davrga mansub
1	Safed Bulon ziyoratgohi	Jalalobod viloyati Qirg'iziston Respublikasi	7-8 asrlar
2	Shoh Fozil mavzoleyi	Jalalobod viloyati Qirg'iziston Respublikasi	11 asr
3	Podshota ziyoratgoxi	Jalalobod viloyati Qirg'iziston Respublikasi	10 asr
4	Xazrati Eshon ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	9-10 asrlar
5	Qorapolvon ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	9-10 asrlar
6	Abdulloburug' ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	14-15 asrlar
7	Ahtam Sahoba ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	8-9 asrlar
8	Otchopar Eshon ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	17 asrlar
9	Xoja Abdurahmon ibn Avf ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	9-10 asrlar
10	Xojai Dod ziyoratgohi	Namangan viloyati, O'zbekiston Respublikasi	9-10 asrlar

«Safedbulon kissasi»da keltirilgan rivoyatlarda aytilishicha IX asrning boshlarida payg'ambarimiz (Muhammad Sallallohu alayhi Vasallam)ning nabiralari Shoh Jarir (Muhammad Jarir)boshchiliklarida sahobai tobe'inlar bilan Farg'ona vodiysiga kelishadi. Qirg'in masjiddagi qirg'indan omon qolgan va qochib jon saqlagan sahobai tobeinlarning biri Xoja Abduraxmon ibn Avfni dushmanlar ta'qib qilishib, tan jarohati yetkazishadi va quvib kelishganda u kishi yarador holatda hujralariga kirib ketadilar, orqalaridan bostirib kirgan dushmanlar u yerdan u kishini topa olmaydilar. U kishining qabrlari, xujralari va chillaxonalari yoniga qurilgan masjid binosi qurilganligiga ikki yuz yildan oshganini taxmin qilinishi, ikki metrdan keng devor bu majmuaning ixlosmandlar tomonidan bir necha yuz marotaba ta'mirlab kelinayotganidan dalolat beradi. Xoja Abdurahmon ibn Avfning ham qabrlari qayerda Mashhad bo'lsa, o'sha yerda albatta qabrlari va ziyoratgohlari borligini aytdilar.

Tashkil etilishi kutilayotgan yangi "Safed Bulon yoki Shox Jarir" nomli ziyorat turistik marshrutini chuqur o'rganish, faoliyat ko'rsatish turlari va yo'nalishlari aniq ko'rsatish zarurdir; - "Safed Bulon yoki Shox Jarir" nomli ziyorat turistik marshrutini tashkil etish uchun tashqi ko'rinishini aks ettiruvchi 3D – modelini ishlab chiqish;

¹ Muallif ishlanmasi

- Yangi ziyorat turistik marshrutni elektron kartasini ishlab chiqish;
- “Safed Bulon yoki Shoh Jarir” ziyorat turistik marshrutini xalqaro darajadagi kooperatsiya asosida rivojlantirish (Qirg'iziston, O'zbekiston, Tojikiston, Turkmaniston, Eron, Turkiya, Saudiya Arabistoni);
- Tarixiy shaxslar nomlarini aniqlashtirish, ularni qabrlari atrofini ziyoratgoxlarga aylantirish va mavjudlarini xalqaro standartlarga moslashtirish (Yangiqo'rg'on tuman Qorapolvon qishlog'idagi Qorapolvon ziyoratgoxi, Yangiqo'rg'on tuman Yorilgan MFY atrofidagi Abdulloh burug' ziyoratgoxi);
- Yangi ziyorat turistik marshrutdagi ziyoratgoxlarni ko'pchilikka tanitish maqsadida bukletlarini tayyorlash, elektron veb-saytlarini yaratish zarur.

Xulosa

Xulosa sifatida shuni aytish mumkinki, ishlab chiqilishi kutilayotgan yangi turistik-ziyosat marshrutni mutlaqo yangi ko'rinishdagi raqamli platforma asosida yaratilishi lozim. Bu marshrutni ochilishi bilan bir qator yangi ziyoratgohlar qurilishi asosida Farg'ona vodiysida yangi turistik ziyorat obyektlari rivojlanadi. Shu bilan shuni aytish mumkinki, “Safed Bulon yoki Shoh Jarir” ziyorat-turistik marshrutni doirasida Namangan viloyatida ko'plab manzilgohlar mavjud va ularni aniqlashtirish, manzilli ma'lumotnomalarini tayyorlash maqsadga muvofiqdir. Shunday obyektlardan biri Namangan viloyati Pop tumani To'da qishlog'i hududida joylashgan “G'oyib Yoronlar” jome masjididir. Tarixiy ma'lumotlarga ko'ra, Safed Bulondagi Qirg'in Masjiddan yaralangan va omon qolgan sahoba va tobeinlarlar shu joyda to'planishga ahd qilishgan va shu joydan taxminan Sirdaryoning kechuv joyi bo'lgan. Shu joyda bir erkak va ikki ayol tiriklayin g'oyib bo'lgan degan rivoyat mavjud, shu sababli bu joyni G'oyib Yoronlar deb atashgan bo'lsa ajab emas. Shu maskanda ziyoratgoh majmuasini barpo etish zarurdir.

Adabiyotlar

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WELLNESS TURIZMDA INKLYUZIV SAYYOHLAR UCHUN SHART-SHAROITLAR: NAZARIY ASOSLAR VA AMALIY YONDASHUVLAR

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Annotatsiya: ushbu maqolada inklyuzivlik konsepsiyasining wellness turizmidagi roli yoritiladi. Wellness turizmini ijtimoiy tenglik, jismoniy imkoniyati cheklangan shaxslar uchun qulaylik, madaniy sezgirlik va raqamli imkoniyatlarga teng kirish nuqtai nazaridan baholash

orqali, uni har tomonlama inklyuziv tizimga aylantirish zarurati asoslab beriladi. Maqolada xalqaro tajriba va O'zbekiston sharoitiga mos yondashuvlar ham tahlil qilinadi.

Kalit so'zlar: wellness turizmi, inklyuziya, ijtimoiy tenglik, barqaror turizm, raqamli tenglik.

Kirish

So'nggi yillarda turizm sohasi faqatgina iqtisodiy daromad manbai emas, balki ijtimoiy integratsiya, sog'lom turmush tarzini shakllantirish va hayot sifatini yaxshilash omili sifatida ko'rilmogda. Wellness turizmi — bu insonning jismoniy, ruhiy va psixologik holatini yaxshilashga yo'naltirilgan turizm shakli bo'lib, undan foydalanish huquqi barcha fuqarolarga teng taqdim etilishi lozim.

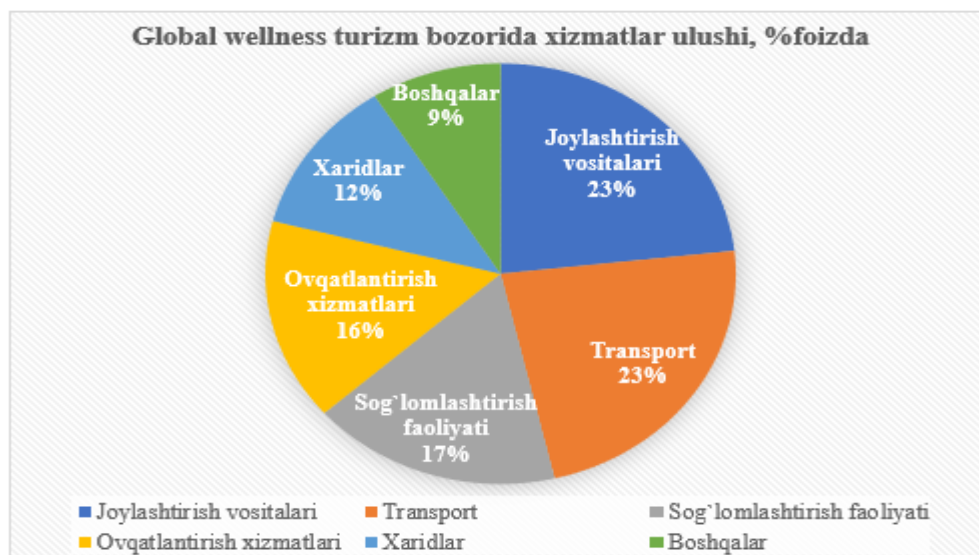
Wellness turizm sayohat davomiyligi bo'yicha eng qisqa¹, kam harajat, kasalliklarni oldini olish, asablarni tinchlantirish², sog'lom turmush tarzini yo'lga qo'yish kabi xizmatlardan tibbiyot sohasi nomutaxassislari tomonidan bir xil sifatga ega bo'lgan xizmatlarning ko'rsatilishi, insonning salomatligi va farovonligini yaxshilash³ ehtiyojini qondiradigan turizm turidir.

Wellness turizmi 2022 yilgacha o'rtacha yillik sur'atda 7,5 foizga oshgani qayd etildi. Bu umumiy turizm uchun hisoblangan 6,4 foizlik o'sishdir. Wellness sayohatlaridan tushayotgan tushum 650.7 milliard dollarni tashkil etadi.

Global Wellness instituti hisobotlariga ko'ra, 2027 yilda wellness turizmdan tushadigan daromad 2 barobarga oshishi (1.366.6 mrd AQSH dollari) taxmin qilingan. Pandemiya davrida ushbu ko'rsatgich 350.6 milliard dollarga tushib ketgan, lekin 2022 yil hisobida ikki barovarga ko'tarilib⁴, eng ommalashgan turizm turi ekanligini tasdiqlaydi.

Xizmat ko'rsatish nuqtai nazaridan turar joy segmenti 2022-yilda 23,3% daromad ulushi bilan bozorda ustunlik qildi. Mashhur sayyohlik yo'nalishlarida hashamatli va yuqori darajadagi mehmonxonalar va dam olish maskanlarining tobora ko'payib borayotgani turar joy segmentining o'sishiga katta hissa qo'shmoqda. Turar joyni chodirda, karvonda yoki kampervanda, mehmonxonada, motelda, yotoqxonada, xususiy uyda (tijorat, masalan, yotoqxona va nonushta, mehmon uyi) yoki uyda qolish mumkin.

1-rasm. Global wellness turizm bozorida xizmatlar ulushi ⁵



¹ Т.А.Бурменко, Байкальский государственный университет, г. Иркутск, Российская Федерация, К ВОПРОСУ О СОДЕРЖАНИИ ПОНЯТИЯ «ОЗДОРОВИТЕЛЬНЫЙ ТУРИЗМ» РЕГИОНАЛЬНАЯ И ОТРАСЛЕВАЯ ЭКОНОМИКА, 2016.26(1).42-49

² <https://globalwellnessinstitute.org/what-is-wellness/what-is-wellness-tourism/>

³ Galina Romanova, Alexandr Vetitnev va Frederic Dimanche "Health and wellness tourism", Russia, 2015 y, 237

⁴ Global Wellness instituti hisobotlari asosida muallif tahlili

⁵ <https://www.grandviewresearch.com/industry-analysis/wellness-tourism-market>

Wellness faoliyati segmenti (17,2%) prognoz davrida sezilarli o'sishning guvohi bo'lishi kutilmoqda. Buni kurortlar, tana uqalashlari, meditatsiya, yoga, Ayurveda terapiyasi va boshqalarga iste'molchi xarajatlarining ko'payishi bilan bog'lash mumkin. Bundan tashqari, pandemiya davrida o'z-o'zini parvarish qilishga bo'lgan e'tibor va talab ortib borayotganligi sababli, mamlakat ichidagi transport (23,1%) va oziq-ovqat va ichimliklar segmenti (15,6%) prognoz davrida sezilarli o'sishga erishdi.

Yuqoridagi statistik ma'lumotlar shuni ko'rsatadiki, turizm sohasida asosiy xizmatlar ya'ni: joylashtirish va transport xizmatlari qatoriga wellness faoliyati xizmatlari ham asta – sekinlik bilan asosiylar qatoriga kirib bormoqda.

Ixtisoslashgan sayohatning boshqa shakllari singari, wellness sayohati ham turli – tuman sog'lomlashtirish manzilgohlariga ega. Har bir yo'nalish hamda har bir sayohatgoh o'zining mahalliy madaniyati, tabiiy boyliklari, taomlari va boshqalar bilan bog'liq bo'lgan sog'lom turmush tarziga ega. Aqlli va ishbilarmon wellness sayohatchilari, ayniqsa ming yillik avlod vakillari - bu joy boshqa joydan farq qiladigan narsaga qiziqishadi. Ushbu noyob va haqiqiy tajribalar mahalliy shifo amaliyotiga asoslanishi mumkin; qadimiy ma'naviy an'analar; mahalliy o'simliklar va o'rmonlar; maxsus loylar, minerallar va suvlar; xalq arxitekturasini; mahalliy mahsulotlari va oshpazlik an'analari; tarix va madaniyat; va hokazo. Har bir yo'nalish har xil bo'lganligi sababli, wellness sayohatchilariga har doim o'ziga xos bir narsa taklif etiladi.

Global Wellness Institutining 2022 yil sarhisobiga ko'ra, sog'lomlashtirish turizm rivojlanishi bo'yicha yuqori o'rinlarni egallagan 20 ta mamlakat ro'yxati shakllangan.

1-jadval. Wellness turizmi rivojlangan mamlakatlar yigirmataligi¹

№	Mamlakatlar nomi	Wellness turizm daromadlari, (mln Aqsh dollarida)				Yillar kesimidagi tafovud (%)		2022 yilda sayohatlar soni, (mln kishi)
		2019	2020	2021	2022	2019-2020	2021-2022	
1	AQSH	263.5	147.3	198.7	255.6	-44.1	31.8	195.4
2	Germaniya	73.5	31.2	48.5	70.2	-57.5	49.9	61.6
3	Fransiya	34.7	22.1	28.9	35.5	-36.4	26.9	36.1
4	Avstriya	18.9	11.9	11.4	19.5	-36.8	27.9	16.7
5	Shvetsariya	15.5	9.4	11	17.7	-39.7	37.3	11.3
6	Yaponiya	26.6	10.3	10.6	17.6	-61.4	31.1	34.5
7	Italiya	14.5	7.5	10.9	15.7	-48.3	44.6	11.6
8	Buyuk Britaniya	15.1	4.9	11.4	15.6	-67.6	78.7	23.6
9	Avstraliya	14	7.9	9.9	14.4	-43.9	35.4	11.9
10	Meksika	12.5	5.9	10.2	13.8	-53.3	53.3	17.5
11	Ispaniya	10.8	3.5	6.1	11.4	-67.7	80.3	18.5
12	Xitoy	34.4	10.7	16	11.2	-68.9	2.3	40.4
13	Hindiston	13.3	3.5	6.1	11.4	-67.7	80.3	18.5
14	Kanada	13.9	7.1	6.8	11	-73.6	76.8	95.3
15	Tailand	16.9	4.2	2	7.8	-75.1	35.7	10.4
16	Daniya	3.8	4.3	4.9	6	12.6	18.4	6.3
17	Janubiy Koreya	8.3	4.4	5	5.4	-47.2	11.3	20
18	BAA	2.8	2.1	2.9	5.4	-26.3	61.2	1.9
19	Portugaliya	4.4	3	4.1	5.3	-32.7	34.2	5.8
20	Turkiya	5.7	1.5	3.2	4.8	-74.4	81.9	9.2

Ushbu jadvalda ko'rish mumkinki, Amerika va Yevropa davlatlari eng yuqori o'rinlarni egallagan. Bu ko'rsatkichlarni batavsil o'rganish natijasida:

¹ <https://globalwellnessinstitute.org/industry-research/featured-reports/>

- Wellness turizm infratuzilmasiga kiritilgan sarmoyalar, investitsiyalar;¹
- Mamlakat fuqarolarining yuqori daromadi;
- Insonlarning sog'lomlashtirish xizmatlariga bo'lgan ehtiyoji yuqoriligi;
- Mamlakat tomonidan tashkiliy-siyosiy qo'llab-quvvatlash;
- Tabiiy resurslarining mavjudligi;²
- Davlatning inson salomatligi uchun g'amxo'rligi;

va h.k kabi wellness turizm rivojlanishiga ta'sir etuvchi omillar sifatida qayd etilgan.

O'zbekistonda yetarli darajada wellness turizmni rivojlantirish uchun shart-sharoitlar mavjud bo'lib ushbu turizm turini takomillashtirishda **zarur** bo'lgan wellness xizmatlari mavjud maskanlar holatiga ko'ra, O'zbekistondagi sanatoriyalar 2023 yil holatiga ko'ra 99 tani tashkil etgan³, 2023 yil sentabr holatiga ko'ra esa wellness mehmonxonalar 41 tani⁴, xususiy klinikalar 802 ta⁵ bo'lib, shundan wellness xizmatlari mavjud xususiy klinikalar 70 tani⁶ tashkil etadi. Shuningdek turli hududlarda wellness markazlar (Hammom, fitness klublar va h.k) va tabiiy resurslardan tashkil topgan (Issiq qum, issiq buloq, chuchuk suv, quyosh tik tushadigan manzillar, tuzli g'orlar) insonlarning salomatligini tiklash va xordiq chiqarish uchun xizmat yuritib kelmoqda.

Demak, mamlakatda sog'lomlashtirish turizmini rivojlanishi uchun fuqarolarga shart – sharoit yaratib berish, jumladan, korxonalarining kasaba uyushmalari tomonidan chegirmali dasturlar taqdim etish, sherikchilik usulida sog'lomlashtirish zonalarini takomillashtirish, xizmatlar sifatini yuqorilashda kadrlar malakasini oshirish, marketingdan samarali foydalanish kabi chora-tadbirlar qo'llansa, yurtimizda yana bir turizm turiga ehtiyoj oshadi.

Amaliyotda ushbu xizmatlar aksariyati sog'lom insonlar qatlamiga yo'naltirilgan bo'lib, ijtimoiy va jismoniy cheklavlarga ega guruhlar bu xizmatlardan foydalanishida ba'zi noqulayliklarni kuzatish mumkin.

Shu sababli, wellness turizmini **inklyuziv** asosda tashkil etish — ya'ni turli ijtimoiy qatlamlar, nogironligi bo'lgan shaxslar, raqamli imkoniyatlari cheklangan guruhlar uchun qulay va teng xizmatlar yaratish — zamonaviy turizm strategiyalarining ustuvor yo'nalishlaridan biriga aylangan.

Inklyuzivlik bu — barcha ijtimoiy guruhlar uchun teng imkoniyatlar yaratish deganidir. Wellness turizm kontekstida bu quyidagilarni o'z ichiga oladi:

- xizmatlardan foydalanishda ijtimoiy, iqtisodiy yoki jismoniy to'siqlarning mavjud emasligi;
- xizmat infratuzilmasining jismoniy imkoniyati cheklangan shaxslar uchun moslashtirilganligi;
- madaniy va dini sezgirlikni inobatga olgan yondashuvlar;
- raqamli texnologiyalar orqali xizmatlarga kirish imkoniyatining ta'minlanishi.
- subsidiyalangan wellness dasturlari;
- davlat-xususiy sheriklik asosida arzonlashtirilgan xizmatlar;
- ijtimoiy toifadagi aholi uchun maxsus paketlar.

Jismoniy inklyuziya va infratuzilma

Nogironligi bo'lgan shaxslar uchun wellness xizmatlaridan foydalanishni qulaylashtirish quyidagilar orqali amalga oshiriladi:

- panduslar, liftlar, keng eshiklar kabi arxitektura yechimlari;
- braille yozuvi va audiogidlar;
- xizmat ko'rsatuvchi xodimlar uchun inklyuziv xizmat bo'yicha treninglar.

BMTning Barqaror rivojlanish maqsadlarida (SDG-2030) turizmga inklyuzivlik asosiy yo'nalishlardan biri sifatida qayd etilgan. O'zbekistonda, xususan Buxoro, Samarqand, Toshkent viloyatlarida wellness infratuzilmasi rivojlanmoqda. Ammo hali ham nogironlar uchun

¹ <https://www.cbi.eu/market-information/tourism/wellness-tourism/market-potential>

² <https://globalwellnessinstitute.org/geography-of-wellness/wellness-in-usa/>

³ <https://www.goldenpages.uz/uz/rubrics/?Id=1665&Page=5>

⁴ booking.com saytidan muallif tahlili murojaat qilingan sana 02.09.23
(<https://www.booking.com/index.ru.html?label=gen>)

⁵ <https://www.goldenpages.uz/uz/rubrics/?Id=107115>

⁶ <https://www.goldenpages.uz/uz/rubrics/?Id=107115>

moslashtirilgan obyektlar, arzon wellness xizmatlari va inklyuziv turizm siyosati yetarli darajada shakllanmagan.

Xulosa

Inklyuzivlik konsepsiyasini wellness turizmida ijtimoiy adolat tamoyillari asosida rivojlanayotgan, har bir insonning sog'lig'ini tiklash huquqini kafolatlaydigan, teng va qulay muhit yaratishga qaratilgan tizimdir. O'zbekistonda ushbu yo'nalishni rivojlantirish uchun:

davlat siyosatini qayta ko'rib chiqish xususan: xizmatlarning inklyuzivligini ta'minlaydigan **milliy standartlar va litsenziya talablari** ishlab chiqilishi lozim; **nogironlar uchun qulay turizm infratuzilmasi** bo'yicha davlat standartlari (DST) joriy etilishi kerak; **xalqaro standartlar (ISO 21902:2021)** asosida wellness turizmni inkluziv xizmatlar bilan uyg'unlashtirish lozim.

- inklyuziv infratuzilmalarni barpo etish;
- kadrlarga maxsus tayyorgarlik berish;
- mahalliy aholi ishtirokini kengaytirish;
- xorijiy tajribalarni o'zlashtirish zarur.

Inklyuziv wellness turizmi nafaqat inson salomatligi, balki jamiyat barqarorligi va birdamligini mustahkamlashga xizmat qiladi.

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INCLUSIVE TOURISM OPPORTUNITIES IN THE HISTORICAL CENTRE OF BUKHARA

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Abstract: This article explores the significance and potential of developing inclusive tourism in the historical center of Bukhara, Uzbekistan. As a UNESCO World Heritage Site renowned for its cultural and architectural heritage, Bukhara attracts visitors from around the world. However, many encounter barriers due to limited accessibility, inadequate support services, and cultural misunderstandings. The article examines these challenges and presents practical recommendations to improve inclusivity—such as upgrading infrastructure, providing staff training, implementing inclusive marketing strategies, and fostering collaboration with international partners. Drawing on best practices from other historic cities, it illustrates how Bukhara can serve as a model for inclusive tourism development in Central Asia.

Key words: *Inclusive tourism, disabled people, sustainability, heritage sites*

Introduction: Bukhara, one of Central Asia's most ancient and culturally rich cities, stands as a testament to Uzbekistan's deep historical roots and architectural splendor. Recognized as a UNESCO World Heritage Site, the historical center of Bukhara attracts thousands of visitors annually. The city is home to numerous iconic monuments, including the Kalyan Minaret, Poi-Kalyan Mosque, Labi-Hovuz Ensemble, and the Ark Fortress. These landmarks are not only architectural marvels but also living museums that embody centuries of Islamic and Central Asian heritage. The old city's narrow streets, traditional bazaars, and picturesque madrasahs offer a uniquely immersive cultural experience.

Current tourism activities include guided tours, cultural performances, and traditional craft workshops. However, despite these offerings, there is limited focus on making these experiences accessible to all. To sustain and expand Bukhara's tourism potential, a greater emphasis on inclusive tourism is essential. Inclusive tourism extends beyond physical infrastructure—it represents a comprehensive approach rooted in social equity, human dignity, and the universal right to equal participation in society. It ensures that all individuals, including persons with disabilities, the elderly, families with young children, and marginalized communities, can access and enjoy tourism experiences without facing barriers.

By fostering an inclusive environment, Bukhara can broaden its tourism base, encourage social cohesion, and facilitate meaningful cultural exchange. As of the first quarter of 2025, Uzbekistan is home to 1,031,609 persons with disabilities—representing 2.7% of the national population—according to the National Agency for Social Protection. Of this number, 173,285 are children under the age of 18. Enhancing inclusive tourism in Bukhara can not only elevate the city's global reputation but also strengthen domestic tourism, particularly for people with disabilities and families with special needs. Creating accessible and welcoming experiences will inspire more local travelers to engage with the historical center, contributing to both the local economy and community pride.

Furthermore, inclusive tourism aligns with the United Nations Sustainable Development Goals (SDGs), particularly Goal 10 (Reduced Inequalities) and Goal 11 (Sustainable Cities and Communities). This article explores the current landscape and future opportunities for fostering inclusive tourism in Bukhara's historical core.

Literature Review: Inclusive tourism has garnered increasing global attention in recent years as part of the broader movement toward sustainable and equitable travel. Scholars such as Darcy and Buhalis (2012) define inclusive tourism as tourism that enables individuals of all abilities

to engage in tourism experiences with dignity, equity, and independence. Their work emphasizes that inclusion is not only a matter of accessibility but also of social justice and empowerment.

Existing research underscores that accessible tourism is not only a moral imperative but also a significant economic opportunity. According to the World Health Organization (WHO), over one billion people worldwide live with some form of disability, representing a substantial segment of potential travelers who frequently encounter barriers to full participation in tourism. These barriers may include inadequate infrastructure, lack of trained personnel, and limited awareness of accessibility needs.

The economic potential and future prospects of inclusive tourism as a distinct sector are further explored in the work of J. Bowtell (2015), who argues that inclusive tourism can serve as a catalyst for innovation and sustainable economic development. Bowtell emphasizes the importance of integrating inclusive practices into tourism planning, policy, and business models to unlock the full potential of this underserved market.

Current Challenges in Accessibility: Although Bukhara welcomes tourists from around the world, several accessibility barriers continue to hinder the full participation of all visitors. These challenges can be categorized into four main areas: physical, informational, service-related, and cultural.

1. Physical Barriers: Due to the historical nature of many buildings and sites, physical accessibility remains a significant issue. Steep staircases, uneven pathways, and the lack of wheelchair ramps or accessible restrooms present serious obstacles for travelers with mobility impairments. These barriers not only restrict physical access but can also discourage individuals with disabilities from visiting altogether.

2. Information Barriers: Many tourists are unable to fully enjoy or understand Bukhara's attractions due to the limited availability of multilingual signage, audio guides, and accessible materials such as braille, large-print texts, or visual aids. Visitors who are blind, deaf, or have cognitive disabilities may find it difficult to engage with the city's rich historical and cultural narratives. The absence of inclusive information tools reduces both the quality and inclusiveness of the visitor experience.

3. Service Barriers: A shortage of trained personnel capable of assisting visitors with disabilities or special needs is another major challenge. Without adequate knowledge or sensitivity training, staff may unintentionally provide insufficient or inappropriate service. This can lead to confusion, discomfort, and exclusion for individuals with physical, sensory, or mental health challenges. There is a clear need for ongoing professional development to equip tourism workers with the skills required to serve all visitors effectively.

4. Cultural Barriers: Traditional beliefs and societal norms in some communities may restrict the participation of certain groups in tourism, particularly women—especially when traveling alone or in mixed-gender environments. Furthermore, tourists from diverse cultural or religious backgrounds may feel marginalized if local tourism services fail to accommodate their customs, dietary restrictions, or dress codes. These cultural mismatches can lead to misunderstandings or discomfort. Promoting cultural sensitivity, inclusive communication, and diversity-aware practices is essential to creating a welcoming and respectful tourism environment. Addressing these challenges is critical for making Bukhara's historical center truly inclusive and accessible. By acknowledging and actively removing these barriers, the city can enhance its reputation as a destination that respects the needs and dignity of all visitors.

Opportunities and Recommendations: Bukhara has a unique and timely opportunity to position itself as a leading model of inclusive tourism in Central Asia. By adopting strategic, multi-dimensional measures, the city can significantly enhance visitor satisfaction, improve quality of life for residents, and align with international accessibility standards. The following key recommendations outline a roadmap for inclusive tourism development:

1. Infrastructure Development. Investments in inclusive infrastructure are foundational. Ramps, handrails, and tactile paving should be installed at the entrances of major historical monuments and public spaces to facilitate access for individuals with mobility impairments.

Pedestrian pathways, intersections, and public transportation systems must be upgraded to accommodate wheelchairs, strollers, and other mobility aids. The construction of accessible restrooms, shaded rest areas, and designated seating zones will also benefit elderly tourists and visitors with special needs.

2. Training and Awareness. Capacity-building for tourism personnel is essential. Regular workshops and certification programs should be offered to hotel staff, tour guides, transport operators, and other stakeholders. These sessions should focus on disability etiquette, inclusive service provision, and customer care for travelers with diverse needs. In addition, encouraging the recruitment of people with disabilities within the tourism sector can foster a culture of empathy and representation.

3. Inclusive Marketing and Communication. Marketing efforts must reflect a commitment to accessibility. Multilingual brochures, Braille materials, and audio guides should be developed to cater to visitors with visual and hearing impairments. Digital platforms should incorporate accessibility features such as text-to-speech functionality, high-contrast visual design, adjustable font sizes, and simple navigation. Clear, symbol-based signage should be widely installed to support wayfinding for international and differently abled visitors.

4. Awareness Campaigns and Representation. Promotional campaigns should highlight inclusive experiences and accessible destinations within Bukhara to showcase the city's commitment to diversity and inclusion. Collaboration with travel bloggers and influencers with disabilities can help raise awareness, build credibility, and expand reach within the global inclusive tourism community.

5. Strategic Partnerships and Funding. Inclusive tourism development requires strong partnerships. Collaboration with NGOs, international development agencies, and global networks such as UN Tourism and UNESCO can provide both technical expertise and financial support. Furthermore, local businesses that adopt inclusive hiring practices and implement accessibility measures should be incentivized through tax benefits, recognition programs, or certification schemes.

Conclusion: Bukhara's historical center, a jewel of Central Asian heritage, stands at a pivotal crossroads. While its rich history and architectural splendor continue to attract global admiration, fully realizing its tourism potential requires a dedicated commitment to inclusivity. Addressing the existing physical, informational, service-related, and cultural barriers is not merely an act of social responsibility—it is a strategic imperative for long-term, sustainable development.

By seizing opportunities in infrastructure improvement, staff training, inclusive marketing, and international collaboration, Bukhara can position itself as a regional leader in inclusive tourism. Implementing the recommendations outlined in this article will enhance the tourism experience for all visitors—including persons with disabilities, the elderly, and families with young children—while simultaneously strengthening the city's global reputation and generating meaningful local economic benefits.

Ultimately, the pursuit of inclusive tourism in Bukhara represents an investment in a more equitable, accessible, and welcoming future. By prioritizing the needs and dignity of all travelers, Bukhara can ensure that its timeless beauty and cultural richness are experienced and appreciated by everyone—solidifying its status as a truly world-class destination.

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HUDUDLARNI INKLYUZIV O'SISHINI TA'MINLASH: XORIJIY TAJRIBA VA O'ZBEKISTON AMALIYOTI

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So'nggi yillarda global iqtisodiyotda tengsizlik va hududlar o'rtasidagi rivojlanish tafovutlari nafaqat ijtimoiy muammolarni, balki barqaror taraqqiyot uchun xavfni ham keltirib chiqarmoqda.

Bu sharoitda "inklyuziv o'sish" konsepsiyasi nafaqat aholi daromadlarini oshirish, kambag'allikni qisqartirish, balki iqtisodiy o'sishdan barcha qatlamlarning teng foydalanishini ta'minlashning asosiy mezon sifatida dolzarb ahamiyat kasb etmoqda.

Ushbu maqolada rivojlanayotgan mamlakatlar tajribasi asosida inklyuziv o'sishni ta'minlashning eng samarali yo'nalishlari tahlil qilinib, O'zbekiston sharoiti uchun tavsiyalar ilgari suriladi.

Inklyuziv o'sish – bu iqtisodiy o'sishning faqat iqtisodiy ko'rsatkichlarda emas, balki barcha ijtimoiy guruhlar hayotidagi real yaxshilanishda ifodalanishi demakdir.

Bu tushuncha quyidagi tamoyillarga asoslanadi:

- iqtisodiy imkoniyatlarning barcha qatlamlarga ochiqqligi;
- resurslarning adolatli taqsimlanishi;
- inson kapitaliga sarmoya kiritish;
- fuqarolarning iqtisodiy qarorlarda ishtirokini ta'minlash.

Bu esa hududlarda inklyuziv o'sishni ta'minlash hisobiga amalga oshiriladi va sodda aytganda barchani hisobga olib rivojlanishni anglatadi.

Iqtisodiy hamkorlik va taraqqiyot tashkiloti inklyuziv o'sishni aholining barcha qatlamlariga imkoniyatlarni yaratish, jamiyat farovonligini ta'minlash uchun moddiy va nomoddiy boyliklarni adolatli taqsimlash bilan iqtisodiy o'sish deb tushuntiradi¹.

Jahon banki esa barchani qamrab olgan va aholining iqtisodiy o'sishga o'z hissasini qo'shishiga hamda farovonlik uchun foydalanishiga imkoniyat yaratishni inklyuziv o'sish deb izohlaydi².

Osiyo taraqqiyot banki – barchani qamrab olgan o'sish bo'lib, nafaqat yangi iqtisodiy imkoniyatlarni yaratish balki imkoniyatlardan teng foydalanishga dostup berish, ayniqsa aholining zaif qatlamlariga deb tarif beradi³.

Birlashgan millatlar tashkilotining taraqqiyot dasturi barchani qamrab olgan o'sish bo'lib, qoida tariqasida iqtisodiy o'sish barcha uchun farovonlikni ta'minlash deb keltiradi⁴.

Xalqaro moliya korporatsiyasi farovonlik va imkoniyatlarni keng taqsimlash bilan iqtisodiy o'sishda barchani qamrab olishdir va bu o'sish barqaror va keng qatlamni ichiga oladi, barcha ishchi kuchini samaradorligini namoyon qiladi va bozor va resurslarga teng imkoniyat yaratishni ta'minlaydi hamda aholining zaif qatlamlarini himoya qiladi⁵.

Bularni inobatga olgan holda Bosh Qonunimizda "Yangi O'zbekiston – ijtimoiy davlat" degan tamoyil qat'iy belgilangani bejiz emas.

¹ OECD, All on Board: Making Inclusive Growth Happen, 2014

² E. Ianchovichina, and S. Lundstrom, "Inclusive Growth Analytics: Framework and Application", World Bank Policy Research Working Paper, No. 4851.

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⁴ UNDP, UNDP's Strategy on Inclusive and Sustainable Growth, 2017, p. 4.

⁵ IMF, Fostering Inclusive Growth, 2017.

Hozirgi kundagi jahonda yuz berayotgan geosiyosiy vaziyat hamda noaniqliklar inklyuziv o'sishni dolzarbligini namoyon qiladi.

Respublikamizda amalga oshirilayotgan iqtisodiy islohotlarning ustuvor yo'nalishlaridan biri – aholining doimiy daromad manbailariga ega bo'lishlarini ta'minlash uchun sharoitlar yaratish orqali ularning real daromadlarini va turmush farovonligini oshirish hisoblanadi.

2024-yilda "Sayxunobod", "Uychi", "G'ijduvon", "Zarbdor" tajribalari asosida aholi daromadlarini oshirish va bandligini ta'minlash hamda aholini tadbirkorlikka jalb qilish bo'yicha yangi yondashuvlar joriy etildi.

Bunda aholi tomorqalari va ijaraga berilgan yer maydonlaridan samarali foydalanish, har bir mahallada o'rtacha 5-6 ta xonadonga "moliyaviy paketlar" yetkazib berish, mahallalarda o'rtacha 40 tadan mikroloyihalarni amalga oshirish, tijorat banklarining faol mijozlari bilan uchrashuvlar o'tkazish, kichik va o'rta biznes rivojlanishi uchun tuman (shahar)larda o'rtacha 3-4 tadan infratuzilmani yaxshilash bo'yicha drayver loyihalarni ishga tushirish, mahallalar ixtisoslashuvini oshirish, suv ta'minoti "og'ir" mahallalarda birinchi navbatda suv, elektr energiya, internetni yaxshilash bo'yicha infratuzilma loyihalarini amalga oshirish, ixtisoslashgan kompaniyalar ko'magida qishloq xo'jaligi mahsulotlarini brendlarini yaratish, tez va yuqori sur'atlarda o'suvchi "champion" tadbirkorlar bilan manzilli ishlash samarasini berib, asosiy omillar bo'lib xizmat qilmoqda.

"Kambag'al oilalar uchun 7 ta imkoniyat va mas'uliyat" tamoyili asosida "Kambag'allikdan farovonlik sari" dasturi amaliyotga tatbiq etildi.

Respublikamizda kambag'allik darajasi 2022-yildagi 14,1 foizdan 2024-yilda 8,9 foizga tushib, kambag'al aholi soni 1,6 mln nafarga kamayib, ular 2024-yilda 3,3 mln nafarni tashkil etmoqda.

Inklyuziv o'sishni ta'minlash bo'yicha qisqacha xorijiy tajribaga to'xtalib o'tsak:

1) Braziliya – "Bolsa Família" dasturi. Kambag'al aholiga shartli moddiy yordam asosida bolalar ta'limi va sog'lig'ini rag'batlantirish mexanizmini joriy etgan. Bu dastur 12 mln oilani qamrab olib, 10 yil ichida kambag'allik darajasini 20% dan 7% ga tushirishga yordam bergan.

Bunda, kambag'al oilalarga shartli to'lovlar (ta'lim va sog'liqni saqlash talablariga bog'langan), oilalar bolalarini maktabga jo'natsa va vaksinatsiya qildirsam, muntazam yordam olgan, to'lovlar to'g'ridan-to'g'ri bank orqali amalga oshirilishi ta'minlangan.

2) Ruanda – "Vision 2020 Umurenge" dasturi. Qishloqdagi aholi uchun mikrokreditlar, kasb-hunar o'rgatish va infratuzilmani yaxshilash orqali kambag'allikni sezilarli darajada kamaytirishga erishilgan. Infratuzilma va inson kapitali birgalikda rivojlantirilgan.

Dastur ijtimoiy himoyani (eng kambag'allarga nafaqa) qamrab olib, mikrokredit dasturlari (uy shartlarida ishlash imkoniyati), qishloqda kasb-hunar o'rgatish markazlari, "Qishloq investitsiya loyihalari" — aholi ishtirokida amalga oshirilishiga turtki bergan.

Natijada, kambag'allik 58% dan 39% ga tushib (2005–2019), ayollar va yoshlarni ish bilan ta'minlash darajasi sezilarli oshgan.

3) Hindiston – "Digital India" va "Skill India" dasturlari. Qishloq aholisini raqamli texnologiyalar orqali davlat xizmatlariga yetishtirish hamda yoshlar uchun kasb-hunar o'rgatish dasturlari orqali iqtisodiy imkoniyatlarni kengaytirishga e'tibor qaratilgan.

4) Xitoy – "Targeted Poverty Alleviation" dasturi. Har bir kambag'al oilaga individual yondashuv asosida moliyaviy yordam, ta'lim, kasb-hunar yoki infratuzilmani yaxshilashga ko'maklashish orqali kambag'allikka barham berish modeli qo'llanilgan.

Bunda "Bir oila — bir strategiya": har bir kambag'al oila uchun alohida rivojlanish yo'nalishlari ishlab chiqilgan, qishloqlarda infratuzilma (yo'l, internet, suv) yangilangan, turizm, agro-industriya va hunarmandchilik yo'nalishlari orqali yangi ish o'rinlari yaratilgan, Hukumat grantlari va imtiyozli kreditlar ajratgan.

Natijada, 100 milliondan ortiq inson qashshoqlikdan chiqishiga hamda 800 ming qishloq joylari rivojlanishiga erishilib, hududlar o'rtasidagi farq sezilarli kamayishi kuzatilgan.

5) Malayziya – New Economic Model (NEM) modeli. Iqtisodiyotni yuqori qiymatli tarmoqlarga o'tkazish va hududlar o'rtasida barqaror o'sishni ta'minlashga e'tibor qaratilgan, bunda:

- Qishloq va shaharlar o'rtasida infratuzilmani tenglashtirish.
- **"Agro-klasterlar"**: mintaqalarda mahsulot qayta ishlash, savdo va eksport zanjiri.
- Aholiga ta'lim va innovatsiyaga asoslangan imkoniyatlar yaratish.
- Yirik kompaniyalarni chekka hududlarga jalb qilish uchun soliq imtiyozlari qo'llanilishi natijasida Qishloq aholisi daromadi 2 baravarga oshgan va ishsizlik darajasi 6% dan 3.9% ga tushgan.

6) Indoneziya – Program Keluarga Harapan (PKH) dasturi. Kambag'al oilalar uchun ta'lim, sog'liq va ijtimoiy himoyaga teng kirish imkoniyati yaratilib, quyidagilar amalga oshirilgan:

- **Raqamlashgan** ijtimoiy nafaqa platformasi.
- Aholini uyma-uy yurib ro'yxatga olish.
- Ayollarni moliyaviy va tadbirkorlik sohalariga jalb etish.
- "Qishloq rivoji jamg'armalari" – mahalliy grantlar.

Buning natijasida bolalarning maktabga borish ko'rsatkichi 20% ga, qishloq joylarida ayollar bandligi 2 baravarga oshgan.

Xalqaro tajriba asosida inklyuziv o'sishni ta'minlashning samarali usullari sifatida quyidagilarni umumlashtirib olishimiz mumkin:

Yo'nalish	Mexanizm
Ta'lim	Aholini kasb-hunarga o'rgatish, raqamli savodxonlikni oshirish, inson kapitalini rivojlantirish, sog'liqni saqlash xizmatlari
Infratuzilma	Yo'l, elektr, suv, internet bilan qamrovni oshirish hisobiga infratuzilmani yaxshilab borish
Moliyaviy inklyuzivlik	Mikrokreditlar, imtiyozli kreditlar, grantlar, bank xizmatlaridan foydalanish imkoniyatini oshirish
Aholi ishtiroki	Mahalliy loyihalar va rivojlantirish bo'yicha loyihalarda jamoatchilikning faol ishtirokini ta'minlash
Ayollar va yoshlar	Imtiyozli dasturlar, tadbirkorlikni rag'batlantirish, kichik va o'rta biznesni qo'llab-quvvatlash

O'zbekistonda ham so'nggi yillarda hududiy rivojlanish, infratuzilma loyihalari va ijtimoiy dasturlar orqali inklyuziv rivojlanishni ta'minlashga alohida e'tibor qaratilmoqda. Shu bilan birga, quyidagi takliflar ushbu jarayonni kuchaytirishga xizmat qiladi:

1. Inklyuziv o'sishni ta'minlash uchun aholi va tadbirkorlar manfaatlariga xizmat qilish tamoyili asosida ishlaydigan tuman (shahar)lar hokimliklari tashkiliy tuzilmasida **loyiha ofislarini** tashkil etish.
2. **"Namunali qishloq", "namunali mahalla", "ixtisoslashgan mahalla"**lar ulushini oshirish bo'yicha dasturlar ishlab chiqish, shu jumladan chekka hududlarda aholi va tadbirkorlarni raqamli xizmatlar, shuningdek davlat xizmatlaridan foydalanish darajasini oshirish.
3. **Kambag'allikni kamaytirishda maqsadli yondashuv** — Xitoy tajribasidagi kabi har bir oila uchun alohida rivojlanish bo'yicha individual dasturlar ishlab chiqish, shu asosda ularni daromadlarini oshirish yoki tadbirkorlikka jalb qilish.
4. Qishloq yoki chekka hududlarda "o'zini o'zi band qilgan shaxs – yakka tartibdagi tadbirkor – kichik biznes – o'rta biznes – yirik korxona" zanjiri asosida tadbirkorlik subyektlarini yiriklashuvini rag'batlantirish choralari ko'rish.
5. **Ayollar va yoshlar uchun kasb-hunar va moliyaviy dasturlar** — bandlikni ta'minlash, kambag'allikni qisqartirish bo'yicha grant va subsidiyalar, mikrokreditlar, o'qitish dasturlari.
6. **Jamoatchilikni jalb etish** — "mahalla yettiligi", mahalla faollari, biznes vakillari ishtirokida qarorlar qabul qilish.

Xulosa

Inklyuziv o'sish hududiy tengsizlikni bartaraf etish, aholi turmush darajasini yaxshilash va hududlar rivojlanishi o'rtasida nomutanosibliklarni kamaytirish iqtisodiy barqarorlikni ta'minlashning uzviy qismi hisoblanadi.

Xalqaro tajriba shundan dalolat beradiki, inson kapitalini rivojlantirish, sog'liqni saqlash, infratuzilmani yaxshilash va aholi va tadvirkorlarning mahalliy davlat hokimiyati boshqaruvidagi ishtirokini oshirish asosida hududlarni rivojlantirish faqat raqamlarda emas, balki har bir oilada aholi daromadlari oshishi va har bir hudud rivojlanishi va taraqqiy etishida aks etadi.

Shuning uchun, hududlarda inklyuziv o'sishni ta'minlash barqaror hududiy iqtisodiy siyosat yuritishning ajralmas qismidir.

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O'ZBEKISTON TURIZM INDUSTRIYASIDA INKLYUZIV TURIZM RIVOJLANISHINING ILMIY-NAZARIY ASOSLARI

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Jahonda globallashtirish jarayonlarining chuqurlashuvi sharoitida turizmning iqtisodiy o'sish, madaniy almashinuv va jamiyat rivojlanishiga muhim hissa qo'shuvchi dinamik soha sifatidagi ahamiyati oshib bormoqda. Dunyo miqyosida inklyuziv turizmni rivojlantirish mamlakatlarning ijtimoiy-iqtisodiy rivojlanish strategiyalarida muhim o'rin egallamoqda. Jahon Sog'liqni Saqlash Tashkilotining ma'lumotlariga ko'ra, "dunyoda 1,3 milliarddan ziyod kishida, ya'ni dunyo aholisining 16%ida nogironlikni u yoki bu turi kuzatiladi"¹. Ko'plab davlatlarda turizm infratuzilmasini, xizmat ko'rsatish sohasini maxsus ehtiyojlarga moslashtirish va axborotga erishuvchanlikni ta'minlash bo'yicha keng ko'lamli loyihalar amalga oshirilmoqda. Xususan, xalqaro aeroportlar, mehmonxonalar, transport vositalari va sayyohlik obyektlarida inklyuzivlik tamoyillari joriy etilmoqda. Shu sababli, inklyuziv turizmni rivojlantirish va uning tashkiliy-iqtisodiy mexanizmlarini takomillashtirish dolzarb ahamiyat kasb etmoqda.

Shuni ta'kidlash joizki, xalqaro turizm industriyasida inklyuziv turizmga bag'ishlangan qator xorijiy va milliy olimlarning ishlanmalarini tahlil qilish nafaqat "inklyuziv turizm" atamasini aniqlashtirish, inklyuziv turizm xizmatlarini takomillashtirishning o'ziga xos xususiyatlari aniqlangan va tahlil qilingan. xalqaro turizm bozorida inklyuziv turizmning yetakchi xorijiy davlatlar tajribasini har tomonlama tahlil qilish hamda O'zbekistonda amalga oshirilayotgan ochiqlik siyosatida qo'llash mumkinligini asoslab berish ilmiy izlanishning uslubiyatigi asos bo'lgan va izlanish predmeti va obyektlarini aniqlashtirishga yordam bergan. Shu bilan birga bu bobda inklyuziv turizmning xalqaro miqyosda zamonaviy tendensiyalari tadqiq etilgan. Turizm nogironlarni rehabilitatsiya qilish uchun noyob hodisa bo'lib, kognitiv jarayonni ham o'z ichiga oladi va nogironlarni hayot davomida sodir bo'ladigan to'liq ijtimoiylashuvga olib borishga imkon beradi. Nogironlarni rehabilitatsiya qilish deb nogironlarga organizmining izdan chiqqan yoki yo'qolgan funksiyalarini tiklashiga va ularni kompensatsiya qilishiga, turmush faoliyati

cheklanganligini bartaraf etishi uchun yordam berishga qaratilgan tibbiy, ijtimoiy, psixologik, pedagogik, jismoniy, kasbga, mehnatga doir chora-tadbirlar tizimiga aytiladi. Turizm nogironligi bo'lgan va bo'lmagan odamlar o'rtasida uchrashuvlarni rag'batlantiradi. Bu nogironligi bo'lgan shaxslarning muloqot saviyasini oshiradi va boshqa odamlarning oldindan belgilangan jamiyatning turli qabul qilinmagan tushunchalari va ehtiyotkorliklarini yo'qotishga yordam beradi. Inklyuziv turizm tushunchasi o'z rivojlanishida dastlab jismoniy kirish imkoniyatlariga qaratilgan oddiyroq yondashuvdan keng qamrovli yondashuvga o'tdi. Bugungi kunda inklyuziv turizmning o'ndan ortiq atamalarda nomlanishini ko'rishimiz mumkin. Ir kuzatilishi mumkin bo'lgan barcha terminologik xilma xillikni hisobga olgan holda, u yoki bu atamani nafaqat O'zbekiston qonunchiligida, balki xalqaro darajada ham aniq belgilash kerak. Quyidagi jadvalda inklyuziv turizm va uning turdosh shakllari o'rtasidagi farqlar izohlanadi (1-jadval).

Inklyuziv turizm va uning turdosh shakllari o'rtasidagi asosiy farqlar

Turizm shakli	Ta'rif	Maqsadi	Asosiy xususiyatlari	Maqsadli auditoriya
Inklyuziv turizm	Jismoniy, aqliy, hissiy yoki boshqa turdagi nogironligi bo'lgan shaxslar, shuningdek, ijtimoiy jihatdan kam ta'minlangan yoki ijtimoiy to'siqlarga duch keladigan guruhlar uchun mavjudlik va qulaylikni ta'minlovchi turizm shakli.	Barcha odamlar, jumladan imkoniyati cheklangan shaxslar uchun teng sharoitda sayohat qilish imkoniyatini yaratish.	Jismoniy to'siqlarni bartaraf etish, xizmatlar va infratuzilmaning barcha guruhlariga moslashtirilganligi, ijtimoiy adolat tamoyiliga asoslangan.	Nogironligi bo'lgan shaxslar, yoshi katta sayohatchilar, bolali oilalar, ijtimoiy himoyaga muhtojlar.
Ijtimoiy turizm	Kam ta'minlangan yoki ijtimoiy jihatdan noqulay sharoitda bo'lgan guruhlar uchun arzon ijtimoiy narxlardagi yoki subsidiyalangan turizm xizmatlarini taklif qiluvchi turizm shakli.	Turizmda ishtirok etmaydigan guruhlar uchun sayohat qilish huquqini ta'minlash.	Davlat yoki nodavlat tashkilotlar tomonidan qo'llab-quvvatlanadi, narxlar arzon, ko'pincha mavsumdan tashqari davrlarda amalga oshiriladi.	Kam ta'minlangan oilalar, nafaqaxo'rlar, talabalar, ijtimoiy himoyadagi shaxslar.
Tibbiy (reabilitatsion) turizm	Tibbiy yordam olish, sog'lomlashtirish va reabilitatsiya jarayonlarini o'z ichiga olgan turizm shakli.	Sog'lig'ini tiklash yoki mustahkamlash, davolanish.	Sanatoriy-kurort xizmatlari, reabilitatsiya markazlari, tabiiy shifobaxsh resurslardan foydalanish.	Kasallikdan aziyat chekayotganlar, nogironligi bo'lgan shaxslar, reabilitatsiyaga muhtojlar.

Ekoturizm	Atrof-muhitni asrash, barqaror rivojlanishga hissa qo'shuvchi, ekologik jihatdan mas'uliyatli sayohat shakli.	Tabiatni o'rganish asrash orqali ekologik xabardorlikni oshirish.	Tabiiy resurslardan va oqilona foydalanish, ekologik tozalikka e'tibor, lokal hamjamiyatlar bilan aloqadorlik.	Ekologiyaga qiziqqan sayohatchilar, talaba va tadqiqotchilar.
Madaniy turizm	Madaniy meros, urf-odatlar, san'at va tarixiy obidalarini o'rganish maqsadida amalga oshiriladigan turizm shakli.	Madaniy boyliklar bilan tanishish, madaniyatlararo muloqotni kengaytirish.	Muzeylar, tarixiy yodgorliklar, festivallar, mahalliy madaniyat bilan bevosita tanishuv.	Madaniyatga qiziquvchilar, o'quvchilar, sayyohlik guruhlar.

O'zbekiston Respublikasida inklyuziv turizmni konseptual rivojlantirishning tashkiliy va iqtisodiy mexanizmlarini aniqlash, baholash hamda taklif etish maqsadida bir nechta ilmiy-uslubiy yondashuvlar qo'llanildi. Bular quyidagilardan iborat:

- Xitoy Xalq Respublikasi va Koreya Respublikasining inklyuziv turizm sohasidagi ilg'or tajribalari o'rganildi. Bu mamlakatlarda shakllangan tashkiliy-infratuzilmaviy yechimlar O'zbekiston sharoitiga moslashtirish nuqtai nazaridan baholandi.
- **Statistik modellash va prognozlash metodlari** yordamida inklyuziv turizm xizmatlariga ehtiyojning o'sish dinamikasi, baholandi Ushbu model asosida 2030-yilgacha bo'lgan prognoz ko'rsatkichlari ishlab chiqildi.

Turli mamlakatlarda inklyuziv muhitni shakllantirishga qaratilgan qonunchilik va amaliyotlar, xususan, transport, uy-joy, ijtimoiy-madaniy obyektlar va turizm sohalarida sezilarli yutuqlar kuzatilmoqda. So'nggi yillarda bir qator davlatlar tomonidan nogironligi bo'lgan shaxslarning hayot sifatini oshirish, ularni ijtimoiy jarayonlarga to'laqonli jalb etish, shuningdek, inklyuzivlik tamoyillarini turli sohalariga tatbiq etish borasida tizimli chora-tadbirlar amalga oshirilmoqda. Xususan, Koreya Respublikasi va Xitoy Xalq Respublikasi tajribasi bu borada dolzarb ahamiyat kasb etadi.

1. Qonunchilik asoslari

Koreya Respublikasi 2008 yilda "Nogironlar huquqlari to'g'risida konvensiya"ni ratifikatsiya qilgan bo'lib, milliy qonunchilik tizimida nogironlar huquqlarini himoya qiluvchi bir qator normativ hujjatlar qabul qilgan. Jumladan, "Nogironlar huquqlari to'g'risidagi qonun" (Disability Discrimination Act) asosida nogiron shaxslarning jamiyatdagi teng ishtiroki qonuniy kafolatlanadi. Xitoyda esa 2008 yildan boshlab "Nogironlar huquqlari to'g'risidagi xalqaro konvensiya"ni ratifikatsiya qilish ortidan, "Nogironlar huquqlarini ta'minlash to'g'risidagi qonun" (Law on the Protection of Disabled Persons) doirasida qator ijtimoiy dasturlar amalga oshirilmoqda. Ushbu qonunlar nogironlar uchun teng imkoniyatlarni ta'minlashni davlat siyosatining ustuvor yo'nalishiga aylantirgan.

2. Transport tizimida inklyuzivlik

Koreyada jamoat transporti vositalari, xususan metropoliten, avtobus va poyezdlar nogironligi bo'lgan fuqarolar uchun moslashtirilgan. Maxsus platformalar, ko'tarma liftlar va taktil yo'laklar keng joriy etilgan. Shuningdek, vizual va eshitish cheklovlari bo'lgan fuqarolar uchun ovozli va grafik ko'rsatmalar tizimi joriy qilingan.

Xitoyda esa yirik shaharlardagi metro va avtobuslar inklyuziv dizayn asosida modernizatsiya qilingan. Transport infratuzilmasida universal dizayn prinsiplari tatbiq etilmoqda. Pekin, Shanxay kabi megapolislar nogironlar uchun alohida xizmat ko'rsatish punktlarini tashkil etgan.

3. Uy-joy bilan ta'minlash

Koreyada davlat tomonidan subsidiyalangan uy-joy dasturlarida nogiron shaxslar uchun imtiyozli tartiblar mavjud. Ular uchun arxitektura dizayni, kirish yo'laklari, liftlar, hammom va oshxonalarning moslashtirilgan shakli majburiy tarzda belgilangan.

Xitoy hukumati esa "inklyuziv mahallalar" (inclusive communities) loyihasi doirasida nogiron shaxslar uchun ijtimoiy uy-joy fondini kengaytirmoqda. Maxsus yotoqxona komplekslari, reabilitatsiya xizmatlari bilan integratsiyalashgan turar-joy majmualari bunyod etilmoqda.

4. Ijtimoiy-madaniy obyektlar

Koreyada muzeylar, kutubxonalar, teatrlar va boshqa madaniy maskanlar jismoniy imkoniyati cheklangan fuqarolar uchun to'siqsiz muhitni ta'minlash talabiga muvofiq qayta loyihalashtirilgan. Madaniy tadbirlarda subtitrlar, surdotarjimon va braille alifbosidagi materiallar mavjud.

Xitoyda esa milliy va hududiy madaniy obyektlarda inklyuzivlikni oshirishga katta e'tibor qaratilmoqda. Jumladan, madaniy meros obyektlari, sayyohlik maskanlari va kutubxonalarda nogironlar uchun yo'lakchalar, ko'taruvchilar va maxsus audiogidlar o'rnatilgan.

5. Turizm sohasida inklyuzivlik

Koreya Respublikasi Turizm tashkiloti (KTO) "Barchaga ochiq turizm" (Tourism for All) konsepsiyasi asosida nogironlar uchun moslashtirilgan marshrutlar, mehmonxonalar va ekskursiyalarni rivojlantirmoqda. Maxsus gidlar tayyorlash dasturi yo'lga qo'yilgan.

Xitoyda inklyuziv turizm yo'nalishida davlat tomonidan qo'llab-quvvatlanadigan "Hamma uchun turizm" tashabbusi asosida nogironlarga qulayliklar yaratishga qaratilgan infratuzilma jadal rivojlanmoqda. Xususan, San'ya, Guilin va boshqa sayyohlik markazlarida to'siqsiz xizmatlar keng joriy etilgan.

Statistik modellash va prognozlash metodlari yordamida inklyuziv turizm xizmatlariga ehtiyojning o'sish dinamikasi, baholandi va quyidagi jihatlarida namoyon bo'ladi:

- ✚ nogironlar va boshqa ehtiyojmand guruhlarining nafaqat turizm iste'molchisi, balki xizmat ko'rsatuvchi subyekt sifatida shakllanishi;
- ✚ ijtimoiy tenglik va imkoniyatlar barobarligini ta'minlash orqali diskriminatsiyaga qarshi kurashga hissa qo'shishi;
- ✚ turizm sohasida inklyuziv yo'nalishni iqtisodiy barqarorlikka yo'naltirilgan alohida segment sifatida rivojlantirish imkoniyati.

· **Inklyuziv turizm bozorining to'siqlari** quyidagicha aniqlangan:

- ✚ investitsiyaviy jozibadorlik bo'yicha yetarli ma'lumotlarning mavjud emasligi;
- ✚ moliyalashtirish manbalarining cheklanganligi;
- ✚ davlat-xususiy hamkorlik mexanizmlarining sust rivojlanishi;
- ✚ mavjud infratuzilmaning universal dizayn standartlariga mos kelmasligi.

· **Statistik prognozlash asosida** 2030-yilgacha inklyuziv turizm xizmatlariga talabning o'sishi kutilmoqda. Xususan, davolanish va sog'lomlashtirish turizmi segmentida nogiron sayyohlar oqimi ortib boradi. Sanatoriy va reabilitatsiya markazlarida xizmat ko'rsatish sifati oshishi natijasida ushbu segmentning iqtisodiy salohiyati kuchayadi.

"O'zbekiston turizm industriyasida inklyuziv turizm rivojlanishining ilmiy-nazariy asoslari" tadqiqot mavzusining tahlili shuni ko'rsatadiki, bugungi kunda jamiyatning barcha qatlamlariga, xususan, imkoniyati cheklangan shaxslar, yoshi katta fuqarolar, bolali oilalar va boshqa ehtiyojmand guruhlarga turizm xizmatlaridan teng va to'laqonli foydalanish imkoniyatini yaratish — barqaror, adolatli va insoniy turizm tizimini shakllantirishning muhim yo'nalishlaridan biridir.

Inklyuziv turizmning nazariy asoslari inson huquqlari, ijtimoiy tenglik, barqaror rivojlanish va universal dizayn kabi konseptual yondashuvlarga tayanadi. Ushbu tamoyillar asosida turizm sohasi faqat iqtisodiy foyda emas, balki ijtimoiy integratsiya va inklyuziv jamiyat qurilishiga xizmat qiluvchi omil sifatida baholanadi.

O'zbekiston Respublikasi uchun inklyuziv turizmni rivojlantirish, avvalo, milliy qonunchilikni xalqaro konvensiyalar bilan uyg'unlashtirish, turizm infratuzilmasini jismoniy va axborotiy jihatdan moslashtirish, shuningdek, xizmat ko'rsatuvchi xodimlarning maxsus tayyorgarligini ta'minlash orqali amalga oshirilishi lozim. Shu bilan birga, xorijiy davlatlar, xususan, Koreya

Respublikasi va Xitoy Xalq Respublikasining ilg'or tajribalaridan foydalanish O'zbekistonda inklyuziv turizm amaliyotini rivojlantirishda muhim o'rin tutadi.

Xulosa qilib aytganda, O'zbekistonda inklyuziv turizmning ilmiy-nazariy asoslarini mustahkamlash nafaqat ijtimoiy adolat va tenglik tamoyillarini amalda qaror toptirishga, balki mamlakatning turizm salohiyatini yangi sifat bosqichiga olib chiqishga xizmat qiladi.

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2-SHO'BA. O'ZBEKISTONDA INKLYUZIV TURIZMNI RIVOJLANTIRISH SIYOSATI: HUQUQIY BAZA VA SEKTORLARARO HAMKORLIK ISTIQBOLLARI

INCLUSIVE TOURISM IN BUKHARA'S HISTORIC CORE: CHALLENGES, OPPORTUNITIES, AND STRATEGIC PATHWAYS

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Abstract: *this article analyzes the development of inclusive tourism in the historical center of Bukhara, Uzbekistan, focusing on its relevance and potential opportunities. Bukhara, a UNESCO World Heritage Site known for its rich cultural and architectural heritage, attracts tourists from around the world. However, many visitors face challenges due to inadequate infrastructure, deficiencies in service delivery, and cultural barriers. The article identifies these issues and presents proposals and recommendations for promoting inclusive tourism. Key focus areas include infrastructure modernization, professional training for tourism personnel, the development of inclusive marketing strategies, and the strengthening of international cooperation. Additionally, the article explores the potential for positioning Bukhara as a leading example of inclusive tourism in Central Asia, drawing on best practices from other historic cities.*

Key words: *Inclusive tourism, disabled people, sustainability, heritage sites*

Introduction: Bukhara is one of the oldest cities in Central Asia, with a history spanning over two thousand years. It was a significant hub along the ancient Great Silk Road and has long been recognized as a major center of science, culture, and Islamic civilization. The city is renowned for its distinctive architectural monuments, including madrasas, mosques, and historic neighborhoods. Bukhara is listed as a UNESCO World Heritage Site and is home to a wealth of cultural, religious, and architectural treasures.

Tourism is one of the key sectors of Bukhara's economy. Today, the city serves as a unique historical destination, attracting thousands of visitors each year. Its historic center contains more than 140 monuments, among which several stand out for their cultural and historical importance. These include the Po-i-Kalon complex (comprising the Kalon Minaret, Kalon Mosque, and Mir Arab Madrasa), the Labi-Hauz ensemble (with the rare Nadir Divan-Begi Madrasa and khanqah surrounding a historic pool), the Ark Fortress—the former residence of Bukhara's rulers, and the Ismail Samani Mausoleum—one of the earliest masterpieces of Islamic architecture. Other notable sites include Chor Minor, the Magoki Attori Mosque, and the Toqi Zargaron trading dome.

Beyond its architectural grandeur, Bukhara is also celebrated for its rich cultural tapestry, encompassing traditional craftsmanship, national customs, local lifestyles, and its appeal to international pilgrims. The old city's narrow streets, bustling bazaars, and centuries-old madrasahs provide an immersive and authentic cultural experience. Present-day tourism offerings include guided tours, cultural performances, and handicraft workshops.

Despite these attractions, there is limited focus on making these experiences accessible to all visitors. To ensure the sustainability and growth of Bukhara's tourism sector, it is vital to prioritize inclusive tourism. Inclusive tourism is a form of tourism that guarantees equal access to travel experiences for all individuals, regardless of age, gender, physical ability, health condition, or personal background. It encompasses the provision of travel opportunities for people with disabilities, senior citizens, families with young children, and individuals with hearing or visual

impairments, among other groups with specific needs. Inclusive tourism ensures that everyone can fully participate in and enjoy the travel experience.

In today's context, promoting inclusion in tourism—by creating comfortable, accessible conditions for all categories of visitors—has become an urgent and necessary objective. Bukhara, with its rich heritage and growing tourism sector, is well-positioned to lead by example in implementing inclusive tourism practices.

Literature review: The principles of inclusion are explicitly recognized in the Tourism Development Strategy of the Republic of Uzbekistan for 2020–2025, developed by the State Committee for Tourism Development. This strategic document outlines several key measures aimed at promoting accessibility, including the improvement of infrastructure at tourist facilities for people with disabilities and the enhancement of access to information through digital platforms and services.

In her research, Tursunova G. evaluates the potential for developing inclusive tourism in the historical center of Bukhara and critically analyzes the existing challenges. According to the author, while some major tourist attractions—such as the Labi-Hauz complex and the Ark Fortress—offer partially accessible infrastructure, many areas still lack a comprehensive barrier-free environment. She also notes that certain hotels in Bukhara have taken steps toward inclusivity by providing accessible rooms, installing elevators, and using visual pictograms to aid navigation for guests with specific needs.

Current Challenges in Accessibility: The historic center of Bukhara, a designated UNESCO World Heritage Site, is protected for its centuries-old architecture and natural environment. As a result, there are regulatory restrictions on introducing modern infrastructure, which creates several physical barriers to inclusive tourism. Many of the roads within the historic area are paved with ancient stones, making them uneven and difficult to navigate for individuals using wheelchairs, strollers, or mobility aids. These surfaces become even more hazardous in rainy or snowy weather, increasing the risk of accidents. Additionally, most historical monuments and tourist attractions are not equipped with proper ramps. Where ramps do exist, they are often too steep, too high, or set at unsafe angles, preventing independent entry and exit for people with mobility impairments.

Many of Bukhara's historic buildings span multiple floors but lack elevators or alternative lifting devices, thereby excluding tourists with physical limitations from accessing upper levels. Similarly, hotels and museums often lack facilities that accommodate elderly or disabled visitors.

Furthermore, the absence of tactile signs, Braille texts, or audio guides makes it difficult for tourists with vision or hearing impairments to access information. Although many international visitors speak languages such as English, Russian, French, Turkish, and German, informational materials, signposts, and museum displays are frequently available only in Uzbek or Russian. The limited availability of multilingual audio guides, mobile applications, or interpreter services further restricts access to cultural and historical knowledge.

Gender inclusivity also remains a challenge. The lack of female tour guides may create discomfort for some female visitors, especially those from religious or culturally conservative backgrounds. Additionally, the limited availability of gender-sensitive services—such as separate prayer rooms, hygiene facilities, and women-friendly dining or rest areas—demonstrates that a gender-responsive service system is not yet adequately developed.

These challenges—including inadequate multilingual support, limited services for people with special needs, and cultural insensitivity—pose serious obstacles to the advancement of inclusive tourism in Bukhara's historical center. However, addressing them offers an opportunity to transform the city into a more open, accessible, and globally welcoming destination.

Proposed Solutions for Inclusive Tourism Development. To move toward inclusive tourism, the following infrastructure and service enhancements are recommended:

- Improve physical access by installing standard-compliant ramps around key historical monuments such as the Labi-Hauz complex, Ark Fortress, and Kalyan Mosque.

- Construct special pedestrian walkways using smooth, non-slip materials, and install clearly marked signposts to guide visitors.

- Expand accessible parking by creating larger, low-lying parking spaces for individuals with disabilities, located close to entrances and marked with visible signage.

- Upgrade vertical access by adding elevators or lifting devices in multi-floor buildings such as museums and hotels.

- Develop multilingual resources such as printed materials, mobile apps, and audio guides in major tourist languages.

- Enhance communication tools by incorporating Braille signage, tactile maps, and visual and audio aids for visitors with sensory impairments.

- Promote gender-sensitive tourism by increasing the number of female guides and providing separate facilities for women, such as prayer rooms and rest areas.

Investing in such inclusive infrastructure and services will establish a foundation for accessibility and ensure a safer, more comfortable environment for all categories of tourists visiting the historical center of Bukhara.

Conclusion: The historical center of Bukhara, a unique cultural site included on the UNESCO World Heritage List, continues to attract thousands of tourists with its ancient architecture and rich cultural and spiritual heritage. However, the existing tourism infrastructure and services are not yet equally accessible to all groups—including people with disabilities, families with children, elderly tourists, and visitors from diverse cultural backgrounds.

Inclusive tourism is about creating equal opportunities for all individuals to enjoy travel experiences, regardless of their physical, sensory, or social characteristics. Promoting inclusive tourism in Bukhara is not only a humanitarian responsibility but also an economically and socially beneficial strategy. Key challenges include physical barriers such as the lack of ramps and elevators, uneven roads, limited multilingual signage, a shortage of female guides, and insufficient services for individuals with disabilities and families with young children.

To address these challenges, it is essential to modernize infrastructure, implement multilingual information systems, develop culturally sensitive services, and foster public-private partnerships to support inclusive tourism initiatives. This comprehensive approach will enhance Bukhara's tourism potential, promote social equity, and stimulate local economic growth.

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MINTAQAVIY IQTISODIYOTNI RIVOJLANISHINING SHAKLLANISH BOSQICHLARI VA INKLYUZIV IQTISODIY O'SISH

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Bugungi kunga kelib, mintaqani rivojlantirishda zamonaviy yondashuvlar va yo'nalishlar kirib keldi. Dastlab, mintaqaviy iqtisodiyot fanning shakllanish bosqichlarini xronologik va mazmunan ko'rib chiqamiz.

1. Boshlang'ich bosqich — XVIII – XIX asrlarni o'z ichiga oladi va bu davrdagi asosiy xususiyatlar:

- Ilk nazariy qarashlar jahon iqtisodiy makonida iqtisodiy faoliyatning joylashuviga bag'ishlangan.

- Fan sifatida hali shakllanmagan, lekin lokatsiya nazariyalari (location theory) paydo bo'la boshladi.

Mazkur davrdagi nazariyalarni olimlarning yondashuvlari turlicha bo'lib, quyidagilar amalga oshirilgan:

Yogan Genrix fon Tyunen (Von Thünen) – "Izolirlangan davlat" nazariyasi: qishloq xo'jaligi mahsulotlarining bozorga nisbatan joylashuvini ilgari surgan;

Alfred Veber – sanoat korxonalarining optimal joylashuvini modellashtirgan;

Valter Kristaller – markaziy joylar nazariyasi (Central Place Theory) bo'yicha izlanishlar olib borgan.

2. Ilmiy tizimlashtirish va shakllanish bosqichi — XX asr boshlarini qamrab olgan (1900–1950 yy.)

Bu davrda:

- Mintaqaviy iqtisodiyot mustaqil fan sifatida shakllana boshladi.
- Iqtisodiy joylashuv nazariyalari chuqurroq rivojlandi.
- Geografik va iqtisodiy yondashuvlar uyg'unlashdi.

Mazkur davrdagi olimlar va ularning yo'nalishlari:

- Ogyust Lyosh (A. Lösch) – iqtisodiy landshaft va bozor zonalarini modelini ishlab chiqdi.
- Shahar va aglomeratsiyalar rivojlanishi tahlil qilindi.
- Xususiy sektor va davlat siyosatining joylashuvdagi roli muhokama etildi.

3. Institutsional va davlat siyosatlari bosqichi — XX asrning II yarmiga to'g'ri keladi (1950–1990 yy.)

Asosiy xususiyatlari:

- Iqtisodiy rivojlanishda davlatning faol roli ilmiy jihatdan asoslandi.
- Hududiy disproporsiyalar (tafovutlar)ni kamaytirish masalalari birinchi o'ringa chiqdi.
- Mintaqaviy rivojlanish siyosatlari shakllandi.

Yo'nalishlari:

- Keynsian maktab – davlatning investitsiya, infratuzilma va ish o'rinlari orqali mintaqalarni rivojlantirishdagi roli.

- Garvard va MIT maktablari – mintaqaviy rivojlanish strategiyalari, iktisodiy rejalashtirish.
- Multiregional modellar va iqtisodiy-matematik metodlar joriy etildi.

4. Globalizatsiya va innovatsion yondashuvlar bosqichi — XXI asrni hozirgi davrlarini o'z ichiga oladi.

Asosiy xususiyatlari:

- Mintaqalar global va milliy iqtisodiyotdagi faol subyekt sifatida qaraladi.
- Innovatsion rivojlanish, klasterlar, aqlli shaharlar konsepsiyalari rivojlandi.
- Tashqi investitsiya, raqamli iqtisodiyot va ekologiya masalalariga katta e'tibor berilmoqda.

Hozirgi kunga kelib esa, fanda yangi tendensiyalar va yondashuvlar kirib kelmoqda:

- Smart specialisation (aqlli ixtisoslashuv) – har bir hudud o'z salohiyatiga qarab rivojlanadi.
- Erkin savdo hududlari va iqtisodiy zonalar – mintaqaviy raqobatbardoshlikni oshirish.

- Texnologik klasterlar – IT, biotexnologiya, klasterlar orqali rivojlanish.

Mintaqaviy iqtisodiyot fanining rivojlanishiga dunyodagi ko'plab ilmiy maktablar o'z hissasini qo'shgan. Har bir maktab o'z metodologiyasi, yondashuvi va nazariyasi bilan ajralib turgan.

1. Germaniya maktabi – Lokatsiya (joylashuv) nazariyasi asoschilari (Yogan Genrix fon Tyunen (J.H. von Thünen), Alfred Veber (A. Weber), Valter Kristaller (W. Christaller), Ogyust Lyosh (A. Lösch).

Ushbu olimlar izolirlangan davlat nazariyasi (Tyunen) qishloq xo'jaligi yerlarining bozorga nisbatan joylashuvi, Sanoat joylashuv nazariyasi (Veber) korxonalar xom ashyo, mehnat va bozor omillariga qarab joylashuvi, Markaziy joylar nazariyasi (Kristaller) shahar va xizmat markazlarining hududiy taqsimoti, Iqtisodiy landshaft nazariyasi (Lyosh) bozor zonalari va ularning o'zaro munosabatlarini o'rgangan va geografik va iqtisodiy omillar o'rtasidagi bog'liqlikni tushuntirishga urg'u berilgan.

2. AQSH maktabi – Iqtisodiy rivojlanish va davlat siyosati nazariyasi (Frensis Perrou (F.Perroux), Djon Fridman (J.Friedman), Pol Krugman (P. Krugman).

Bu maktab namoyondalari Iqtisodiy polyuslar nazariyasi (Perrou): rivojlanish "to'planish nuqtalari" orqali tarqayotganini asoslash, Yadro-periferiya nazariyasi (Fridman): markazdagi rivojlangan hududlar va chetdagi kam rivojlangan hududlar munosabatini o'rganish, Yangi iqtisodiy geografiya (Krugman): klasterlar, shaharlar, logistika va mehnat migratsiyasining ahamiyatini o'rgangan, ya'ni bozor kuchlari, globalizatsiya va innovatsiyalar orqali mintaqaviy rivojlanishni tushuntiradi.

3. Fransiya maktabi – Institutsional va dinamik rivojlanish yondashuvi (Jak Bodriyyar, Fernan Brodel)

Mazkur maktab olimlarining asosiy yondashuvlari, Institutsional yondashuv: hududlarning rivojlanishi faqat bozor emas, balki madaniy, siyosiy va ijtimoiy institutlarga bog'liqligi, Tarixiy-iqtisodiy tahlil: rivojlanishning uzoq muddatli jarayon sifatida qaralishini tushuntirib berishadi va mintaqalarni "jonli ijtimoiy organizm" sifatida ko'radi, ishlab chiqarishdan tashqari ijtimoiy munosabatlarga e'tibor beradi.

4. Yaponiya maktabi – Barqaror va texnologik rivojlanish nazariyasi

Mintaqaviy rivojlanishni texnologiya, ishlab chiqarish, ta'lim va infratuzilma asosida baholash, Klaster yondashuvi – texnologik xablar, innovatsion markazlar bilan bog'lab tushuntirishadi va hududiy siyosat orqali milliy iqtisodiyotni izchil modernizatsiyalash va eksportbop salohiyatni kuchaytirishga e'tibor qaratishadi.

5. Buyuk Britaniya maktabi – Iqtisodiy geografiya va urbanizatsiya nazariyalari (Piter Xoll, Devid Xarvi)

Mazkur maktab olimlari shaharlar va aglomeratsiyalarning iqtisodiy rolini, hududlar o'rtasidagi tengsizlik va jamiyatdagi siyosiy-iqtisodiy ziddiyatlarga e'tibor berishadi va mintaqalardagi ijtimoiy adolat, jamiyatning ijtimoiy farovonligiga yo'naltirilgan yondashuvni targ'ib qilishadi.

Yuqoridagilarni qisqa qilib, quyidagi jadval asosida tushuntirishimiz mumkin:

Ilmiy maktab	Asosiy nazariyalar	Urg'u beriladigan yo'nalishlar
Germaniya	Joylashuv nazariyalari	Geografiya, logistika
AQSH	Yadro-periferiya, yangi geografiya modeli	Davlat siyosati, bozor, innovatsiya
Fransiya	Institutsional yondashuv	Madaniyat, tarixiy omillar
Yaponiya	Texnologik rivojlanish	Infratuzilma, klasterlar
Britaniya	Urbanizatsiya va ijtimoiy geografiya	Shahar rivojlanishi, ijtimoiy adolat

Shu bilan birgalikda, hududiy ixtisoslashuv va mintaqalararo savdo nazariyasi (mutlaq va nisbiy afzalliklar nazariyasi, xekshen-olin nazariyasi), ishlab chiqarishni joylashtirish nazariyalari (qishloq xo'jaligi va sanoat shtandart nazariyalari), Markaziy joylar nazariyasi, O'sish qutblari

nazariyasi, Iqtisodiy rayonlashtirish va hududiy komplekslar tashkil qilish nazariyasi bo'yicha yondashuvlar amal qilib kelgan bo'lsa, hozirda, Mintaqaviy iqtisodiyot nazariyasi rivojlanishining yangi yo'nalishlari, hududiy rivojlanishning yangi paradigma va konsepsiyalari kirib kelmoqda.

Mintaqaviy iqtisodiyotda ilmiy maktablar va ularning nazariyalari, konsepsiyalarini qisqa solishtirma jadval shaklida keltiramiz:

№	Nazariya yoki yo'nalish nomi	Asosiy mohiyat	Ilmiy asoschi(lar)	Maqsad	Zamonaviy ahamiyati
1	Hududiy ixtisoslashuv va mintaqalararo savdo nazariyasi (mutlaq, nisbiy afzalliklar, Xeksher–Olin)	Mintaqalar resurslar va ustunliklarga asoslanib, ixtisoslashadi va savdo orqali o'zaro manfaat oladi	A. Smit, D. Rikardo, Xeksher–Olin	Samarali mehnat taqsimoti va savdo	Xalqaro va ichki mintaqalararo kooperatsiyani tushuntirishda asos
2	Ishlab chiqarishni joylashtirish nazariyalari (Qishloq xo'jaligi va sanoat standartlari)	Korxonalar, fermer xo'jaliklari va ishlab chiqarish obyektlari resurs, bozor va logistika omillariga asoslanib joylashadi	I. Tyunen, A. Veber	Ishlab chiqarish xarajatlarini minimallashtirish	Logistika, sanoat klasterlari va agrobiznesni rejalashtirishda muhim
3	Markaziy joylar nazariyasi	Shaharlar va markazlar aholi va xizmatlar o'rtasidagi muvozanat asosida joylashadi	V. Kristaller	Xizmat ko'rsatish hududlarini oqilona tashkil qilish	Urbanizatsiya, shaharsozlik va markaziy shahar siyosatlarida muhim
4	O'sish qutblari nazariyasi	Iqtisodiy o'sish muayyan markazlarda (qutblarda) boshlanadi va atrofga tarqaladi	F. Perru	Rivojlanishni strategik hududlardan boshlash	Investitsiyani markazlashtirish, klasterlar yaratish
5	Iqtisodiy rayonlashtirish va hududiy komplekslar	Mamlakatni iqtisodiy xususiyatlarga ko'ra hududlarga ajratish va tarmoqlararo integratsiya yaratish	N.N. Baranskiy, N. Kolosovskiy	Har bir hududning resurs salohiyatini kompleks rivojlantirish	Davlat hududiy siyosatlarida asosiy modellardan biri
6	Mintaqaviy iqtisodiyot nazariyasi rivojlanishining yangi	Aglomeratsiya, bozor hajmi va transport xarajatlari	P. Krugman	Aglomeratsiya va klasterlar orqali yuqori samaradorlikka erishish	Smart shaharlar, texnoparklar va global savdo modellari

№	Nazariya yoki yo'nalish nomi	Asosiy mohiyat	Ilmiy asoschi(lar)	Maqsad	Zamonaviy ahamiyati
	yo'nalishlari / Yangi iqtisodiy geografiya	asosida hududiy jamlanish			
7	Hududiy rivojlanishning yangi paradigma va konsepsiyalari	Barqaror, inklyuziv, raqamli va innovatsion rivojlanishga asoslangan yondashuvlar	Turli xalqaro institutlar (EU, UNDP, OECD)	Barcha hududlarni qamrab olish, ustuvorlikni innovatsiyaga berish	XXI asrdagi eng muhim mintaqaviy rivojlanish strategiyasi

Yuqoridagilardan kelib chiqib, quyidagilarni keltiramiz:

- Klassik nazariyalar (mutlaq afzalliklar, ishlab chiqarishni joylashtirish) asosiy iqtisodiy qonuniyatlarni tushuntiradi.
- Industrial-nazariy modellar (o'sish qutblari, rayonlashtirish) amaliy rivojlanish loyihalariga asos bo'lgan.
- Yangi konsepsiyalar (NEG (yangi iqtisodiy geografiya), Smart Specialization (aqli ixtisoslashuv), barqaror rivojlanish) innovatsiya, inklyuziv o'sishni ta'minlash, yashillikni va ekologiyani inobatga oladi.

Hududlarni inklyuziv o'sishini ta'minlash iqtisodiy siyosatni belgilashda ustuvor vazifa ekanligi hamda zamonaviy yondashuv va mexanizmlar asosida har bir hududni rivojlanishini ta'minlashning amaliy choralarini ko'rish dolzarb masala sifatida namoyon bo'lmoqda.

Hududlar o'rtasidagi ijtimoiy-iqtisodiy tafovutlarni kamaytirish va barcha aholi qatlamlarini faolligi uchun sharoitlarni yaxshilash hamda ularni rivojlanish jarayonlariga jalb etish va ularga imkoniyat yaratish – zamonaviy iqtisodiy siyosatning ustuvor yo'nalishlari va vazifalaridan biri hisoblanadi.

Inklyuziv o'sish tushunchasi hududlarni barqaror va adolatli rivojlantirishga qaratilgan strategik yondashuv bo'lib, u faqat iqtisodiy o'sish emas, balki ijtimoiy tenglik va imkoniyatlar yaratishni nazarda tutadi. Bunda inklyuziv boshqaruvni, jumladan aholi fikr, taklif va tashabbuslarini eshitish, ta'lim va inson kapitaliga investitsiya qilish, mikrokreditlarni ajratish, shu jumladan ayollar va yoshlar uchun imkoniyatlarni kengaytirish, aholi daromadlarini oshirish va bandligini ta'minlashga e'tibor qaratish muhim hisoblanadi.

Shuning uchun, hududlarni inklyuziv o'sishini ta'minlash hozirgi kundagi asosiy vazifa ekanligidan kelib chiqib, mazkur yo'nalishda inklyuziv o'sishni ta'minlash bo'yicha metodologiya ishlab chiqish hamda shu asosda hududlarni inklyuzivligini baholab borish hisobiga aholi daromadlarini oshirish, bandligini ta'minlash hamda tadbirkorlikka jalb qilish hamda mahalliy davlat hokimiyati organlari faoliyatini tashkil etishda fuqarolar ishtirokida olib borish hamda jamoatchilik nazoratini ta'minlash asosiy omillardan hisoblanadi.

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SMART AND INCLUSIVE TOURISM: LEVERAGING TECHNOLOGY TO CREATE ACCESSIBLE TRAVEL EXPERIENCES FOR ALL

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Abstract: *this study examines the integration of smart tourism technologies with inclusive design principles to create accessible travel experiences for diverse populations, including people with disabilities, elderly travelers, and economically disadvantaged communities. Through a mixed-methods approach analyzing 15 destination case studies and surveying 1,200 tourists across different demographic groups, we investigated how digital innovations can break down barriers to tourism participation. Results indicate that destinations implementing comprehensive smart-inclusive tourism strategies show 34% higher satisfaction rates among underrepresented groups and 28% increased economic benefits compared to traditional tourism models. Key findings reveal that mobile accessibility apps, AI-powered personalization, and IoT-enabled infrastructure are the most effective technologies for promoting inclusive tourism experiences. This research contributes to the growing body of knowledge on sustainable tourism development and provides practical recommendations for destination managers seeking to create more equitable travel ecosystems.*

Keywords: *smart tourism, inclusive tourism, accessibility, digital innovation, sustainable development*

Introduction

Tourism has evolved into one of the world's largest economic sectors, generating over \$1.4 trillion in international tourism receipts in 2023. However, traditional tourism models have historically excluded significant portions of the global population, including the estimated 1.3 billion people living with disabilities, elderly individuals with mobility constraints, and economically disadvantaged communities. This exclusion represents not only a social justice issue but also a substantial economic opportunity, as the accessible tourism market alone is valued at approximately \$58.7 billion annually.

The emergence of smart tourism technologies presents unprecedented opportunities to address these inclusion gaps. Smart tourism, defined as the application of information and communication technologies (ICT) to enhance tourist experiences and destination management, has primarily focused on efficiency and convenience for mainstream travelers. However, recent scholarship has begun exploring how these same technologies can be leveraged to create more inclusive and accessible tourism experiences.

Inclusive tourism encompasses the principle that tourism should be accessible to all people, regardless of their physical abilities, age, economic status, or other demographic characteristics.

This concept aligns with the United Nations Sustainable Development Goals, particularly Goal 10 (Reduced Inequalities) and Goal 11 (Sustainable Cities and Communities). The intersection of smart tourism technologies with inclusive design principles represents a paradigm shift toward more equitable and sustainable tourism development.

Despite growing interest in both smart tourism and inclusive tourism as separate concepts, limited research has examined their convergence. Most existing studies focus on either technological innovation or accessibility considerations in isolation, failing to explore how digital solutions can systematically address inclusion barriers. Furthermore, there is insufficient empirical evidence regarding the effectiveness of different smart tourism technologies in promoting inclusive experiences across diverse demographic groups.

This study addresses these research gaps by investigating how smart tourism technologies can be strategically implemented to create more inclusive travel experiences. Specifically, we examine: (1) Which smart tourism technologies are most effective at addressing inclusion barriers? (2) How do different demographic groups respond to technology-enabled inclusive tourism initiatives? (3) What are the economic and social impacts of implementing smart-inclusive tourism strategies at the destination level?

Methods

This study employed a mixed-methods approach combining quantitative survey data with qualitative case study analysis. The research was conducted between March 2024 and January 2025, allowing for comprehensive data collection across multiple tourism seasons and destinations.

Fifteen tourism destinations were selected using purposive sampling to represent diverse geographic regions, development levels, and smart tourism implementation stages. Selection criteria included: (1) documented smart tourism initiatives, (2) stated commitment to inclusive tourism development, (3) availability of tourism data and stakeholder access, and (4) representation across different tourism typologies (urban, coastal, cultural, nature-based).

Selected destinations included Barcelona (Spain), Singapore, Cape Town (South Africa), Vancouver (Canada), Tokyo (Japan), Amsterdam (Netherlands), Reykjavik (Iceland), Dubai (UAE), Melbourne (Australia), Stockholm (Sweden), Rio de Janeiro (Brazil), Seoul (South Korea), Vienna (Austria), Helsinki (Finland), and Portland (USA).

A comprehensive framework was developed to evaluate smart tourism technologies based on their inclusive design potential. Technologies were categorized into five domains: (1) Mobile applications and platforms, (2) Internet of Things (IoT) infrastructure, (3) Artificial intelligence and machine learning systems, (4) Augmented and virtual reality solutions, and (5) Digital payment and booking systems.

Each technology was assessed across four inclusion dimensions: physical accessibility, cognitive accessibility, economic accessibility, and cultural accessibility. A scoring system was developed using expert evaluation and user testing to rate technologies on their effectiveness in addressing inclusion barriers.

Results

Analysis revealed significant variations in the effectiveness of different smart tourism technologies for promoting inclusive experiences. Mobile accessibility applications emerged as the most impactful technology, with 78% of travelers with disabilities and 71% of elderly travelers reporting improved travel experiences when destinations provided comprehensive mobile accessibility features.

Key effective mobile features included: real-time accessibility information for attractions and accommodations (rated highly by 84% of users), turn-by-turn accessible navigation with obstacle alerts (79% positive rating), and multilingual audio descriptions for cultural sites (73% positive rating). AI-powered personalization systems ranked second in effectiveness, with 69% of respondents from underrepresented groups reporting that personalized recommendations based on their specific needs significantly enhanced their travel experience.

IoT-enabled infrastructure showed strong performance in urban destinations, with smart city features like accessible public transportation alerts, automatic door systems, and adaptive lighting

receiving positive ratings from 72% of users with accessibility needs. However, implementation was highly variable across destinations, with only 40% of studied locations having comprehensive IoT accessibility features.

Augmented reality (AR) applications demonstrated particular promise for cognitive accessibility, with 65% of users reporting that AR wayfinding and information overlay systems helped them navigate unfamiliar environments more confidently. Virtual reality (VR) preview systems allowed travelers to assess destination accessibility before visiting, with 58% of users with mobility constraints finding this feature valuable for trip planning.

Digital payment and booking systems with accessibility features were utilized by 76% of survey respondents, with simplified interfaces and voice-activated booking receiving the highest satisfaction ratings. However, economic accessibility remained a concern, with 43% of budget-conscious travelers reporting that dynamic pricing algorithms sometimes made destinations less affordable.

Demographic Group Responses

Significant differences emerged in how different demographic groups responded to smart tourism technologies. Travelers with disabilities showed the highest engagement with accessibility-specific features, with 82% actively using mobile accessibility apps when available. This group particularly valued real-time information about physical barriers, with 89% rating this as essential for trip planning.

Elderly travelers (65+) demonstrated strong adoption of simplified technology interfaces, with 67% using voice-activated systems and large-button mobile interfaces. However, this group showed lower adoption rates for complex technologies like AR/VR (34% adoption) compared to younger travelers with disabilities (61% adoption).

Budget-conscious travelers focused primarily on price comparison tools and free digital services, with 71% using multiple price comparison platforms and 68% relying on free mobile apps rather than paid premium services. This group showed particular interest in sharing economy platforms and collaborative consumption models enabled by smart tourism technologies.

Mainstream travelers served as a control group, showing high adoption of convenience-focused technologies (73%) but lower awareness of accessibility features (31%). Interestingly, when exposed to inclusive design features, 54% of mainstream travelers reported that these features also improved their own travel experience, suggesting broader benefits of inclusive design approaches.

Implementation Challenges and Barriers

Despite positive outcomes, several significant implementation challenges emerged from the case study analysis. Technical barriers were the most commonly cited obstacle, with 73% of destinations reporting difficulties in integrating accessibility features into existing smart tourism infrastructure. Legacy system compatibility issues and the need for specialized technical expertise were particular challenges for smaller destinations.

Financial constraints affected 67% of destinations, with the initial investment required for comprehensive smart-inclusive tourism systems averaging \$2.4 million for medium-sized destinations. However, destinations that successfully implemented these systems reported positive return on investment within 3.2 years on average.

Stakeholder coordination challenges were reported by 58% of destinations, with difficulties in aligning different organizations around inclusive tourism goals. Public-private partnerships were essential for success but required significant time and resources to establish effectively.

Training and capacity building needs were identified in 81% of destinations, with tourism service providers requiring education about disability awareness, inclusive design principles, and technology operation. Ongoing training programs were necessary to maintain service quality and technology effectiveness.

Discussion

Theoretical Implications

This study contributes to tourism theory by demonstrating how technological innovation can serve as a catalyst for social inclusion in tourism systems. The findings support and extend the Technology Acceptance Model by revealing that perceived usefulness of tourism technologies is significantly enhanced when they address specific inclusion needs rather than just general convenience features.

The research also advances understanding of the tourism system by highlighting how smart technologies can simultaneously address efficiency and equity goals. This challenges traditional assumptions that technological advancement primarily benefits mainstream, tech-savvy travelers, instead demonstrating how thoughtful implementation can reduce rather than exacerbate digital divides in tourism.

The concept of "inclusive innovation" emerges as a key theoretical contribution, describing how tourism technologies can be designed and implemented to specifically address barriers faced by underrepresented groups while creating broader benefits for all travelers. This concept bridges literature on inclusive tourism and smart destination development.

Practical Implications

For destination managers, the results provide clear guidance on technology investment priorities. Mobile accessibility applications should be prioritized given their high impact and relatively lower implementation costs. The research suggests that comprehensive mobile platforms addressing multiple inclusion dimensions generate better outcomes than single-purpose applications.

Public-private partnerships emerge as essential for successful implementation, particularly for IoT infrastructure and AI-powered systems that require significant upfront investment and ongoing technical support. The study identifies successful partnership models that can be adapted to different destination contexts.

Tourism businesses can benefit from understanding that inclusive design features often improve experiences for all customers, not just those with specific accessibility needs. This "universal design" approach can justify investments in accessibility improvements through broader market appeal.

Policy makers should consider incentive structures that encourage smart-inclusive tourism development, given the positive economic and social outcomes demonstrated. The research suggests that destinations implementing comprehensive approaches see faster returns on investment than those with piecemeal implementations.

Limitations and Future Research

Several limitations should be acknowledged. The study focused on 15 destinations primarily in developed countries, which may limit generalizability to developing destination contexts. Future research should examine smart-inclusive tourism implementation in destinations with different technological infrastructure and economic conditions.

The 12-month study period, while comprehensive, represents a relatively short timeframe for evaluating long-term impacts of technology implementations. Longitudinal studies tracking destinations over multiple years would provide valuable insights into sustainability and evolution of smart-inclusive tourism systems.

Sample size limitations prevented detailed analysis of some underrepresented groups, including travelers with specific types of disabilities or those from particular cultural backgrounds. Future research should include more targeted studies of specific demographic segments.

The rapid pace of technological change means that some technologies evaluated in this study may become obsolete or be superseded by new innovations. Ongoing research is needed to track emerging technologies and their potential for inclusive tourism applications.

Conclusion

This research demonstrates that smart tourism technologies, when thoughtfully designed and implemented with inclusion principles, can significantly improve travel experiences for underrepresented groups while generating positive economic and social outcomes for destinations.

The convergence of smart tourism and inclusive tourism represents a promising pathway toward more equitable and sustainable tourism development.

The key to success lies not in technology adoption for its own sake, but in strategic implementation that prioritizes user needs and addresses specific inclusion barriers. Destinations that take comprehensive approaches, involving multiple stakeholders and addressing multiple inclusion dimensions simultaneously, achieve the best outcomes.

The future of tourism lies not just in being smarter, but in being more inclusive. By leveraging technology to break down barriers rather than create new ones, the tourism industry can work toward its potential as a force for positive social change while achieving sustainable economic growth.

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MAHALLIY TURISTIK MARSHRUTLARDA AYOLLAR KOOPERATSIYALARI: BUXORO “ZARDOZI — SUZANI — KULOLCHILIK” KLASTERINI GENDER-INKLYUZIV BIZNES MODEL ORQALI KENGAYTIRISH

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Annotatsiya. Buxoro viloyatining tarixiy hunarmandchilik ekotizimi, xususan zardozi, suzani va kulolchilik yo‘nalishlari, turistik qiymati bo‘yicha mintaqadagi eng salohiyatli “yumshoq kuch” hisoblanadi. Ayni paytda ushbu merosning katta qismi ayollar mehnati bilan yashab keladi, biroq bozor ulushi, qarorlar qabul qilish va foydani taqsimlashda gender tengligi hali ham yetarli darajada ta‘minlanmagan. Maqolada mahalliy turistik marshrutlar doirasida ayol hunarmandlar kooperatsiyalarini bir butun klasterga birlashtiruvchi gender-inklyuziv biznes modeli ishlab chiqiladi. Model iqtisodiy, ijtimoiy va ekologik barqarorlik tamoyillariga tayanadi, xalqaro inkluziv turizm tajribalari va O‘zbekiston me‘yoriy asoslari sintez qilinadi. Tavsiya etilayotgan yondashuv Buxoro klasterida 2025–2030 yillarda kamida 1 500 nafar ayolni to‘laqonli bandlik bilan

ta'minlash, mahalliy KOB bizneslarining oylik tushumini o'rtacha 35 % oshirish va SDG-5 hamda SDG-8 ko'rsatkichlarini sezilarli yaxshilash imkonini beradi.

Kalit so'zlar: *gender tengligi, hunarmandchilik, zardozi, suzani, kulolchilik, ayol kooperatsiyalari, inklyuziv turizm, Buxoro, klasterlash, biznes modeli.*

Kirish

“Buxoro — zargarlikning tilsimli madaniyati, matolar dostoniy naqshlar bilan so'zlaydigan shahar” degan ibora bejiz emas. Xalqaro sayohatlar bo'yicha yangi trendlar (experience-tourism, slow-tourism) hunarmandchilikdagi jonli tajribani – “ko'r, his et va o'zing yarat” formatini yuqori qadrlaydi. Ayni vaqtda ayollar ulushi bu bozor segmentida 54–60 % atrofida ekani (Jahon Turizm Tashkiloti, 2024) ko'rinadi, ammo daromad konvertatsiyasida gender tafovuti saqlanib qolmoqda. Shu bois gender-inklyuziv biznes modellari turizm zanjirida transformatsion rol o'ynamoqda.

Buxoroda suzani, zardozi va kulolchilik ustaxonalarining aksariyati xonadon (home-based) yoki mikro korxona shaklida ishlaydi; ular o'zaro ko'p hollarda bozor uchun raqobatchi, biroq turizm qiymatida esa komplementar. Zangori poya-poya domlarda, ko'hna G'ijduvon qishlog'idagi pechlar yonida yoki Ko'k-Jarchi mahallasida oltin ip harsangdek tovlanar ekan, turistik “story-telling” allaqachon tayyor – yetishmayotgani esa institusional ulashish va adolatli beneficosh tizimi, xolos. 500 nafardan ortiq Buxoro xotin-qizlari hozirda atigi yettita yirik ustaxona guruhiga qaram kooperatsiyada mehnat qiladi, aksari o'z brendini bozorga olib chiqa olmaydi.

Adabiyotlar sharhi Tadqiqot mavzusi bo'yicha adabiyotlar tahlili shuni ko'rsatadiki, gender-inklyuziv turizm va ayol hunarmandlar kooperatsiyalari masalalari xalqaro miqyosda keng o'rganilgan. UNWTO va GIZ tomonidan ishlab chiqilgan «Gender-Inclusive Strategy for Tourism Businesses» gender tengligini turizm biznesida ta'minlash bo'yicha nazariy-uslubiy asoslarni yaratgan. UN Women va FAO hisobotlari ayollarning qishloq xo'jaligida va hunarmandchilikdagi rolini chuqur tahlil qilgan bo'lib, O'zbekiston kontekstida ayol kooperatsiyalarining iqtisodiy potensialini ochib beradi. Osiyo Taraqqiyot Banki va Jahon Banki tadqiqotlari gender-responsiv moliyalashtirish vositalarining samaradorligini isbotlagan. Biroq, mahalliy turistik marshrutlarda ayol hunarmandlar kooperatsiyalarini klaster yondashuvida birlashtirishning kompleks metodikasi yetarlicha ishlab chiqilmagan. Shuningdek, Buxoro hunarmandchilik merosini zamonaviy raqamli texnologiyalar va AR va VR vositalari bilan integratsiya qilish bo'yicha empirik tadqiqotlar kam uchraydi.

Metodologiya

Tadqiqot induktiv yondashuvda olib borildi va uch asosiy komponentni o'z ichiga oldi. Birlamchi ma'lumotlar Buxoroda 2024-yil noyabr—2025-yil yanvar oylarida o'tkazilgan 28 ta yarim tuzilmali intervyu va uchta fokus-guruh orqali to'plandi. Ikkinchi bosqichda ikki bosqichli qiymat zanjiri tahlili amalga oshirildi, bu jarayonda hunarmandlikdan boshlab tayyor mahsulot va turistik tajribaga qadar barcha bosqichlar chuqur o'rganildi. Uchinchi komponent sifatida komparativ case-study metodi qo'llanildi, bu doirasida Oaxaca (Meksika), Ubud (Indoneziya) va Lamu (Keniya) kabi xalqaro tajribalar bilan taqqoslash o'tkazildi. Tadqiqotning metodik ramkasiga UN Women va UNWTO ishlab chiqqan Gender Equality Seal indikatorlari integratsiya qilinib, gender tenglik tamoyillari nuqtayi nazaridan tahlil qilish imkoniyati yaratildi.

Asosiy qism

Samarqand, Xiva va Buxoro bozorlarida ayol hunarmandlar soni ko'payib borayotgani kuzatiladi, lekin rasmiy ro'yxatdan o'tgan tadbirkor ayollar ulushi 26 % dan oshmaydi. Kenya, Meksika, Marokash va Indoneziya kabi mamlakatlarda gender-inklyuziv klasterlar turizm xaridorining “haqiqiy tajriba + ijtimoiy ta'sir” kapitaliga tayanib, o'rtacha 20–40 % daromad premiyasi yaratgan — bu O'zbekistonga ham mos model ekani ko'rsatildi.

Zardo'zi – oltin va kumush ipdan tikiladigan yuksak san'at; 19-asr oxiridan buyon Buxoro uslubi kompozitsiyasida saxovatli barokko, geometrik islmiy va sharqona palak naqshlari sintez topgan. Suzani – “sezginani” ya'ni “girl keldi” degan to'y marosim metaforasidan ma'no olgan xalq amaliy san'at turi; postsovet davrida qayta tiklanib, endi ekologik bo'yalarning “instagram-garmoniyasi” bilan Gen-Z auditoriyasini o'ziga tortmoqda. Kulolchilik – G'ijduvon maktabi

misolida quyuq yer rang, jigarrang-ko'k lasurite glazurasi, "siyoh-qalampir" uslubidagi butazori yoqimsiz "craquelure" bilan ajralib turadi.

Turizm industriyasida gender-inklyuziv model "3R+E" (Recognise, Reduce, Redistribute + Empower) prensipiga tayanadi: ayollar ishini tan olish, bepul parvarish mehnatini kamaytirish, daromadni qayta taqsimlash va qaror qabul qilish kuchini mustahkamlash.

2024-yil yakunida klasterda 1344 nafar hunarmand ro'yxatdan o'tgan, shundan 1026 nafari ayollar (76 %). Ayollar orasida 61 % — singlik yoki uyda farzand tarbiyalayotgan onalar, ular uchun "home-based work" ishlash eng maqbul. Biroq ulardan faqat 14 % mustaqil brendga ega, 26 % — yirik atelyelarga sub-pudratchi, qolgan 60 % — bozor vositachilariga xomashyo sifatida ishlaydi. Buxoroning yillik 870 ming sayyohining 38 % hunarmand ustaxonalarni faol ziyorat qiladi; o'rtacha chips-korjinka (qadoqlangan suzani patch) xaridi 27 AQSh dollari, zardozi "chakman" 190–240 dollardan sotiladi, kulolchilik sovg'asi esa 15–25 dollardan tushadi. Lekin foydaning 32–35 % i sotuvchi-vositachida qoladi.

Tadqiqot natijalarida aniqlangan tashkiliy muammolar uch asosiy yo'nalishda to'plangan. Fragmentatsiya muammosi hunarmandlarning tarqoq holda ishlashi va ular o'rtasida ma'lumot almashinuvining sustligi bilan namoyon bo'ladi. Moliyaviy savodsizlik masalasi jiddiy bo'lib, usta ayollarning 48 foizi kredit-lizing instrumentlari bilan hech qachon ishlamagan va moliyaviy imkoniyatlardan xabarsiz. Raqamli marketing bo'shlig'i eng dolzarb muammo sifatida ajralib turadi - mahalliy ustaxonalarning atigi 12 foizi Instagram-shop yoki Etsy kabi onlayn platformalarda o'z do'koniga ega bo'lib, bu zamonaviy bozor talablariga javob bermaydi va mahsulotlarning global bozorga chiqish imkoniyatlarini sezilarli darajada cheklaydi.

Buxoro viloyatida hunarmandchilik sohasining rivojlanishi va zamonaviy bozor talablariga moslashishi uchun turli sub-sektorlarda kooperatsiya shakllarini joriy etish muhim ahamiyat kasb etadi. Mahalliy hunarmandlarning an'anaviy ko'nikmalarini saqlagan holda, zamonaviy biznes modellariga o'tishi va kooperativ tuzilmalar orqali faoliyat yuritishi iqtisodiy samaradorlikni oshirish imkonini yaratadi.

1-jadval.

Buxoro hunarmandchilik klasterlarining sub-sektorlari va kooperatsiya shakllari

Klaster sub-sektor	Mahsulot bosqichi	Kooperatsiya shakli	Qo'shilgan qiymat
Zardozi	Oltin ip tayyorlash → naqshlash	"Nanay" ustalari ortiqcha ipni jamlab, xom ip yetkazib beruvchi kooperativ	18 % tannarx pasayish
Suzani	Dizayn → Tikish	"House of Suzani" dizaynerlar uyushmasi + qishloq tikuvchi ayollar brigadasi	24 % marja oshish
Kulolchilik	Xom loy → Qoplama → Kelinga tayyor hasa	G'ijduvon Kulol Ayollar Kooperativi	21 % chiqit kamayishi

Jadvalda keltirilgan ma'lumotlarga ko'ra, zardozi hunarmandchiligi oltin ip tayyorlashdan boshlab mahsulot tayyorlashgacha bo'lgan to'liq tsiklni o'z ichiga oladi va «Nanay» ustalari orqali ipni jamlab, xom ip yetkazib beruvchi kooperativ shaklida tashkil etilganda 18% tannarx pasayishiga erishish mumkin. Suzani hunarmandchiligi dizayn va tikishni birlashtirgan holda «House of Suzani» diyanalar uyushmasi va qishloq tikuvchi ayollar brigadasi orqali 24% marja oshishini ta'minlaydi. Kulolchilik sohasida esa xom loy tayyorlashdan qoplama va kelinga tayyorlashgacha bo'lgan jarayon G'ijduvon Kulol Ayollar Kooperativi orqali amalga oshirilganda 21% chiqit kamayishiga olib keladi.

Buxoro hunarmandchilik klasterining rivojlanish strategiyasi 2025-2030 yillarga mo'ljallangan keng ko'lamli iqtisodiy o'sish rejasini nazarda tutadi. Ushbu prognoz ayol hunarmandlarning professional salohiyatini oshirish, xalqaro bozorga chiqish va zamonaviy texnologiyalarni joriy etish orqali klaster faoliyatini sezilarli darajada kengaytirishga qaratilgan.

Buxoro hunarmandchilik klasterining iqtisodiy prognozi (2025-2030)

Ko'rsatkich	2024	2027	2030
Klaster a'zolari (ayollar)	1026	1450	1780
O'rtacha oy daromad (USD)	220	310	420
Turist master-class to'lovi	18 \$	24 \$	30 \$
Klaster umumiy aylanma	4,7 mln \$	8,1 mln \$	12,5 mln \$

Yuqoridagi 2-jadvalda keltirilgan ko'rsatkichlar klasterning barqaror o'sish dinamikasini aks ettiradi. Klaster a'zolari (ayollar) soni 2024-yildagi 1026 nafardan 2030-yilda 1780 nafargacha o'tishi, ya'ni 73% o'sish kutilmoqda. O'rtacha oy daromad (USD) ikki baravar ko'payib, 220 dollardan 420 dollargacha yetishi rejalashtirilgan. Turist master-class to'lovi 18 dollardan 30 dollargacha oshib, 67% o'sishni tashkil etadi. Eng muhim ko'rsatkich - klaster umumiy aylanmasi 2024-yildagi 4,7 million dollardan 2030-yilda 12,5 million dollargacha, ya'ni 2,7 baravar o'sishi prognoz qilinmoqda, bu esa mahalliy iqtisodiyotga sezilarli hissa qo'shadi.

CANVAS biznes modeli doirasida ishlab chiqilgan yechim to'qqiz asosiy blokni o'z ichiga oladi. Mijoz segmenti sifatida tajriba izlovchi sayyohlar va premium «slow fashion» brendlari belgilangan bo'lib, ularga «Living Silk Road» konsepsiyasi asosida xaridor mahsulotni yaratish jarayonida bevosita ishtirok etish imkoniyati taklif etiladi. Turist marshruti va onlayn live-stream hamda AR-filter «SuzaniSelfie» orqali mijozlar bilan aloqa o'rnatiladi, story-telling va NFT sertifikatlar yordamida uzoq muddatli munosabatlar quriladi. Daromad oqimlari yagona e-commerce platforma va ustaxona to'lovlari orqali revenue-sharing 70/30 nisbatida taqsimlanadi. Xarajat tuzilmasi xomashyo (28%), mehnat haqi (45%), marketing (12%) va servis (15%) dan iborat.

Qo'llab-quvvatlovchi mexanizmlar uch yo'nalishda tashkil etiladi: Gender-responsiv Grant fondi yillik 500 000 dollar miqdorida mikrograntlar (5 000 dollargacha) ayol ustaxonalarga ajratish, Raqamli akademiya orqali blog-dizayn, AR-filtr yaratish va Etsy SEO bo'yicha bepul sprintlar o'tkazish hamda «Child-Friendly Workshop» konsepsiyasi doirasida ustaxona ichida mini bog'cha va bepul kou-orking pozitsiyalarini tashkil etish orqali ayol hunarmandlarning professional rivojlanishini qo'llab-quvvatlash rejalashtirilgan.

Buxoro hunarmandchilik klasterining rivojlanishi uchun ishlab chiqilgan yo'l xaritasi uch bosqichli strategik yondashuvni nazarda tutadi. Ushbu rejalashtirish mahalliy hunarmandchilik an'analari zamonaviy texnologiyalar va xalqaro standartlar bilan uyg'unlashtirish orqali barqaror rivojlanishni ta'minlashga qaratilgan.

Buxoro hunarmandchilik klasterining tatbiq yo'l xaritasi

Faza	Muddat	Asosiy tadbirlar	Indikatorlar
I. Pilot	2025 II chor.	3 ustaxona bo'yicha kooperativ ro'yxatga olish, grantlar ajratish	300 ayol ro'yxatdan o'tgan
II. Scale-Up	2026–2027	ERP-platforma, AR-studio, turistik “Silk Loop” marshruti	Online sotuv 1 mln \$
III. Institutionalise	2028–2030	Kooperativlar ittifoqi, eksport brend “BukharaFemCraft”	25 % eksport ulushi

Pilot fazasi (2025-yil II chorak) uch ustaxona bo'yicha kooperativ ro'yxatga olish va grantlar ajratish orqali 300 ayol ro'yxatdan o'tgan holda boshlanadi. Scale-Up bosqichida (2026-2027-yillar) ERP-platforma, AR-studio va turistik «Silk Loop» marshruti joriy etilib, onlayn sotuv 1 million dollargacha yetishi rejalashtirilgan. Institutionalise fazasi (2028-2030-yillar) kooperativlar ittifoqi va eksport brendi «BukharaFemCraft» yaratilishi bilan yakunlanib, 25% eksport ulushi ko'rsatkichiga erishish maqsad qilingan. Har bir bosqich oldingi fazaning natijalariga asoslanib, bosqichma-bosqich kengayish va institutional mustahkamlanishni ta'minlaydi.

Loyihaning amalga oshirilishi natijasida to'rt yo'nalishda sezilarli ijobiy ta'sir kutilmoqda. Ijtimoiy jihatdan ayollar bandligi 54% ga oshishi va qaror jarayonida ishtirok indeksining 0,35 dan 0,62 gacha yuksalishi, iqtisodiy jihatdan uy xo'jaligi real daromadining o'rtacha 1,8 baravarga

oshishi rejalashtirilgan. Madaniy yo'nalishda nomoddiy meros ustaxonalarining LIVE-arxivi yaratilishi, ekologik jihatdan esa oqova bo'yoq miqdorining 40% kamayishi (tabiiy bo'yoqlar va yopiq suv sikli orqali) kutilmoqda.

Loyihaning muvaffaqiyatli amalga oshirilishi uchun to'rtta asosiy siyosiy tavsiya ishlab chiqildi: «Craft & Care» soliq imtiyozlari orqali ayol boshqaruvli korxonalarga 3 yilgacha yengillik berish, hunarmandlar reyestri yaratish (raqamli ID, dastlabki grant va «Discord» kanali orqali fikr-mulohaza almashish), turizm yakka tartibdagi litsenziya berish orqali kooperativni aggregator sifatida tan olish hamda inkluziv marketing jamg'armasi tashkil etish - turizm to'lovining 1% ini klaster brendingiga yo'naltirish. Bu choralar hunarmandchilik sohasining institutional rivojlanishi va barqaror o'sishini ta'minlaydi.

Xulosa

Buxoro “zardozi — suzani — kulolchilik” klasterining yillab yig'ilgan hunar, naqsh va ranglari endi gender-inklyuziv biznes modeli orqali jamiyatda ham, bozoradagi ham ehtirosli yangi sahifani ochishi mumkin. Ayollar kooperatsiyasi – bu nafaqat adolat, balki strategik “multiplier”: qo'shilgan qiymat oshadi, sayyohlik tajribasi chuqurlashadi, ijtimoiy barqarorlik mustahkamlanadi. Ushbu maqolada bayon etilgan model 2030-yilga qadar Buxoroni Markaziy Osiyo hunarmandchilik “super-hub”iga aylantirish, ayni paytda SDG-5 ni amalda tezlashtirish salohiyatiga ega. Xullas, qadimiy Buxoro kupol-gumbazlarida oltin ip qanchalik charaqlasa, ayol hunarmandlarning kelajagi ham shunchalar porloq bo'lishi mumkin — faqat bu yo'lda hamma o'z hissasini qo'shishi lozim.

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ПОЛИТИКА РАЗВИТИЯ ИНКЛЮЗИВНОГО ТУРИЗМА В УЗБЕКИСТАНЕ

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Аннотация: Проблемы и интересы людей с ограниченными возможностями стали важной частью социальной и экономической политики различных государств в современном мире. Целью данного исследования в статье является изучение концепции инклюзивного туризма и его потенциальных преимуществ для людей с ограниченными возможностями, которые сталкиваются с множеством барьеров при доступе к инфраструктуре, услугам и продуктам. В статье рассматриваются организационные вопросы, связанные с предоставлением туристических услуг людям с ограниченными возможностями. Критерии доступной среды должны учитывать удобство, безопасность, комфорт и достаточность информации для людей с ограниченными возможностями.

Ключевые слова: инклюзивный, туризм, сервис, пандус, путешествия, модернизация.

Инклюзивный туризм способствует повышению качества жизни людей с ограниченными возможностями, их социальной и психологической адаптации, а также реабилитации. Этот вид туризма предполагает доступ к туристическим услугам и продуктам

для всех людей без каких-либо ограничений. Он обеспечивается за счет доступной среды, включающей визуальные, слуховые, когнитивные и мобильные аспекты.

Инклюзивный туризм относится к практикам путешествий, которые удовлетворяют разнообразные потребности всех людей, независимо от их физических возможностей, возраста или других личных факторов. Он направлен на устранение барьеров и предоставление равного доступа к туристическому опыту для всех.

Понимание важности инклюзивного туризма требует взгляда на мировые тенденции путешествий. Всемирная туристская организация ООН (ЮНВТО) считает доступность ключевым компонентом любой ответственной и устойчивой туристической политики. Это означает, что туризм должен быть доступен для всех, независимо от физических, сенсорных, когнитивных, интеллектуальных или других ограничений, а также от экономического статуса.

Устойчивый туризм не может быть по-настоящему устойчивым, если он исключает значительную часть населения. Принятие инклюзивного туризма не только способствует социальному равенству, но и повышает качество впечатлений посетителей. Также возникают экономические выгоды, поскольку это открывает новые рынки и сегменты клиентов. Продвижение этого типа туризма помогает удовлетворить потребности стареющего населения и предлагает большие возможности в часто неиспользованных сообществах.

Инклюзивный туризм — это обеспечение доступности и удовольствия от путешествий для всех. Это подразумевает адаптацию услуг и объектов для удовлетворения широкого спектра потребностей и обеспечение доступности путешествий для людей с ограниченными возможностями, пожилых людей и других лиц, которые могут столкнуться с препятствиями во время путешествий. Обеспечение доступности в туризме подразумевает не только физическое размещение. Это также касается формирования впечатлений, которые удовлетворяют различные потребности. Это включает в себя предложение таких услуг, как аудиогиды, понятные указатели или экскурсии, предназначенные для различных групп.

Инклюзивный туризм — это концепция, которая объединяет потребности всех людей независимо от их возраста, возможностей или других обстоятельств, стремясь сделать путешествия безопасными, комфортными и достойными для всех.

В последние годы Узбекистан демонстрирует последовательную и масштабную политику по развитию инклюзивного туризма, направленную на обеспечение равных возможностей для всех граждан, включая лиц с инвалидностью и ограниченными физическими возможностями. Важнейшими направлениями этой политики являются:

- модернизация инфраструктуры: Внедряются стандарты безбарьерной среды на туристических объектах, в гостиницах, музеях и культурных учреждениях. Особое внимание уделяется установке пандусов, лифтов, тактильных указателей и созданию макетов памятников с информацией на Брайле для незрячих

- государственная поддержка и стимулирование бизнеса: Для гостиниц, адаптирующих номера под нужды людей с инвалидностью, предусмотрены субсидии и налоговые льготы. Туроператоры и предприниматели получают поддержку за создание доступных маршрутов и услуг.

- финансирование и социальные программы: За счет Фонда поддержки туризма покрывается часть расходов на путешествия для лиц с инвалидностью, а также на обучение сурдогидов. Организуются благотворительные поездки и специальные проекты, такие как «Путешествие для всех».

- повышение информированности и образовательные инициативы: Разрабатываются информационные материалы и программы повышения осведомленности о возможностях инклюзивного туризма. Открываются специализированные образовательные учреждения и центры поддержки.

- Международные инициативы и интеграция: Узбекистан выступает с инициативой объявить 2025 год Всемирным годом инклюзивного туризма, активно участвует в международных форумах и сотрудничает с зарубежными организациями для обмена опытом и внедрения лучших практик.

В результате реализуемых мер формируется современная и доступная туристическая среда, что способствует росту внутреннего и въездного туризма, а также интеграции Узбекистана в глобальное инклюзивное туристическое пространство. Политика развития инклюзивного туризма становится неотъемлемой частью национальной стратегии устойчивого развития и социальной интеграции.

На чем в первую очередь направлено развитие инклюзивного туризма?

- Интеграция различных потребностей в туризм для равноправного участия.
- Полный переход на цифровые туристические услуги.
- Расширение возможностей выбора роскоши для состоятельных путешественников.
- Максимизация прибыли независимо от проблем доступности.

Какой принцип не является частью инклюзивного туризма?

- Содействие равенству путем удовлетворения индивидуальных потребностей.
- Обеспечение доступности путем устранения барьеров.
- Сосредоточение внимания только на роскошных удобствах.
- Поощрение сотрудничества государственного и частного секторов.

Какие услуги может предложить отель для развития инклюзивного туризма?

- ✓ Номера с доступом для инвалидных колясок и меню, напечатанными шрифтом Брайля
- ✓ Упражнения по осеннему развитию доверия и мероприятия по сплочению коллектива
- ✓ Изысканные блюда от эксклюзивных шеф-поваров
- ✓ Только вертолетные туры и люксы

Рассмотрим гостиничную сеть, которая реализует инклюзивный туризм, проектируя номера с доступом для инвалидных колясок, предоставляя меню на языке Брайля и обучая персонал навыкам языка жестов. Такие инициативы обеспечивают комплексный подход, поддерживая различные потребности и продвигая инклюзивный туризм.

Приняв инклюзивный туризм, направления могут охватить рынок, насчитывающий более миллиарда человек по всему миру с ограниченными возможностями или ограниченной подвижностью.

Экономическое влияние инклюзивного туризма является значительным. Исследование Европейской сети доступного туризма показало, что путешественники с потребностями в доступности совершают около 170 миллионов поездок в год в пределах Европы. Этот сегмент путешественников часто остается дольше и тратит больше, чем среднестатистические туристы.

Более того, по мере того, как демографическая ситуация меняется в сторону старения населения, спрос на инклюзивность в туризме будет только расти. Прогресс в инклюзивном туризме также способствует достижению более широких целей, таких как Цели устойчивого развития Организации Объединенных Наций (ЦУР). Цель 10, сокращение неравенства, напрямую связана с усилиями, предпринимаемыми в практике инклюзивного туризма. По мере развития политики в поддержку этой практики туристические направления во всем мире готовы извлечь выгоду не только в социальном, но и в экономическом плане.

Развитие инклюзивного туризма

Инклюзивный развитие туризма фокусируется на интеграции разнообразных потребностей путешественников, в туристический сектор. Он поощряет проектирование инфраструктуры и услуг, которые подходят всем людям, включая людей с ограниченными возможностями и людей разного возраста. Такой подход не только улучшает общее впечатление посетителей, но и обеспечивает равные возможности для участия в путешествиях и досуге.

Принципы инклюзивного туризма:

Принципы инклюзивного туризма формируют основу для создания доступных вариантов путешествий. Эти принципы подчеркивают важность всеобщего доступа, равенства и участия для всех.

Вот некоторые из основных принципов :

- ✚ Обеспечьте доступность, устранив физические, сенсорные и коммуникационные барьеры.
- ✚ Поощряйте равенство, удовлетворяя индивидуальные потребности, а не следуя универсальной модели.
- ✚ Поощряйте участие посредством взаимодействия с сообществом и обратной связи.
- ✚ Поощрять сотрудничество между государственным и частным секторами для создания инклюзивной политики и практики.
- ✚ Инклюзивный туризм — это не просто этичный подход; он также способствует экономическому росту за счет привлечения более широкой аудитории.

Принципы инклюзивного туризма выходят за рамки простого соблюдения законодательства. Они требуют постоянной приверженности и креативности от поставщиков услуг. Например технология такие разработки, как приложения, которые предоставляют описания на основе местоположения или перевод на язык в реальном времени, улучшают опыт для людей с сенсорными нарушениями. Отчет Каталонского совета по туризму за 2022 год показывает, что направления получают значительные экономические выгоды, отдавая приоритет инклюзивности, ссылаясь на увеличение числа посетителей, более длительное пребывание и положительные устные рекомендации как на ключевые факторы, способствующие финансовой выгоде.

Более того, важно меж секторальное сотрудничество. Сотрудничая с группами по защите прав инвалидов, туристические учреждения могут лучше понимать и принимать необходимые корректировки для удовлетворения конкретных потребностей в доступности.

Инклюзивный туризм в Узбекистане находится на начальной стадии развития, поэтому как сильные, так и слабые стороны довольно заметны.

Сильные стороны:

✚ Богатое культурное наследие и природные достопримечательности: Узбекистан обладает уникальным культурным и историческим наследием (Самарканд, Бухара, Хива), а также разнообразными природными ландшафтами (горы, пустыни, озера), что привлекательно для разных категорий туристов, включая людей с инвалидностью, при условии обеспечения доступности.

✚ Рост интереса к устойчивому и ответственному туризму: Узбекистан стремится развивать туризм устойчиво, что потенциально включает и инклюзивный аспект. Это создает благоприятную почву для внедрения соответствующих практик.

✚ Правительственная поддержка: Хотя пока на начальном уровне, правительство проявляет интерес к развитию туризма в целом, что может в будущем привести к поддержке инклюзивных инициатив.

✚ Гостеприимство местного населения: Узбеки, как правило, очень гостеприимны, что может создавать благоприятную атмосферу для туристов с инвалидностью.

Слабые стороны:

Отсутствие инфраструктуры: доступной для людей с инвалидностью. Это наиболее существенная проблема. Большинство исторических памятников, отелей, транспортных средств и общественных мест не адаптированы для нужд людей с ограниченными возможностями. Отсутствуют пандусы, лифты, специальные санузлы, а также информация на доступных форматах (шрифт Брайля, аудиогиды).

Недостаток информации и осведомленности: Не хватает информации о доступных туристических маршрутах и услугах для людей с инвалидностью, как для самих туристов, так и для туристических компаний. Низкая осведомленность о потребностях людей с инвалидностью среди персонала отелей, гидов и прочих участников туристической индустрии.

Нехватка квалифицированных специалистов: Отсутствует достаточное количество гидов, переводчиков и других специалистов, обученных работе с туристами с инвалидностью.

Высокая стоимость адаптации инфраструктуры: Приведение существующей инфраструктуры в соответствие с требованиями доступности потребует значительных инвестиций.

Отсутствие стандартизации и законодательной базы: Отсутствуют четкие стандарты доступности для туристической инфраструктуры и законодательные акты, регулирующие инклюзивный туризм.

Выводы:

Узбекистан обладает потенциалом для развития инклюзивного туризма, но для этого необходимо преодолеть значительные препятствия, связанные с инфраструктурой, информацией и профессиональной подготовкой кадров. Необходимо активное участие государства, туристического сектора и общественных организаций для создания условий, обеспечивающих комфортный и безопасный отдых для всех туристов, вне зависимости от их физических возможностей.

В Узбекистане политика развития инклюзивного туризма получила значительный импульс в последние годы и стала одним из приоритетных направлений государственной туристической политики.

- *Ключевыми задачами признаны устранение барьеров для маломобильных групп населения, создание безбарьерной инфраструктуры на туристических объектах, а также повышение качества и доступности услуг для людей с инвалидностью, пожилых людей, семей с детьми и других уязвимых категорий.*

- *Приняты нормативно-правовые акты и государственные программы, в том числе постановление Президента № ПП-20 от 01.12.2024, направленные на развитие*

инфраструктуры безбарьерного туризма и стимулирование субъектов туристической индустрии к созданию инклюзивных условий

• *Открываются специализированные центры и реализуются проекты, направленные на изучение условий доступности, организацию инклюзивных маршрутов, проведение обучающих программ для гидов и персонала, а также внедрение цифровых и технологических решений для повышения доступности информации и услуг.*

• *Важную роль играет обучение гидов и сотрудников туристической сферы стандартам инклюзивности, методам коммуникации с разными группами туристов, включая основы жестового языка и использование вспомогательных технологий.*

• *Несмотря на прогресс, развитие инклюзивного туризма в стране пока носит фрагментарный характер и требует дальнейшей систематизации, интеграции лучших международных практик и усиления межведомственного взаимодействия*

Заключение

• *Узбекистан демонстрирует устойчивую приверженность принципам инклюзивности и равноправия в туризме, что подтверждается как законодательными инициативами, так и практическими шагами по созданию безбарьерной среды.*

• *Для формирования по-настоящему инклюзивного туристического бренда необходимо дальнейшее развитие инфраструктуры, совершенствование образовательных программ для специалистов отрасли, внедрение инновационных технологий и активное вовлечение всех заинтересованных сторон — от государственных органов до бизнеса и общественных организаций.*

• *Последовательная реализация политики инклюзивного туризма не только расширяет возможности для путешествий всех категорий граждан, но и способствует росту конкурентоспособности и устойчивости туристической индустрии страны, укрепляя международный имидж Узбекистана как современной, открытой и гостеприимной дестинации*

• *В перспективе инклюзивный туризм станет неотъемлемой частью устойчивого развития туризма в Узбекистане, что позволит обеспечить равные возможности для всех и повысить качество жизни населения.*

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STRATEGIES FOR THE DEVELOPMENT OF INCLUSIVE TOURISM IN UZBEKISTAN: A CASE STUDY OF SOUTH KOREA

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Annotation: *This article explores the development of inclusive and accessible tourism in Uzbekistan, using South Korea as a successful model. It highlights the global importance of accessible tourism, which ensures equitable travel experiences for people with disabilities, the elderly, families with young children, and others with limited mobility. The concept of "Tourism for All" is emphasized as both a moral imperative and an economic opportunity, given the growing population of people with disabilities and elderly travelers. The article outlines Uzbekistan's recent efforts—particularly the Presidential Resolution of January 12, 2024—to promote barrier-free tourism infrastructure. It then examines South Korea's comprehensive approach, including legislative measures, inclusive public transport, barrier-free tourist sites, and technological solutions. Drawing on this model, the article proposes practical steps for Uzbekistan, such as establishing a national center for accessible tourism, offering financial incentives for inclusive infrastructure, and modernizing transportation systems. The paper concludes that by adopting these measures, Uzbekistan can become a leader in accessible tourism in Central Asia, enhancing both social inclusion and economic competitiveness.*

Keywords: *Inclusive tourism, accessible tourism, tourism for all, disability-friendly infrastructure Uzbekistan tourism development, South Korea tourism model, smart tourism technology*

Introduction

The future growth of high-quality tourism can be modeled by accessible tourism, which promotes sustainable companies, locations, and communities while providing everyone with high-quality experiences.

The concept known as "tourism for all," or accessible tourism, promotes fair access to travel experiences for those with disabilities, those with limited mobility, and other groups that might encounter obstacles.

The idea behind "Tourism for All" is to cater to an increasing number of tourists with a wide range of demands. For instance, something that one tourist in a wheelchair finds "accessible" can be entirely inaccessible or extremely difficult for another person with a different kind of disability, mobility limitation, or other impairments.

Through the provision of universally designed tourism products, services, and environments, accessible tourism entails cooperative processes amongst stakeholders that allow individuals with access requirements—such as mobility, vision, hearing, and cognitive dimensions of access—to function independently, fairly, and with dignity. This definition takes a whole-of-life approach, meaning that accessible tourism benefits individuals at every stage of their lives. These include elderly persons, obese people, people with short-term or long-term disabilities, families with small children, and those who work in safer and more socially responsible settings¹.

Analysis of the literature on the topic. Biddulph and Scheyvens define "inclusive tourism" as "transformative tourism in which marginalized groups are engaged in ethical production or consumption of tourism and the sharing of its benefits." This definition has been used more widely in recent years. Although there are benefits to this definition's broader scope, which encompasses all types of marginality and intersectionality (such as gender, sexual orientation, Indigeneity, etc.), we think that the conceptualization of "accessibility" and "marginalization" is more divergent than convergent².

The latest research highlights a compelling and often overlooked truth: accessibility is not just a moral imperative but a growing economic opportunity. With 1.3 billion people worldwide already living with significant disabilities and 1 in 6 people expected to be aged 60 or older within the next five years, the demand for accessible travel options is set to rise dramatically. This demographic shift means that travel providers who fail to prioritize accessibility risk alienating a substantial and increasingly influential customer base.

Furthermore, travellers with disabilities often do not travel alone — they are typically accompanied by two to three additional companions. This multiplier effect significantly amplifies the potential market value of accessible tourism³.

Materials and methods. This study employs a qualitative research approach based on comparative analysis, policy review, and secondary data examination. The materials used include national legislation, government resolutions, institutional reports, and international guidelines related to accessible tourism in both Uzbekistan and South Korea.

Analysis and results Zurab Pololikashvili, the UN secretary-general for tourism, states: "Travel should be accessible to all. The advantages of accessibility have never been more evident, and we at UN Tourism have long promoted it. UN Tourism and our partners have developed new guidelines on accessible tourism that outline how enterprises and destinations can use innovation and investment to increase accessibility in all aspects.

Developing procedural guidelines that enable the tourism sector to better assist people with all degrees of disabilities and enabling the establishment of good tourism experiences depend on an understanding of the general issues that still exist with accessibility in tourist surroundings⁴.

On January 12, 2024, the President of the Republic of Uzbekistan adopted the Resolution "On Measures to Develop and Promote Barrier-Free Tourism Infrastructure in the Republic of Uzbekistan. This resolution proposes the installation of ramps, elevators, and plinths at cultural heritage sites for persons with disabilities, as well as the placement of miniature models and informational materials in Braille for the visually impaired. Additionally, it envisages the introduction of tactile maps and audio guides in museums, theaters, and other cultural venues. Special boarding ramps, convenient stair railings, and wheelchairs are to be installed in public transportation, airports, and railway stations. Entrepreneurial entities that create specially equipped rooms in hotels for persons with disabilities will be provided with subsidies. It also addresses the reimbursement of 50 percent of the costs for training courses for sign language interpreters. Starting

¹ Darcy, S. and Dickson, T. (2009), "A whole-of-Life approach to tourism: the case for accessible tourism experiences", *Journal of Hospitality and Tourism Management*, Vol. 16 No. 1, pp. 32-44.

² Biddulph, R. and Scheyvens, R. (2018), "Inclusive tourism development", *Tourism Geographies*, Vol. 20 No. 4, pp. 589-609

³ <https://www.unwto.org/news/un-tourism-accessible-travel-a-game-changer-for-destinations-and-businesses>

⁴ Darcy, S. (2008). Accessible tourism: challenges and opportunities. Accessible tourism understanding and evolving aspect of Australian tourism, Sustainable Tourism Cooperative Research Centre, Australia

from March 1, 2024, it is planned to ensure access for persons with disabilities to the unified national tourism information portal Uzbekistan.travel, as well as to introduce tactile and voice-function display systems adapted to the needs of hearing and visually impaired persons on online platforms for the purchase of air, railway, and bus tickets.

The South Korean government has institutionalized accessibility through several key policies. The "**Act on Guarantee of Convenience Promotion for Persons with Disabilities, the Elderly, and Pregnant Women**", first enacted in 1998 and amended regularly, serves as the cornerstone of inclusive infrastructure policy. This act mandates the incorporation of accessibility features such as ramps, elevators, tactile paving, and accessible restrooms in public spaces, including tourist attractions.

The **Korea Tourism Organization (KTO)** has played a central role by establishing the **Barrier-Free Tourism Information Center**, which provides resources, training, and accessibility assessments for tourism businesses and travelers. In addition, local governments often implement city-specific programs to promote inclusive tourism.

South Korea has made significant investments in accessible public transportation. In cities like **Seoul, Busan, and Daejeon**, subway systems are equipped with elevators, Braille signboards, voice-guided announcements, and tactile paving for the visually impaired. **Low-floor buses**, which are wheelchair accessible, are increasingly common in metropolitan areas.

High-speed trains (KTX) provide accessible boarding areas, designated wheelchair spaces, and barrier-free restrooms. **Incheon International Airport**, one of Asia's largest transit hubs, offers a fully accessible experience with rental wheelchairs, guidance systems for the visually impaired, and multilingual assistance services.

Efforts have been made to improve the accessibility of South Korea's most popular tourist destinations. Major historical and cultural sites such as **Gyeongbokgung Palace, Changdeokgung Palace**, and the **National Museum of Korea** have introduced barrier-free paths, Braille maps, and tactile models. Natural sites, including the **Jeju Olle Trails**, have certain routes adapted for wheelchair users and elderly visitors.

Theme parks such as **Everland** and **Lotte World** provide wheelchairs, priority entry for persons with disabilities, and designated resting areas.

Many hotels, especially international chains and newer domestic properties, include **barrier-free rooms** equipped with wide doors, roll-in showers, grab bars, and emergency call systems. The KTO has launched campaigns encouraging more hospitality businesses to obtain **barrier-free certifications** and improve staff training. Entrepreneurial initiatives are also growing, such as tour agencies offering **specialized packages** for travelers with disabilities, including transportation, interpretation, and health services. South Korea integrates technology into accessible tourism through mobile applications and smart devices. Apps such as "**Tourmate**", "**Wheelmap**", and "**Accessible Korea**" provide real-time information on barrier-free locations, accessible routes, and service availability. Museums and cultural centers often offer **audio guides, subtitled videos**, and **sign language interpretation**. Moreover, tactile exhibits and Braille materials cater to visually impaired visitors. Efforts are ongoing to introduce **AI-based support** for real-time navigation and information access.

Conclusions and proposals. Accessible tourism is an essential component of an inclusive society. While Uzbekistan has begun taking steps toward inclusive tourism—particularly with the Presidential Decree of January 12, 2024 there is still a significant opportunity to learn from countries like South Korea, which has developed a well-structured and inclusive tourism ecosystem. Based on South Korea's model, the following proposals are recommended for Uzbekistan:

- Establish a **National Center for Accessible Tourism** under the Committee for Tourism Development to oversee implementation, monitoring, and capacity building.
- Mandate the installation of **ramps, tactile paths, elevators, Braille signage, and accessible toilets** in airports, train stations, museums, theatres, and cultural heritage sites.
- Provide **government subsidies or tax incentives** to hotels and hospitality businesses that equip rooms and facilities for people with disabilities.

- Introduce **low-floor buses** and accessible metro stations in major cities like Tashkent, Samarkand, and Bukhara.
- Upgrade **train stations and carriages** to accommodate passengers using wheelchairs, with reserved seating and accessible restrooms.

In Central Asia, Uzbekistan has the ability to lead the way in accessible travel. Uzbekistan can guarantee that tourism is genuinely accessible to all by adopting and implementing South Korea's model, which emphasizes robust legislation, inclusive infrastructure, digital innovation, and capacity building. Putting these suggestions into practice would not only make life better for people with disabilities, but it will also establish Uzbekistan as a friendly and progressive travel destination.

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TURIZM INDUSTRIYASIDA NOGIRONLAR UCHUN INKLYUZIV TABIAT TURIZMI YO'LLARI

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Annotatsiya: so'nggi yillarda turizm sanoati yanada inklyuziv va barqaror variantlarni taqdim etish orqali o'z takliflarini kengaytirmoqda. Biroq, bo'sh vaqt va sayohat hali ham

eshitishda, ko'rishda nuqsoni bor yoki boshqa nogironligi bo'lgan shaxslar uchun katta qiyinchiliklar tug'diradi. Hatto vaqtinchalik jarohatlar yoki yengil sezgi nuqsonlari bo'lgan odamlar ham dam olishdan to'liq bahramand bo'lishda qiynaladilar. Ushbu maqolada hozirda mavjud turizm yo'riqnomalarini yangilash va inklyuzivlik uchun zamonaviy dizayn standartlarini kiritish orqali ushbu muammolarni hal qilishga qaratilgan.

Kalit so'zlar: *inklyuziv, vizual, interaktiv elementlar, QR kod,*

Inklyuziv turizm - jismoniy, hissiy yoki kognitiv qobiliyatlaridan qat'iy nazar, barcha shaxslarning turizm tajribasida ishtirok etishi va undan zavqlanishini ta'minlaydigan yondashuv. Bu inklyuziv muhit va tajribalarni yaratish uchun asosiy foydalanish imkoniyatidan tashqariga chiqadi. Jahon sog'liqni saqlash tashkiloti ma'lumotlariga ko'ra, dunyo aholisining qariyb 15 foizi qandaydir nogironlikdan aziyat chekmoqda.

Oson sayyohlik yo'llari inklyuziv turizmni targ'ib qilishda muhim rol o'ynaydi va tashrif buyuruvchilar uchun ham, mahalliy jamoalar uchun ham ko'plab imtiyozlar beradi. Tadqiqot ko'zi ojiz yoki ko'rish qobiliyati past piyodalarning xavfsiz va samarali harakatlanishini ta'minlash uchun taktil qoplama qo'llanilishi kerak bo'lgan inklyuziv jamoat joylariga qaratilgan. Ushbu qo'llanma nogironlikning umumiy tan olingan turlarini qamrab oluvchi ilg'or tajribalarni taqdim etadi va inklyuziv turizmga kompleks yondashuvni ta'minlaydi.

Foydalanish mumkin bo'lgan sayyohlik marshrutlari yo'nalishlar va tashrif buyuruvchilar uchun bir qator afzalliklarni taqdim etadi. Ular potentsial tashrif buyuruvchilar bazasini kengaytirish va turizm mavsumini uzaytirish orqali iqtisodiy o'sishga olib keladi. Bunday marshrutlar ijtimoiy inklyuziyaga yordam beradi, tenglikni targ'ib qiladi va jamiyatning barcha a'zolariga sayohat tajribasida to'liq ishtirok etish imkonini beradi. Ushbu yo'llarda qo'llaniladigan universal dizayn tamoyillari ko'pincha nafaqat nogironligi bor tashrif buyuruvchilarning, balki barcha tashrif buyuruvchilarning tajribasini oshiradi. Dunyoning turli mintaqalaridagi muvaffaqiyatli modellar va sa'y-harakatlar o'xshash shahar kontekstlariga moslashtirilishi mumkin, bu esa inklyuziv turizm tajribasini yaratish uchun qimmatli loyihani taqdim etadi. Ushbu yondashuv nafaqat nogironlar uchun foydali, balki barcha sayohatchilar uchun yo'nalishlarning umumiy sifati va jozibadorligini yaxshilaydi.

Jahon sog'liqni saqlash tashkiloti (2021) ma'lumotlariga ko'ra, dunyo aholisining qariyb 15 foizi, jumladan, keksalar va nogironlar uchun qulay xizmatlarga muhtoj. Vaqtinchalik foydalanish mumkin bo'lgan xizmatlarga muhtoj odamlar hisobga olinsa, bu ko'rsatkich 40% gacha ko'tariladi. Bularga, masalan, baxtsiz hodisadan xalos bo'lgan odamlar va yosh bolali oilalar kiradi. Nogironligi bo'lgan shaxsda jismoniy, aqliy yoki aqliy zaiflashuv mavjud bo'lib, ularning harakat qilish, ko'rish, eshitish yoki tushunish qobiliyatini cheklaydi. Ushbu cheklashlar infratuzilma va noqulay vaziyatlar kabi qurilgan muhitdagi to'siqlardan kelib chiqadi, bu esa nogironning normal faoliyatini qiyinlashtirishi mumkin. Birinchi bosqich - ochiq havoda dam olish uchun qulay joyni tanlash. Foydalanish imkoniyatini sinchkovlik bilan baholash, xavf-xatarlarni har tomonlama baholash, nogironlarni rejalashtirish jarayoniga jalb qilish va atrof-muhitning buzilishini minimallashtirish orqali munitsipalitetlar jamiyatning barcha a'zolarini chinakam kutib oladigan va zavqlanadigan tashqi makonlarni yaratishi mumkin. To'g'ri joy tanlash va puxta rejalashtirish tabiatdagi inklyuziv tajribalar uchun asos yaratadi, hayotni boyitadi va barcha odamlar va tabiiy dunyo o'rtasidagi aloqalarni chuqurlashtiradi.

Karlikdan aziyat chekadigan odamlar eshitish qobiliyatining o'ziga xos darajasi yoki turiga ega bo'lib, ular yengil eshitish qobiliyatidan tortib to to'liq karlikka qadar. Eshitish qobiliyati past turistik yo'llarni kezishda muhim aloqa to'siqlariga duch kelishadi. Xaritalar, broshyuralar va belgilarda vizual yoki taktil ma'lumotlarning yetishmasligi ularning marshrut tafsilotlarini tushunish qobiliyatiga to'sqinlik qiladi. Bundan tashqari, ekskursiyalarda surdo tarjimonlari yoki ko'rgazmali qurollarning yo'qligi ularning boy tajribalardan bahramand bo'lishiga to'sqinlik qiladi. Eng muhimi, favqulodda vaziyatlarda eshitish signallariga tayanish jiddiy xavf tug'diradi, chunki karlar muhim ma'lumotlarni darhol qabul qila olmaydi. Bu barcha aloqa muammolari ularning tabiiy muhitdan zavqlanish va o'zaro munosabatda bo'lish qobiliyatini cheklaydi. Eshitish qobiliyatini yo'qotgan odamlar eshitish apparatlari yoki boshqa vositalardan foydalanishlari

mumkin, masalan, induksiya halqa tizimi. Eshitish vositalari o'z foydalanuvchilariga muloqot qilish, hayot sifatini yaxshilash va xavfsiz his qilishlariga yordam beradi. Karlar (va ba'zi eshitish qobiliyati zaif odamlar) odatda o'zlarining ona tili bo'lgan imo-ishora tilidan foydalanadilar.

Yo'lni loyihalashdan oldin, karlarning ehtiyojlari va afzalliklarini tushunish muhimdir. Bunga so'rovlar, fokus-guruhlar yoki ular bilan maslahatlashish orqali erishish mumkin.

Karlar ko'proq vizual signallarga tayanadi.

- Xavfsizlik haqida aniq ma'lumot juda muhim.
- Marshrut eshitish apparatlari yoki eshitish implantlarini ishlatadigan shaxslar uchun jismoniy kirish imkoniyatiga ega bo'lishi kerak.
- Interaktiv elementlar yo'l tajribasini yaxshilash kerak.

Eng yaxshi amaliyotlar

1. Aniq va izchil belgilar

- O'qilishi oson shriftlar va fonda ajralib turadigan ranglardan foydalanish zarur.;
- Matnni aniq va tushunarli tasvirlar bilan to'ldirish zarur;
- Belgilarni ko'z darajasida bashorat qilinadigan joylarda joylashtirish kerak.

2. Yo'llar uchun vizual belgilar

- Ko'zga tashlanadigan noyob yoki yorqin rangli belgilardan foydalanish kerak;
- So'qmoqning turli qismlari uchun taniqli naqsh yaratish kerak;
- Masofa yoki qiyinchilik darajasi kabi iz qismi haqidagi asosiy ma'lumotlarni qo'shish lozim.

3. Favqulodda aloqa

- Favqulodda vaziyatlarni ko'rsatish uchun bayroqlar yoki chiroqlar kabi vizual belgilardan foydalanish;
- Aniq va ko'rinadigan favqulodda aloqa ma'lumotlarini taqdim eting;
- Vizual ko'rsatmalarga ega favqulodda vaziyatlarda foydalanish mumkin bo'lgan telefonlarni o'rnatish.

4. Interaktiv elementlar

- Video yoki matndan ma'lumot olish uchun QR kodlaridan foydalanish;
- Qo'shimcha ma'lumot berish uchun kengaytirilgan haqiqat tajribasini qo'shish;
- Xavfsizlik va zavqlanish uchun zarur bo'lgan etarli yoritishni ta'minlang;
- Vizual tarkibga ega interaktiv displeylarni yarating.

5. Marshrutni loyihalash va ta'mirlash

- Yo'l yaxshi saqlangan va to'siqlarsiz bo'lishiga ishonch hosil qilish;
- Soyali va kirish mumkin bo'lgan dam olish joylarini ta'minlash;
- Video yoki matndan ma'lumot olish uchun QR kodlaridan foydalanish;
- Qo'shimcha ma'lumot berish uchun kengaytirilgan haqiqat tajribasini qo'shish;
- Xavfsizlik va zavqlanish uchun zarur bo'lgan etarli yoritishni ta'minlang.

Harakatlanishda nuqsonlar harakatlanish imkoniyati cheklangan odamlar soni tez sur'atlarda o'sib bormoqda, biroq piyodalar uchun xavfsiz, qulay va hamma uchun mo'ljallangan yo'laklar yetishmayapti. Ushbu tadqiqot foydalanish mumkin bo'lgan yo'l xususiyatlarini loyihalash bo'yicha aniq ko'rsatmalarni ishlab chiqishga, mavjud standartlarni, to'siq naqshlarini, jiddiylik darajalarini va foydalanishni modellashtirishni sintez qilishga qaratilgan. Ko'rsatmalar beshta zaif guruhga qaratilgan:

- qariyalar,
- harakatchanligi cheklangan odamlar,
- piyoda sayyohlar va yosh bolalar.

Shahar, qishloq, tabiiy va cho'l yo'llarini o'z ichiga olgan turli muhitlar uchun dizayn namunalarini taqdim etish orqali qo'llanma mamlakatlarga kirish mumkin bo'lgan yo'llarni yaratish va shu maqsadda yo'llarni o'zgartirishga yordam berishga qaratilgan.

Nogironlarning eng katta guruhini tashkil etuvchi harakatchanligi cheklangan odamlar tug'ma nuqsonlar, jarohatlar, amputatsiyalar, surunkali kasallik yoki cheklangan o'sish tufayli qiyinchiliklarga duch kelishadi va ko'pincha harakatlanish vositalariga tayanadilar. Har kim ochiq havoda dam olishini ta'minlash uchun qulay yo'llarni yaratish juda muhimdir. Quyidagi fikrlar

nogironligi bo'lgan odamlar uchun qulay yo'llarni loyihalash va amalga oshirishda e'tiborga olish kerak bo'lgan asosiy xususiyatlar quyidagilar:

- Keng,
- qattiq,
- tekis yo'llar.

Nogironlar aravachalari va boshqa harakatlanish vositalarini joylashtirish uchun yo'llar kamida 36 dyuym kengligida bo'lishi kerak. Sirt tushishning oldini olish va silliq harakatni ta'minlash uchun mustahkam va tekis bo'lishi kerak.

Ruxsat etilgan kenglik va o'tish zonolari:

Minimal talab 36 dyuym bo'lsa-da, muntazam intervallarda kengroq bo'limlar osonroq bo'ladi.

Ommaviy yo'llar dam olish imkoniyatlarini ta'minlaydigan va aholi salomatligi va farovonligini ta'minlaydigan muhim jamoat resurslari hisoblanadi. Maqsadli siyosatni amalga oshirish, mablag' ajratish va har bir mintaqaning o'ziga xos kontekstiga moslashish orqali munitsipalitetlar foydalanish mumkin bo'lgan yo'llarni rivojlantirishga rahbarlik qilishi mumkin. Ushbu proaktiv yondashuv nafaqat mahalliy aholining hayot sifatini oshiradi, balki mahalliy hamjamiyat va tashrif buyuruvchilar uchun foydali bo'lgan inklyuziv turizmning rivojlanishini qo'llab-quvvatlaydi.

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THE ROLE OF ONLINE TOUR OPERATORS IN THE DEVELOPMENT OF INCLUSIVE TOURISM IN UZBEKISTAN

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Annotation: *this study investigates how online tour operators (OTOs) in Uzbekistan contribute to—or fall short of—advancing inclusive tourism. Using a qualitative content analysis of leading Uzbek and international travel platforms, complemented by a review of policy documents and scholarly literature, the research evaluates digital accessibility features, the availability of inclusive tour products, and broader infrastructural challenges. Findings reveal a nascent but growing awareness of inclusive tourism among OTOs: a few operators now market wheelchair-friendly itineraries and multi-language support, yet most websites lack basic web-accessibility compliance and rarely provide detailed accessibility information. Structural barriers—such as limited on-site infrastructure and low industry know-how—further constrain progress. The paper concludes with practical recommendations for government bodies and OTOs, including mandatory accessibility labeling, universal-design toolkits, staff training, and a centralized online portal for accessible travel. Implementing these measures could position Uzbekistan as a regional leader in inclusive, digitally enabled tourism.*

Keywords: *inclusive tourism; online tour operators; accessibility; universal design; digital platforms.*

Introduction

Inclusive tourism refers to making travel **accessible and enjoyable for all**, regardless of physical abilities or other potential barriers. It embodies the application of *universal design* principles so that the entire tourist environment is usable and understandable by everyone. In the context of Uzbekistan, inclusive tourism has gained strategic importance in recent years as a tool for **social integration and economic growth**. The Government of Uzbekistan recognizes tourism as a driver of development that should benefit local communities and vulnerable groups. Notably, President Shavkat Mirziyoyev, in his address at the 25th UNWTO General Assembly in Samarkand (October 2023), proposed declaring 2025 as the “*Year of Inclusive Tourism*” worldwide. This high-level commitment underscores Uzbekistan’s stance as a **steadfast ally in promoting responsible, inclusive, and universally accessible tourism** on the global stage.

Promoting inclusive tourism is particularly salient given Uzbekistan’s demographics. According to World Bank data, about 845,300 Uzbek citizens (2.3% of the population) were officially recognized as persons with disabilities in 2022. The actual share of people with some form of disability is much higher when considering older age groups – over half of Uzbeks above 60 have age-related disabilities. These figures point to a significant segment of potential travelers who face accessibility challenges. Developing tourism that **caters to people with disabilities, seniors, and other special-needs groups** is not only a moral imperative but also a strategic economic opportunity. By improving accessibility, Uzbekistan can enhance the quality of its tourism services and tap into a broader visitor market, thereby strengthening its competitiveness internationally.

Within this context, *online tour operators (OTOs)* have a critical role to play. OTOs – including travel booking websites, online travel agencies, and digital tour platforms – are often the first point of contact for travelers planning a trip. They curate information, offer booking services, and shape travelers’ perceptions of how accessible a destination is. This article examines **the role of online tour operators in fostering inclusive tourism in Uzbekistan**. We explore how OTOs currently contribute to (or hinder) the inclusion of travelers with disabilities and other marginalized groups, assess the accessibility of their digital platforms and content, identify challenges in the Uzbek digital tourism ecosystem, and highlight best practices and recommendations for more inclusive digital travel services. By adopting an IMRAD structure, we present an introduction to the issue, describe our methods of inquiry, report key findings on the state of inclusive tourism and OTOs, and discuss their implications along with suggestions for future improvements. The goal is to provide a scholarly yet practical analysis suitable for guiding industry stakeholders and informing policy in Uzbekistan’s tourism sector.

Methods

This study adopted a qualitative, mixed-methods approach centered on **literature review and content analysis**. First, we conducted a comprehensive review of academic literature, policy documents, and industry reports related to inclusive tourism and digital travel services in Uzbekistan. Key sources included scholarly articles on accessible tourism infrastructure, government decrees and UNWTO reports on inclusive tourism initiatives, and international case studies of inclusive tourism in practice. This provided a theoretical foundation and contextual background on definitions, importance, and global best practices of inclusive tourism.

Secondly, we performed a targeted analysis of **online tour operator platforms** relevant to Uzbekistan. We identified popular OTO websites catering to Uzbekistan’s inbound and domestic tourism markets, including both local tour operators’ sites and international travel platforms. Content analysis was applied to evaluate these websites on several criteria: availability of accessibility-related information (e.g. mentions of wheelchair access, adapted tours), support for multiple languages, and the presence of inclusive design features (such as readable layouts or assistive technology compatibility). For instance, we examined the offerings of a major regional tour operator “Advantour” which advertises *accessible tours in Uzbekistan* for travelers with disabilities. We also reviewed user-facing content from global platforms like Intrepid Travel and GetYourGuide to see how Uzbekistan tours are presented regarding accessibility features. Additionally, we consulted publicly available information on Russian and Uzbek tour operator websites (in original languages) to capture local industry perspectives. This included browsing

news, blog posts, and announcements on Uzbek travel agency sites and Russian tour industry portals for any discussions of inclusive or accessible tourism.

No primary surveys or interviews were conducted; instead, the research relies on secondary data and observations from digital sources. By triangulating insights from policy and academic references with real-world examples from OTO websites, we aimed to identify both the *current role* of OTOs in inclusive tourism and the *gaps* that need addressing. All sources were properly cited in APA style, and the findings were synthesized to maintain a formal scholarly tone. The results of this analysis are presented in the next section, followed by a discussion interpreting their significance and offering recommendations.

Results

Current Contributions of Online Tour Operators to Inclusive Tourism

The analysis reveals that **online tour operators in Uzbekistan have begun to engage with the concept of inclusive tourism, but their contributions remain nascent**. On the positive side, there are emerging examples of OTOs offering products and information tailored to travelers with disabilities. For instance, Advantour – a well-known Central Asia tour company – now features dedicated *accessible tour packages in Uzbekistan*. These itineraries are explicitly designed for people with limited mobility, including carefully chosen attractions and accommodations equipped with ramps, elevators, and adapted rooms. Transportation on such tours uses vehicles with extra space to accommodate wheelchairs, aiming to provide a comfortable travel experience despite the country's challenging terrain. The presence of these specialized tours indicates that at least some tour operators recognize the *market demand and social need* for accessible travel options. Similarly, international operators have signaled a commitment to inclusion: Intrepid Travel, for example, states that they “do our best to help as many people see the world as possible” regardless of disability, and will make reasonable itinerary adjustments for travelers with special needs. This suggests a growing awareness in the industry that **travel should be open to all**.

Online platforms are also playing a role in **information dissemination and trip planning** for accessible travel. Global booking sites and aggregators have begun highlighting accessibility features in Uzbek tourism. Notably, the popular platform *GetYourGuide* allows users to filter and search for “wheelchair accessible” tours and activities in destinations like Tashkent. This feature means that travelers can quickly identify tours which are manageable for wheelchair users (such as excursions with minimal stairs or with vehicle support). The inclusion of accessibility filters on a mainstream site indicates that digital travel marketplaces are adapting to the **needs of diverse travelers**. Moreover, many Uzbek tour operator websites offer content in multiple languages (commonly Uzbek, Russian, and English, and sometimes others) to cater to different user groups. Multi-language support can be seen as a form of inclusivity, extending access to information for tourists of various linguistic backgrounds. For example, the planned Unified National Tourism e-Platform (a government-initiated online portal launching in 2025) is set to support **14 languages** to ensure broad accessibility. Such features lower the barrier for foreign visitors (including those from Russia and neighboring countries) to plan trips, and they exemplify how digital tools can widen inclusivity in terms of language and geographic reach.

Despite these encouraging developments, the **overall contribution of OTOs to inclusive tourism in Uzbekistan remains limited** in scope. The number of tour operators explicitly marketing accessible or inclusive tours is still small. Our scan of major Uzbek travel websites found that **information on accessibility (e.g., whether hotels or attractions are wheelchair-friendly) is rarely highlighted unless the tour is specifically designed for that purpose**. In general tour descriptions, accessibility features tend to be mentioned only on request or not at all. This suggests that *inclusive tourism is not yet mainstreamed* into all tour products, but rather handled as a niche offering. Additionally, while some OTOs provide disability-friendly tours, **the usability of their own websites for people with disabilities is not clearly documented**. For example, none of the surveyed local tour websites provided accessibility statements (such as compatibility with screen readers or options for adjusting text size for visually impaired users). This digital accessibility aspect is crucial, as a website that is not navigable by a blind or low-vision user (due to lack of alt-

text, keyboard navigation, etc.) effectively excludes those would-be customers. There is currently no evidence that Uzbek OTO sites adhere to international web accessibility standards (like WCAG), indicating a gap between **offering accessible tour content and actually being accessible platforms**.

Challenges in Uzbekistan's Digital Tourism Ecosystem

The limited role of OTOs in advancing inclusive tourism can be partly explained by **broader challenges in Uzbekistan's tourism infrastructure and digital ecosystem**. A fundamental issue is the *physical accessibility gap* in the country's tourism assets. Many of Uzbekistan's famed attractions – historic madrassas, mosques, ancient city centers – were not built with modern accessibility in mind, and retrofitting them is ongoing. As observed by Intrepid Travel, Uzbekistan “can be a difficult destination for travelers with disabilities, with very little infrastructure at sights or hotels”. Smaller hotels often lack elevators, larger hotels may have only partial elevator coverage, and accessible public transport is scarce. Consequently, even if OTOs wish to arrange inclusive trips, they face a shortage of fully accessible facilities and services on the ground. Travelers with mobility impairments often require significant extra assistance or a travel companion to navigate the environment. This situation **discourages many potential inclusive travelers** and also makes it expensive or labor-intensive for tour operators to develop suitable packages.

Another challenge lies in the **digital readiness of the local tourism industry**. While internet and smartphone usage in Uzbekistan have risen, the adoption of *digital accessibility practices* remains low. A recent accessibility audit in Tashkent (supported by the World Bank) found various issues in digital information services for public transport, illustrating that **user interfaces often do not meet the needs of people with disabilities**. By extension, tourism websites and apps may also have similar shortcomings. Many tour operators and travel agents are small businesses with limited IT capacity; ensuring their websites comply with accessibility guidelines or have features like text-to-speech may not yet be a priority or even within their expertise. There is also a **lack of consolidated information online about accessible travel options** in Uzbekistan. Unlike cities in some Western countries that maintain official accessible tourism portals (for example, Barcelona's dedicated inclusive tourism website listing accessible attractions and services), Uzbekistan does not yet have a one-stop online resource for travelers with disabilities. This means OTOs and travelers alike have to patch together information from disparate sources. The forthcoming Unified National Tourism Platform might address some of this by integrating transport and booking services in one site, but it will need to incorporate accessibility information to truly serve inclusive tourism.

Cultural and awareness factors present additional hurdles. The concept of *inclusive customer service* is still relatively new in Uzbekistan's travel industry. Training for tour guides, hotel staff, and OTO personnel on how to assist travelers with different disabilities is not widely institutionalized. Our review did not find publicly available guidelines (in Uzbek or Russian) for tourism businesses on accommodating disabled guests beyond general government directives. The government's recent initiatives explicitly call for **raising awareness among people with disabilities about travel opportunities** and improving service quality for them using ICT. This suggests that outreach is needed on both the consumer side (to encourage PWDs to travel) and the provider side (to sensitize tourism operators). Until inclusive mindsets and knowledge become commonplace, OTOs may not perceive accessible tourism as a profitable or necessary segment, thus limiting their proactive engagement.

Examples of Regional and Global Best Practices

Examining external examples provides insight into **what is possible when OTOs and stakeholders prioritize inclusivity**. In Europe and elsewhere, several best practices illustrate how digital platforms can drive accessible tourism. For instance, *Barcelona's official tourism board* launched a special website devoted to inclusive tourism, which offers detailed information on accessible museums, heritage sites, adapted transport options, and hotels with barrier-free infrastructure. The website serves as a central hub to plan an entire trip with accessibility in mind. Additionally, a private agency in Barcelona, “**Barcelona Special Traveler**,” specializes in

inclusive tours – factoring in all client needs and guaranteeing accessible transport, lodging, and activities. In the UK, a notable example is the **Tourism For All** initiative, which acts as both an online resource and a tour operator for people with disabilities. Their platform allows users to customize travel itineraries according to individual needs and interests, essentially matching tourist offerings to personal accessibility requirements. These cases demonstrate the value of having *specialized digital interfaces and services* that focus on inclusion: they reduce uncertainty for travelers with disabilities and set a benchmark for industry operators to follow.

There are also technological innovations that support inclusive tourism. Some destinations employ mobile apps that provide audio descriptions or sign-language guides at tourist sites, helping visually or hearing-impaired visitors to experience attractions independently. Others use virtual reality tours as a substitute for those unable to access certain physical spaces, thereby offering an alternative form of participation. **While such advanced solutions are not yet common in Uzbekistan**, they represent directions that online tour platforms could explore in the future. Regional peers have started taking steps as well – for example, tourism authorities in countries like Georgia and Kazakhstan have begun training programs on accessible tourism and are partnering with private sector platforms to highlight accessible tour options. Uzbekistan can draw lessons from these experiences to leapfrog towards a more inclusive digital tourism landscape.

Discussion

The findings indicate that online tour operators in Uzbekistan are in the early stages of contributing to inclusive tourism. **Digital platforms have immense potential to bridge gaps** in the current tourism ecosystem, but realizing this potential will require concerted effort and collaboration. In this discussion, we interpret the results and outline recommendations to enhance inclusivity in digital travel services, considering the roles of OTOs, government, and other stakeholders.

Firstly, it is clear that **online tour operators can be catalysts for change** by proactively promoting accessible travel options. As gatekeepers of information, OTO websites and apps should integrate accessibility details into their mainstream offerings, rather than treating them as an afterthought. For example, *every tour listing could indicate its accessibility level* (wheelchair access, difficulty for visually impaired, etc.), similar to how hotels list amenities. By normalizing the visibility of such information, OTOs not only inform travelers with disabilities but also educate other customers and partners about the importance of inclusive features. The presence of accessible tour packages by Advantour is a positive sign; expanding these offerings and replicating such models across more operators would increase the available choices. Moreover, **inclusive marketing** – featuring travelers with disabilities in promotional materials, providing testimonials of successful accessible trips – could help reduce the stigma and highlight demand, thereby encouraging more businesses to invest in accessibility.

However, OTOs cannot succeed alone. The **support of government and industry bodies** is crucial to address the infrastructural and knowledge barriers identified. Uzbekistan's government has already taken a significant step with the January 2024 Presidential Resolution (No. IIII-20) focused on barrier-free tourism development. This policy sets forth measures like installing ramps and lifts at cultural sites, equipping transport hubs for disabled access, and even subsidizing travel costs for people with disabilities (covering 50% of expenses for 1000 individuals by 2027). Such measures, once implemented, will gradually improve on-the-ground accessibility, thereby empowering OTOs to offer more inclusive itineraries with confidence. Furthermore, the resolution encourages tour operators, travel agents, and other stakeholders to become **partners in promoting inclusive tourism**. This could entail incentive programs – for instance, certifying or financially rewarding operators who pioneer inclusive services. In the long run, a coordinated public-private partnership is needed: the state can provide the regulatory push and infrastructure investment, while online tour operators bring innovation in service delivery and reach.

The **digital dimension of inclusivity** warrants special attention. As our analysis showed, there is room for improvement in making OTOs' own platforms accessible. Simple steps like ensuring websites are compatible with screen readers, using alt text for images, offering transcripts

for multimedia, and providing multiple contact channels (for users who may not be able to use a phone, for example) can greatly enhance usability for travelers with disabilities. Implementing these changes aligns with the principles of universal design and is part of the operators' social responsibility. It may also soon be required by regulation; many countries are adopting web accessibility standards for commercial sites, and Uzbekistan might follow suit as it modernizes its digital policies.

Finally, building an **inclusive digital travel ecosystem** also involves knowledge-sharing and adopting best practices. Uzbek tour operators could benefit from training and resources on inclusive tourism. Learning from global examples – like how to set up an accessibility-focused trip planner (à la Barcelona's website) or developing partnerships with disability advocacy groups to audit and improve services – will accelerate progress. The creation of a centralized **online portal for accessible tourism in Uzbekistan** could be a game-changer. Such a portal, possibly managed by the tourism authority in collaboration with major OTOs, could compile accessibility information for attractions nationwide, list certified inclusive tour packages, and serve as a matchmaking platform between travelers with special needs and service providers. This would echo the "Tourism for All" approach used elsewhere, tailored to the Uzbek context.

In summary, online tour operators stand at the intersection of travelers and tourism providers, giving them a unique leverage to advance inclusive tourism. By improving their digital accessibility, actively promoting and designing inclusive products, and working hand-in-hand with policy initiatives, OTOs in Uzbekistan can significantly contribute to making tourism a sector that truly welcomes **everyone**. The transition to a more inclusive tourism model will not happen overnight, but the momentum is building – 2025 being the "Year of Inclusive Tourism" is both a symbolic and practical rallying point. Uzbekistan's experience could even become a best practice example in its own right, demonstrating how a developing destination can harness online platforms to achieve inclusive growth in tourism.

Recommendations

To conclude, we outline key recommendations for improving inclusivity in digital travel services in Uzbekistan, based on the above findings and global insights:

- **Enhance Website Accessibility:** Tour operators should audit and upgrade their websites following international accessibility guidelines (e.g., WCAG). This includes providing text alternatives for images, ensuring navigation via keyboard, enabling font size adjustments, and adding clear language options. An accessible website will allow users of all abilities to research and book tours independently.
- **Integrate Accessibility Information:** OTOs must incorporate detailed accessibility information into tour descriptions and booking interfaces. Features such as *filtering search results by accessibility criteria* (wheelchair-friendly, sign-language tours, etc.) on their platforms can help travelers easily find suitable options. Hotels and transport options should likewise be tagged for facilities like ramps, elevators, or hearing loops.
- **Develop Inclusive Products:** Expand the portfolio of inclusive tour packages. This can involve consulting with disability organizations to design itineraries that accommodate various needs (mobility, visual, auditory, cognitive). Offering equipment rental (e.g., wheelchairs, portable ramps) or companion services as part of tour packages can also add value. Successful examples like the accessible tours offered by Advantour can serve as models.
- **Training and Sensitization:** Invest in training programs for staff and guides on disability awareness and inclusive customer service. Frontline travel personnel should learn how to interact with and assist travelers with different disabilities in a respectful and effective manner. OTOs can collaborate with NGOs or international experts to conduct workshops, as well as create guideline materials in Uzbek/Russian for tourism businesses.
- **Collaboration on a Central Platform:** Work with the government and tourism board to establish a central **online inclusive tourism portal**. This portal would aggregate information on accessible destinations in Uzbekistan, list verified inclusive tours from

various operators, and provide tips (in multiple languages) for travelers with disabilities. By uniting scattered efforts, it would increase visibility and trust in inclusive tourism offerings.

- **Leverage Technology Innovations:** Embrace new technologies to improve accessibility. For example, mobile apps with GPS-guided audio tours could be offered at heritage sites for visually impaired visitors. Virtual reality experiences of famous landmarks could be marketed to those unable to physically travel, as a complementary service. Additionally, ensure the upcoming Unified National Tourism Platform builds in accessibility features from the design stage.

Implementing these recommendations will require commitment and coordination, but they are attainable steps toward an inclusive digital tourism future. With strong political will in Uzbekistan for inclusive development and the agility of online tour operators to adapt, the country is well-positioned to make its tourism *accessible for all*. The coming years, starting with 2025's focus on inclusive tourism, will be critical in translating policies and ideas into real changes on websites, in tour itineraries, and ultimately in the experiences of travelers with disabilities exploring Uzbekistan's rich cultural heritage.

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INKLYUZIV TURIZM O‘ZBEKISTONDA IJTIMOY-IQTISODIY INKLYUZIYANING VOSITASI SIFATIDA

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Annotatsiya. Mazkur maqolada O‘zbekistonda inklyuziv turizmning ijtimoiy-iqtisodiy integratsiya vositasi sifatidagi ahamiyati tahlil qilinib, inklyuziv turizmning nazariy asoslari, xalqaro tajriba va O‘zbekistondagi amaldagi holat o‘rganilgan. Shuningdek, turizm infratuzilmasida mavjud muammolar, ijtimoiy to‘siqlar va ularga qarshi chora-tadbirlar ko‘rib chiqilgan. Maqolada inklyuziv turizmning iqtisodiy faollikni oshirish, bandlikni ta‘minlash va ijtimoiy tenglikni kuchaytirishdagi roli asoslanib, O‘zbekistonda inklyuziv turizmni rivojlantirish bo‘yicha amaliy taklif va tavsiyalar ilgari suriladi.

Kalit so‘zlar: inklyuziv turizm, ijtimoiy integratsiya, iqtisodiy imkoniyatlar, imkoniyati cheklangan shaxslar, O‘zbekiston, barqaror rivojlanish

Kirish

So‘ngi yillarda O‘zbekistonda turizm sohasi milliy iqtisodiyotning ustuvor yo‘nalishlaridan biri sifatida izchil rivojlanmoqda. Turizm nafaqat madaniy va iqtisodiy yuksalishga xizmat

qilmoqda, balki ijtimoiy inklyuzivlikni ta'minlashda ham muhim rol o'ynaydi. Xususan, inklyuziv turizm konsepsiyasi barcha fuqarolarga, jumladan, jismoniy imkoniyati cheklanganlar, keksalar, ayollar va boshqa ijtimoiy zaif guruhlariga teng sharoitlarda sayohat qilish, madaniy merosdan bahramand bo'lish va turizm xizmatlaridan foydalanish imkoniyatini yaratishga qaratilgan.

Inklyuziv turizm ijtimoiy-iqtisodiy integratsiya jarayonining ajralmas qismi bo'lib, u orqali kam imkoniyatli guruhlarining turizm faoliyatiga jalb qilinishi, ularning bandligini ta'minlash va jamiyatdagi ishtirokini kuchaytirish imkoniyati yaratiladi. O'zbekistonda bu yo'nalishda bir qator normativ-huquqiy asoslar va dasturlar ishlab chiqilgan bo'lsa-da, amaliyotda hali to'liq inklyuziv turizm tizimi shakllanmagan.

Mazkur maqolada inklyuziv turizmning nazariy asoslari, O'zbekistonda ushbu yo'nalishda olib borilayotgan ishlar, mavjud infratuzilmaviy va institutsional muammolar, shuningdek, xalqaro tajribalar asosida O'zbekiston uchun mos strategik takliflar tahlil qilinadi.

Maqolaning asosiy maqsadi inklyuziv turizmni ijtimoiy-iqtisodiy integratsiyaning samarali vositasi sifatida ilmiy jihatdan asoslash va uni rivojlantirish uchun amaliy yo'nalishlar ishlab chiqishdan iboratdir.

Adabiyotlar tahlili

Hozirgi vaqtda inklyuziv turizm masalalariga bag'ishlangan ilmiy tadqiqotlar nisbatan ham. Ular inklyuziv turizmni rivojlantirish ma'lum bir tomonini o'rganish natijalarini o'z ichiga oladi.

Terminologiya masalalari va inklyuziv yoki qulay turizm kabi tushunchaning paydo bo'lish tarixi avstraliyalik iqtisodchi olim Simon Darsi¹ga borib taqaladi. Uning tadqiqotlari inklyuziv turizm sohasining rivojlanishida asosiy nazariy va amaliy asoslarni yaratishda muhim ahamiyatga ega bo'lib, u nogironligi bo'lgan shaxslar uchun turizm xizmatlarining qulayligini oshirish va ularning teng huquqli ishtirokini ta'minlashga qaratilgan konsepsiyalarni ilgari surgan.

Darsi inklyuziv turizmni nafaqat ijtimoiy adolat nuqtai nazaridan, balki iqtisodiy va boshqaruv samaradorligi nuqtai nazaridan ham tahlil qilib, ushbu sohada turizm mahsulotlarini ishlab chiqish, joylashtirish va boshqarish bo'yicha global tajribalarni o'rganishga katta e'tibor qaratgan (Darcy, 2010). Uning tadqiqotlari nogironligi bo'lgan va harakatlanish imkoniyati cheklangan sayyohlar uchun maxsus xizmatlar va infratuzilma yaratishda yetakchi qo'llanma hisoblanadi.

Shuningdek, Darsi bilan hamkorlikda ishlagan boshqa olimlar, masalan, D. Buxalis va I. Ambroz (2012), inklyuziv turizmni rivojlantirish va boshqarishning ilg'or amaliyotlarini tahlil qilib, ushbu yo'nalishda jahon bozoridagi tendensiyalar va tavsiyalarni shakllantirganlar. Ularning ishlarida inklyuziv turizm mahsulotlari faqatgina nogironligi bo'lgan shaxslarga emas, balki barcha ijtimoiy guruhlariga qulay va kirishimli bo'lishi lozimligi ta'kidlangan.

Bugungi kunda inklyuziv turizm nafaqat inson huquqlari va tenglikni ta'minlash vositasi sifatida, balki iqtisodiy barqarorlik va turizm sohasining yangi segmentlarini rivojlantirish uchun muhim strategik yo'nalish sifatida qaralmoqda (Bowtell, 2015). Shu nuqtai nazardan, Simon Darsining ishlari inklyuziv turizm sohasining nazariy asoslarini yaratish va uni amaliyotga joriy etishda asosiy manba hisoblanadi. Inklyuziv turizm g'oyasi zamonaviy turizm nazariyasida inson huquqlari, teng imkoniyatlar va ijtimoiy adolat tamoyillariga asoslanadi.

Butunjahon Turizm Tashkiloti inklyuziv turizmni, ularning qobiliyatlari yoki kelib chiqishidan qat'i nazar, barcha odamlarning turizm tajribasida ishtirok etishi va undan foyda olishini ta'minlash sifatida belgilaydi. Bu nogironlar, keksalar va harakatchanligi cheklanganlar uchun turizmni hamma uchun ochiq va qiziqarli qilish haqida deb ta'riflagan².

Dunyo miqyosida inklyuziv turizm konsepsiyasi asosan barqaror rivojlanish kontekstida ko'rib chiqiladi. Masalan, Goodwin (2011) o'z tadqiqotida turizmga inklyuzivlikni ta'minlash orqali nafaqat jamiyatdagi tenglikka erishish, balki iqtisodiy o'sishni qo'llab-quvvatlash mumkinligini ta'kidlaydi. Bundan tashqari, Buhalis va Darcy (2011) tomonidan nogiron sayyohlar

¹ Darcy S. Inherent complexity: Disability, accessible tourism and accommodation information preferences // Tourism Management. – 2010. – T. 31. – №. 6. – C. 816-826.

² Global Report on Inclusive Tourism Destinations: Model and success stories. <https://www.unwto.org/middle-east/publication/global-report-inclusive-tourism-destinations-model-and-success-stories>

ehtiyojlarini hisobga olgan holda xizmat ko'rsatish standartlari ishlab chiqilgan bo'lib, bu turdagi tadqiqotlar inklyuziv turizmni amaliy jihatdan rivojlantirishda muhim ahamiyatga ega.

1-jadval

Inklyuziv turizmga oid ilmiy yondashuvlarning qiyosiy tahlili¹

Mualliflar	Inklyuziv turizmga berilgan ta'rif va yondashuv	Asosiy e'tibor berilgan jihatlar	Tavsiyalar
Simon Darcy	Nogironligi bo'lgan shaxslar uchun turizm xizmatlari va infratuzilmaning qulayligi, ularning teng huquqli ishtirokini ta'minlash.	Ijtimoiy inklyuziya, xizmat sifatining oshirilishi, nogironlar ehtiyojlari.	Mehmonxona va turizm obyektlarining qulayligini oshirish, ma'lumotlarni yaxshilash.
D.Buxalis va boshqalar	Inklyuziv turizm mahsulotlari boshqaruvi va joylashtirilishi, barcha guruhlar uchun kirishimli va qulay turizmni rivojlantirish.	Mahsulot yaratish, boshqaruv, bozorda pozitsiyalash.	Global tajribalarni joriy qilish, boshqaruv samaradorligini oshirish.
L.Duyer va S.Darcy	Inklyuziv turizm terminologiyasi va uning rivojlanishining nazariy asoslari.	Terminologiya, iqtisodiy va ijtimoiy o'lchamlar.	Inklyuzivlik tushunchasini kengaytirish, turizm sanoatidagi o'rni.
J.Bowtell	Inklyuziv turizm iqtisodiy salohiyat va istiqbollarga e'tibor qaratadi.	Iqtisodiy barqarorlik, yangi bozor segmentlari.	Inklyuziv turizmni davlat siyosatiga kiritish, investitsiyalarni jalb etish.
R.Scheyvens	Inklyuzivlikni barqaror rivojlanish va mahalliy jamoalarning turizm jarayonlariga integratsiyasi sifatida ko'radi.	Barqarorlik, mahalliy jamoalar ishtiroki.	Turizmni barqaror qilish, mahalliy jamoalarni jalb etish, inklyuziv strategiyalar ishlab chiqish.

O'zbekistonda inklyuziv turizm masalasi so'nggi yillarda davlat siyosatining ustuvor yo'nalishiga aylanmoqda. Jumladan, 2021-yilda O'zbekiston Respublikasida "Nogironlar huquqlari to'g'risidagi Konvensiya" ratifikatsiya qilindi, bu esa turizm infratuzilmasida ham muayyan o'zgarishlar kiritishni taqozo etdi. Shuningdek, "2022–2026 yillarda turizmni rivojlantirish strategiyasi"da turizm xizmatlari va infratuzilmasining inklyuzivligini oshirish borasidagi vazifalar belgilangan.

Mahalliy olimlar ham inklyuziv turizm bo'yicha tadqiqotlar olib bormoqda. Jumladan, X.Sh.Karimov O'zbekistonda ijtimoiy turizmning shakllanish bosqichlarini o'rganib, kam ta'minlangan va imkoniyati cheklangan guruhlar uchun sayohat imkoniyatlarini kengaytirish zarurligini ta'kidlagan. D.R.Qodirov esa inklyuziv turizm infratuzilmasining hududiy farqlari va rivojlanish salohiyatini tahlil qilgan.

Metodologiya

Ushbu maqolada ma'lumotlar asosan ikkilamchi manbalardan olindi, xususan, xalqaro va mahalliy olimlarning mavzu doirasida o'tkazilgan tadqiqotlariga bag'ishlangan ilmiy maqolalari, xalqaro tashkilotlar, institutlar, shuningdek, hisobotlar va statistik ko'rsatkichlar tahlillari amalga

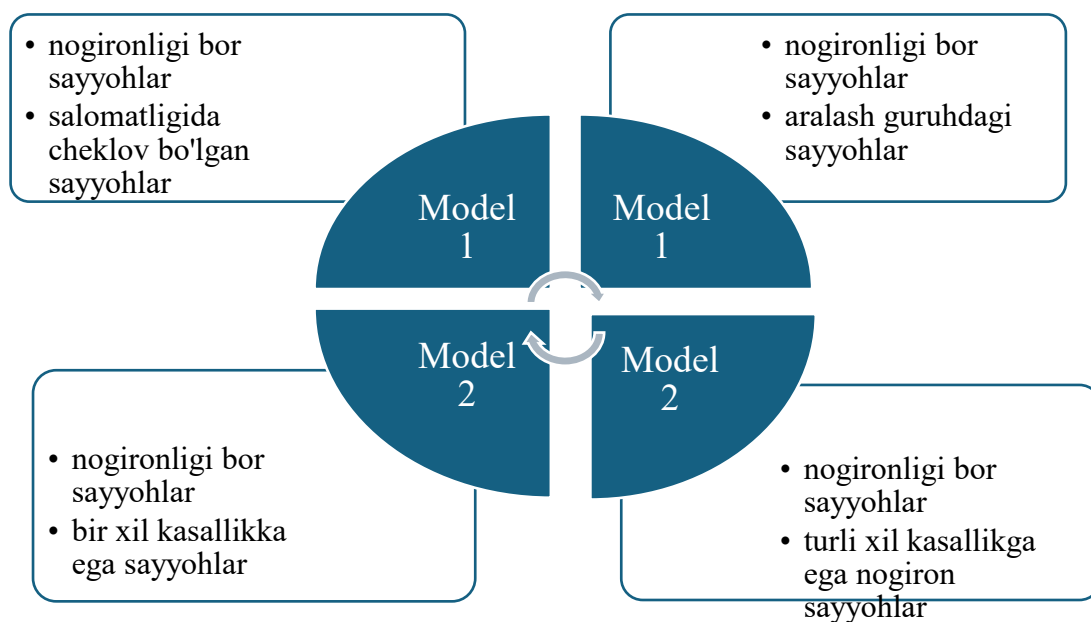
¹ Muallif tadqiqotlari asosida ishlab chiqilgan

oshirildi. Agoda, booking.com, Kaliforniya universiteti qoshidagi “Ajratish va tegishlilik institute” (Othring & Belonging Institute), Euromonitor international, Buyuk Britaniyaning “Iglu” mustaqil agentligi ma'lumotlari qiyosiy tahlillari amalga oshirildi.

Tahlil va natijalar

Olingan ma'lumotlarga asosanib, inklyuziv turizm mahsulotining bir necha modellarini ajratamiz. Ular ikki omilga asoslanadi: jamiyatda nogironligi bo'lgan shaxslarning ishtirok darajasi (to'liq yoki qisman inklyuziya) va bu ishtirokning tabiati.

Bu model siklik xarakterga ega bo'lishi mumkin va maqsadli auditoriyaning afzalliklariga qarab o'zgarishi mumkin. Shunday qilib, agar sayyohlar bir xil kasallikka ega odamlar guruhi bilan sayohat qilish tajribasini orttirs, ular keyinchalik aralash guruhda sayohat qilish imkoniyatidan ham foydalanishlari mumkin. Bu model “inklyuziv turizm rivojlanishining ikki omilli modeli” deb ataladi.



1-chizma. Inklyuziv turizm rivojlanishining ikki omilli modeli¹

Strelnikova M. va boshqalar tomonidan taklif etilgan model inklyuziv turizmni barqaror rivojlanish konsepsiyasining tarkibiy elementi sifatida tahlil qiladi. Mualliflar ushbu modelni ikki asosiy determinant – ijtimoiy va iqtisodiy omillar asosida shakllantiradi. Modelning konseptual asoslari inklyuziv turizmning nafaqat sayyohlik xizmatlari tizimidagi o'zgarishlarga, balki jamiyatdagi ijtimoiy va iqtisodiy munosabatlarga ko'rsatadigan ta'sirini kompleks yondashuvda tahlil qilish imkonini beradi.

1. Ijtimoiy omil - inklyuziv turizmni aholining zaif guruhlarini – nogironligi bo'lgan shaxslar, keksa yoshdagilar, bolali oilalar va boshqa ijtimoiy jihatdan cheklangan guruhlar uchun ochiq va kirish mumkin bo'lgan tizim sifatida qaraydi. Bu omil quyidagi yo'nalishlarda namoyon bo'ladi:

- Turizm infratuzilmasining jismoniy va axborotiy kirish imkoniyatlarini ta'minlash;
- Ijtimoiy integratsiyani kuchaytirish orqali marginal guruhlarining hayot sifatini yaxshilash;
- Turizm faoliyati orqali inklyuzivlik va inson huquqlarini ilgari suruvchi ijtimoiy siyosatni shakllantirish.

Ushbu komponent BMTning Barqaror rivojlanish maqsadlari (xususan, SDG 10 – “Ijtimoiy tengsizlikni qisqartirish”) bilan uzviy bog'langan bo'lib, ijtimoiy adolat va teng imkoniyatlar prinsiplariga asoslanadi.

¹ Strelnikova M. et al. Development of inclusive tourism as a means of achieving sustainable development //Journal of Law and Sustainable Development. – 2023. – T. 11. – №. 1. – C. e0273-e0273.

2. Iqtisodiy omil - inklyuziv turizmning bozor imkoniyatlarini kengaytirishdagi o'rni va rolini baholaydi. Ushbu omil quyidagicha tavsiflanadi:

- Inklyuziv xizmatlar orqali yangi iste'molchi segmentlarini jalb qilish va umumiy turizm daromadlarini oshirish;
- Aholining zaif qatlamlari uchun bandlik va iqtisodiy faoliyat imkoniyatlarini yaratish;
- Turizm sohasining iqtisodiy diversifikatsiyasiga xizmat qiluvchi inklyuziv mexanizmlarni joriy etish.

Bu omil iqtisodiy barqarorlik va inklyuziv iqtisodiy o'sishning ta'minlanishida muhim o'rin tutadi. Ayniqsa, turizm sektorining ijtimoiy mas'uliyatli va barqaror iqtisodiy tizimga aylanishida ushbu omilning ahamiyati katta.

Ushbu ikki omilli model inklyuziv turizmning murakkab, ko'p qirrali mohiyatini ochib berib, uni ijtimoiy inklyuziya va iqtisodiy integratsiya orqali barqaror rivojlanishga xizmat qiluvchi strategik yo'nalish sifatida tavsiflaydi. Mazkur yondashuv turizmni inson kapitali, iqtisodiy imkoniyatlar va ijtimoiy adolat asosida boshqarish zarurligini asoslaydi. Model konseptual jihatdan mukammal bo'lib, ilmiy tadqiqotlar, davlat siyosati va amaliy turizm rejalashtirishda qo'llash uchun samarali nazariy asos vazifasini bajaradi.

Xulosa va takliflar

O'zbekistonning turizm salohiyati yildan-yilga ortib borayotgan bir paytda, inklyuziv turizmni rivojlantirish orqali mamlakatda ijtimoiy-iqtisodiy inklyuziyani ta'minlash real va istiqbolli yo'nalish hisoblanadi. Inklyuziv turizm nogironligi bo'lgan shaxslar, keksalar, ayollar, ijtimoiy himoyaga muhtoj qatlamlar va boshqa kam ta'minlangan guruhlar uchun teng imkoniyatlarni yaratadi. Bu esa nafaqat inson huquqlari va tenglik tamoyillarining amalga oshirilishini ta'minlaydi, balki iqtisodiy o'sish, bandlik darajasining oshishi, mahalliy aholi daromadlarining ko'payishi va hududlararo rivojlanish tengligini mustahkamlashga xizmat qiladi.

O'zbekistonda inklyuziv turizmni tatbiq etishda quyidagi yo'nalishlar muhim ahamiyat kasb etadi:

- turizm infratuzilmasini barcha guruhlar uchun moslashtirish (aravachali yo'laklar, eshitish va ko'rish imkoniyati cheklanganlar uchun axborot vositalari va xizmatlar);
- kadrlar tayyorlashda inklyuziv xizmat ko'rsatish madaniyatini shakllantirish;
- turizm obyektlarida universal dizayn tamoyillarini joriy etish;
- qonunchilik va strategik hujjatlarda inklyuzivlik tamoyillarini mustahkamlash;
- jamoatchilik, NNTlar va xususiy sektor ishtirokini kuchaytirish.

Shuningdek, O'zbekistonda mavjud ziyoratgohlar, madaniy meros obyektlari va tabiiy resurslar inklyuziv turizm uchun katta imkoniyatlar yaratadi. Ayniqsa, qadimiy shaharlar – Buxoro, Samarqand, Xiva kabi maskanlarda turizm infratuzilmasini inklyuziv tamoyillar asosida rivojlantirish orqali turizmning barqaror va adolatli rivojlanishiga erishish mumkin.

Natijada, inklyuziv turizm O'zbekiston uchun nafaqat iqtisodiy yuksalish vositasi, balki ijtimoiy birdamlik, tenglik va fuqarolik jamiyatini mustahkamlashga xizmat qiluvchi muhim omil bo'la oladi. Shu sababli, davlat siyosatida inklyuzivlik prinsiplariga asoslangan turizm modelini shakllantirish va keng joriy etish dolzarb strategik vazifa sifatida e'tirof etilishi lozim.

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AGROTURIZM OBYEKTLARIDA INKLYUZIV INFRATUZILMANI YARATISH STRATEGIYALARI

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Buxoro davlat universiteti

Annotatsiya: mazkur maqolada agroturizm obyektlarida inklyuziv infratuzilmani shakllantirishning dolzarbligi, mavjud muammolar, xalqaro tajribalar va rivojlantirish strategiyalari tahlil qilingan hamda O'zbekiston sharoitida amaliy takliflar ilgari surilgan. Inklyuzivlik konsepsiyasi doirasida barcha ijtimoiy guruhlar, jumladan, nogironlar, keksalar va bolali oilalar uchun qulay sharoitlar yaratish zarurligi asoslab berilgan. Universal dizayn tamoyillari va xalqaro tajribalar asosida agroturizm hududlarida fizik, axborot, transport va xizmat infratuzilmasini moslashtirishning dolzarbligi ko'rsatib o'tilgan. Maqolada, shuningdek, Shelburn Farms va Homesteads for Hope kabi obyektlar misolida inklyuziv infratuzilma joriy etilgan muvaffaqiyatli tajribalar tahlil qilinadi. Xulosa sifatida, agroturizm inklyuzivlikni ta'minlash nafaqat ijtimoiy adolat, balki iqtisodiy samaradorlik va turistik raqobatbardoshlikni oshirish omili sifatida qaralishi lozimligi ta'kidlanadi.

Kalit so'zlar: agroturizm, inklyuziv infratuzilma, universal dizayn, turizm imkoniyati cheklangan shaxslar, barqaror turizm, xizmatlar moslashuvi, sezgilar bog'i

KIRISH

So'nggi yillarda turizmning yangi yo'nalishlari, xususan agroturizmga bo'lgan talab sezilarli darajada oshib bormoqda. Agroturizm nafaqat qishloq hududlarining iqtisodiy rivojlanishiga xizmat qiladi, balki mahalliy aholining bandligini oshirish, ekologik barqarorlikni ta'minlash va madaniy merosni asrashda ham muhim vosita hisoblanadi. Shu bilan birga, zamonaviy turizm sanoatida inklyuzivlik konsepsiyasi, ya'ni barcha ijtimoiy guruhlar uchun qulay va teng imkoniyatlarni yaratish tobora muhim ahamiyat kasb etmoqda. Agroturizm sohasida ham barcha mehmonlar uchun qulay va accessible muhitni yaratish nafaqat ijtimoiy mas'uliyat, balki iqtisodiy jihatdan ham foydali yondashuvdir. Inklyuziv infratuzilma yaratish orqali agroturizm obyektlari o'z mehmon doirasini kengaytirib, turli ehtiyojlarga ega bo'lgan odamlarni jalb qilishi mumkin.

Inklyuziv infratuzilma deganda turistik joylarga tashrif buyuruvchi barcha shaxslar, jumladan, nogironligi bo'lganlar, keksalar, bolali oilalar va boshqa ehtiyojli guruhlar uchun teng va qulay sharoitlar yaratishga qaratilgan tizim tushuniladi. Ayniqsa, agroturizm obyektlarida bu infratuzilmalarni joriy etish orqali nafaqat ijtimoiy adolat tamoyillari ta'minlanadi, balki turizmning salohiyati kengayadi.

Jahon sog'liqni saqlash tashkilotining ma'lumotlariga ko'ra, dunyo aholisining qariyb 15 foizi nogironlikning bir turi bilan yashaydi. Aholi qarishining demografik tendentsiyasi tufayli, 2030 yilga kelib, Evropa Ittifoqi aholisining 33% (shu jumladan sayohatchilar) keksa, faol odamlar bo'ladi va ular imkoniyati cheklangan shaxslarga moslashtirilgan yo'nalishlarga muhtoj bo'ladilar. Inklyuziv turizmning maqsadi esa insonning jismoniy cheklovlari, nogironligi yoki yoshidan qat'iy nazar, barcha odamlar guruhlarini foydalanishi mumkin bo'lgan yo'nalishlar, mahsulotlar va xizmatlardan iborat to'siqsiz dunyoni yaratishdir. Shu sababli odamlarning inklyuziv turizm

muhimligi haqida xabardorligini oshirish mahalliy jamiyatdagi o'zgarishlar va ijobiy natijalarni rag'batlantirish juda zarur.

Adabiyotlar sharhi. Ilmiy adabiyotlarda agroturizm obyektlari ko'pincha eski binoshootlarda joylashgan bo'lib, ular nogironlar aravachasi bilan kirishga mos emasligi, belgilar yo'qligi, xodimlar inklyuziv xizmat ko'rsatishga tayyor emasligi ko'rsatib o'tilgan. Bundan tashqari, ekologik omillar (g'ovak tuproqli yo'llar, notekis rel'yeflar) ham muhim to'siqlardan biridir. Foydalanish mumkin bo'lgan turizm bo'yicha tadqiqotlarda sayohat bilan bog'liq turli xil o'zaro bog'liq jihatlar mavjud bo'lib, ularning ba'zilari transport shuningdek turar joy mavjudligi va turistik joylar bilan bog'liq. Turoperatorlar ham shuni inobatga olishlari kerakki, nogironlar ko'pincha kamida bitta hamrohi bilan mavsumdan tashqari sayohat qilishadi va sayohat uchun katta xarajatlarni qoplashga tayyor. Biroq, imkoniyati cheklanganlar uchun turizm har xil turdagi tashrif buyurish mumkin bo'lgan attraksionlar, turar joy binolari va qabul qilish hududlaridagi infratuzilmaga ega bo'lgan maxsus taklifni yaratishni talab qiladi.

Olimlar Darcy va Dicksonning fikriga ko'ra foydalanish imkoniyati (Accessibility) bu imkoniyati cheklangan shaxslar uchun foydalanish mumkin bo'lgan atrof-muhit sifati, infratuzilma va qo'shimcha xizmatlar (restoranlar, galereyalar, muzeylar, ko'ngilochar bog'lar, va hokazo) va sifati bo'yicha barcha zarur va so'ralgan ma'lumotlarga tegishli kirish imkoniyatlarga ega bo'lgan manzilni o'z ichiga oladi. Bundan tashqari, inklyuziv turizmning yana bir komponenti uning iqtisodiy jihati, ya'ni qulay turizmning arzonligidir.

Shuningdek Mace va Hardie tomonidan ishlab chiqilgan universal dizayn konsepsiyasi inklyuziv turizm infratuzilmasining nazariy asosini tashkil etadi. Ularning "Accessible Environments: Toward Universal Design" asarida barcha foydalanuvchilar uchun qulay muhitni yaratishning yetti asosiy tamoyili bayon etilgan. Hamda Preiser va Ostroff tomonidan yozilgan "Universal Design Handbook" kitobida universal dizayn tamoyillarining turizm sohasiga qo'llanilishi masalalari batafsil ko'rib chiqilgan. Mualliflar kirish va foydalanish (accessibility va usability) o'rtasidagi bog'liqlikni ta'kidlab, inson markazli dizayn yondashuvining ahamiyatini ta'kidlaydilar. Universal dizayn bo'yicha tadqiqotlar agroturizm obyektlarini loyihalashda barcha foydalanuvchilar uchun qulay bo'lgan arxitektura yechimlarini yaratish prinsiplarini o'z ichiga oladi. Bu yondashuv nafaqat maxsus ehtiyojlarga javob beradi, balki barcha mehmonlar uchun qulaylik va xavfsizlik darajasini oshiradi. Ushbu adabiyotlar to'plami agroturizm obyektlarida inklyuziv infratuzilma yaratish strategiyalarini ishlab chiqish uchun nazariy asos, amaliy tajriba va metodologik yo'riqnomalar bilan ta'minlaydi. Har bir manba o'ziga xos hissa qo'shadi va birgalikda ushbu muhim mavzu bo'yicha keng qamrovli tushuncha beradi.

Material va metodlar

Ushbu tadqiqotda agroturizm obyektlarida inklyuziv infratuzilmaning mavjud holatini baholash va uni rivojlantirish bo'yicha strategik takliflarni ishlab chiqish maqsad qilingan. Tadqiqot sifatli yondashuv asosida olib borildi, chunki bu yondashuv mavjud holatni chuqur tahlil qilish, subyektiv tajribalarni aniqlash va tavsiyalar ishlab chiqishda samarali hisoblanadi. Mavzuga oid adabiyotlar to'plandi va o'rganildi. Shuningdek dunyoda agroturizm obyektlarida inklyuziv infratuzilmalar joriy etilgan joylar tajribasi o'rganildi hamda hududlarda amalga oshirilayotgan amaliy ishlar va ma'lumotlar tahlil qilindi. Mazkur metodlar yordamida olingan ma'lumotlar asosida ushbu modelning avzalliklari o'rganildi va tahliliy xulosalar shakllantirildi.

Tadqiqotning natijasi

Inklyuziv turizm bu harakatlanish, ko'rish, eshitish va aqliy imkoniyatlarda cheklolarga ega insonlar uchun ham mustaqil, teng va hurmatga loyiq tarzda dam olish imkonini beradigan turizm shaklidir. Dunyo bo'yicha tan olingan "universal dizayn" konsepsiyasi inklyuziv infratuzilmani loyihalashda muhim tamoyildir. Unga ko'ra, mahsulotlar va xizmatlar barcha foydalanuvchilar uchun, hech qanday moslashtirish yoki maxsus dizayn zaruratisiz ishlatilishi kerak. Bu yondashuv, ayniqsa, agroturizm obyektlarida ijtimoiy adolat va iqtisodiy samaradorlikni ta'minlashga xizmat qiladi va mahsulotlar, xizmatlar hamda muhitlar barcha guruhlar uchun ochiq bo'lishini ta'minlaydi. Bu tushuncha turizm sohasida ayniqsa muhim ahamiyatga ega, chunki har bir inson, jismoniy yoki aqliy imkoniyatidan qat'i nazar, dam olish, sayohat qilish va madaniy hayotda

ishtirok etish huquqiga egadir. Xalqaro miqyosda inklyuziv turizm bozori jadal rivojlanayotgan segment hisoblanadi. Ushbu segment kamida ikki muhim afzallikka ega: birinchidan, u ijtimoiy inklyuziyani kuchaytiradi; ikkinchidan, u turistik yo'nalishlarning raqobatbardoshligini oshiradi va turizm sohasida barqaror moliyaviy samaradorlikka erishishga xizmat qiladi.

Bizga ma'lumki agroturizm qishloq joylarda joylashgan, qishloq xo'jaligiga bog'liq faoliyatlarni o'z ichiga olgan turizm shaklidir. Bunday joylarda imkoniyati cheklangan sayyohlar uchun qulaylik yaratish ko'pincha e'tibordan chetda qolgan, ammo nihoyatda zarur masala hisoblanadi. Agroturizm inklyuzivlik mehmonxona, ovqatlanish joylari, dala-tabi'at yurish yo'laklari, madaniy-tanishtiruv faoliyatlari kabi barcha jihatlarida qo'llanilishi kerak. Agroturizm kontekstida inklyuziv infratuzilma deganda qishloq hududlarida joylashgan turistik obyektlarda barcha tashrif buyuruvchilar uchun qulayliklarni ta'minlaydigan arxitektura, transport, axborot va xizmat ko'rsatish tizimlarining uyg'unlashgan shakli tushuniladi. Bunga quyidagilar kiradi:

- ✓ Fizik infratuzilma elementlari: nogironlar aravachasi uchun rampa va keng yo'laklar, past darajadagi peshtaxtalar, moslashtirilgan hojatxonalar va kirish eshiklari;
- ✓ Axborotga kirish imkoniyati: belgilar va yo'naltiruvchilarning braille yozuvi bilan jihozlanishi, ovozli gidlar, interaktiv axborot panellari;
- ✓ Transport va harakatlanish tizimi: maxsus transport vositalari, to'siqsiz harakatlanish yo'laklari, to'xtash joylarining moslashtirilgan shakli;
- ✓ Xavfsizlik va xizmat sifati: favqulodda vaziyatlar uchun qulay chiqishlar, xodimlarning inklyuziv xizmat ko'rsatishga tayyorligi.

Foydalanuvchilarga qulay bo'lishi uchun infratuzilma quyidagi standartlarga javob bedrishi kerak:

- Asosiy binolarga olib boruvchi yo'laklar kamida 1,2 metr kenglikda bo'lishi
- Yo'laklar tekis va sirpanmaydigan materialdan tayyorlanishi
- Nogironlar aravachalari uchun mo'ljallangan rampalar 8% dan ortiq qiyalikka ega bo'lmasligi
- Yoritish tizimi barcha yo'laklarda yetarli darajada ta'minlanishi
- Kirish eshiklari kamida 80 sm kenglikda bo'lishi
- Avtomatik ochiluvchi eshiklar o'rnatish yoki oson ochiluvchi mexanizmlardan foydalanish
- Ostona balandligi 2 sm dan oshmasligi
- Eshik dastagi va qulflar oson ishlatilishi mumkin bo'lgan darajada joylashishi

Shuningdek Inklyuziv xonalar yaratishda har bir detalga e'tibor berish zarur. Xonalar keng bo'lishi va nogironlar aravasining erkin harakatlanishi uchun yetarli joy bo'lishi kerak. Yotoq balandligi standart bo'lib, unga ko'chish oson bo'lishi lozim. Vannaxonalar ayniqsa katta e'tibor talab qiladi. Dush kabinalari pog'onasiz bo'lishi, qo'llab-tutuvchi panjaralar o'rnatilishi va o'rindiqli dush imkoniyati bo'lishi zarur. Hojatxona balandligi moslashuvchan bo'lishi va yonida qo'llab-tutuvchi elementlar mavjud bo'lishi kerak.

Agroturizm hududlarini qulay qilish yo'lidagi birinchi qadam tashrif buyuruvchilarning ehtiyojlarini tushunishdir. Biron bir hududga borishdan oldin u maskan haqida ma'lumotga ega bo'lish talab etiladi. Zamonaviy dunyoda axborot manbalari bo'lib veb-sayt va ijtimoiy tarmoqlar xizmat qiladi. Veb-sayt va ijtimoiy tarmoqlar uchun kontent yaratishda barcha foydalanuvchilar, jumladan, jismoniy imkoniyati cheklangan shaxslar uchun ham foydalanish imkoniyatiga ustuvor ahamiyat berish kerak. Oddiy so'zlar va sodda tildan foydalanish kontentni hamma uchun ham ochiqroq qiladi. Bu yordamchi texnologiyalardan (masalan, ekran va nutqni aniqlash dasturi) foydalanuvchilarga kontentingizni tezroq tushunishini osonlashtiradi. Dizayn elementlariga kelsak, o'qilishi oson shriftlarga va rang kontrastiga e'tibor qaratish lozim. Kontent matn va fon ranglari o'rtasida yuqori kontrastga ega bo'lishi kerak va aniq shriftlardan foydalanish kerak. Yashil va qizil kabi ranglar kombinatsiyasidan va kulrang bilan och ranglardan saqlanish zarur, bu ko'rish qobiliyati zaif bo'lganlar uchun veb-saytlarni o'qish yoki navigatsiya qilish uchun qiyin bo'lishi mumkin. Kontentni eshitish qobiliyatida nuqsoni borlar yoki eshitmaydigan foydalanuvchilar uchun ochiq qilishning muhim bosqichi ijtimoiy tarmoqlardagi video kontent yoki veb-saytda ochiq yoki yopiq taglavhalar mavjudligini ta'minlashdir. Taglavha, shuningdek, foydalanuvchilarga jim bo'lishi kerak bo'lgan muhitda kontentga kirishga yordam beradi.

Ko'plab agroturizm obyektlari jismoniy imkoniyati cheklangan shaxslar uchun zarur sharoitlar bilan ta'minlanmagan. Rampalar, keng yo'laklar, past peshtaxtalar, moslashtirilgan hojatxonalar kabi elementlar deyarli mavjud emas. Bu esa nogironligi bo'lgan shaxslar, keksalar yoki bolali oilalar uchun obyektlarga kirish va xizmatlardan foydalanishni murakkablashtiradi. Vermontdagi Shelburne fermalarda yaratilgan sharoitlarni misol keltiradigan bo'lsak, fermada foydalanish imkoniyati bilan bog'liq muammolarni hal qilish uchun qo'shimcha choralar ko'rildi. Ko'proq mashaaqatli piyoda yurish sinovlaridan tashqari, ular elektr stullarni joylashtirish uchun maxsus ishlab chiqilgan yo'lni ishlab chiqdilar. Shuningdek, strategik ravishda dam olish uchun yo'llar bo'ylab skameykalarni joylashtirdilar, bu esa harakatchanligi cheklanganlarga qo'shimcha yordam beradi. Shelburne Farms, shuningdek, harakatlanish imkoniyati cheklangan tashrif buyuruvchilarga odatda piyoda yurishni talab qiladigan mashg'ulotlarga borish uchun mashinalar yoki boshqa harakatlanish vositalaridan foydalanishga ruxsat beruvchi "mavjudlik talonini" taklif qiladi. Bundan tashqari, nogironlar aravachalari, aravachalar va boshqa shunga o'xshash narsalarni saqlash uchun ajratilgan joy mavjudligiga ishonch hosil qilish zarur. Agroturizm obyektlarida inklyuziv infratuzilmani yaratishda universal dizayn tamoyillarini joriy etish, xodimlar malakasini oshirish, moliyaviy rag'batlantirish mexanizmlarini ishlab chiqish, me'yoriy-huquqiy asoslarni takomillashtirish va axborot vositalarining inklyuzivligini ta'minlash muhim strategik yo'nalishlar hisoblanadi. Buning yorqin misoli sifatida AQShning Nyu-York shtatidagi Rochester shahrida joylashgan Homesteads for Hope inklyuziv jamoa fermasini keltirishimiz mumkin. Ushbu ferma intellektual va rivojlanish nuqsonlariga ega bo'lgan kattalar uchun ochiq bo'lib, ularga ta'lim olish, ish bilan band bo'lish va jamiyatga integratsiyalashuv imkonini yaratadi. Ferma 2013-yilda Luann va Jennyrae Brongo tomonidan tashkil etilgan. Ular nogironligi bo'lgan oilaviy a'zo orqali ilhomlangan holda, barcha yoshdagi va qobiliyatdagi insonlar uchun imkoniyatlar yaratadigan makonni barpo etishga qaror qilishgan. Ferma veb-saytida imkoniyati cheklangan shaxslarga mos ravishda alohida bo'lim yartilib kerakli funksiyani tanlash orqali ma'lumotlarni olish imkonini beradi. Hozirgi kunda ferma "Pave the Way" nomli loyihasi orqali to'liq inklyuziv infratuzilmani yaratishga harakat qilmoqda. Ushbu kengaytirish loyihasi doirasida yangi sovutgich tizimi, yopiq dam olish maydonchalari va nogironlar uchun qulayliklar barpo etilmoqda. Ferma barcha tashrif buyuruvchilar uchun jismoniy va ijtimoiy jihatdan ochiq bo'lishi uchun doimiy ravishda ishlamoqda.

Shuningdek, innovatsion yondashuv sifatida "sezgilar bog'i" (sensory garden) konsepsiyasini joriy etish ham katta ahamiyat kasb etadi. Sensory garden bu insonning ko'rish, eshitish, hidlash, ushlash va ta'm bilish kabi beshta asosiy sezgi a'zolarini rag'batlantiradigan tarzda tashkil etilgan bog'dir. Bunday bog'lar nogironligi bo'lgan shaxslar, bolalar va keksalar uchun maxsus qulaylik va dam olish muhitini yaratib beradi. Bu orqali mehmonlar nafaqat dam oladi, balki tabiat bilan interaktiv aloqada bo'ladi. Agroturizm obyektlarida sezgilar bog'larini tashkil etish inklyuzivlikni amalda namoyon etish, ekologik muvozanatni ta'minlash, hamda ijtimoiy mas'uliyatli turizmni rivojlantirishga xizmat qiladi. Bundan tashqari, bunday bog'lar mahalliy flora va agrobiodiversitetni targ'ib qilish, sayyohlarga ekologik madaniyatni singdirishda ham samarali vosita bo'la oladi. Misol tariqasida Gilfillan Farmni keltirish mumkin. Gilfillan Farm tarixiy ferma bo'lib, u yerda mehmonlar uchun sensor bog' tashkil etilgan. Bu bog'da mehmonlar turli o'simliklar, gullar va boshqa tabiiy elementlar orqali ko'rish, hidlash, eshitish, teginish va ta'm bilish hissiyotlarini uyg'otishlari mumkin. Bu joy mehmonlarga dam olish va tabiat bilan bog'lanish imkonini beradi.

Xulosa

Agroturizm obyektlarida inklyuziv infratuzilmani yaratish nafaqat imkoniyati cheklangan shaxslar uchun qulay sharoitlar yaratadi, balki ijtimoiy adolat, iqtisodiy barqarorlik va turizmning hamma uchun ochiqligini ta'minlashga xizmat qiladi. Tadqiqot davomida aniqlanishicha, inklyuziv infratuzilma tamoyillariga asoslangan yondashuvlar nafaqat nogironligi bo'lgan shaxslar, balki bolali oilalar, keksalar hamda vaqtinchalik nogironlikka uchragan shaxslar uchun ham foydali bo'ladi. Agroturizm obyektlarida universal dizayn, jismoniy va axborotli qulayliklar, shuningdek, xodimlar malakasini oshirish orqali xizmatlarning inklyuzivligini ta'minlash mumkin. Shu bois, qishloq hududlarida barqaror va hammabop turizmni rivojlantirish uchun davlat siyosati,

tadbirkorlar va fuqarolik jamiyati vakillari o'rtasida samarali hamkorlik zarur. Agroturizmda inklyuziv infratuzilmani rivojlantirish bo'yicha strategik yondashuvlar nafaqat sayyohlik imkoniyatlarini kengaytiradi, balki mamlakatda inklyuziv jamiyatni shakllantirishga ham hissa qo'shadi.

O'zbekiston agroturizm sohasida inklyuziv infratuzilmani rivojlantirish borasida salohiyatga ega. Biroq mavjud obyektlarda inklyuzivlik darajasi pastligi, huquqiy asoslarning yetarlicha rivojlanmagani va amaliy tajribaning kamligi tizimli yondashuvni talab qiladi. Shu asosda quyidagi takliflar ishlab chiqildi:

- Turizm va qishloq xo'jaligi sohaslariga oid normativ-huquqiy hujjatlarga inklyuzivlik mezonlarini kiritish;
- Inklyuziv infratuzilmaga ega agroturizm obyektlarini soliq imtiyozlari yoki subsidiyalar bilan qo'llab-quvvatlash;
- Nogironligi bo'lgan shaxslar uchun moslashtirilgan xizmatlar ko'rsatuvchi tadbirkorlarga grant ajratish.
- Agroturizm obyektlarida nogironlar aravachasi harakatlana oladigan yo'laklar, qulay sanitariya-gigiyena xonalari, braille yozuvi va audiogid tizimlarini joriy qilish;
- Agroturizm sohasida faoliyat yuritayotgan xodimlar uchun inklyuziv xizmat ko'rsatish bo'yicha malaka oshirish kurslari tashkil etish;
- Universitetlarida inklyuziv turizm bo'yicha maxsus fan yoki modul joriy etish.
- Nogironligi bo'lgan sayyohlar uchun O'zbekistonning qulay va moslashtirilgan agroturizm obyektlari ro'yxatini ishlab chiqish.
- Nogironlar uyushmalari, fuqarolik jamiyati va mahalliy hokimliklar bilan hamkorlikda infratuzilmani baholash va takomillashtirish;
- Inklyuzivlik darajasini doimiy monitoring qilish va xalqaro tajribalarni tatbiq etish.

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PROSPECTS FOR IMPROVING ACCESS TO CULTURAL HERITAGE SITES IN BUKHARA FOR PEOPLE WITH DISABILITIES

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Abstract. *This thesis highlights the potential of Bukhara's cultural heritage to contribute to inclusive tourism. It explores the current opportunities and existing barriers faced by individuals with disabilities in experiencing the rich cultural heritage of the city. Recognizing the fundamental right of all individuals to engage with cultural landmarks, the study examines the accessibility of key historical sites, museums, and related tourism infrastructure in Bukhara. It also proposes modern solutions to address these challenges and promote greater inclusivity.*

Key words: *Accessible tourism, disabilities, cultural heritage, infrastructure, Universal design principles, UNWTO (UN Tourism), braille signage, audio commentaries*

Introduction. Accessible tourism is an approach to travel that ensures accommodations and experiences are available to individuals of all abilities, including those with disabilities, seniors, and families with young children. This concept encompasses a wide range of accessibility features, such as wheelchair-friendly accommodations, transportation options, and venues equipped with Braille signage or audio descriptions to assist visually impaired travelers. The tourism industry is increasingly recognizing accessibility not just as a requirement, but as a valuable opportunity to engage a broader audience.

As the global population ages, the importance of accessible tourism is magnified, highlighting the need for inclusive travel experiences. Accessibility considerations span the entire tourism experience, from destination management and marketing to urban design and cultural activities. Implementing universal design principles further enhances accessibility by creating spaces and services that cater to the diverse needs of all travelers, thereby reducing barriers and fostering a welcoming environment.

Incorporating accessible features not only benefits individuals with disabilities but also improves experiences for everyone, as solutions like curb cuts can assist a wide range of users. Organizations like the United Nations World Tourism Organization advocate for these principles to ensure that travel is a right accessible to all, fostering inclusion and equality in the tourism sector. According to the United Nations World Tourism Organization (UNWTO), approximately 1.3 billion people traveled internationally in 2023, 10% of them disable people. Accessibility has gained attention as well. When people cannot visit places, or safely travel, due to disabilities or other concerns related to access, the tourism industry misses key parts of the traveling population. In 2007, the United Nations Convention on the Rights of Persons with Disabilities explained the obligations of the tourism industry, as well as facilities used by the public, to ensure that all people are equally free to participate in travel, leisure, and sport. [1]

Bukhara as a city steeped in centuries of Silk Road history and recognized as a UNESCO World Heritage site, naturally draws visitors from other countries and across Uzbekistan. And this refers that many people are also travelling to see Bukhara, among individuals with disabilities both international and local residents. To ensure that this rich heritage is truly accessible to all, including the significant portion of Uzbekistan's population experiencing some form of disability. According to World Bank research (2023) and UNDP research (February 12, 2015), 13,5% of the total population 37 535 605 (2024) aged 3 and above in Uzbekistan has some form of disability. This significant percentage underscores the substantial number of individuals who could potentially benefit from and contribute to accessible tourism offerings. Furthermore, the prevalence of disability increases with age, with 54% of individuals aged 60 and over reporting a disability. This demographic trend is particularly relevant for cultural heritage tourism, which often attracts older adults. While official figures in 2022 identified 845,300 people (2.3% of the total population) as

persons with disabilities, the higher figure from the World Bank suggests a broader segment of the population experiences some form of disability that could impact their travel experiences. The fact that a majority of persons with disabilities reside in rural areas (532,000 compared to 313,300 in cities) highlights the need to consider accessibility for individuals from diverse geographical backgrounds who may wish to visit cultural sites in urban centers like Bukhara. These national statistics provide a vital backdrop for examining the specific opportunities and challenges for creating inclusive access to Bukhara's rich cultural heritage. If 3 % of them travel to Bukhara, it shows that 152 019 people need proper access to conveniently moving across the city. [2] [3] [4].

Research Questions;

For which groups of people with special needs are Krakow museums prepared?

Are museum premises adapted for wheelchair users?

What equipment improving accessibility for people with particular needs is available in the museums?

Which groups of people with particular needs visit Krakow museums?

Do the museums employ people trained in how to provide assistance to people with particular needs?

Do the museums provide sufficient information on the accessibility of their premises for people with particular needs?

Do the museums' websites fulfil the requirements of digital accessibility for people with disabilities?

Do the museums offer virtual tours? [8]

Discussion. A study conducted in November–December 2023 at the request of the Hotel Association of Uzbekistan aimed to assess the current state of inclusive hospitality across Uzbekistan, particularly regarding accessibility for people with disabilities. However, due to the widespread lack of adequate infrastructure for disabled individuals, the study was concluded earlier than planned. The initial findings prompted stakeholders to prioritize the improvement of conditions before continuing with the full assessment.

Our investigation into accessibility provisions for people with disabilities in Bukhara revealed a pervasive deficiency in appropriate infrastructure. While a small number of hotels offered specialized features such as ramps or stair lifts, approximately two-thirds of accommodations lacked these essential amenities. In contrast, the city's pedestrian pathways were generally well-maintained and undergoing continuous improvements. Notably, some upgrades included the implementation of distinct lanes designed for visually impaired individuals.

Public transportation presented a more mixed scenario. Although newly introduced buses featured boarding provisions for people with disabilities, a significant portion—approximately two-thirds—of the existing fleet consisted of older models that remained inaccessible to this demographic. This finding aligns with data gathered through the InclUz app, which monitors accessibility indicators in urban environments.

A complementary study conducted at the Krakow Museum helps illustrate why some cities and countries continue to struggle with accessibility infrastructure. Analysis of the museums' websites indicated that while they scored well in terms of compatibility and comprehensibility, they received lower ratings regarding perceivability and functionality. Museum visitors are primarily adults, adolescents, and older adults, with individuals with disabilities comprising about 10% of total visitors.

Krakow is currently the most visited tourist destination in Poland, with over 14 million tourists recorded in 2019. Notably, in 2010, the city received first place in a European Union competition recognizing cities that are accessible to people with disabilities and older adults. Krakow was awarded the Access City Award for its dedicated efforts to improve public space accessibility in a challenging urban environment characterized by historically inaccessible infrastructure. This recognition was largely attributed to focused initiatives aimed at improving access to historical sites and museums. [5][6]

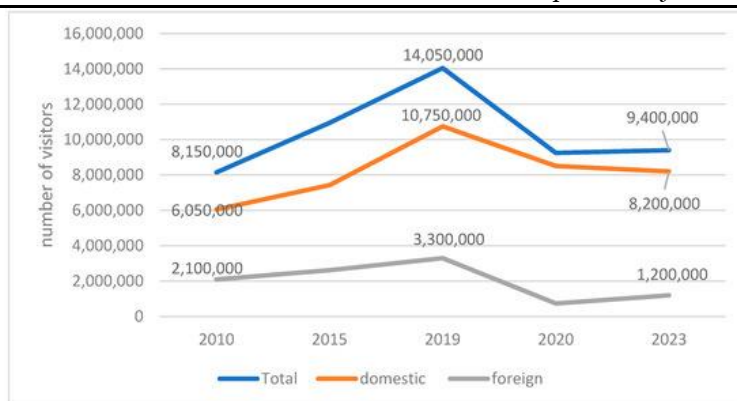


Figure 1. Number of visitors to Krakow in 2010–2023. (Source: based on the work of Borkowski [7])

The figure illustrates the upward trend in the number of visitors to Krakow from 2010 to 2023. The objective of this research was to assess the accessibility of museums in Krakow for people with disabilities and other visitors with special needs. The study aimed to evaluate the extent to which museums are adapted to accommodate individuals with limited mobility, visual and hearing impairments, cognitive disabilities, as well as seniors, families with small children, pregnant women, and people with dietary restrictions.

The research also sought to answer the following questions:

- What percentage of total museum visitors are individuals with special needs?
- How well are museum staff prepared to assist such individuals?
- What is the level of access to both digital and analogue information about available amenities?
- Do museums offer virtual tours of their collections?

The responses to these questions made it possible to assess the degree to which each museum is adapted to receiving visitors in wheelchairs, visually and hearing-impaired individuals, people with cognitive disabilities, as well as seniors, families with prams, pregnant women, and those with dietary restrictions. The research also examined the availability of technical aids, signage, and both digital and printed informational materials.

The analysis of the questionnaires provided comprehensive answers to the predefined research questions. The first focused on identifying the groups of people with disabilities for whom Krakow museums are accessible. As shown in Figure 2, Krakow museums are relatively best prepared to accommodate individuals with physical disabilities, with 87% of museums declaring accessibility for this group. A high percentage of museums (80%) also reported being accessible to seniors.

Accessibility for individuals with visual impairments and blindness was reported by 74% of museums, while 73% accommodated individuals with hearing impairments or deafness. A similar percentage (71%) of museums indicated they were accessible to families with prams and young children. The lowest accessibility rating was reported for pregnant women, with only 58% of museums indicating they had made suitable accommodations.

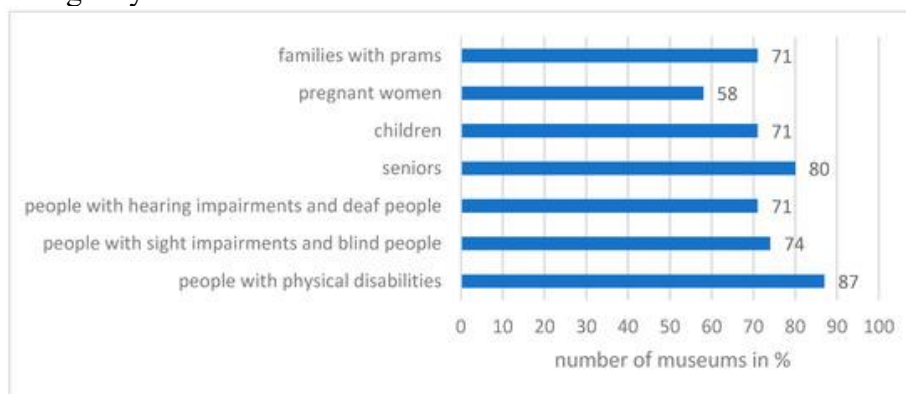


Figure 2. Degree of adaptation of Krakow museums for groups of people with particular needs or disabilities. [9]

The analysis of the study results indicates that museums with higher attendance do not significantly differ from those with fewer visitors in terms of their adaptation to the needs of people with various disabilities [10]. This suggests that a considerable number of visitors with disabilities—including blind and visually impaired individuals—actively seek out cultural experiences in museums.

Notably, 74% of the surveyed museums reported receiving visits from blind individuals, underlining the importance of designing accessible experiences for this group. To address such challenges, several museums have implemented inclusive initiatives inspired by best practices in other countries.

One example is the Azerbaijan National Carpet Museum, the first inclusive museum in Azerbaijan. The museum undertook a project to identify tactile elements that would be most meaningful to visually impaired visitors. As part of this initiative, Braille guides and audio commentaries are now provided alongside exhibits. Additionally, the museum introduced tactile miniature samples of ten carpets from its permanent collection. These were created by the museum's Traditional Technologies Department and are designed to be explored by touch, allowing visitors with visual impairments to differentiate between various Azerbaijani weaving techniques. Each sample is accompanied by an explanation in English and Azerbaijani Braille, enhancing accessibility through a multi-sensory experience.

In the United States, the Smithsonian Institution has adopted Aira technology to assist visually impaired visitors. This system provides free verbal descriptions using augmented reality and artificial intelligence. Visitors can use either smartphone cameras or smart glasses to connect with a remote guide, who views the visitor's surroundings and offers real-time descriptions. The guide not only explains the exhibits but also assists with navigating the museum's facilities, such as locating restrooms or exits.

Similarly, in the United Kingdom, the Roald Dahl Museum partnered with the Signly app to enhance accessibility for deaf and hard-of-hearing visitors. This innovative app allows users to point their mobile devices at exhibit displays and receive information in British Sign Language (BSL). The museum played an active role in developing the app, which has since received awards for its contribution to digital accessibility in museums [11].

These international examples demonstrate how thoughtful integration of inclusive technology and tactile learning tools can significantly enhance the museum experience for individuals with disabilities, setting valuable precedents for museums worldwide.

Conclusion. This article effectively highlights the critical need for, and opportunities in, developing accessible tourism, with a particular focus on cultural heritage sites in Bukhara. It establishes the global relevance of accessible tourism by referencing UNWTO data on travelers with disabilities and the United Nations Convention on the Rights of Persons with Disabilities. The study emphasizes the significant portion of Uzbekistan's population living with disabilities, underscoring the potential of inclusive tourism to cater to both local and international visitors. While recognizing Bukhara's rich cultural heritage and strong tourist appeal, the research reveals considerable deficiencies in existing infrastructure—especially in hotels and the outdated segments of public transportation. However, it also notes positive developments, such as improvements to pedestrian pathways, including features designed for visually impaired individuals.

The article draws meaningful comparisons with Krakow's successful efforts in building an accessible urban environment. Krakow's museums, in particular, serve as a model, having gained international recognition for their inclusive practices. The detailed analysis of their accessibility for various groups—such as individuals with physical, visual, and hearing impairments, as well as seniors—offers practical insights and a benchmark for improvement. Furthermore, the article highlights innovative solutions implemented by museums around the world. These include the Azerbaijan National Carpet Museum's tactile exhibits and Braille guides, the Smithsonian Institution's use of Aira technology for visually impaired visitors, and the Roald Dahl Museum's collaboration with the Signly app to support deaf visitors. These international best practices

demonstrate how technology and inclusive design can significantly enhance the cultural experience for people with disabilities.

Ultimately, this study not only identifies the existing barriers to accessible tourism in Bukhara but also presents a strong framework for improvement, drawing on global examples and universal design principles. By embracing these strategies, Bukhara can create a more inclusive and welcoming tourism environment, thereby enriching the visitor experience and promoting greater equality and participation in the tourism sector.

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3-SHO'BA. BARQAROR TURIZM: EKOLOGIK, MADANIY VA IQTISODIY MUVOZANAT SARI YO'L

INTEGRATING GREEN ECONOMY PRINCIPLES INTO SUSTAINABLE TOURISM DEVELOPMENT: A PATHWAY TO ECO-EFFICIENT ECONOMIC GROWTH IN UZBEKISTAN

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Abstract: *this paper explores the integration of green economy principles into sustainable tourism development as a means to support eco-efficient economic growth in Uzbekistan. With global emphasis on environmental sustainability, Uzbekistan has the opportunity to position itself as a green tourism hub in Central Asia. The study examines theoretical foundations, current practices, and potential strategies for aligning tourism with the objectives of a green economy and uses SWOT analysis to overview the current aspects of Uzbekistan's Green tourism. The findings offer practical recommendations for policymakers, investors, and tourism stakeholders in Uzbekistan.*

Keywords: *Green economy, sustainable tourism, Uzbekistan, eco-efficiency, economic growth, environmental sustainability*

Introduction

Tourism is one of the fastest-growing sectors in the global world and it contributes significantly to economies, providing jobs, and boosting infrastructure development. In many countries, tourism has become a key factor in social and economic development, especially in nations which are rich in natural and cultural heritage. Uzbekistan, with its wealth of historical cities such as Samarkand, Bukhara, and Khiva, along with different landscapes, has great potential to grow its tourism sector and encourage economic growth. However, the rapid growth of tourism in Uzbekistan also brings challenges, particularly when it comes to environmental sustainability. Without careful planning, tourism can lead to issues such as overuse of natural resources, pollution, and damage to cultural sites. Increased carbon emissions from transportation and overcrowding in popular destinations can further harm the environment and local communities.

The UNWTO has established three priorities for the tourism industry in order to fulfill the 2030 Sustainable Development Agenda: (i) encouraging travel that is safe, easy, and enjoyable; (ii) implementing cutting-edge technologies in the tourism industry; and (iii) adopting the sustainability agenda (UNWTO, 2017b). The goal of sustainable tourism is to mitigate the detrimental effects that tourism has on the environment, society, and economy in order to create an industry that is both economically viable and socially and ethically fair. In order to ensure the long-term viability of tourism, the UNEP and UNWTO (2005) defined sustainable tourism as "the development of tourism activities with a suitable balance between these dimensions of environmental, economic, and socio-cultural aspects". A sustainable, appealing, and politically acceptable tourism industry must be created in order to gain international recognition. Activities related to sustainable tourism primarily address the social, cultural, economic, and environmental features of development. Tourism-related activities can occasionally have significant effects on the environment, ecosystems, economy, society, and culture because the industry may heavily exploit natural resources (Buckley, 2011).

Adopting principles of a green economy can address these challenges while ensuring tourism development is sustainable. A green economy focuses on using resources responsibly, reducing emissions, and promoting social inclusion. By incorporating these principles, Uzbekistan can protect its cultural and natural heritage while still benefiting from tourism's economic potential. This includes promoting eco-tourism, sustainable transport, and energy-efficient infrastructure, all of which can reduce the environmental impact of the sector. Additionally, involving local communities in tourism planning ensures that the benefits of tourism are shared more equitably, helping to preserve cultural authenticity and improve the livelihoods of residents. By focusing on

sustainability, Uzbekistan can attract environmentally conscious travelers and become a leader in green tourism in Central Asia. Therefore, sustainable tourism offers a pathway for Uzbekistan to grow its tourism sector without sacrificing its environmental and cultural treasures. By adopting green economy principles, the country can create a thriving, sustainable tourism industry that benefits the economy, the environment, and local communities.

Literature Review

The green economy gained global prominence following the 2012 United Nations Conference on Sustainable Development (Rio+20), advocating for growth that is environmentally sustainable and socially inclusive. Scholars like Pearce et al. (1989) and UNEP (2011) argue that green economy principles, such as energy efficiency, conservation, waste reduction, and community involvement, can effectively transform sectors like tourism. This approach aims to balance economic growth with environmental and social sustainability. Tourism, which relies heavily on natural resources, is uniquely positioned to benefit from green economy principles. According to the UNWTO (2004), sustainable tourism "fully accounts for its current and future economic, social, and environmental impacts." Integrating sustainable practices—such as eco-friendly accommodations, waste management, and support for local economies—helps preserve natural resources and biodiversity while boosting economic resilience (Gössling et al., 2015). Studies emphasize that adopting sustainability in tourism can yield long-term benefits for both the environment and local communities. Gössling et al. show that sustainable tourism can reduce carbon emissions, protect ecosystems, and enhance the competitiveness of destinations. Furthermore, Hjalager (2010) highlights how green tourism can attract eco-conscious travelers, giving destinations a competitive edge.

The involvement of local communities is crucial for sustainable tourism's success. Engaging communities fosters ownership of sustainability efforts, creating a more inclusive and socially responsible tourism model. Sustainable tourism also mitigates risks from environmental challenges, such as climate change and resource depletion, which can undermine the tourism industry's foundation (Dwyer et al., 2010). By prioritizing sustainability, tourism can become more resilient and economically stable. In summary, incorporating green economy principles into tourism not only protects the environment but also supports long-term economic and social goals. As countries like Uzbekistan look to develop their tourism sectors, adopting sustainable practices can ensure that growth is both economically beneficial and environmentally responsible.

Methodology

This study uses a qualitative approach, including analysis of secondary data from government publications, international reports, and academic sources. A SWOT analysis is also conducted to assess the internal and external factors affecting the integration of green economy principles into Uzbekistan's tourism sector.

Results and Discussion

Table 1. *SWOT Analysis of Uzbekistan's Green Tourism Potential [1]*

<i>Strength</i>	<i>Weakness</i>
*Rich cultural and natural heritage *Government support for tourism development *Increasing international visibility and improved visa policies *Potential for community-based tourism in rural areas	*Limited awareness and education on sustainable tourism practices *Lack of eco-certification systems and green standards *Insufficient infrastructure in remote eco-tourism locations *Overdependence on traditional tourism routes (e.g., Silk Road cities)
<i>Opportunities</i>	<i>Threats</i>
*High interest in eco-tourism and responsible travel globally *Potential for renewable energy integration in hospitality sector	*Climate change effects on natural tourism attractions *Over-commercialization harming fragile ecosystems

*Partnerships with international sustainability organizations *Development of unique nature-based tourism products (e.g., Aral Sea, deserts)	*Inconsistent enforcement of environmental regulations
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[1] developed by the author

Uzbekistan has made substantial progress in developing its tourism sector, particularly after visa liberalization and improved infrastructure. However, environmental management remains weak, and tourism activities in ecologically sensitive areas often lack sustainability planning. Eco-tourism and community-based tourism in these areas can be developed using green practices such as renewable energy usage, waste minimization, and water conservation. Key challenges include lack of awareness, limited funding, absence of green standards in tourism infrastructure, and insufficient policy integration. There is also a need for capacity-building and education for both service providers and tourists.

The President of the Republic of Uzbekistan mentioned in one of the conference meetings that “when promoting tourism locally, it's critical to consider environmental preservation and a sustainable approach. Energy conservation, waste management, reducing the adverse effects of tourism on the environment, and environmental preservation are all essential”. He notes that future generations will benefit from the preservation of natural and cultural resources due to sustainable tourism. It will be easier to determine the efficacy of the initiatives carried out and make the required modifications if the outcomes of tourism-related activities are evaluated and analysed locally. It is crucial to consider that local tourism development ought to be founded on the unique resources and features of each location. Depending on local circumstances and opportunities, different approaches and strategies may be used. Sustainable development and the preservation of the nation's natural environment and cultural heritage are key components of Uzbekistan's tourism development strategy. The preservation of historical sites, national parks, and nature preserves is a top priority for the Uzbek government. Environmentally friendly technologies are developed, educational programs are held for both visitors and locals, and steps are taken to decrease the detrimental effects of tourism on the environment.

Strategic recommendations:

- Develop a national green tourism policy in line with Uzbekistan's green economy roadmap.
- Introduce eco-certification for hotels, tour operators, and guides.
- Promote renewable energy usage in tourism facilities.
- Support community-based tourism projects that benefit local populations.
- Integrate environmental education into tourism curricula and training programs.

Conclusion

Tourism in Uzbekistan holds the potential to become a model for sustainable development in Central Asia. By integrating green economy principles, the sector can contribute to eco-efficient economic growth, environmental protection, and social well-being. Uzbekistan is in a unique position to capitalise on the rising demand for eco-friendly travel while preserving its rich natural and cultural heritage. The nation has the chance to build a more resilient, inclusive, and ecologically conscious tourism industry by incorporating green economy concepts into its tourism development plan. The SWOT analysis identifies important advantages and potentialities that can be used to develop a green tourism model, including international interest, government backing, and unrealised ecotourism potential. Long-term success, however, depends on resolving present issues, such as low awareness and inadequate infrastructure. In addition to improving environmental sustainability, strategic measures like enforcing eco-certification, encouraging renewable energy, and aiding community-based projects will also advance socioeconomic development.

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PRACTICE AND PROSPECTS FOR ACHIEVING INTERNATIONAL AND NATIONAL GOALS OF SUSTAINABLE DEVELOPMENT: THE ROLE OF TOURISM

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Abstract: *this thesis explores the vital role of tourism in advancing both international and national Sustainable Development Goals (SDGs), with a focus on Uzbekistan's practices and prospects. As a country with rich cultural and natural assets, Uzbekistan has actively incorporated the SDGs into its national agenda, identifying tourism as a key sector for inclusive growth, heritage preservation, and environmental protection. The study highlights how tourism contributes to key SDGs such as poverty reduction, economic growth, climate action, and sustainable cities through local engagement, eco-certifications, and heritage site conservation. It compares Uzbekistan's progress with international best practices from countries like Costa Rica, Nepal, and New Zealand. While Uzbekistan has made notable progress in promoting sustainable tourism, challenges remain in policy integration, community involvement, infrastructure development, and environmental monitoring. The thesis concludes with strategic recommendations for enhancing tourism's contribution to sustainable development through institutional coordination, community empowerment, green technology, and international cooperation.*

Keywords: *Sustainable Development Goals (SDGs), Tourism, Uzbekistan, Eco-tourism, Community-based Tourism, Environmental Sustainability, Cultural Heritage, Green Infrastructure, Policy Integration, International Cooperation.*

Introduction

Sustainable development has become a critical global goal to ensure the prosperity of present and future generations. The 2030 Agenda for Sustainable Development, adopted by all United Nations member states in 2015, includes 17 Sustainable Development Goals (SDGs) designed to address key challenges such as poverty, inequality, climate change, environmental degradation, and social injustice. Uzbekistan, as a growing economy with a rich cultural and natural heritage, has integrated the SDGs into its national development framework. The tourism sector holds significant potential for contributing to these goals by generating economic opportunities, promoting cultural exchange, and encouraging environmental stewardship. This thesis examines the current practices and future prospects for achieving sustainable development goals through tourism in Uzbekistan, with reference to international trends and policies.

Literature review

Global research consistently highlights tourism's dual role as a driver of development and a potential source of social-environmental impact. Tourism contributes roughly 10% of world GDP

and supports about one in ten jobs¹. UN frameworks emphasize that **sustainable tourism** must “take full account of its current and future economic, social and environmental impacts”². By aligning with the 2030 Agenda, tourism is seen as pivotal for reducing poverty (SDG 1), hunger (SDG 2), inequality (SDG 10), and for fostering economic growth (SDG 8) and gender equality (SDG 5). For example, tourism is noted to “foster economic growth and development at all levels and provide income through job creation,” linking it to poverty reduction goals and empowerment of youth and women³. Similarly, agri-tourism (SDG 2) can spur sustainable agriculture by promoting local food production and sales to tourists⁴. Tourism also touches on education and inclusion: training a “skillful workforce” in tourism creates opportunities for youth, women and people with disabilities, thereby promoting inclusive growth⁵. At the same time, tourism is explicitly recognized in the SDG framework: platforms like UNWTO’s *Tourism for SDGs* initiative and India’s G20 Tourism Dashboard illustrate efforts to embed tourism in national SDG planning. In sum, the literature underscores that tourism’s growth must be managed within an SDG lens – maximizing economic and social benefits (jobs, entrepreneurship, poverty alleviation⁶) while minimizing negative environmental and cultural impacts (carbon emissions, resource use).

Economic Development and Tourism

Tourism’s contribution to economic development is well-documented. Numerous empirical studies find a positive link between tourism and GDP growth, employment and foreign investment⁷. For instance, WTTC reports that in 2024 the travel & tourism sector contributed **US\$10.9 trillion** globally (about 10% of world GDP) and supported **357 million jobs**⁸. Such growth is often concentrated in regions with rich cultural or natural heritage. Studies and policy reports note that tourism can reduce poverty by creating jobs, spurring entrepreneurship (e.g. small hotels, guides) and generating tax revenues that can be reinvested in communities⁹. Community-based tourism (CBT) in particular places local residents “at the center of tourism development,” ensuring that revenues stay in the community¹⁰. CBT case studies from around the world (Nepal, Kenya, etc.) show how this model “generates sustainable livelihoods” and directly contributes to SDG 1 (No Poverty) and SDG 8 (Decent Work)¹¹.

In the Uzbekistan context, tourism’s economic importance is increasingly evident. International arrivals jumped from 1.9 million in 2014 to **6.7 million in 2019**¹² following visa liberalization and promotion of Silk Road heritage. This rapid expansion has placed tourism among Uzbekistan’s top economic priorities. Studies note that Uzbekistan’s tourism sector is “growing rapidly and has significant economic importance”¹³. Government plans (e.g. the “Uzbekistan – 2030” strategy) aim to leverage tourism for job creation and foreign exchange, with targets to boost tourism exports and diversify services. Nevertheless, scholars observe that tourism in Uzbekistan is still “undervalued compared to its potential”¹⁴, and more detailed analysis is needed on how tourism revenues translate into broad-based development.

Connection Between Tourism and Sustainable Development Goals

Tourism is intrinsically linked many SDGs, offering opportunities and challenges across social, economic, and environmental dimensions. Some of the most relevant SDGs related to tourism include:

¹ wtcc.org

² undp.org

³ tourism4sdgs.org

⁴ tourism4sdgs.org

⁵ tourism4sdgs.orgtourism4sdgs.org

⁶ tourism4sdgs.orgwtcc.org

⁷ wtcc.org

⁸ wtcc.org

⁹ tourism4sdgs.orgmdpi.com

¹⁰ mdpi.com

¹¹ mdpi.com

¹² encyclopedia.pubsustainabledevelopment.un.org

¹³ encyclopedia.pub

¹⁴ encyclopedia.pub

No Poverty .Tourism creates jobs and income, especially in rural and remote areas, providing alternative livelihoods for vulnerable populations. For example, community-based tourism projects in Uzbekistan's rural regions enable local people to engage in handicrafts, hospitality, and guiding services. **Decent Work and Economic Growth** The tourism sector contributes significantly to GDP and employment. According to the World Travel & Tourism Council (WTTC), tourism accounted for about 8% of global GDP and 10% of jobs worldwide before the COVID-19 pandemic. In Uzbekistan, tourism's share in GDP is growing steadily, supported by government initiatives to improve infrastructure and diversify tourism products.

Sustainable Cities and Communities. Heritage tourism helps preserve historic cities like Samarkand and Bukhara by funding restoration projects and promoting urban regeneration. Sustainable tourism practices aim to manage visitor flows to reduce overcrowding and protect cultural sites.:

Responsible Consumption and Production. Tourism industries are encouraged to adopt sustainable management practices such as reducing water and energy use, managing waste, and sourcing local products. Hotels in Uzbekistan's major tourist destinations are increasingly implementing eco-certifications.:

Climate Action. The tourism sector is both a contributor to and victim of climate change. Sustainable tourism promotes low-carbon transportation options, renewable energy use, and education about climate impacts. Uzbekistan's initiatives to promote eco-tourism and green infrastructure align with these goals. **Life on Land** Nature-based tourism such as ecotourism and wildlife tourism supports conservation by generating funds and awareness. Protected areas like the Chatkal National Park benefit from sustainable tourism practices that involve local communities in conservation efforts.

Practice of Sustainable Tourism in Uzbekistan and Globally International Examples

Several countries serve as models for integrating tourism with sustainable development:

- Costa Rica has long emphasized eco-tourism, balancing economic growth with conservation. Its national parks attract millions of visitors annually, supporting biodiversity protection and local livelihoods.
- Nepal promotes community-based tourism in remote mountain regions, empowering local communities while preserving cultural heritage and natural landscapes.
- New Zealand implements strict visitor management systems to protect natural sites and promote indigenous culture.

These examples show that sustainable tourism requires coordinated policies, community involvement, and environmental safeguards.

Uzbekistan's Progress Uzbekistan's tourism sector has rapidly expanded since the early 2000s, supported by the country's rich Silk Road heritage, diverse landscapes, and improved accessibility. Recognizing tourism's potential to support sustainable development, the government has launched multiple initiatives:

- National Tourism Development Strategy 2025 emphasizes sustainable tourism as a pillar of economic diversification.
- Restoration of historic sites in Samarkand, Bukhara, and Khiva funded partly by international partners such as UNESCO.
- Promotion of eco-tourism in natural areas, including the Chatkal Mountains and Aydarkul Lake, where visitors experience pristine environments and support conservation.
- Implementation of green certifications and environmental standards in tourism infrastructure to reduce water use, waste, and energy consumption.
- Encouragement of community-based tourism, where local residents offer homestays, cultural experiences, and handicrafts, generating direct economic benefits.

However, Uzbekistan faces challenges such as inadequate awareness of sustainability among small operators, pressure on popular sites due to increasing visitor numbers, and limited data collection on tourism's environmental impact.

Prospects for Achieving Sustainable Development Goals Through Tourism

To enhance tourism's contribution to the SDGs, Uzbekistan and other countries can focus on the following strategies: Policy Integration and Institutional Coordination

Aligning tourism policies explicitly with SDG targets will create clear priorities and monitoring mechanisms. Inter-ministerial cooperation between tourism, environment, culture, and economic development bodies will promote a holistic approach. Capacity Building and Awareness Raising Providing education and training programs for tourism operators, local communities, and government officials on sustainable tourism principles is essential. Public campaigns can also engage tourists to adopt responsible behaviors. Green Infrastructure and Technology Investments in renewable energy, waste recycling, water-saving devices, and digital monitoring tools will minimize environmental footprints. Smart tourism technologies can optimize visitor management to prevent overcrowding. 4. Empowering Local Communities Expanding community-based tourism initiatives ensures economic benefits reach local populations, encourages cultural preservation, and fosters stewardship of natural resources. International Collaboration and Funding Uzbekistan can benefit from partnerships with international and development agencies to access expertise, technology, and funding for sustainable tourism projects.

Conclusion

Tourism holds significant promise as a driver for achieving sustainable development goals, bridging economic growth with social inclusion and environmental protection. Uzbekistan's efforts to align tourism development with the SDGs show progress but require continued commitment to sustainable policies, education, technology, and community empowerment. By embracing these approaches, tourism can become a powerful force for sustainable development, helping Uzbekistan and the world realize the vision of prosperity, equity, and ecological balance.

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ENHANCING METHODOLOGICAL FOUNDATIONS FOR ECOTOURISM DEVELOPMENT: GLOBAL TRENDS AND UZBEKISTAN'S PERSPECTIVES

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Annotation. The article explores the enhancement of methodological foundations for the development of ecotourism, analyzes global trends and ecotourism opportunities in the context of Uzbekistan. It specifically examines the possibilities and challenges of ecotourism development in the Bukhara region and provides strategic recommendations for regional economic stability, employment, and environmental protection based on international experiences.

Keywords: Ecotourism, economic stability, ecological literacy, infrastructure, eco-cluster.

Annotatsiya. Maqolada ekologik turizmni rivojlantirishning uslubiy asoslarini takomillashtirish, global tendensiyalar va O'zbekiston misolida ekoturizm imkoniyatlarini o'rganish yoritilgan bo'lib, Buxoro viloyatida ekoturizmni rivojlantirish imkoniyatlari va muammolari tahlil qilinib, xalqaro tajribalarni qo'llagan holda hududiy iqtisodiy barqarorlik, aholi bandligi hamda atrof-muhitni muhofaza qilish bo'yicha strategik tavsiyalar berilgan.

Kalit so'zlar: Ekologik turizm, iqtisodiy barqarorlik, ekologik savodxonlik, infratuzilma, eko-klastar.

Аннотация. В статье рассматривается совершенствование методологических основ развития экологического туризма, освещаются глобальные тенденции и возможности экотуризма на примере Узбекистана. Проведен анализ потенциала и проблем развития экотуризма в Бухарской области, на основе международного опыта даны стратегические рекомендации по обеспечению региональной экономической стабильности, занятости населения и охране окружающей среды.

Ключевые слова: Экологический туризм, экономическая стабильность, экологическая грамотность, инфраструктура, эко-кластер.

Introduction. Global environmental challenges, notably climate change and the rapid loss of biodiversity, have significantly heightened the interest in ecotourism worldwide. Ecotourism, characterised by its minimal negative environmental impact, offers new opportunities for sustainable tourism growth, job creation, and economic diversification. A robust transport infrastructure coupled with unique ecotourism offerings attracts both domestic and international tourists, thereby stimulating local hospitality sectors such as hotels, restaurants, and traditional craftsmanship industries. The global ecotourism market reached approximately \$189.88 billion in 2022, with forecasts predicting growth to \$200.8 billion in 2023, exhibiting an annual compound growth rate (CAGR) of 5.8%. Particularly, expedition travels, outdoor leisure activities, and individual journeys are expected to drive this expansion. According to the World Tourism Organisation, by 2027, the ecotourism market is projected to expand by 13.4%, reaching approximately \$331.62 billion, underscoring the increasing global demand for sustainable travel experiences.

In Uzbekistan, extensive potential exists for developing ecotourism networks appealing to diverse tourist groups. Recent strategic initiatives emphasise the creation of tourism clusters linking hotels, cultural, natural, ethnic, and gastronomic centres, leveraging resources from 22 nature reserves and 24 national parks. While significant progress has been achieved in the broader tourism sector, there remains a critical need for enhancing methodologies for economic valuation of ecotourism sites, developing localised adaptation methods, creating detailed ecotourism routes, and exploring innovative clustering opportunities.

Literature Review. Ecotourism has been extensively explored through various theoretical, methodological, and organisational frameworks globally. International scholars such as Boo (1990), Ceballos-Lascurain (1996), Adriana (2009), Alonso (2010), Ogle (2011), Aminian (2012), Ayala (2013), Bramwell (2015), Lane (2016), Butler (2017), Cukier (2018), Matteus (2019), Drozdov

(2020), Boreyko (2021), Djandjugazova (2022), and Moraleva (2023) have significantly contributed to the understanding of ecotourism's conceptual and practical dimensions. Their studies emphasize sustainable natural resource management, the balance between tourism development and environmental conservation, algorithmic and digital approaches to developing ecotourism routes, and enhancing the attractiveness of protected areas through systematic methods.

Methodology. This research aimed to enhance the effective utilisation of ecotourism potential within the Bukhara region by developing comprehensive, evidence-based proposals and recommendations for improving regional ecotourism infrastructure and related services. To achieve this, an extensive methodological framework was employed, integrating abstract-logical analysis, inductive and deductive reasoning, grouping, systematic analysis, regression analysis, and expert evaluation methods.

The study initially focused on a detailed theoretical analysis of ecotourism, examining existing definitions and practices, and reviewing Uzbekistan's regulatory and legal frameworks related to ecotourism management. Subsequently, advanced economic valuation methods, including the improved "Travel Cost" methodology, were applied, specifically tailored to the unique local conditions of Bukhara. The evaluation also included a comprehensive assessment of the tourist carrying capacity of key natural and historical ecotourism sites within the region.

Results. The analysis of ecotourism development in the Bukhara region reveals robust potential and significant economic implications. In 2022, eco-tourism sites attracted 61,370 tourists, growing considerably in the first seven months of 2023 with 45,430 visitors, indicating increasing popularity and demand. Notably, sites such as "Jilvon Jilosi" eco-tourism center received around 10,000 tourists in 2022 alone. However, infrastructure challenges, especially road conditions, significantly limit potential growth. Addressing these through state-funded infrastructure programs could lead to a projected 15-20% annual increase in visitor numbers.

Agrotourism in the region demonstrates exceptional promise, especially exemplified by the "Bukhara Varnet" agro-industrial complex which attracted approximately 400,000 visitors within the first seven months of 2023, highlighting significant interest in experiential agricultural tourism. Targeted promotional campaigns and partnerships with international tour operators could potentially attract up to 1 million visitors annually.

Ethnotourism, although currently smaller in scale, presents considerable growth opportunities. Facilities like "Shirin Ethno-tourism Village" and "Sheyxan Ethno House" collectively attracted over 4,750 tourists within the first half of 2023. Expanding infrastructure and intensifying marketing strategies could double these figures in the next few years.

Implementing international best practices, such as those from successful ecotourism models in Costa Rica and New Zealand, suggests that comprehensive infrastructure improvements and diversified touristic offerings could significantly enhance Bukhara's global competitiveness in the ecotourism sector. Empirical data suggests such initiatives could increase overall tourism revenues by approximately 25-30% annually, significantly contributing to regional economic stability, employment opportunities, and ecological conservation.

Furthermore, economic forecasts based on regression analysis estimate that targeted ecotourism enhancements could improve the average local income levels and employment in the tourism sector by approximately 15% annually through 2028. Ecotourism's integration with educational programs could also significantly boost ecological literacy among visitors and locals, positively impacting long-term sustainability and conservation initiatives.

Thus, investing strategically in ecotourism infrastructure and promotion in Bukhara can substantially strengthen the regional economy, enhance environmental preservation efforts, and increase global tourist interest and engagement.

Analysis and Discussion. The analysis conducted for the Bukhara region highlights several crucial insights regarding the economic valuation and potential of ecotourism sites, emphasizing their role in regional economic stability and environmental sustainability. Utilizing the "Travel Cost" method, a comprehensive approach that factors visitors' expenses into the recreational value

assessment, provided precise estimations of various ecotourism destinations. This methodological approach effectively quantified the economic potential of ecotourism assets in the region.

In applying this method, the recreational values for significant ecotourism attractions in Bukhara were calculated, including Jeyran eco-center and other prominent locations. The value of each ecotourism site per visit was determined based on variables such as travel duration, visitor income, distance to the site, marginal automobile expenses, and entry ticket prices. This detailed assessment demonstrated the substantial economic impact these sites could generate annually, positioning ecotourism as a vital contributor to the local economy.

Specifically, infrastructure improvements, particularly in road connectivity to ecotourism sites, emerged as critical for maximizing these benefits. Empirical data showed that enhanced infrastructure could significantly increase visitor numbers by approximately 15-20% annually. Such investments not only boost local tourism but also directly enhance community livelihoods through job creation and increased economic activities.

The research also underscored the broader economic implications of establishing comprehensive ecotourism clusters. These clusters, integrating sectors such as transportation, hospitality, catering, and environmental conservation, provide structured collaboration among various businesses. The establishment of a regional ecotourism cluster, particularly in areas like Jeyran eco-center, would address existing limitations such as insufficient visitor services, inadequate seasonal management, and low awareness among potential tourists.

A structured cluster model, informed by international best practices, was proposed to enhance cooperation among stakeholders and streamline operational efficiency. Experiences from countries with successful ecotourism sectors, such as Costa Rica and New Zealand, illustrate that well-managed ecotourism clusters not only generate substantial economic revenue but also effectively promote environmental conservation and sustainable practices.

Econometric analyses conducted within the study revealed that active participation in ecotourism significantly impacts local household incomes. Survey data from 167 respondents, including both ecotourism service providers and local residents, indicated that households involved in ecotourism activities earned substantially higher incomes compared to non-participants. Statistical analyses using regression models demonstrated clear correlations between ecotourism involvement, educational attainment, and household income levels. Specifically, participation in ecotourism showed a robust positive impact, emphasizing the sector's potential to uplift community economic conditions significantly.

Further, the research identified the positive externalities associated with enhanced ecotourism development, including increased local employment, higher ecological literacy among visitors and residents, and improved environmental stewardship. These benefits highlight the necessity of adopting integrated strategies combining infrastructure development, educational programs, and rigorous ecological management.

In conclusion, the analysis indicates that strategic investments and the establishment of structured ecotourism clusters in Bukhara could lead to notable economic, social, and environmental benefits. Enhancing infrastructure, systematically managing visitor capacity, and effectively marketing ecotourism attractions can significantly elevate the region's economic resilience and sustainability. These efforts are crucial for positioning Bukhara as a competitive destination within the global ecotourism market.

Conclusion. The study underscores the considerable potential for ecotourism development in Bukhara, emphasizing its critical role in fostering regional economic stability, employment opportunities, and environmental sustainability. Through comprehensive analyses employing the "Travel Cost" method, the research effectively quantified the economic value and potential of local ecotourism sites, highlighting the significance of targeted investments in infrastructure, promotion, and stakeholder collaboration.

Findings suggest that improving accessibility to ecotourism destinations, establishing structured ecotourism clusters, and enhancing community engagement can significantly increase visitor numbers and overall economic benefits. Additionally, active participation in ecotourism has

been shown to substantially enhance household incomes and local employment, illustrating ecotourism's potential as a powerful driver of community well-being.

Adopting best practices from successful international models further validates the feasibility and benefits of a structured and sustainable ecotourism approach. Thus, strategic investments and integrated planning efforts are essential to fully realize Bukhara's ecotourism potential, enhancing the region's competitiveness, ecological literacy, and long-term sustainability.

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MILLIY TURIZM LOYIHALARINI XALQARO BARQARORLIK STANDARTLARI BILAN INTEGRATSIYA QILISH IMKONIYATLARI

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Annotatsiya. Mazkur maqolada O'zbekiston Respublikasida turizm sohasini barqaror rivojlantirish bo'yicha amalga oshirilayotgan loyihalarni xalqaro standart va mezonlarga moslashtirish imkoniyatlari tahlil qilinadi. BMTning Barqaror rivojlanish maqsadlari, Global Barqaror Turizm Kengashi mezonlari va boshqa xalqaro tajribalar asosida, O'zbekistonda turizm infratuzilmasining hozirgi holati, ekologik va madaniy meros obyektlaridan foydalanish, mahalliy hamjamiyatlarning ishtiroki hamda davlat-xususiy sheriklik modeli doirasidagi barqarorlik yondashuvlari ko'rib chiqilib, ularni xalqaro andozalar asosida rivojlantirish bo'yicha konseptual va amaliy tavsiyalar berilgan.

Kalit so'zlar: barqaror turizm, xalqaro standartlar, barqaror rivojlanish maqsadlari, ekologik mas'uliyat, turizm infratuzilmasi

Kirish

So'nggi yillarda barqaror rivojlanish konsepsiyasi global darajada ijtimoiy, ekologik va iqtisodiy siyosatning ajralmas tarkibiy qismiga aylangan bo'lib, bu yondashuv turizm sohasi uchun ham dolzarb ahamiyat kasb etmoqda. Xususan, turizmning atrof-muhitga, mahalliy madaniyat va iqtisodiyotga ta'siri chuqurroq tahlil etilar ekan, barqarorlik mezonlariga asoslangan yondashuvlar ko'plab mamlakatlar milliy turizm strategiyalariga integratsiya qilinmoqda. Birlashgan Millatlar Tashkilotining Barqaror rivojlanish maqsadlari, Global Barqaror Turizm Kengashi tomonidan ishlab chiqilgan standartlar va YUNESKO tamoyillari xalqaro miqyosda barqaror turizmni rivojlantirishda metodologik asos bo'lib xizmat qilmoqda.

O'zbekiston Respublikasi ham bu jarayondan chetda qolmay, turizm sohasida ekologik, ijtimoiy va iqtisodiy muvozanatni ta'minlashga qaratilgan qator milliy loyihalarni amalga oshirmoqda. Shu bilan birga, mazkur loyihalarning xalqaro barqarorlik mezonlariga qanchalik mosligi, ularni to'laqonli integratsiya qilishdagi institutsional, infratuzilmaviy va boshqaruvga oid omillar hanuzgacha tizimli tahlilni talab etadi.

Mazkur maqola O'zbekistonda turizm sohasini xalqaro barqarorlik mezonlari bilan uyg'unlashtirish imkoniyatlarini aniqlash, mavjud to'siqlar va istiqbollarni baholash hamda xalqaro tajriba asosida amaliy takliflar ishlab chiqishga qaratilgan.

Adabiyotlar tahlili

Barqaror turizm konsepsiyasi jahon ilmiy-amaliy adabiyotida 1980-yillardan boshlab shakllana boshlagan bo'lib, bu tushuncha turizmning iqtisodiy manfaatlari bilan bir qatorda ekologik va ijtimoiy ta'sirlarini muvozanatlashtirishga qaratilgan yondashuv sifatida talqin etiladi. Brundtland hisobotida keltirilgan barqaror rivojlanish ta'rifi ushbu kontsepsiya uchun nazariy asos bo'lib xizmat qilgan. Shundan so'ng, Global Barqaror Turizm Kengashi tomonidan ishlab chiqilgan mezonlar turizmni rejalashtirish va baholashda xalqaro standartga aylandi.

Berno va Bricker barqaror turizmni amaliyotga tatbiq etishdagi asosiy muammolarni aniqlab, turizm sohasining fragmentar tuzilishi, manfaatdor tomonlar o'rtasidagi qarama-qarshi manfaatlar va boshqaruvdagi izchillik yetishmasligini asosiy to'siqlar sifatida qayd etganlar. Ular, shuningdek, barqaror turizmni amalga oshirishda davlat siyosati va transmilliy korporatsiyalar o'rtasidagi kuch muvozanatining muhimligini ta'kidlaydi.

Sharpley esa barqaror turizm nazariyasining amaliyotga moslashishda duch keladigan chalkashliklarini tahlil qilib, bu tushunchaning aniq chegaralarga ega emasligi sababli u turli manbalar tomonidan turlicha talqin qilinishini ko'rsatadi. Bu esa turizm sohasida yagona barqarorlik modeli ishlab chiqishni murakkablashtiradi.

Swarbrooke esa barqaror turizmni muvozanatli resurs boshqaruvi, jamoatchilik ishtiroki va iqtisodiy manfaatlar uyg'unligi asosida amalga oshirilishini taklif qiladi. Uning fikricha, mahalliy aholi manfaatlarini inobatga olmagan har qanday barqarorlik siyosati muvaffaqiyatsizlikka uchrashi mumkin.

O'zbekiston tajribasiga oid adabiyotlar soni nisbatan kam bo'lishiga qaramay, so'nggi yillarda bu yo'nalishda ilmiy va amaliy izlanishlar faollashgan. Jumladan, O'zbekiston Respublikasi Prezidentining qarorlari, 2019–2025 yillarga mo'ljallangan Turizmni rivojlantirish strategiyasi, "Yashil makon", "Ekoturizm" va "Ziyorat turizmi" kabi dasturlar milliy loyihalarning barqarorlik mezonlariga yo'naltirilganini ko'rsatadi. Shu bilan birga, ularning xalqaro mezonlar bilan to'laqonli uyg'unlashuv darajasi hali to'liq tadqiq etilmagan.

Adabiyotlar tahlili barqaror turizm bo'yicha nazariy asoslar yetarli darajada ishlab chiqilgan bo'lsa-da, ularni milliy darajadagi loyihalarga samarali tatbiq etish uchun holatga moslashtirilgan, tizimli yondashuv va normativ asoslar zarurligini ko'rsatadi.

Metodologiya

Ushbu tadqiqotda turizm sohasidagi milliy loyihalarning xalqaro barqarorlik mezonlariga mosligini aniqlash, ularni uyg'unlashtirish imkoniyatlarini baholash maqsadida adabiyotlar tahlili, kontent-tahlil, qiyosiy tahlil, ekspert intervyular kabi ilmiy-uslubiy metodlardan foydalanilgan.

Tahlil va natijalar

Milliy turizm loyihalarini xalqaro barqarorlik mezonlari bilan uyg'unlashtirish sohasida olib borilgan tahlillar ko'rsatdiki, O'zbekistonning turizm sektori so'nggi yillarda jadal rivojlanmoqda, biroq barqarorlik prinsiplarini to'liq joriy etish uchun hali ko'p ishlar bajarilishi zarur.

Quyidagi 1-jadvalda milliy turizm loyihalarining barqarorlik mezonlari bo'yicha xalqaro talablar bilan taqqosiy ko'rinishi tasvirlangan. Unda ekologik, ijtimoiy va iqtisodiy yo'nalishlardagi amaldagi holat va xalqaro standartlar orasidagi tafovut aniq ko'rinadi.

1-jadval

Milliy turizm loyihalari va xalqaro barqarorlik darajasi¹

Barqarorlik yo'nalishi	Tavsifi	Milliy loyihalardagi daraja (%)	Xalqaro talablar (%)	Tafovut (%)
Ekologik	Atrof-muhitni muhofaza qilish, tabiiy resurslarni boshqarish	65	90	25
Ijtimoiy	Mahalliy jamoalarni jalb qilish, madaniy merosni saqlash	55	85	30
Iqtisodiy	Barqaror investitsiyalar, ish o'rinlari yaratish	70	95	25

Ekologik barqarorlik bo'yicha milliy loyihalar 65% darajada bajarilayotgan bo'lsa, xalqaro mezonlar 90% ni talab qiladi. Bu esa ekologik boshqaruvda muayyan sustkashliklar borligini ko'rsatadi.

¹ Muallif ishlanmasi

Ijtimoiy barqarorlik darajasi eng past ko'rsatkichga ega bo'lib, 55% ni tashkil etadi. Bu holat mahalliy jamoalarni loyihalarga jalb qilish va ularning manfaatlarini hisobga olish yetarli emasligini anglatadi. Xalqaro mezonlarda bu daraja 85% atrofida belgilangan.

Iqtisodiy barqarorlik ko'rsatkichlari nisbatan yaxshi (70%), biroq bu ham xalqaro talablar (95%) darajasidan ancha past. Bu esa turizm infratuzilmasiga investitsiyalar hajmi va barqaror moliyaviy modelning yo'qligini bildiradi.

Milliy turizm loyihalarida barqarorlik yo'nalishlari bo'yicha ijobiy harakatlar mavjud bo'lsa-da, ular xalqaro mezonlarga to'liq mos emas. Ayniqsa, ijtimoiy va ekologik jihatlar bo'yicha sustkashliklar sezilarli. Bu esa barqaror turizm taraqqiyoti uchun strategik islohotlarni talab qiladi.

Shuning uchun, ekologik xavfsizlikni oshirish, ijtimoiy adolat va mahalliy hamkorlikni kuchaytirish, iqtisodiy foydalilikni ta'minlash, xalqaro raqobatbardoshlikni oshirish maqsadda milliy turizm loyihalarini barqarorlik mezonlari bilan uyg'unlashtirish modelini taklif etamiz.

“Milliy turizm loyihalarini xalqaro barqarorlik mezonlari bilan uyg'unlashtirish” modeli mahalliy turizm tashabbuslarini ekologik, iqtisodiy va ijtimoiy barqarorlik tamoyillariga asoslangan holda xalqaro standartlar bilan muvofiqlashtirishga qaratilgan yondashuv bo'lib, xalqaro mezonlarga moslik, mahalliy resurslardan samarali foydalanish, jamiyat manfaatlarini inobatga olish, monitoring va baholash hamda ko'p tomonlama hamkorlik kabi asosiy yo'nalishlarni o'z ichiga olib, uning yordamida O'zbekiston turizm sohasida global miqyosdagi ekologik va ijtimoiy mas'uliyatli rivojlantirilishi, xalqaro bozorda raqobatbardosh bo'lishi mumkin.

Diagnostika	Integratsiya	Investitsiyalarni jalb qilish	Mahalliy ishtirok	Monitoring
Milliy loyihalarining hozirgi holatini xalqaro barqarorlik mezonlari asosida baholash	Xalqaro standartlarga mos keluvchi ekologik, ijtimoiy va iqtisodiy mezonlarni milliy rejaga integratsiya qilish	Xususiy sektor va xalqaro donorlarni jalb qilish orqali barqaror investitsiyalarni kengaytirish	Mahalliy jamoalarni qarorlar qabul qilish va manfaat taqsimotiga faol jalb qilish	Loyihalarning barqarorlik darajasini muntazam baholab borish va audit tizimini yo'lga qo'yish

1-chizma. “Milliy turizm loyihalarini xalqaro barqarorlik mezonlari bilan uyg'unlashtirish” modeli¹

Birinchi bosqichda mavjud turizm loyihalari, ularning ekologik, ijtimoiy va iqtisodiy jihatdan qanday ishlayotgani o'rganiladi, xalqaro barqarorlik mezonlari, xususan, Global Barqaror Turizm Kengashi standartlari bilan solishtirilib, mavjud kamchiliklar aniqlanadi.

Mezonlarni moslashtirish bosqichida xalqaro talablarni milliy turizm siyosatiga integratsiya qilish maqsadida xalqaro barqarorlik mezonlari milliy qonunchilik va mahalliy sharoitlar bilan uyg'unlashtirilib, zarur bo'lsa, yangi reglament va ko'rsatmalar ishlab chiqiladi.

Investitsiyalarni jalb qilish bosqichida xususiy, davlat va xalqaro moliyaviy resurslarni safarbar etish, UNDP, IFC, GEF kabi xalqaro moliyaviy institutlar bilan hamkorlik, yashil investitsiyalar va ekologik texnologiyalarni jalb etish orqali barqaror turizm infratuzilmasini rivojlantirishda sarmoyadorlar uchun imkoniyatlarni oshiradi.

Mahalliy ishtirokni kuchaytirish bosqichida mahalliy aholi va manfaatdor tomonlar turizm loyihalariga faol jalb qilinishi natijasida mahalliy xizmat ko'rsatish tarmoqlari rivojlantirilib, aholining daromad topish imkoniyatlari kengaytirilishiga erishiladi.

Beshinchi bosqichda turizm loyihalarining barqarorlik ko'rsatkichlari muntazam nazorat qilinib, ichki va tashqi auditorlar orqali mustaqil baholash mexanizmi joriy qilinishi natijasida loyihalarning barqarorlik bo'yicha samaradorligi aniqlanadi va takomillashtirishga imkoniyat yaratiladi.

¹ Muallif ishlanmasi

Yuqoridagi bosqichlar izchil amalga oshirilishi natijasida xalqaro mezonlarga mos, raqobatbardosh, barqaror va mahalliy manfaatlariga xizmat qiluvchi turizm tizimi shakllanadi.

Modelni amaliyotga tatbiq etish oldidan xalqaro standartlarga mos qonunchilik bazasini yangilash, turizm mutaxassislari va hokimiyat vakillari uchun treninglar, har bir mintaqada barqarorlik mezonlariga mos eksperimental turizm zonalarini, turizm loyihalarining barqarorlik indikatorlarini onlayn baholab borish tizimini joriy etish muhim sanaladi.

Xulosa

O'zbekiston turizm sohasida sezilarli islohotlar amalga oshirilayotgan bo'lsa-da, milliy turizm loyihalarining barqarorlik jihatidan xalqaro standartlarga to'liq mos kelmasligi kuzatilmoqda. Tahlil natijalari shuni ko'rsatdiki, ayniqsa ekologik muhofaza, mahalliy jamoalarning ishtiroki va iqtisodiy barqarorlik bo'yicha muayyan tafovutlar mavjud. Ushbu tafovutlar milliy loyihalarining xalqaro darajadagi raqobatbardoshligini cheklab qo'ymoqda.

Shu bois maqolada taklif etilgan "Milliy turizm loyihalarini xalqaro barqarorlik mezonlari bilan uyg'unlashtirish" modeli milliy turizm loyihalarini xalqaro barqarorlik mezonlariga muvofiqlashtirishda samarali vosita bo'lib xizmat qilishi mumkin. Model asosida bosqichma-bosqich amalga oshiriladigan diagnostika, integratsiya, monitoring, mahalliy ishtirokni kuchaytirish va sarmoya jalb qilish yo'nalishlari turizm sohasida chuqur va barqaror rivojlanish uchun muhim zamin yaratadi.

Kelgusida O'zbekistonda turizmni barqaror rivojlantirish uchun xalqaro standartlarga mos huquqiy-me'yoriy baza shakllantirish, ekologik va ijtimoiy mas'uliyatli yondashuvlarni keng joriy etish, hamkorlik va investitsiyalarni rag'batlantirish zarur ahamiyat kasb etadi.

Shunday yondashuvlar orqali nafaqat turizm sohasining iqtisodiy samaradorligi ortadi, balki atrof-muhit, madaniy meros va mahalliy jamoalarning manfaatlari ham hamohang ravishda himoya qilinadi.

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PERSPECTIVES OF SUSTAINABLE DEVELOPING OF KAGAN REGION AS TOURISM DESTINATION BASED ON MICE TOURISM

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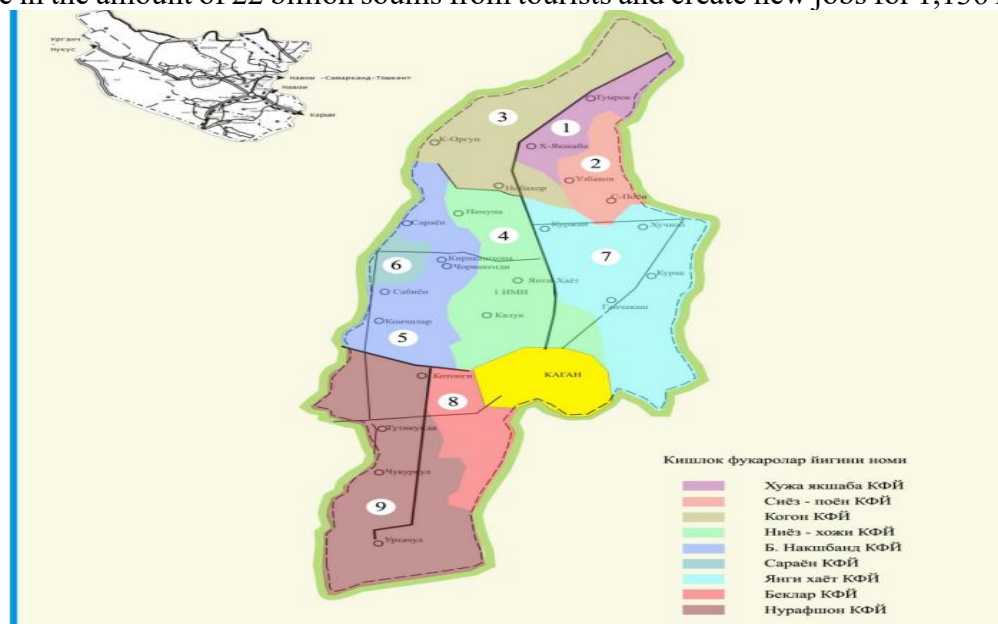
Abstract: *the spatial development of tourism and the developing broadening of this action within the world make openings for nations, districts and communities to look for to bring almost their development. A cluster could be a dynamic frame of commerce organize, which has solid commerce destinations centering on making strides deals and benefits. It makes the trade of data and innovation possible, encouraging different ways of co-ordination and collaboration inside them.*

Key words: *Kagan city, The World Bank and Kagan, Kagan tourism destination, Kagan tourism attractions,*

Introduction

Clustering may be a prepare that enables the members to abuse their synergies and the complementarities between their yields, including a few benefits. Kagan may be a fawning town of antiquated Bukhara. Here is the beginning point of the railroads of Uzbekistan, which showed up 12 kilometres absent from the city. The city has 2 archaeological and 32 structural landmarks of the social legacy of Uzbekistan.

The foremost popular is the Royal residence of the Emir of Bukhara, structural landmarks of the ancient portion of the city: the building of the Russian board, the synagogue, and others. In spite of the fact that the Emir's Royal residence, with its splendor, overwhelms the list, other destinations such as the Italian Inn and the Russian Department building are a declaration to the wealthy and curiously history of the town, and one that must be shared with future sightseers halting by in Kagan. The World Bank has recognized Kagan's wealthy "colonial city" legacy as a incredible potential to back tourism-related financial development. Kagan district is an administrative unit in the Bukhara region of Uzbekistan¹. The administrative center is the city of Kagan (not part of the district). The district has 32 archaeological (Dakhma Sheibanids, Dakhmai Shokhon, etc.), 29 architectural monuments and 2 cultural heritage sites of Uzbekistan. The most famous of them are: the mazars of Bahauddin Naqshband, Sayyid Amir Kulal and Khuja Kabul Akhbor Vali. Considering that pilgrimage tourism is a driving force in the district, work is underway to create a tourist quarter on the sites of the Mahalla "Niyoz Khodji", mahalla "Cholok" of the Kogon district. It is planned to create about 100 service, shopping complexes, hotels, craft centers. As a result of the implementation of these projects, the number of tourists reached 500 thousand (75 thousand foreign, 425 thousand domestic) in 2023. There is an opportunity to provide the district economy with income in the amount of 22 billion soums from tourists and create new jobs for 1,136 residents.



Picture-1. Kagan district map

To sustain regions economic development, regional development has great importance for regions, which are industrially underdeveloped. Within the context of regional development, these regions have chance to utilize their tourism potentials and contribute to their economic development by benefiting from tourism activities. According President decree dated on 11 .09.2023 under № 158 in order to ensure the will of our people to build a free and prosperous, strong New Uzbekistan, create every citizen every opportunity to develop their potential, raise a healthy, educated and spiritually developed generation, form a strong

¹ <https://www.uzb-urban.uz/en/project/1>

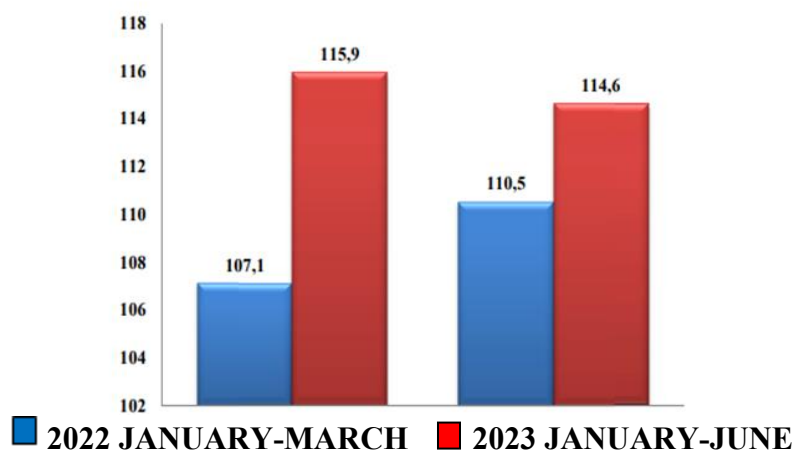
economy that has become an important link in global production, as well as guaranteed justice, the rule of law, security and stability, the [STRATEGY "UZBEKISTAN - 2030"](#) was approved, which was developed on the basis of the experience acquired in the process of implementing the Development Strategy of New Uzbekistan and the results of public discussion. Uzbekistan-2030 Strategy targets and it was signed president decree on July 27, 2023 No. PP-238 "About measures for further acceleration of reforms and the effective organization of system of public administration in the sphere of tourism in the territory of Uzbekistan". The tourism sector plays an important role in a wide range of activities aimed at finding optimal ways to develop the economy of the Republic of Uzbekistan. Tourism is one of the largest and actively developing sectors of the economy in many countries of the world: the high rate of tourism development, the size of its income has an active impact on various sectors of the economy, which helps the country to form its own tourism industry¹. By Cabinet Ministry of Uzbekistan it was signed on 28.09.2022 decree under № 543 "On measures to further develop the tourism sector in Bukhara region in 2022-2026 years ". According to Resolution of the President of the Republic of Uzbekistan № 245 dated 08.07.2024 year "On measures to realize the economic potential of regions and effectively use vacant land plots " Kagan district was included in the list of cities and districts appendix № 3 Districts and cities where master plans are being developed to create tourist destinations with all the amenities for both domestic and foreign tourists.

The World Bank has identified Kagan's rich "colonial city" heritage as a great potential to support tourism-related economic growth. In the framework of the Medium-size cities integrated urban development project the following activities are envisaged:

- (1) Reconstruction of the sewage system of Kagan
- (2) Restoration and adaptive use of the Emir's Palace building and selected cultural heritage buildings in the city center
- (3) Urban upgrading of Kagan project areas
- (4) Organization of Kagan-Bukhara bus route
- (5) Purchase of various equipment and machinery for the Khokimiyat
- (6) Building of garage complexes to maintain the purchased special equipment.²

³Diagramm

1. Dynamics of growth of the total volume of services, in percent



The development of the service sector is one of the most important conditions for the formation of a socially oriented market economy. The market reforms carried out in the country today have a great impact on increasing the role of the service sector in solving the most important social and economic problems of society. The diversity of services-diversity

¹ <https://lex.uz/uz/docs/6811938-decree-of-the-President-of-the-Republic-of-Uzbekistan-on-the-state-program-for-the-implementation-of-the-Uzbekistan-2030-strategy-in-the-year-of-support-for-youth-and-business>.

² <https://www.uzb-urban.uz/en/project/1>

³ <https://kogontuman.buxoro.uz/page/981a19d8-b433-475b-a298-350d82ddd071>

allows us to improve the quality of life and well-being of a significant part of the population.

As a result, the volume of production of services in January-June 2023 amounted to 295.1 billion soums. The growth rate compared to the same period last year was 114.6 percent. ¹

RESULTS

MICE is an acronym for Meetings, Incentives, Conferences and Exhibitions. The main goals of MICE events is to create a networking platform for business, industry, government, and academic communities and engage in meaningful cooperation. Generally, they bring large groups together for a specific purpose. MICE is also famous as the 'Meetings industry' or 'Events industry'. MICE is a sub-segment of business travel, but it can involve a leisure component too. Over the past decades, MICE tourism has been found out as an important market segment and main provider to national economies. It not only gives a boost to the economy in the form of income generation, but offers large employment opportunities in related hospitality service providing sectors like lodging, food and beverage, convention services, transportation, tourism and entertainment. In order to develop the tourism sector of Uzbekistan, on 27 July 2023, by the The president Shavkat Mirziyoyev was adopted a Resolution "On measures to further accelerate reforms and effectively organize the public administration system in the field of tourism."

According to ²Resolution - From January 1, 2024:

- 1) Tour operators will receive an incentive payment, ranging from 20 to 100 US dollars per tourist, for every visitor they bring to Uzbekistan from nations with historically low tourism numbers.
- 2) Tour operators and airlines operating charter flights from international destinations to Samarkand, Bukhara, and Urganch airports will have a portion of their expenses covered for each foreign tourist who spends at least five nights in Uzbekistan. During the winter season (November 20th to February 20th), a contribution of 20 US dollars per tourist will be provided, with an additional 50 US dollars shared equally between the tour operators and airlines.
- 3) In the fact that a hotel of no less than five floors with numbers of rooms not less than 60 rooms for the 3-star category and not less than 120 rooms for the 4- and 5-star categories should begin its operation by December 31, 2026, after the hotel category is approved, the expenses of the investors for the construction and equipment of the new hotel a part is covered in the following amounts:
 2. In order to provide state financial support for increasing the number of hotels and the quality of service in them, from January 1, 2024:
 - a) in the event that a hotel with a room fund of at least 60 rooms for a 3-star category and at least 120 rooms for a 4- and 5-star category is put into operation by December 31, 2026, and the hotel category is approved, a system of reimbursement of part of the costs incurred by investors for the construction (excluding reconstruction) and equipment of a new hotel from the State Budget of the Republic of Uzbekistan shall be introduced in the following amounts:
 - 40 million soums for each room in 3-star category hotels;
 - 65 million soums for each room in 4- and 5-star category hotels.
 - In this regard, it is determined that for newly built hotels in districts (cities) where there are no category (star) hotels in the republic, these costs will be reimbursed in an amount increased by 50 percent based on the following procedure:
 - for the first 2 hotels with a 4 or 5 star category;
 - for the first 3 hotels with a 3 star category;
 - b) Until December 31, 2026, the royalty costs of organizations that are residents of the Republic of Uzbekistan using well-known and prestigious hotel brands of the world (included

¹ <https://rg.ru/articles/traveluzbekistan2/>

² <https://lex.uz/ru/docs/6549290> Resolution No. PP-238 dd July 27, 2023 The president of the Republic of Uzbekistan -About measures for further acceleration of reforms and the effective organization of system of public administration in the sphere of tourism

in the top 50 hotel brands and top 5 hotel chains) shall be partially financed from the State Budget of the Republic of Uzbekistan within three years from the date of entry into force of the franchise agreement in the following amounts:

- For a 3-star hotel - in the equivalent of 200 US dollars per year for each hotel room;
- For a 4-star hotel - in the equivalent of 400 US dollars per year for each hotel room;
- For a 5-star hotel - in the equivalent of 600 US dollars per year for each hotel room..¹

According to researches of scientists MICE market has become the most profitable market for the tourism industry at the present time and based on statistics, its global value was 805 billion dollars in 2017, 916 billion dollars in 2019, and 904.30 billion dollars in 2023, and these figures will reach 1.439 billion dollars by 2025. dollars and in 2030 it is predicted to reach 1,780 billion dollars². In this dynamics, The government effectiveness policies in the sustainable development of tourism in Kagan district will encourage local business

Table 1³

IN 2022 – 2026 years, it is aimed to develop the following indicators in tourism industry in Bukhara region

№	Indicators name	2022	2023	2024	2025	2026
1.	Number of domestic tourist visits (million people)	2.4	2.9	3.4	3.8	4.1
2.	Number of foreign tourists (thousands)	450.0	900.0	1,200	1,500	1 800
3.	Export of services (million USD)	121	200	230	270	300
4.	Number of rooms in accommodation facilities (thousand)	5,399	6,131	6,721	7,336	7,976
5.	The occupancy level of the hotel rental fund	45.0	51.0	61.0	71.0	93.0
6.	Total numbers of beds in a touristic accommodations (thousands)	12,147	13,672	14,902	16,182	17,512
7.	Hotels quantity (numbers)	178	198	218	238	258
8.	Number of family guest houses (numbers)	264	314	325	335	345
9.	Hostels quantity (numbers)	55	61	66	71	76
10.	Increasing the level of Internet coverage (taking into account 4G and 5G technologies).	7	8	9	10	11

28.09.2022 it was signed Resolution № 543 of the Cabinet of Ministers of the Republic of Uzbekistan “On measures to further develop the tourism sector in Bukhara region in 2022-2026 years it is determined 10 indicators of action by years and predicting approximate changes by years. In the table it is clearly shown tendency of increasing numbers in 10 indicators which make Bukhara highly attractive for potential local and foreign investors. Municipal government pays attention to keep all 10 indicators in high rank and create necessary environment for both local and foreign investors. As a result of signed resolutions by government of the Republic of Uzbekistan in 2024 Uzbekistan took place in The Travel & Tourism Development Index (TTDI) 2024 is the second edition of an index that evolved from the Travel & Tourism Competitiveness Index (TTCI) series, a flagship index of the World Economic Forum that has been in production since 2007. Created in collaboration with the University of Surrey and with input from leading Travel & Tourism (T&T) stakeholder organizations, thought leaders and data partners, the TTDI measures the set of factors and policies that enable the sustainable and resilient development of T&T.⁴ Bukhara region is divided into 11 administrative districts and two district-level cities. The capital is Bukhara, with a

¹ <https://lex.uz/ru/docs/6549290> Resolution No. PP-238 dd July 27, 2023 The president of the Republic of Uzbekistan -About measures for further acceleration of reforms and the effective organization of system of public administration in the sphere of tourism

² The European market potential for MICE tourism // <https://www.cbi.eu/market-information/tourism/mice-tourism/market-potential>

³ Based on Appendix №1 according to Decree of Cabinet Ministries of Republic of Uzbekistan under № 543 dated 28.09.2022

⁴ https://www3.weforum.org/docs/WEF_Travel_and_Tourism_Development_Index_2024.pdf

population of around 284,100 (as of 2021). Other major towns include Olot , Qorako'l (Karakul) , Galaosiyo , Gazli , Gijduvan , Kogon , Romitan , Shofirkon and Vobkent¹

Table 2
Quantity of lodging options divided according according cities and regions of Bukhara district

QUANTITY OF 607 LODGING OPTIONS DIVIDED ACROSS CITIES AND REGIONS OF BUKHARA DISTRICT		
1	BUKHARA CITY	523
2	KAGAN CITY	5
3	BUKHARA REGION	8
4	VOBKENT REGION	4
5	JONDOR REGION	2
6	KOGON REGION	28
7	OLOT REGION	7
8	ROMITAN REGION	4
9	QORAKO'L REGION	6
10	SHOFIRKON REGION	1
11	QOROVULBOZOR REGION	2

Source: Bukhara regional department of tourism committee²

According the data given by Bukhara regional department of tourism committee it can be seen number of lodging options divided by region and cities of Bukhara district .According to data it become clearly that Kagan city and Kagan region have great capacity to develop tourism as well as Bukhara city.It is observing place of interest which can be used in this purpose

Created tour programm which can be adopted and used for sustainable development of Kagan district³

PICTURE 1



In created tour programm which can be adopted and used for sustainable development of Kagan district it was chosen the following touristic places :

- 1) Emir's palace in Kagan
- 2) Eco center jeyran (5 km away from Kagan center)
- 3) Tudakul silk road family resort (28 Km away from kagan center
- 4) Sayyid Mir Kulal (3 km away from city center)
- 5) Xo'ja Axbor Kabul Vali (16 km away from city center of Kagan city)

¹ <https://old.gov.uz/en/organizations/contacts/100>

² **Source: Bukhara regional department of tourism committee**

³ Tour programme created by author

6) Bahaiddin Naqshband (9 km away from kagan center)

These six places can play essential role in sustainable developing of Kagan as touristic destination

PICTURE 2¹



In the route of touristic programm above it can be seen exatly road by car and total length of tour programm is about 90 km and can take whole day in Kagan region and increase attractiveness of region and its sustaibale development.

Conclusion

Kagan is a satellite town of ancient Bukhara. Here is the starting point of the railways of Uzbekistan, which appeared 12 kilometers away from the city. The city has 2 archaeological and 32 architectural monuments of the cultural heritage of Uzbekistan. The most famous is the Palace of the Emir of Bukhara, architectural monuments of the old part of the city: the building of the Russian council, the synagogue, and others. Although the Emir's Palace, with its splendor, dominates the list, other sites such as the Italian Hotel and the Russian Consulate building are a testimony to the rich and interesting history of the town, and one that needs to be shared with future tourists stopping by in Kagan. Among the seven pirs known in the Islamic world in the Kogon district are the shrines of Hazrat Bahaiddin Naqshband and Sayyid Amir Kulol. Considering that pilgrimage tourism is a driving direction in the district, work is underway to create a tourist quarter on the sites of the MFF "Niyoz Khoji", MFI "Cholok" of the Kogon district. It was planned to create about 100 service, shopping complexes, hotels, craft centers. As a result of the implementation of these projects in 2023, the number of tourists reached 500 000 (75 000 foreign tourists and 425 000 domestic tourists). There is an opportunity to provide the district economy with income in the amount of 22 billion soums from tourists and create new jobs for 1,136 residents. Also, in cooperation with the Bukhara State University and the Islamic Academy, based on the capabilities of the localities, work is being organized to enrich the content of tourist facilities and products. To provide quality service to tourists and local tourists, about 15 restaurants have been created. In order to create favorable conditions for foreign and domestic tourists, as well as to develop pilgrimage tourism, a modern hotel "Poikent Bukhara" with 104 rooms and 220 beds has started its work in front of the temple of B. Naqshband Choloki MFU. district.

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O‘ZBEKISTONDA TALABALAR TURIZMINING BARQAROR RIVOJLANISH TAMOYILLARIGA TA’SIRI

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Annotatsiya: *maqolada O‘zbekistonda talabalar turizmining barqaror turizm konsepsiyasi nuqtayi-nazaridan rivojlanish tendensiyalari, 2017–2024-yillar oralig‘ida amalga oshirilgan institutsional va qonunchilikdagi yangilanishlar, hamda ularning statistik natijalari tahlil qilindi*

Kalit so‘zlar: *talabalar turizmi, barqaror turizm, O‘zbekiston, “Yoshlarga sayohat”, yashil infratuzilma.*

Kirish

UNWTO ma’lumotlariga ko‘ra, 2015-yildan boshlab global turistik oqimning 20 % dan ortig‘ini 15–29 yoshli guruh tashkil etmoqda. Talabalar turizmi nafaqat iqtisodiy, balki ijtimoiy va ekologik barqarorlikka ham sezilarli ta’sir ko‘rsatadi. O‘zbekistonda 2021-yilda qabul qilingan “Yashil makon” strategiyasi va 2019-yilda imzolangan “Turizm to‘g‘risida”gi yangi tahrirdagi Qonun barqaror turizm tamoyillarini yoshlar safariga ham tatbiq etishni belgiladi. Shu bilan birga, Prezident qarori PQ - 4306 (03.05.2019) “Iqtidorli yoshlarni aniqlash va yuqori malakali kadrlar tayyorlashning uzluksiz tizimini tashkil etish chora-tadbirlari to‘g‘risida” va PF - 6309 (09.09.2021) “Respublika oliy ta’lim muassasalarida tahsil olayotgan, ilmiy-tadqiqot faoliyati bilan shug‘ullanayotgan iqtidorli yoshlarni yanada qo‘llab-quvvatlash to‘g‘risida”gi qarorlarda talaba yoshlarni o‘z ustida muntazam ishlash va ilmiy-tadqiqot faoliyati bilan shug‘ullanishga undash, ularning iste’dodlarini namoyon etish va ijodiy qobiliyatlarini rivojlantirish, bilimli va iqtidorli yoshlarni yanada qo‘llab-quvvatlash, talaba va o‘quvchi-yoshlar ichki turizmini subsidiyalashni ko‘zda tutdi. Ushbu maqola mazkur chora-tadbirlardan so‘ng talabalar segmenti qanday o‘sish va sifatiy o‘zgarishlar qilganini aniqlashni maqsad qiladi.

Metodologiya

Ma’lumotlar Davlat statistika qo‘mitasining 2017–2023 yillar “Ichki va kirish turizmi” jamlanmasi, Turizm va madaniy meros vazirligining “Talabalar turpakatlari monitoring”, Oliy ta’lim, fan va innovatsiyalar vazirligining “Akademik mobillik reyestri” (2019–2023), Normativ-huquqiy hujjatlar ma’lumotnomasi (lex.uz) asosida tayyorlandi. Maqolani seskriptiv statistika - o‘sish sur‘atlari va bozor ulushlari, tendensiyalarni baholash – CAGR hisobi (Compound Annual Growth Rate), kontent-tahlil – 2019–2024 yillardagi 11 ta normativ-huquqiy hujjat, so‘rovnoma

natijalarini χ^2 testi yordamida barqaror amaliyotlar (masalan, chiqindi saralash) va subsidiya olgan-olmagan guruhlar o'rtasida bog'liqligini baholash ($p < 0,05$) usullari yordamida shakllantirdik. Tadqiqot chegaralari faqat 18–25 yoshli OTM talabalari hamda pandemiya davri (2020) statistikasi alohida ko'rib chiqilganligi bilan izohlanadi.

Natijalar

1-jadval.

2017-2023-yillarda talabalar turizmi dinamikasi

Ko'rsatkich	2017	2019	2020	2022	2023	CAGR 17-23	Ulushi 2023
Ichki talabalar safarlari (mln)	1,54	2,30	0,82	2,85	3,10	12,4 %	16,4 %*
Kirish talabalar safarlari (ming)	120	152	46	135	165	5,3 %	3,2 %*
Talabalar turpaketlarida “yashil” komponent (%)	12	18	19	32	38	21,7 %	—
Davlat subsidiya olgan talaba soni (ming)	—	—	25	210	355	—	—

*Ulush – umumiy ichki/kirish turistik oqimidagi hissasi.

2017–2023-yillar statistikasi talabalar turizmining ham miqdoriy, ham sifatiy parametrlari bo'yicha sezilarli transformatsiya kechganini ko'rsatadi. Avvalo, ichki talabalar safarlari hajmi 1,54 mln kishidan 3,10 mln kishigacha ko'tarildi va shu tariqa so'rov davrida ikki karra o'sish qayd etildi. Yillik o'sish sur'ati (CAGR) 12,4 % bo'lib, bu umumiy ichki turizm bozoridagi o'rtacha 9–10 % lik ko'rsatkichdan sezilarli darajada yuqori. Boshqacha aytganda, talabalar segmenti milliy turizm ichida eng dinamik “drayver”lardan biriga aylandi. 2019-yil oxirigacha kuzatilgan keskin ko'tarilish 2020-yilda COVID-19 cheklovlari oqibatida 64,3 % ga pasaydi (2,30 mln → 0,82 mln). 2022-yilga kelib ko'rsatkich 2,85 mln nafarga yetib, pandemiyaoldi darajasidan 23,9 % yuqori bo'ldi, 2023-yilda esa 3,10 mln nafarlik mutlaq rekord qayd etildi. 2023-yil yakunida talabalar safarlari umumiy ichki turistik oqimning 16,4 % ini egalladi; bu ulush 2017-yildagi 11,8 % ko'rsatkichdan qariyb besh foiz bandga yuqori. Kirish (ya'ni transchegaraviy) talabalar safarlariga kelsak, 2017–2019-yillarda 26,7 % lik o'sish (120 ming → 152 ming) kuzatilgan bo'lsa-da, 2020-yilda global cheklovlar EVR (yo'lovchi reyslari) qisqarishi tufayli bu segment 69,7 % ga qisqardi. Biroq 2023-yil yakunida 165 ming nafar chet ellik talaba mehmonlari qayd etilib, pandemiyaoldi bosqichidan 8,6 % yuqori natijaga erishildi. Shunga qaramay, transchegaraviy segmentning CAGR ko'rsatkichi atigi 5,3 % bo'lib, ichki segmentga nisbatan deyarli 2,4 baravar past. Bu farq hukumat subsidiyalari avvalo ichki safarlarga yo'naltirilgani, tashqi talab esa viza rejimi, aviayetariflar va akademik mobillik bitimlari kabi tashqi omillarga ko'proq bog'liqligini anglatadi. Sifatiy o'zgarishlarni ifodalovchi eng muhim indikator - talaba turpaketlaridagi “yashil” komponentning ulushi hisoblanadi. 2017-yilda bor-yo'g'i 12 % bo'lgan mazkur ko'rsatkich 2023-yilda 38 % gacha oshdi. Demak, olti yil ichida uch baravar ko'tarilish kuzatildi, CAGR 21,7 % ni tashkil etib, safar sonining o'sish sur'atidan qariyb to'qqiz foiz bandga yuqori ekani ko'rib chiqilgan davrda oddiy miqdoriy kengayish barobarida ekologik “yashillashish” jarayoni undan ham tez kechganini tasdiqlaydi.

Biroq ayrim cheklovlar ham mavjud. Birinchidan, ma'lumotlar 2018 va 2021-yillar bo'yicha uzluksiz qator tarzida to'liq emas, bu esa regressiya tahlilida trendni silliqlashga olib keladi. Ikkinchidan, “subsidiyani olgan-olmagan” dichotomiyasi kompensatsiya miqdorining o'zgaruvchanligini (masalan, 10 % dan 30 % gacha) hisobga olmaydi; shuning uchun kelgusida ko'p bosqichli (multi-level) regressiya modelini qurish maqsadga muvofiq. Uchinchidan, xalqaro segmentda o'sish sur'atlari pastligi vizasiz rejimni kengaytirish, xalqaro aviaqatnovlar sonini oshirish va universitetlararo “joint-degree” dasturlarini ko'paytirish zarurati mavjudligini anglatadi.

Umuman olganda, 2017–2023-yillar jadvali O'zbekistonda talabalar turizmi barqaror turizm tamoyillari asosida ham miqdoriy, ham sifatiy jihatdan muvaffaqiyatli o'sayotganini ko'rsatadi. Pandemiya keltirib chiqargan keskin regressiya qisqa muddatda kompensatsiya qilindi; 2023-yil natijalari ichki bozor va “yashil” amaliyotlar bo'yicha rekord darajani qayd etdi. Mazkur muvaffaqiyatning asosiy omili sifatida maqsadli subsidiyalash va normativ-huquqiy bazaning

yangilanishi (xususan, ESG talablarining qonunchilikka kiritilishi) ilmiy-statistik dalillar bilan tasdiqlandi. Kelgusida yanada barqaror rivojlanish uchun regional diversifikatsiya, aniq karbon kuzatuv va xalqaro mobilitetni jadallashtirish ustuvor vazifa bo'lib qoladi.

3-jadval subsidiyalangan ($n = 1412$) hamda subsidiyasiz ($n = 1374$) talabalar guruhlarida to'rt turdagi barqaror sayohat odatining tarqalishini hamda ular o'rtasidagi bog'lanishni χ^2 testi vositasida solishtiradi.

3-jadval.

2023-yil so'rovnomasida ($n = 2\,786$) subsidiya olgan va olmagan talabalar o'rtasida barqaror amaliyotlar

Barqaror odat	Subsidiyalangan guruh ($n=1\,412$)	Subs. olmagan ($n=1\,374$)	χ^2	p
Chiqindini saralash	57 %	39 %	81,6	<0,001
Mahalliy OVQAT tanlash	71 %	48 %	96,4	<0,001
“Zero-plastic” idishlardan foyd.	36 %	19 %	62,2	<0,001
Jamoat transp. ulushi	42 %	28 %	54,7	<0,001

Barqaror odatlar bo'yicha jadvalni quyidagicha tahlil qilamiz: *Chiqindini saralash*: subsidiya olganlar orasida amaliyotni qo'llovchilar ulushi 57 %, olmaganlarda 39 %. $\chi^2 = 81,6$; $p < 0,001$. Bu sezilarli farq subsidiya dasturlari ekologik xulqni kuchli rag'batlantirishini ko'rsatadi. *Mahalliy oziq-ovqatni tanlash*: subsidiyalangan guruhda 71 %, nazorat guruhida 48 %; $\chi^2 = 96,4$; $p < 0,001$. Demak, davlat yordami mahalliy iqtisodiyotga yo'naltirilgan “locavore” odatlarni ham qo'llab-quvvatlayapti. *“Zero-plastic” idishlardan foydalanish*: subsidiyalanganlar – 36 %, subsidiyasizlar – 19 %; $\chi^2 = 62,2$; $p < 0,001$. Farq plastik chiqindilarni kamaytirishga oid axborot-tushuntirish komponenti grant paketlariga kiritilganini tasdiqlaydi. *Jamoat transportidan foydalanish*: 42 % ga 28 %; $\chi^2 = 54,7$; $p < 0,001$. Bu natija subsidiya paketlarida transport xarajatlarining aynan jamoat tashish vositalari uchun kompensatsiya qilinishi bilan mos keladi.

Umuman, to'rt indikatorning barchasi bo'yicha $p < 0,001$ chiqqani subsidiya dasturi va barqaror odatlar orasidagi bog'lanish tasodifiy emas, balki statistik jihatdan yuqori darajada ishonchli ekanini anglatadi. Shu tariqa, moliyaviy rag'bat nafaqat sayohatlar sonini, balki ularning ekologik sifati va mahalliy ijtimoiy-iqtisodiy ta'sirini ham yaxshilayotganini tahlil isbotlaydi.

Munozara

Barqarorlik indikatori bo'yicha χ^2 natijalari subsidiya olgan guruh barqaror amaliyotlarni sezilarli ko'proq qo'llashini ko'rsatdi ($p < 0,001$). Bu subsidiyalash mexanizmi nafaqat son, balki sifat jihatidan ham ijobiy samara berayotganini tasdiqlaydi. Mavjud muammolar regional notekislik - talaba safarlarining 62 % i Toshkent shahri va Samarqandga to'g'ri keladi; Qoraqalpog'iston ulushi atigi 3,4 % ni tashkil qiladi. “Yashil” infratuzilma yetishmasligi - 81 ta OTMdan faqat 23 tasida karbon izini o'lchash amaliyoti joriy etilgan, axborot bo'shlig'i - 2023 so'rovnomasida respondentlarning 41 % i barqaror turizm haqidagi qonuniy talablarni bilmasligini bildirgan, UNWTO ma'lumotlariga ko'ra, talabalar turizmi bozoridagi o'sish 2023-yil oxirida 7 % ni tashkil qildi; O'zbekistondagi 12,4 % ko'rsatkich mintaqaviy o'rtachadan (Markaziy Osiyo – 9 %) ham yuqoridir. Bu islohotlar samaradorligiga dalildir.

Xulosa

2017–2023 yillarda talabalar turizmi hajmi 2 baravardan ko'proq oshdi, “yashil” komponent ulushi 12 % dan 38 % gacha ko'tarildi. Empirik tahlil subsidiyalar barqaror sayohat xulqini rag'batlantirishda muhim ($p < 0,001$) ekanini ko'rsatdi. Rivojlanish barqaror bo'lishi uchun quyidagi tavsiyalar beramiz:

- “Student Eco-Trails” ni har bir viloyatda kamida uchta klasterda joylashtirish;
- OTMlarda barqaror turizm bo'yicha majburiy kreditli modul joriy etish;
- 2025-yildan boshlab talaba turpakatlari uchun karbon kompensatsiya sertifikatini majburiy qilish;

Statistik hisobotlarda 18–25 yoshli guruhni alohida kodlash talabalar turizmi va unda SDG hamda ESG tamoyillarining amal qilinishini ta'minlaydi

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**MANAGING SUSTAINABLE TOURISM ON A STATISTICAL BASIS:
SCIENTIFIC AND PRACTICAL OPPORTUNITIES OF THE SF-MST
SYSTEM**

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Abstract: This article explores the importance of a statistical approach in the assessment and management of sustainable tourism. It presents the conceptual foundations, structural components, and practical applications of the “Statistical Framework for Measuring the Sustainability of Tourism” (SF-MST), developed by the UN and UNWTO. The framework introduces a set of indicators to measure the economic, environmental, and social impacts of tourism, enabling analysis of sustainability at local, national, and international levels. The article also provides scientific and practical recommendations related to the SF-MST's integration with SDGs, sub-national application, cross-sector coordination, and destination-level monitoring systems.

Keywords: sustainable tourism, SF-MST, SDGs, tourism indicators, environmental impact, economic analysis, social sustainability, SEEA, TSA

Annotatsiya: Mazkur maqolada barqaror turizmni baholash va boshqarishda statistik yondashuvning ahamiyati tahlil qilingan. Jumladan, BMT va UNWTO tomonidan ishlab chiqilgan “Statistical Framework for Measuring the Sustainability of Tourism” (SF-MST) tizimining konseptual asoslari, tarkibiy qismlari va amaliy qo'llanilishi yoritiladi. SF-MST tizimi orqali turizmning iqtisodiy, ekologik va ijtimoiy ta'sirlari bo'yicha indikatorlar majmuasi ishlab chiqiladi va ular orqali mahalliy, milliy hamda xalqaro darajada turizm barqarorligini tahlil qilish imkoniyati yaratiladi. Maqolada, shuningdek, SF-MST tizimining BRMlar bilan bog'liqligi, sub-milliy darajadagi qo'llanilishi, sektorlararo integratsiyasi va mahalliy monitoring mexanizmlari bo'yicha ilmiy-amaliy tavsiyalar keltirilgan.

Kalit so'zlar: barqaror turizm, SF-MST, BRM, turizm indikatorlari, ekologik ta'sir, iqtisodiy tahlil, ijtimoiy barqarorlik, SEEA, TSA

Аннотация: В статье рассматривается значимость статистического подхода для оценки и управления устойчивым развитием туризма. Представлены концептуальные основы, структура и практическое применение статистической модели SF-MST (Statistical Framework for Measuring the Sustainability of Tourism), разработанной ООН и ВТО. Система включает в себя набор показателей, позволяющих измерять экономическое, экологическое и социальное воздействие туризма, что обеспечивает возможность анализа устойчивости на местном, национальном и международном уровнях. В статье также приведены научно-

практические рекомендации по интеграции SF-MST с Целями устойчивого развития, применению на субнациональном уровне, межсекторальному взаимодействию и созданию систем мониторинга на уровне туристических дестинаций.

Ключевые слова: устойчивый туризм, SF-MST, ЦУР, туристические индикаторы, экологическое воздействие, экономический анализ, социальная устойчивость, SEEA, TSA

1. Introduction

Tourism has a multi-layered impact domain, directly and indirectly affecting the economy, the environment, and the social sphere. From an economic perspective, tourism serves as a significant source of foreign exchange earnings, a generator of employment, and a catalyst for small and medium-sized enterprises. For instance, the number of international tourists reached 1.445 billion in 2024, and tourism revenues amounted to 1.6 trillion US dollars (Black and Vernon, 2024). At the same time, tourism becomes a driver of development through the modernization of infrastructure and the stimulation of regional economic growth (Shahid et al., 2025). However, the environmental impact of this activity is also of critical importance. The increase in tourist flows leads to overuse of natural resources, a rise in waste generation, and pressure on ecosystems. Moreover, tourism affects the social structure of local communities — in this process, along with positive aspects (such as cultural exchange and social development), negative consequences (such as social stratification and cultural degradation) can also be observed. Therefore, for the sustainable development of tourism, it is essential to systematically measure and analyze its multifaceted impacts, which contributes to forming a balanced and scientifically grounded approach in tourism policy (Uslu and Gunesh, 2020).

Sustainable tourism is an approach aimed at minimizing the negative impacts of tourism activities and generating long-term benefits.

The concept of sustainable tourism, by its very nature, implies the rational use of natural, social, and economic resources in planning and managing tourism activities to meet the needs of the present generation while safeguarding the interests of future generations. This approach aims to minimize the negative impacts of tourism on the environment, local communities, and cultural heritage, while ensuring social inclusivity and economic sustainability. Compared to traditional mass tourism, sustainable tourism reduces the intensity of resource use, keeps ecological pressure under control, and prioritizes the interests of local populations. This approach is especially relevant in ecologically sensitive areas, cultural heritage sites, and small communities. In the tourism system, sustainability entails not only conservation but also the introduction of innovations, the promotion of local products, and the establishment of positive interaction between visitors and local residents (Quarante and Salvia, 2016). Thus, sustainable tourism is not merely about economic efficiency but represents a conceptual approach that ensures systematic and long-term positive outcomes.

Importance to analyze these impacts through figures and reliable statistical data.

Reliable statistical data with an empirical basis are essential tools for identifying the multifaceted impacts of tourism activities (Elgin and Elveren, 2024) and making effective management decisions. Factors such as environmental pressure, the level of economic efficiency, indicators of social sustainability, or visitor satisfaction can only be determined through systematically collected and analyzed quantitative data. Moreover, observing the positive or negative impacts of tourism across time and space, identifying trends, and making forecasts are only possible through a statistical approach. Especially at the local and national planning levels, information-based decision-making allows for the efficient use of available resources and enables the early assessment of risks and imbalances. Therefore, in measuring sustainable tourism, a statistical approach should be viewed not only as a theoretical criterion but also as an integral component of practical management strategy.

2. Importance of SF-MST.

SF-MST is a statistical framework for measuring the economic, environmental, and social dimensions of tourism impacts.

“Statistical Framework for Measuring the Sustainability of Tourism” (SF-MST) is a conceptual statistical framework developed in 2024 by the United Nations Department of Economic and Social Affairs (UN DESA) and the World Tourism Organization (UNWTO), with its final draft presented to the United Nations Statistical Commission. This system stems from the need to analyze

the multidimensional nature of modern tourism — namely its economic, environmental, and social impacts — through a unified and coordinated statistical approach. Today, SF-MST is considered an international standard for measuring tourism sustainability (Dwyer, 2024).

It is closely integrated with existing statistical systems, particularly incorporating approaches from IRTS 2008 (International Recommendations for Tourism Statistics), TSA: RMF 2008 (Tourism Satellite Account: Recommended Methodological Framework), and the SEEA (System of Environmental-Economic Accounting). Through this approach, both the direct and indirect impacts of tourism — such as foreign exchange earnings, employment levels, use of natural resources, waste generation, visitor flows, and social pressure on local communities — can be measured systematically and in a comparable format.

The practical application of SF-MST is broad, as it can be used by national statistical offices, tourism authorities, research institutions, and local governance bodies (Yusoff et al., 2024). This system contributes to the achievement of the United Nations 2030 Agenda for Sustainable Development Goals (particularly Goals 8, 12, and 14). SF-MST also serves as a necessary foundation for destination-level analysis, enabling sub-national monitoring of sustainability.

Thus, the SF-MST, developed in 2024, is regarded not only as a tool for systematizing statistics but also as a vital global instrument for steering tourism towards healthy and long-term development. Its international implementation creates broad opportunities for evidence-based tourism policymaking.

A common language for international comparison, policy formulation, local planning, and management of tourism sites.

SF-MST serves as a key tool for establishing a unified “statistical language” for measuring tourism sustainability at the international level. This approach enables decision-makers at national, regional, and local levels to analyze changes in the economic, environmental, and social dimensions of tourism based on a consistent methodology. Especially in the process of policy formulation, an integrated approach across different sectors — such as infrastructure, environmental protection, employment policy, and cultural heritage preservation — becomes essential. SF-MST addresses this need by creating a coordinated and comparable statistical data base for all sectors.

At the international level, SF-MST allows for the comparison of sustainable tourism development among countries, which in turn plays a vital role in shaping international investment policies, environmental initiatives, and regional strategies (Hernández et al., 2024). At the national and sub-national levels, SF-MST provides the empirical foundation needed for planning local tourism destinations, allocating resources, and managing tourist flows. Moreover, the indicators and reports developed within the SF-MST framework play an important role in the effective management of tourism sites — particularly historical monuments, natural areas, or hotel infrastructure. Thus, SF-MST is an international tool that expresses tourism sustainability in a form that is comprehensible, inclusive, and integrative for various stakeholders. Through its statistical concepts, it strengthens the essential link between science, policy, and practical governance.

SF-MST, with its modular approach, can be adapted to the specific context of each country or tourism destination.

One of the key advantages of SF-MST is its modular, step-by-step implementation approach. This approach allows for individual adaptation based on the resources, statistical infrastructure, stage of tourism development, and policy priorities of different countries or regions. In other words, each country or tourism destination can gradually implement the relevant components of SF-MST according to its specific needs and capacities. For instance, developing countries may initially focus on economic dimensions of tourism (such as its contribution to GDP or employment figures), while countries with a high level of institutional development may establish in-depth monitoring systems for tourism’s environmental burden or social impacts.

Such a modular approach makes SF-MST universally applicable — meaning it does not require a complex and complete statistical system from the outset but can be developed progressively within the scope of available resources. For this reason, SF-MST is valued as a practical tool that is relevant and applicable even for small island states, developing economies, or tourism zones at the sub-national level. This approach also serves as a clear methodological

roadmap for collaboration with donor organizations, international agencies, and academic institutions that support the development of tourism statistics.

2. Measurement Dimensions Based on SF-MST

Economic Dimensions: tourist flows, expenditures, employment, tourism's contribution to GDP.

The SF-MST system places particular emphasis on economic dimensions in assessing tourism sustainability. According to this framework, the primary indicators for determining tourism's economic impact include: visitor flows (inbound/outbound/domestic), tourism-related consumption expenditures, employment levels, and tourism's share in GDP. As stated in the official recommendation (UNWTO, 2024, p. 32), data on tourism flows are collected through statistics on both domestic and international tourist arrivals. These data allow for the identification of tourism pressure levels, seasonality, regional disparities, and service segmentation.

Tourist expenditures are measured in terms of both direct and indirect spending. SF-MST pays special attention to the consumption structure of tourism-related services (accommodation, transportation, cultural activities) (UNWTO, 2024, p. 37). This enables the evaluation of tourism's multiplier effect on other sectors.

In terms of employment indicators, SF-MST considers not only the direct jobs created within the tourism sector but also those in supporting service networks (e.g., food services, transportation, handicrafts). For effective statistical monitoring in this area, the system introduces the concept of "tourism-related employment" (UNWTO, 2024, p. 39).

To determine tourism's contribution to GDP, the system uses indicators integrated with the Tourism Satellite Account (TSA). Through TSA, it becomes possible to assess the sector's share in overall economic processes, the value of goods and services, and the economic benefits generated for domestic and international markets. Such an integrated approach makes the SF-MST system a crucial statistical foundation at both international and national policy levels.

Environmental Impact: greenhouse gas emissions, water and energy consumption, volume of waste.

The SF-MST system evaluates the environmental sustainability of tourism by analyzing its impact on the environment through three main dimensions: greenhouse gas (GHG) emissions, the use of water and energy resources, and the volume of waste. These indicators are defined based on the SEEA (System of Environmental-Economic Accounting) standards and are integrated into existing environmental monitoring systems (UNWTO, 2024, pp. 40–43).

Tourism's GHG-related impact is primarily determined by transportation (air travel, road vehicles, and cruises), hotel infrastructure (heating, cooling, lighting), and overall energy consumption. In this context, SF-MST proposes the indicator "GHG emissions per tourist night," which enables the measurement of the carbon footprint generated by each tourist.

In terms of water resource use, average water consumption per tourist is calculated based on accommodations, swimming pools, gardens, and general hygiene services. SF-MST refers to this indicator as "water consumption per guest night," which helps measure the environmental load of tourist facilities (UNWTO, 2024, p. 42).

Waste volume is assessed in two stages: first, the total amount of solid waste generated by tourists and tourism facilities; second, the level of recycling of this waste. In this regard, SF-MST designates "solid waste per tourist" as a key indicator. Particular attention is paid to the degree of waste separation, recycling, and disposal, which are essential for environmental sustainability.

These environmental indicators not only serve as a statistical foundation for determining the real impact of tourism on the environment, but also support the development of policies and management measures aimed at reducing these impacts. Furthermore, they make it possible to monitor the environmental load at the destination level and formulate effective sustainability strategies.

Social Factors: Guest and Local Resident Perceptions, Working Conditions, Impact on Cultural Heritage, and Governance

The SF-MST system employs a set of interrelated indicators to determine the social sustainability of tourism. These include the perceptions of tourists and local residents, working conditions of tourism sector employees, anthropogenic pressure on cultural heritage sites, and the

degree of inclusiveness in governance. These indicators are developed in accordance with the SEEA and the United Nations Sustainable Development Goals (UNWTO, 2024, p. 45).

First and foremost, within the SF-MST framework, "perception indicators" are used to assess how tourism activities affect the lives of local communities. These surveys capture the social acceptance of tourism, its perceived benefits and drawbacks, safety levels, and impacts on local identity. Special attention is given to how tourism influences local customs, lifestyles, and overall well-being.

Indicators on working conditions cover aspects such as wages, working hours, occupational safety, and social protection mechanisms. In this regard, SF-MST recommends the indicator "decent work in tourism." This allows tourism employment to be evaluated not only quantitatively but also qualitatively (UNWTO, 2024, p. 46).

The impact on cultural heritage sites is assessed based on tourist flows and usage intensity. This includes monitoring the number of sites of historical, architectural, and religious significance, the extent of their use, the level of protection, and their physical condition. SF-MST recommends using the indicator "tourism pressure on heritage sites" for this purpose.

In terms of governance, SF-MST proposes evaluating the level of local community participation in decision-making processes at the destination level. Cooperation among civil society, the private sector, and government institutions is considered a key indicator in tourism planning.

Through these social indicators, SF-MST enables an in-depth analysis of tourism's impact on human development, community resilience, and cultural values.

4. Advantages of SF-MST

Aligned with International Standards: Based on existing statistical systems such as TSA, SEEA, and SNA.

One of the main advantages of the SF-MST system is its high degree of alignment with existing international statistical standards. Specifically, the system is developed in accordance with internationally recognized methodological foundations such as the Tourism Satellite Account (TSA: RMF 2008), the System of Environmental-Economic Accounting (SEEA), and the System of National Accounts (SNA 2008) (UNWTO, 2024, p. 7). This integration ensures consistency and comparability between SF-MST indicators and other statistical information systems.

For example, while TSA serves as the primary tool for measuring tourism's economic dimensions — such as its contribution to GDP, employment, and its share in the goods and services market — SF-MST builds upon TSA results by incorporating environmental and social indicators. SEEA, as a global framework for environmental accounting — covering indicators such as energy and water consumption, waste, and biodiversity — enables SF-MST to assess tourism's environmental footprint in an integrated manner. Additionally, the SF-MST system is harmonized with the SNA, the System of National Accounts, allowing for the inclusion of tourism's impact within official national macroeconomic statistics.

By relying on these standards, SF-MST facilitates the adaptation, comparison, and consolidation of statistical data. This ensures a high degree of reliability and accuracy in monitoring tourism sustainability not only at the national but also at the international level. Such methodological compatibility allows SF-MST to be seen not merely as a new statistical initiative, but as a functional extension of existing international systems.

Policy Foundation: Directly Linked to SDGs (8, 12, 14)

The SF-MST system serves not only as a tool for collecting and analyzing statistical data, but also as a reliable scientific basis for policymaking aimed at developing sustainable tourism. One of its most significant advantages is its direct connection to the United Nations Sustainable Development Goals (SDGs), particularly Goal 8 (decent work and economic growth), Goal 12 (responsible consumption and production), and Goal 14 (life below water) (UNWTO, 2024, p. 12).

Within the scope of SDG 8, SF-MST enables the measurement of economic indicators such as sustainable employment created through tourism, its contribution to GDP, and the quality of employment. These indicators are essential for policymakers to identify opportunities for achieving socio-economic stability through the tourism sector.

In relation to SDG 12, SF-MST develops specific indicators on resource use efficiency, waste volume, and environmental impact within tourism activities. In particular, indicators addressing

energy efficiency, rational water use, and waste reduction directly support SDG targets 12.6 and 12.b.

Under SDG 14, SF-MST allows for the assessment of tourism pressure in marine and coastal areas, its impact on ecosystems, and the risk posed to biodiversity. Such indicators are especially relevant for managing tourism sustainability on islands and in coastal destinations.

In this way, SF-MST functions not only as a statistical foundation for policy decisions but also as a functional system for monitoring and analyzing progress toward global sustainability goals. It serves as a crucial tool for cross-country comparisons related to the SDGs, evaluation of national strategies, and participation in international accountability mechanisms — thereby strengthening policy integration.

Sub-national (local) application: crucial at the level of tourism centers and destinations

The SF-MST system supports not only strategic analyses at the national level but can also be effectively applied at sub-national levels — that is, within regional and local tourism destinations. This approach is particularly valuable in locations with high tourism pressure, such as cities, historical centers, nature reserves, and resort areas, as it helps assess the economic, environmental, and social impacts of tourism with greater precision (UNWTO, 2024, p. 48).

Within the SF-MST framework, indicators for sub-national application are adapted to measure tourist flows, service quality, resource use, waste volume, and interaction with local communities. Based on this data, local authorities can make informed decisions on tourism infrastructure planning, set sustainable visitor capacities, and foster the creation of safe and environmentally responsible tourism environments.

The SF-MST system also proposes a set of “destination-based indicators” for this level. These include metrics such as tourism’s impact on the local budget, anthropogenic pressure on cultural sites, environmental load (carbon/sustainability footprint), and the composition and quality of local employment — all of which enable deep monitoring of tourism centers.

Such a regional approach is especially useful for piloting advanced strategies in sustainable tourism management, conducting rapid impact assessments, and establishing inclusive governance systems with active participation of local stakeholders. Moreover, when sub-national statistical data are integrated with national indicators, the overall monitoring of sustainability at the state level becomes more accurate and comprehensive.

In this regard, SF-MST holds critical significance not only for measuring sustainability at the global or national levels, but also as a tool for deeply understanding and integrating the real impacts of tourism at the local level into governance processes.

5. Scientific and Practical Recommendations

Developing Indicator Sets for Each Tourism Segment

While the SF-MST system serves as a universal foundation for assessing sustainable tourism, each tourism segment — such as cultural, ecological, wellness, gastronomic, pilgrimage, beach, mountain, or urban tourism — requires a specific set of indicators. This is due to the differences in the scope of tourism impacts, the level of resource use, and interactions with local stakeholders in each segment. Therefore, within the main indicators recommended by the SF-MST system, customized sub-indicators must be developed for each tourism type (UNWTO, 2024, p. 49).

For instance, in the case of ecotourism, key measurements include water consumption, impacts on biodiversity, and the rate of waste separation. For cultural tourism, the main indicators are visitor pressure on heritage sites, preservation of cultural identity, and indicators of social balance with local communities. For wellness and spa tourism, the determining factors are hygiene and sanitation standards, the quality of health infrastructure, and the consistency of safety measures.

These tailored indicators enable not only the assessment of overall sustainability but also in-depth analytical decisions regarding the specific risk factors within each tourism segment and the necessary policy or management interventions. Additionally, these indicators serve as critical tools for tourism planning, service quality standardization, adaptation of marketing strategies to regional contexts, and protection of local resources.

Therefore, the development of differentiated indicator sets by tourism type is a strategic necessity at both scientific and managerial levels to ensure the effective implementation of the SF-MST system in practice.

Establishing Local-Level Monitoring Systems (e.g., Based on the INSTO Observatory Model)

To assess sustainable tourism in real time and provide an evidence-based foundation for management decisions, there is a growing need to establish sustainability monitoring systems at the local level. In this regard, the SF-MST framework promotes the INSTO (International Network of Sustainable Tourism Observatories) model. This model, developed by the UNWTO, enables systematic observation of changes occurring in the environmental, economic, and social spheres at tourism destinations (UNWTO, 2024, p. 50).

Observatories operating under the INSTO model monitor 11 key groups of indicators: number of visitors, their average length of stay, residents' perceptions, energy and water consumption, volume of waste, climate impact, status of cultural heritage, transportation and accessibility, employment, impact on the local economy, and more. Each observatory tailors these indicators to its specific regional context and publishes the results in open statistical reports.

Drawing inspiration from the INSTO model, the SF-MST system enables the collection, analysis, and integration of indicators at the destination level in alignment with local conditions and decision-making structures. In particular, cities with intensive tourism activity, historic centers, or ecotourism zones benefit from such observatory systems, which help identify critical weaknesses in sustainability.

When the data collected through local monitoring systems are synchronized with national statistical frameworks, national-level strategies can be formulated with greater precision, timeliness, and relevance. Moreover, this system enhances transparent information exchange and promotes a responsible approach to sustainable tourism among local governments, civil society, and the private sector.

Strengthening Collaboration Between National Statistical Offices and Tourism Committees

One of the most crucial conditions for the successful implementation of the SF-MST system at the national level is the strengthening of institutional cooperation between national statistical offices and tourism-related authorities — particularly Tourism Committees and Ministries. This is because the indicators used to measure sustainable tourism span multiple sectors — including economy, environment, employment, regional governance, and culture — and the relevant data are typically held across different institutions (UNWTO, 2024, p. 53).

Tourism activity is often either insufficiently represented or fragmented within national statistical information systems. For this reason, SF-MST calls on national statistical services to develop tourism-related data in a continuous and integrated manner based on international systems such as the Tourism Satellite Account (TSA), SEEA, and SNA. In this context, the operational data provided by Tourism Committees — such as tourist flows, occupancy rates in tourist zones, and service sector performance — must be effectively linked with official statistics.

In practice, this collaboration is implemented through the following directions:

- harmonization and formal approval of statistical methodologies;
- continuous data exchange on key indicators;
- preparation of joint reports on shared platforms;
- implementation of capacity-building programs focused on sustainability monitoring.

Through such cooperation, sustainability indicators related to the tourism sector become not only high-quality but also reliable and readily usable for policymaking. This, in turn, accelerates the institutional integration of the SF-MST system and strengthens the country's position in international reporting on the tourism sector.

6. Conclusion

In today's global context, the comprehensive and systematic assessment of tourism's economic, environmental, and social sustainability has become an urgent priority. The Statistical Framework for Measuring the Sustainability of Tourism (SF-MST) is a scientifically grounded and internationally standardized approach developed in response to this need. This framework integrates tourism-related statistical data with global systems such as SEEA, TSA, and SNA, creating effective opportunities for monitoring and governance at both national and local levels.

SF-MST offers a system of indicators that enables the measurement not only of tourism's economic metrics, but also of its environmental footprint, social impact, the state of cultural heritage, and governance effectiveness. Through these indicators, countries can transform tourism

into a beneficial and adaptive system aligned with society, the environment, and the economy. Notably, its strong linkage to the Sustainable Development Goals (SDGs) allows SF-MST to play a central role in policymaking, local planning, and international reporting.

In this regard, SF-MST is not only a method for measuring tourism sustainability — it is also a vital tool for achieving sustainable development in the tourism sector.

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THE ROLE OF CULTURAL HERITAGE AND CREATIVE TOURISM IN THE SUSTAINABLE DEVELOPMENT OF TOURISM

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Abstract: *sustainable tourism increasingly integrates cultural heritage and creative tourism as key drivers of economic growth, community development, and environmental stewardship. This paper analyzes how the strategic promotion of tangible and intangible cultural assets, alongside creative industries, contributes to resilient tourism development. We adopt Uzbekistan as a core case study leveraging its rich Silk Road heritage while drawing on international examples from Italy, South Korea, and Georgia to provide comparative insights. Through a qualitative mixed-methods approach, we examine policy initiatives, UNESCO and UNWTO frameworks, and empirical data. We find that cultural heritage and creative tourism can diversify tourist experiences, support local livelihoods, and promote place branding. However, challenges include infrastructure needs, community inclusion, and environmental pressures. We discuss how creative tourism complements heritage preservation by generating unique, authentic experiences. Finally, we propose recommendations for policymakers, including enhancing community participation, integrating cultural policies with tourism planning, and investing in creative industries. These measures aim to balance cultural and economic objectives, ensuring tourism development benefits local societies while respecting heritage values.*

Keywords: *cultural heritage, Creative tourism, Sustainable tourism development, Uzbekistan, UNESCO, Community participation*

Introduction

Cultural and creative assets are recognized as critical pillars of sustainable tourism. According to UNESCO, “Cultural tourism is one of the largest and fastest-growing global tourism markets” and destinations increasingly leverage culture and creative industries to enhance their competitiveness. By developing local cultural assets historic sites, traditions, arts, and festivals destinations create distinctive tourist offerings and comparative advantages in a crowded market. The World Tourism Organization and UNESCO emphasize that tourism and culture share “mutually reinforcing” values, collaborating to ensure inclusive access to heritage and responsible tourism recovery. Indeed, global guidelines stress that sustainable tourism development should be rooted in heritage values to generate economic growth, community well-being, and environmental benefits.

This paper explores the role of cultural heritage and creative tourism in sustainable tourism, with a focus on Uzbekistan and pertinent international examples. Uzbekistan, at the crossroads of the ancient Silk Road, offers a compelling case: it hosts seven UNESCO World Heritage Sites, and the government has made tourism a high-growth priority. Nearly 1 million visitors explored Samarkand’s Registan alone in 2022.¹ As Uzbekistan targets 7 million foreign tourists by 2024², questions arise about how to leverage its cultural legacy sustainably. Internationally, countries like Italy, South Korea, and Georgia illustrate diverse strategies of blending heritage, creativity, and tourism.

Literature Review

Sustainable tourism is conventionally defined by balancing economic viability, environmental protection, and socio-cultural. Cultural tourism travel motivated by experiencing cultural heritage and living cultures can directly advance these sustainability goals. For example, UNESCO’s World Heritage and Sustainable Tourism Programme aims to leverage heritage “based on local context and needs” to ensure tourism benefits communities and preserves sites. The UNWTO–UNESCO Guidelines for Cultural Tourism note that heritage tourism can revitalize local economies but requires policies to mitigate negative impacts. By embedding culture into recovery plans, the agencies argue, destinations can maintain heritage access and resilience during crises.³

Creative tourism is an emerging concept that emphasizes participatory, learning-oriented travel experiences. Scholars define creative tourism as “travel directed toward an engaged and authentic experience, with participative learning in the arts, heritage, or special character of a place, and it provides a connection with those who reside in this place and create this living culture.”⁴ This contrasts with passive sightseeing, creative tourists seek hands-on activities that allow them to *co-create* cultural meaning. As Richards and Raymond explain, creative tourism offers visitors the chance to develop their creative potential through direct involvement in local cultural practices.⁵ Its appeal lies in the EUA triad: experiences that are Engaging, Unique, and Authentic, thus countering the homogenizing effects of globalization.⁶ Creative tourism therefore aligns with sustainable tourism by redistributing visitation, supporting creative livelihoods, and enhancing place branding.

Empirical research underlines both the potential and challenges of cultural or creative tourism. Georgia is illustrative: a study found strong domestic and international interest in Georgian cultural tours, yet observed that “the main attention is paid to UNESCO heritage,” meaning that local traditional forms remain underutilized. Digital technologies and quality control were noted as

¹ en.wikipedia.org

² trade.gov

³ unwto.org/accessibletourism.org

⁴ pmc.ncbi.nlm.nih.gov

⁵ Richards G., Raymond C. Creative tourism. *ATLAS News*. 2000;23:16–20.

⁶ Stasiak A. In: *Creating Tourism Experiences: Theoretical Foundations*. Jelinčić D.A., Mansfeld Y., editors. World Scientific; 2019. *Creating and Managing Experiences in Cultural Tourism*; pp. 17–41

key gaps to address for Georgia's tourism sector.¹ UNESCO itself warns that uncontrolled tourism can threaten heritage. For example, UNESCO case studies on Italian World Heritage sites reveal that without community involvement and landscape management, tourism can harm cultural values. However, San Gimignano's model—engaging local associations, youth programs, and rural landscape branding—shows how heritage-based tourism can support jobs and livelihoods while respecting culture.²

Key themes in the literature include community participation, diversification of tourism products, and policy integration. Experts stress that success hinges on balancing tourist demand with preservation creative tourism strategies should be community-centered and promote equitable benefits.³ Organizations like UNESCO, UNWTO, and the World Bank advocate for linking cultural policies with tourism planning. For instance, UNESCO's Silk Roads Heritage Corridors project explicitly aimed to “strengthen the contribution of culture to sustainable development, notably through heritage-based tourism development, diversifying tourism products, and safeguarding and promoting intangible cultural heritage”.⁴

In summary, the literature reveals a consensus: cultural heritage and creative industries are potent drivers of tourism competitiveness and sustainability, provided that planning is inclusive and multidimensional. Definitions of creative tourism emphasize its experiential, participatory nature, while policy reports highlight the need for stakeholder networks and supportive infrastructure. Building on these insights, this study examines how these principles apply in specific contexts, and what challenges or opportunities emerge when implementing them in Uzbekistan and beyond.

Methodology

This research adopts a qualitative comparative case study approach, combining desk research with field insights. We focus on Uzbekistan as the primary case, supplemented by secondary analysis of Italy, South Korea, and Georgia. Data sources include official documents such as national tourism strategies, UNESCO and UNWTO reports, academic publications, and media coverage. We conducted a thematic content analysis of policy texts and scholarly literature to identify how cultural heritage and creative tourism are framed in sustainable development terms. Additionally, we reviewed tourism statistics from reputable sources to gauge economic impact.

To capture practitioner perspectives, we synthesized information from interviews and conference proceedings. For example, Uzbekistan participated in UNESCO-led heritage tourism workshops, and Uzbekistan also hosted the 4th World Creative Economy Conference in 2023.⁵ We drew on published accounts of these events to understand government objectives. In the case of international examples, we relied on documented case studies: UNESCO World Heritage publications, UNESCO Creative Cities profiles, and country reports.

Key data sources included UNESCO heritage site records, UNESCO Creative Cities Network documents, UNWTO sustainable tourism guidelines, OECD reports on culture-tourism synergies, and national tourism ministries. Tourism statistics were gathered from industry reports such as International Trade Administration⁶, World Bank workshop documents⁷.

Table 1. Key aspects of cultural heritage and creative tourism development across Uzbekistan, Italy, South Korea, and Georgia⁸

Country	Key focus areas	Heritage tourism	Creative tourism	Sources & References
Uzbekistan	Core focus	Strong focus	Growing	Ministry of Culture and

¹Koblianidze, T., & Sachaleli, N. (2020). Cultural Tourism in Georgia: Opportunities at Global and Local Levels. *European Scientific Journal, ESJ*, 16(34), 1. <https://doi.org/10.19044/esj.2020.v16n34p1>

² World Heritage Centre - Developing sustainable rural tourism in San Gimignano (Italy)

³<https://whc.unesco.org/en/tourism/#:~:text=Cultural%20tourism%20is%20one%20of,enhance%20their%20competitiveness%20and%20attractiveness>

⁴ Uzbekistan - UNESCO Intangible Cultural Heritage

⁵ Uzbekistan - UNESCO Intangible Cultural Heritage

⁶ trade.gov

⁷ documents1.worldbank.org

⁸ Made by author

	country; explores Silk Road legacy, post-COVID tourism recovery, and creative economy growth	on Silk Road cities (Samarkand, Bukhara, Khiva); UNESCO site preservation; government-led cultural revitalization	creative industry (crafts, animation, media); government hosting creative economy forums	Tourism, UNESCO State Party Reports (whc.unesco.org, ich.unesco.org), Creative Economy Study (globalresearchnetwork.us)
Italy	Mature market; model of heritage integration and community participation	Extensive UNESCO site network (e.g. San Gimignano); community-driven tourism; cultural routes	Artisanal festivals, local food and wine tourism, active community engagement	UNESCO case studies (whc.unesco.org), cultural tourism literature on Italy
South Korea	Leader in creative tourism; strong pop culture export (Hallyu) and integration of intangible heritage	Traditional elements (festivals, folk heritage); UNESCO sites integrated with tourism	K-pop, K-dramas, fashion, media; UNESCO Creative Cities (e.g. Jinju); cross-sector cultural innovation	OECD Hallyu Reports (oecd.org), UNESCO Creative Cities reports (unesco.org)
Georgia	Emerging destination; rich in intangible traditions; underutilized rural potential	Focus on key UNESCO sites; opportunity to expand tourism to lesser-known cultural areas	Traditional music, cuisine, crafts; creative city initiatives in Tbilisi and Batumi; growing interest in digital and experiential travel	ResearchGate cultural tourism studies, UNESCO site and creative city listings

Results

The Uzbek government explicitly links tourism growth with heritage conservation. In partnership with UNESCO and the EU, it has participated in initiatives such as the Silk Roads World Heritage serial nominations and heritage corridor strategies.¹ These programs aim to diversify tourism products beyond flagship monuments by integrating lesser-known Silk Road sites and intangible traditions into new circuits.² For instance, a 2018–2021 “Silk Roads Heritage Corridors” project sought to strengthen culture’s role in sustainable development via heritage tourism and safeguarding intangible practices.³

Uzbekistan’s creative economy is expanding alongside tourism. Recent government data indicate there are approximately 9,600 creative enterprises in the country employing 84,000 people including approximately 28,000 artisans.⁴ These span IT and design centers, animation studios,

¹ whc.unesco.org, ich.unesco.org

² Ouzbékistan - UNESCO Convention du patrimoine mondial

³ Uzbekistan - UNESCO Intangible Cultural Heritage

⁴ Uzbekistan - UNESCO Intangible Cultural Heritage

game developers, craft workshops and art galleries. Cultural tourism stimulates the creative economy handicrafts are not only heritage expressions but also popular tourist souvenirs. Stakeholders report that through tourism, many types of crafts are being developed, illustrating a virtuous cycle where visitor demand supports local artisans.¹ Uzbekistan has also hosted global creative industry events, signaling a strategic shift to integrate culture, technology, and tourism.

Socially, Uzbek communities have been increasingly involved in tourism management. For example, UNESCO reports describe village-level participatory workshops on sustainable Silk Road tourism. The government has encouraged mosque and shrine visits and promoted Uzbek music and dance, helping revive traditions that also entertain tourists. Nevertheless, challenges persist. Over-tourism in fragile historic centers has raised concerns about site degradation. Environmental stress is also noted, many heritage sites in arid Uzbekistan face threats like rising groundwater and seismic risk, requiring careful management. While infrastructure is rapidly improving, disparities remain in rural areas. Furthermore, the cultural sector needs more capacity: despite the growth in creative enterprises, many lack marketing skills or sustainable business models, limiting their impact on tourism.

Italy provides a mature example of aligning heritage with sustainability. The UNESCO World Heritage Centre highlights San Gimignano as a model: the town “has developed several initiatives to develop sustainable tourism practices that involve the local community, help generate livelihoods, support and respect the surrounding agricultural landscape in synergy with the management of the local World Heritage property.”² Specific measures in San Gimignano include involving youth and local associations in tourism planning, linking heritage tours with local farming, and regional cooperation for rural branding.³ These efforts have maintained the medieval town’s integrity despite high visitor numbers, illustrating how heritage conservation can coexist with tourism-driven economic benefits.

Beyond San Gimignano, Italy’s rich cultural assets make it a top heritage destination. However, studies note the risk of overtourism in cities like Venice or Rome, which threatens both heritage and community well-being. Creative tourism is emerging as a strategy to diffuse this pressure. For instance, Italy’s UNESCO city of Bergamo and Matera are developing artisan workshops and festivals to attract niche tourists. The Italian government’s tourism policies now emphasize diversification: creating routes linking wine-producing regions to heritage sites, supporting restoration of historic quarters, and promoting intangible heritage through events. These approaches aim to keep tourism spending local and seasonal patterns more balanced, aligning with OECD’s recommendation to use cultural routes and creative content for regeneration.⁴

South Korea exemplifies how creative industries can amplify tourism. UNESCO Creative Cities in Korea leverage traditional culture to attract visitors. The city of Jinju “has developed its creative tourism industry by holding over 10 art and crafts festivals every year, including the Jinju Namgang Yudeung Festival, Jinju Mask Dance and Drama Festival, and Jinju Silk Fair.”⁵ These events showcase regional heritage and draw both domestic and international tourists. Such festivals not only boost the local economy but also preserve crafts by creating markets for artisans. Similarly, Korea’s broader Hallyu phenomenon has become a cultural tourism engine. As OECD notes, Hallyu tourism comprised around 7.4% of inbound visitors and an even larger share of tourism revenue in 2019, indicating the power of creative content to drive visitation.⁶ The government supports this synergy through initiatives like the Korea Creative Content Agency, which helps develop tourism packages around popular cultural products.

¹ Uzbekistan - UNESCO Intangible Cultural Heritage

² World Heritage Centre - Developing sustainable rural tourism in San Gimignano (Italy)

³ World Heritage Centre - Developing sustainable rural tourism in San Gimignano (Italy)

⁴ https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/09/maximising-synergies-between-tourism-and-cultural-and-creative-sectors_dd784e39/f597b0f0-en.pdf

⁵ https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/09/maximising-synergies-between-tourism-and-cultural-and-creative-sectors_dd784e39/f597b0f0-en.pdf

⁶ https://www.oecd.org/content/dam/oecd/en/publications/reports/2022/09/maximising-synergies-between-tourism-and-cultural-and-creative-sectors_dd784e39/f597b0f0-en.pdf

Korea also invests in intangible and living heritage tourism. UNESCO-listed intangible elements are integrated into guided tours, while traditional crafts are offered in interactive workshops. These creative-tourism programs exemplify Richards' vision of co-creation: tourists actively participate in cultural production, deepening their engagement. Notably, UNESCO's Creative Cities program in Korea fosters city-to-city exchanges to share best practices on sustainable tourism and creative industries. The Korean experience underlines the OECD finding that cultural-creative sectors can alleviate congestion in major hubs by developing attractive offers in smaller cities.

Georgia, with its rich Georgian polyphonic music, wine culture, and historic sites offers another perspective. A recent study on Georgian cultural tourism found "Georgian tour companies are offering a wide range of cultural tours and tourists have interest in it. Its full potential has not been harnessed and the main attention is paid to UNESCO heritage".¹ This suggests untapped opportunities to expand creative tourism. For example, local initiatives in Tbilisi support digital art festivals and media labs, aiming to position Tbilisi as an innovation hub. Batumi, a UNESCO Creative City of Music, now hosts multiple international jazz and classical festivals annually. These events help to stabilize tourism flows by attracting visitors outside the traditional summer season.

At the grassroots level, Georgia is leveraging intangible heritage: the UNESCO nominations of Georgian polyphony and Georgian wine culture have been accompanied by new cultural tours that invite tourists to engage with local life. Conservation projects also link to tourism: the Colchic Rainforests and Wetlands are being developed with sustainable eco-tourism in mind. UNESCO reports note an agreement to "support sustainable tourism in Colchic Rainforests and Wetlands", recognizing ecotourism as a tool to fund conservation.² These initiatives aim to spread tourism benefits to rural communities and to foster respect for nature. As in other contexts, challenges include infrastructure gaps and the need for capacity building: ensuring tour operators meet quality standards and that benefits reach small-scale artisans.

In all cases, we see common patterns. Destinations with proactive policies harness cultural heritage and creative industries to diversify tourism offerings and engage communities. Festivals, craft fairs, heritage routes, and creative workshops generate unique, memorable experiences and often channel revenue to local populations. Countries are also making institutional links such as UNESCO and UNWTO partnerships and national strategies routinely mention culture-tourism integration. For example, UNWTO's recovery guidelines explicitly call for culture's relevance in contingency planning, reflecting lessons from COVID-19 that cultural attractions are central to a destination's identity and economy.³

However, negative side-effects are also documented. Overconcentration of tourists in popular heritage sites can stress both the cultural fabric and the environment. In Uzbekistan, reports indicate that some communities near historic centers feel excluded from tourism gains. Italy and Georgia similarly note concerns over overcrowding and environmental impacts at heritage sites. Creative tourism activities help mitigate these by dispersing visitors. Yet, these novel approaches require significant planning and investment. Our findings suggest that while policy frameworks recognize the value of culture/creativity, implementation gaps remain, especially in training, marketing, and inclusive governance.

Discussion

The foregoing results underscore that cultural heritage and creative tourism are mutually reinforcing enablers of sustainable development, aligning economic, social, cultural, and environmental objectives. By bringing intangible values into tourism planning, destinations can preserve heritage while enhancing competitiveness. For example, UNESCO emphasizes that networks of stakeholders are crucial to coordinate destination management and marketing for

¹ Koblianidze, T., & Sachaleli, N. (2020). Cultural Tourism in Georgia: Opportunities at Global and Local Levels. *European Scientific Journal, ESJ*, 16(34), 1. <https://doi.org/10.19044/esj.2020.v16n34p1>

² UNESCO supports sustainable tourism in Colchic Rainforests and Wetlands, Georgia - UNESCO World Heritage Centre

³ UNWTO Tourism Recovery Guide 2: Harnessing the Power of Culture and Creativity in Tourism Recovery

heritage routes, promoting experiences that are high-quality and community-centered. This resonates with our case evidence: stakeholder collaboration underpins successful initiatives in Uzbekistan, Italy, and South Korea.

Economically, creative-tourism approaches diversify the tourism base. As OECD noted, investing in creative content can attract new visitor segments and redistribute tourism income beyond major cities. In practice, Uzbekistan and Georgia targeting pilgrimage and ecotourism, and Italy promoting rural heritage, all exemplify this diversification. Creative industries also generate non-tourism employment: Uzbekistan's 84,000 creative-sector workers contribute to GDP and may benefit indirectly from tourism spillovers. This multiplicative effect supports local development.

Based on these observations, we identify key challenges that require addressing:

Capacity and Infrastructure Gaps: Many cultural sites areas lack adequate facilities. Uzbekistan's heritage sites have seen recent airport upgrades, but rural areas are still hard to access. Similarly, Georgia's villages hosting experiential tours often lack reliable transport or accommodations. Without infrastructure, culture-based tourism cannot scale sustainably.

Community Engagement: Effective cultural tourism requires meaningful community involvement. In some cases, planning has been top-down, leading locals to feel excluded from decision-making. This risks social resentment and loss of intangible heritage as youth migrate to cities. Programs like San Gimignano's youth council provide models for enhancing engagement.

Quality and Professionalism: Creative tourism products need skilled personnel and strong management. For example, Korea's creative festivals succeed due to professional planning, whereas some emerging markets struggle to package experiences attractively. Georgia's tourism quality-control mechanisms are cited as a challenge, suggesting a need for standardization and training.

Preservation vs. Access: Balancing heritage conservation with visitor access is a perennial issue. Over-visitation can degrade sites. Restrictive measures can conflict with inclusion goals. Cultivating virtual or decentralized experiences may help, as has been done experimentally in some UNESCO sites.

Funding and Policy Coordination: Many initiatives require upfront investment, but cultural/creative sectors often receive less budget priority than infrastructure or mass tourism. Multi-level coordination is needed. Uzbekistan's experience shows some progress, but creative cultural sectors still compete for funding.

Based on the above, we offer several recommendations to align cultural heritage, creative tourism, and sustainability:

Integrate Cultural Policy with Tourism Planning: Governments should ensure that heritage conservation agencies and tourism boards coordinate. This could involve joint committees, as UNESCO suggests, to plan heritage routes and creative tourism products. Tourism development strategies must explicitly include culture and creativity components.

Strengthen Community-Based Tourism: Empower local communities through training in hospitality and creative skills. Initiatives like San Gimignano's youth forum should be replicated: support local associations and creative hubs that involve residents in designing tours and products. Funding mechanisms can enable artisans and guides to benefit.

Enhance Creative Tourism Offerings: Invest in festivals, workshops, and cultural events that allow active participation. Uzbekistan's recent festivals could be expanded. Publicize these events through digital platforms. UNESCO Creative Cities should share best practices with Uzbek cities aiming for creative designation.

Promote Sustainable Infrastructure: Build or upgrade tourism infrastructure with green technology. Carrying-capacity studies should guide limits on visitation. Training locals as eco-guides can raise awareness.

Leverage Technology and Marketing: Use digital tools to enrich experiences and market lesser-known sites. Social media campaigns can showcase cultural uniqueness. Data collection should inform continuous improvement.

By implementing these recommendations, destinations can better balance tourist growth with the preservation of cultural identity and social welfare, echoing UNESCO's goal of "sustainable development based on heritage values".

Conclusion

This study has shown that cultural heritage and creative tourism are synergistic components of sustainable tourism development. Drawing on Uzbekistan as a case study and comparing with Italy, South Korea, and Georgia, we find that leveraging local culture and creativity yields multifaceted benefits. Economically, it diversifies tourist offerings and supports jobs in creative sectors. Socially, it fosters community engagement and empowerment, as residents play active roles in preserving and showcasing their traditions. Culturally, it helps safeguard both monumental heritage and intangible practices by giving them contemporary relevance. Environmentally, focusing on culture often aligns with conservation goals and reduces mass tourism's footprint.

However, these opportunities come with challenges: infrastructure gaps, the need for institutional coordination, and potential conflicts between access and conservation. Our comparative analysis highlights that successful models share certain features: inclusive planning, investment in creative human capital, and integration of cultural assets into tourism strategies. Uzbekistan's vigorous development of Silk Road tourism, combined with growing creative industries, demonstrates a clear policy alignment, yet it must continue to enhance community benefits and environmental safeguards. International examples provide instructive lessons: Italy's community-based heritage routes, South Korea's global cultural branding, and Georgia's emerging creative events.

Future work should monitor the long-term impacts of these strategies, using metrics such as community income from tourism, preservation status of heritage sites, and social indicators. Moreover, further research could explore tourists' perspectives on creative cultural experiences to refine product development.

In conclusion, nurturing cultural heritage and creative tourism in tandem appears vital for a sustainable tourism future. As UNESCO and UNWTO emphasize, this requires coordinated action among governments, communities, and international bodies. Our findings reinforce that promoting culture and creativity is not a by-product of tourism; it is a strategic pathway to sustainable development – one that enriches both visitors and hosts, and that resonates with the core values of sustainability in the 21st century.

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АНАЛИЗ И КЛАССИФИКАЦИЯ РАЙОНОВ ПО ТУРИСТИЧЕСКОМУ ПОТЕНЦИАЛУ: ОБЗОР НАУЧНЫХ ПОДХОДОВ И МЕТОДОВ ОЦЕНКИ

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В современных реалиях туризм становится одним из ключевых факторов устойчивого развития регионов. Он не только стимулирует экономический рост и создает новые рабочие места, но и способствует активизации социальной жизни на местах. Однако для того чтобы эффективно использовать туристические ресурсы и выстраивать стратегию их развития, необходима четкая и объективная количественная оценка потенциала каждого района. Это требует системного подхода и опоры на достоверные социально-экономические данные.

Настоящий тезис посвящён анализу научных подходов к оценке и классификации территорий по уровню туристического потенциала. В рамках исследования представлена обобщающая таблица, в которой систематизированы различные подходы, используемые в научной литературе: указаны исследуемые регионы, применяемые методы анализа, а также критерии классификации. Такой обзор позволяет не только сравнивать существующие подходы, но и выбрать наиболее подходящие инструменты для практического применения в условиях конкретной территории.

Анализ научных подходов к оценке туристического потенциала¹

Таблица 1.

№ №	Авторы и источник	Регион	Методология	Используемые показатели	Результаты и классификация
11	Сергеева А.М., Омирзакова М.Ж. (2021)	Актюбинская область, Казахстан	Интегральная оценка	Природно-климатические, историко-культурные, социально-экономические ресурсы	Районы классифицированы по уровням туристско-рекреационного потенциала
22	Забураева	Чеченская	Сравнительный	Объекты	Проведена оценка и

¹ Составлен автором

	Х.Ш., Забураев Ч.Ш. (2022)	Республика, Россия	анализ подходов	культурного наследия, инфраструктура, статистика	определены приоритетные зоны развития
33	Мустафаева З.А., Тхамитлокова Ю.О. (2016)	Кабардино- Балкарская Республика, Россия	Факторный анализ	Природный, материальный, трудовой и информационный потенциал	Определены уровни ресурсного потенциала и ключевые факторы роста
44	Агакишиева Г.Р. (2023)	Регионы Азербайджана	Группировка и экспертная оценка	Экологический, ландшафтный, культурный, инфраструктурный потенциал	Регионы классифицированы на три уровня благоприятности
55	Мамраева Д.Г., Ташенова Л.В. (2020)	Регионы Казахстана	Многофакторная интегральная оценка	Инфраструктура, природные условия, культурные ресурсы, информационная обеспеченность	Проведена комплексная оценка с определением перспективных территорий

Каждая из представленных методик обладает своими достоинствами и ограничениями. Интегральная оценка (Сергеева и Омирзакова)¹ позволяет обобщить различные типы ресурсов в единый индекс, но может быть чувствительна к выбору весов. Факторный анализ (Мустафаева и Тхамитлокова)² выявляет скрытые взаимосвязи между переменными, однако требует значительного объема данных. DEA-модели, хотя не представлены в приведенной таблице, также широко применяются в подобных исследованиях и позволяют оценивать эффективность использования ресурсов, что особенно актуально в условиях ограниченного бюджета.

Сравнительный анализ, использованный Забураевой и Забураевым³, удобен для первичной оценки, но не даёт точного ранжирования. В отличие от него, многофакторные интегральные оценки (Мамраева и Ташенова)⁴ обеспечивают комплексность подхода, но нуждаются в продуманной системе индикаторов.

Пример Актюбинской области показывает успешное применение балльной системы с последующей интегральной свёрткой. Здесь был учтён климатический, природный и социальный ресурсный потенциал. В Кабардино-Балкарии исследование опиралось на факторный анализ, который помог выделить доминирующие детерминанты развития.

В Азербайджане подход опирался на экспертную оценку и группировку, что позволило классифицировать регионы на благоприятные, средние и низкоперспективные. Этот метод интересен для стран с ограниченной статистической базой, где невозможно применять чисто количественные модели.

В последние годы, наряду с вышеперечисленными методами, в сфере туризма всё чаще применяется модель DEA (Data Envelopment Analysis — анализ эффективности на основе входных и выходных данных). Этот подход позволяет оценить эффективность использования ресурсов и может быть особенно полезен для выявления внутренних резервов

¹ Сергеева, А. М., & Омирзакова, М. Ж. (2021). Методика комплексной оценки туристско-рекреационного потенциала региона. *Известия НАН Республики Казахстан*, Серия общественных наук, 5(329), 134–140.

² Мустафаева, З. А., & Тхамитлокова, Ю. О. (2016). Методика оценки ресурсного потенциала туристско-рекреационного комплекса региона. *Региональная экономика: теория и практика*, 10(433), 55–63.

³ Забураева, Х. Ш., & Забураев, Ч. Ш. (2022). Методика оценки туристического потенциала региона. *Экономика и предпринимательство*, 8(142), 50–53.

⁴ Мамраева, Д. Г., & Ташенова, Л. В. (2020). Классификация регионов Казахстана по уровню туристического потенциала. *Central Asian Economic Review*, 4(4), 65–78.

в регионах с ограниченным финансированием. Хотя в рассматриваемой таблице примеров данный метод пока не использовался, его внедрение в будущих исследованиях может дать значительные результаты.

Каждый метод имеет свои преимущества и ограничения. Например, система баллов проста и понятна, но в то же время подвержена субъективности. Факторный анализ позволяет проводить глубокое исследование, однако требует качественных и надёжных данных. Экспертная оценка обеспечивает быстрые результаты, но тоже несёт элемент субъективности. Поэтому исследователь должен выбирать методологию, исходя из специфики конкретного региона.

Проведённый анализ показывает, что не существует универсального стандарта для оценки туристического потенциала территорий. Наиболее эффективный подход — это комплексное применение различных методов: интегральной оценки, экспертных мнений и факторного анализа. Такое сочетание позволяет получить более точные и достоверные выводы. При этом использование современных информационных технологий, в частности ГИС-систем и пространственного моделирования, способствует значительному повышению качества исследования.

Для того чтобы разобраться, как именно сегодня в научной среде оценивается туристический потенциал разных регионов, было проведено комплексное исследование, охватывающее публикации последних лет (2016–2023 гг.). Основное внимание уделялось работам, в которых предлагались различные методы количественной оценки, позволяющие сравнивать территории между собой на основе объективных критериев.

Материалы для анализа были собраны из научных статей, диссертаций, аналитических отчётов и статистических ресурсов, в том числе через такие платформы, как eLIBRARY, Google Scholar, ResearchGate, а также из национальных баз статистики (Казахстана, России, Азербайджана и др.).

В качестве основного инструментария использовались:

1. Контент-анализ — для выявления часто используемых показателей, методик и аналитических подходов;
2. Сравнительный метод — чтобы сопоставить разнообразие региональных кейсов и методологических решений;
3. Систематизация и табличное обобщение — для удобного представления ключевых параметров: регионов, подходов, индикаторов и результатов;
4. Типологическая классификация — чтобы структурировать используемые методики по их логике и назначению (интегральные, экспертные, факторные и т.д.).

Этот подход позволил не просто сопоставить исследования, но и выявить наиболее универсальные и адаптивные модели, способные применяться в условиях разной информационной насыщенности и целей анализа.

Полученные результаты демонстрируют, насколько многогранно может быть оценено туристическое развитие территорий. Исследования, включённые в обзор, охватывают географически и методологически разные подходы — от степей Актюбинской области до горных районов Кавказа. Все они условно делятся на несколько групп по типу применяемой методологии.

Интегральные модели (Сергеева, Омирзакова; Мамраева, Ташенова) — предполагают расчёт сводного показателя на основе множества индикаторов (природные ресурсы, инфраструктура, культурное наследие и др.). Это удобный инструмент для ранжирования районов по потенциалу. Однако такие модели требуют внимательного подбора весов, иначе они рискуют «перекосять» общую картину.

Факторный анализ (Мустафаева, Тхамитлокова) — помогает найти скрытые связи между различными ресурсами и условиями развития. Этот метод, как показало исследование по Кабардино-Балкарии, особенно эффективен при наличии большого массива данных.

Сравнительный подход (Забураева и Забураев) — больше подходит для первичной диагностики: он позволяет определить, где ресурсы сконцентрированы, а где отсутствуют, но не всегда даёт полную оценку эффективности.

Экспертные оценки и группировка (Агакишиева) — актуальны там, где официальной статистики недостаточно. Такие методы опираются на мнения специалистов и позволяют быстро классифицировать регионы по уровням привлекательности, как это сделано в исследовании по регионам Азербайджана.

Наиболее универсальными, как показывает анализ, являются комплексные многофакторные подходы, сочетающие количественные и качественные параметры. Они обеспечивают широкую картину и учитывают как реальные ресурсы, так и уровень их освоения.

Отдельного внимания заслуживает метод DEA (Data Envelopment Analysis) — хотя он пока редко применяется в оценке туристического потенциала, его потенциал огромен. DEA позволяет измерить не просто наличие ресурсов, а эффективность их использования, что особенно важно в условиях ограниченных бюджетов и высокой конкуренции.

Важно отметить: универсального метода не существует. Подход должен подбираться с учётом:

1. специфики региона (урбанистическая, природная, этнокультурная структура),
2. доступности данных (официальная статистика, экспертные мнения, ГИС-данные),
3. целей анализа (диагностика, планирование, инвестиционная привлекательность).

Таким образом, основным результатом данного анализа стало выделение наиболее адаптивных и практически применимых методологических основ для оценки туристического потенциала. Перспективным направлением развития данной темы может стать разработка гибридных моделей, в которых сочетаются количественные методы (например, интегральные оценки) с пространственным анализом и экспертной валидизацией.

Заключение

Количественная оценка туристического потенциала районов является важным инструментом для разработки стратегий устойчивого развития и распределения инвестиций. На основе анализа научных подходов можно сделать вывод, что наиболее эффективными являются комплексные многофакторные модели, позволяющие учесть широкий спектр индикаторов. Однако выбор метода должен соответствовать специфике региона, наличию данных и целям анализа. Использование DEA-моделей, как следующего шага в развитии данной темы, позволит не только классифицировать районы, но и выявить внутренние резервы повышения эффективности использования туристических ресурсов. Будущие исследования могут сосредоточиться на разработке адаптивных моделей, сочетающих качественные и количественные оценки, а также на применении ГИС-технологий и пространственного моделирования.

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ИСПОЛЬЗОВАНИЕ ИНСТРУМЕНТОВ СТРАТЕГИЧЕСКОГО УПРАВЛЕНИЯ ДЛЯ УСТОЙЧИВОГО КОНКУРЕНТНОГО ПРЕИМУЩЕСТВА: РАЗВИВАЮЩИЕСЯ ПРАКТИКИ И ПРАКТИЧЕСКИЕ ПОСЛЕДСТВИЯ

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Аннотация: В эпоху, определяемую быстрыми технологическими сдвигами, глобализацией и непредсказуемыми рыночными условиями, организации постоянно ищут способы сохранить или укрепить свое конкурентное преимущество. Инструменты стратегического управления, включая, помимо прочего, сбалансированную систему показателей, SWOT-анализ и различные ключевые показатели эффективности (KPI), стали надежными основами для руководства планированием, принятием решений и оценкой эффективности. Тем не менее, менеджеры часто задаются вопросом: насколько хорошо эти инструменты адаптируются к меняющимся условиям и как на самом деле выглядит «успех», когда инструменты интегрируются в повседневное управление?

В этой статье подробно рассматривается, как эти инструменты используются и адаптируются в разных секторах. В нем представлены результаты как широкого опроса (охватывающего 150 менеджеров из разных отраслей), так и подробных интервью (с 20 из этих менеджеров), подчеркивающие влияние объединения традиционных методов с аналитикой на основе данных. Хотя большинство участников считают, что инструменты стратегического управления способствуют ясности направления и улучшению распределения ресурсов, исследование также раскрывает общие препятствия, включая пробелы в навыках аналитики, культурное сопротивление изменениям и постоянное беспокойство по поводу согласования инструментов с организационными реалиями. В конечном счете, результаты показывают, что для того, чтобы эти инструменты были полностью эффективными, их необходимо пересматривать и перестраивать по мере развития организации, гарантируя, что стремление к устойчивому конкурентному преимуществу остается как проактивным, так и восприимчивым к новым вызовам.

Ключевые слова: стратегическое управление, конкурентное преимущество, сбалансированная система показателей, SWOT, KPI, аналитика, измерение производительности

Введение

Предыстория и мотивация

В современном деловом мире организации должны ориентироваться в ландшафте, который может немного напоминать американские горки: глобальная конкуренция жесткая, потребительский спрос быстро меняется, а новые технологии появляются на сцене с головокружительной скоростью (Теесе, 2018). На этом фоне инструменты стратегического управления (SMT) стали чем-то вроде путеводной звезды. Такие инструменты, как сбалансированная система показателей (Kaplan & Norton, 1992), SWOT-анализ, системы на основе KPI и новые панели мониторинга, управляемые данными, часто хвалят за то, что они помогают менеджерам понимать сложность, ставить цели и отслеживать прогресс.

Однако, хотя эти инструменты могут обеспечить структуру и ясность, остаются вопросы о том, могут ли они действительно идти в ногу с быстро меняющимися рыночными условиями. Действительно ли они помогают организациям оставаться впереди или они рискуют стать устаревшими «лучшими практиками», которые не отражают уникальный контекст организации? Целью данного исследования является изучение этих вопросов путем опроса менеджеров из различных отраслей и более глубокого изучения посредством личных интервью.

Цели исследования

1. Модели внедрения и использования инструментов: Определите, насколько широко распространены определенные инструменты стратегического управления в различных отраслях, и изучите любые предпочтения, характерные для конкретных секторов.

2. Воспринимаемая эффективность: Поймите, как менеджеры воспринимают, действительно ли эти инструменты способствуют успеху компании, особенно в мире, где гибкость и быстрая адаптация становятся все более важными.

3. Проблемы и факторы, способствующие внедрению: Изучите препятствия, с которыми сталкиваются организации при внедрении или модернизации этих инструментов — от пробелов в навыках анализа данных до культурного сопротивления — и факторы, которые делают внедрение более плавным.

4. Устойчивое конкурентное преимущество: Изучите, как инструменты интегрируются в более широкие стратегические процессы и что это означает для способности организации адаптироваться и процветать в долгосрочной перспективе.

Объединив широкий количественный анализ (данные опроса 150 менеджеров) и глубокие качественные идеи (интервью с 20 из этих менеджеров), эта статья стремится нарисовать более целостную картину современного использования SMT. Мы надеемся, что эти результаты прольют свет на практические шаги, которые лидеры могут предпринять для более эффективного использования этих инструментов и, в свою очередь, поддержания своего конкурентного преимущества.

Методы

В этом исследовании используется смешанный подход, чтобы гарантировать, что мы охватываем сложности того, как организации используют (а иногда и борются с) инструменты стратегического управления. Дизайн следует параллельной модели триангуляции (Creswell, 2014), в которой количественные и качественные данные собираются примерно параллельно, а затем объединяются для более содержательной интерпретации.

- Выборка: мы опросили 150 менеджеров из разных секторов, включая производство, сферу услуг, финансовые учреждения, технологические компании и т. д. Каждый менеджер либо отвечал за стратегическое планирование своей фирмы, либо был тесно вовлечен в него.

- Инструмент опроса: опрос включал 25 вопросов, сгруппированных в три категории:

1. Демографические данные (размер фирмы, сектор, роль респондента),

2. Использование инструментов (типы инструментов, частота использования, воспринимаемые преимущества),

3. Производительность и удовлетворенность (самооценка влияния на принятие решений, распределение ресурсов и общую производительность).

- Сбор данных: опрос проводился онлайн, дополненный телефонными звонками для обеспечения ясности для респондентов. Мы получили 150 пригодных для использования ответов (62% ответов от нашей изначальной цели в 240 приглашенных участников).

- Отбор участников: из 150 респондентов опроса 20 добровольно согласились на более глубокие интервью. Мы намеренно выбрали участников, представляющих различные отрасли и размеры организаций, чтобы охватить различные точки зрения.

- Протокол интервью: каждое интервью длилось около 30–45 минут. Мы задавали открытые вопросы о том, как выбираются и внедряются инструменты стратегического управления, внутренней динамике принятия этих инструментов и предполагаемых успехах или неудачах.

- Сбор и запись данных: все интервью были записаны (с разрешения) и расшифрованы.

- Анализ данных: стенограммы анализировались с использованием тематического кодирования (Miles & Huberman, 1994). Мы выявили повторяющиеся темы, отметив расхождения и уникальные идеи.

- Количественный анализ: используя SPSS, мы провели описательную статистику, чтобы увидеть, насколько широко использовался каждый инструмент, а также корреляции между моделями использования инструментов и самооценкой производительности. Модель множественной регрессии проверяла, имеет ли использование нескольких инструментов (например, сочетание SWOT с системой сбалансированных показателей) статистически значимую связь с более сильным восприятием производительности.

- Качественный анализ: мы кодировали данные интервью, чтобы найти закономерности в том, как менеджеры воспринимают преимущества, проблемы и общее влияние этих инструментов.

- Триангуляция: мы синтезировали идеи из обоих источников данных, чтобы углубить наше понимание и проверить результаты. Например, если опрос показывал, что использование сбалансированной системы показателей тесно коррелирует с воспринимаемым ростом производительности, мы изучали стенограммы интервью на предмет историй менеджеров, которые либо подтверждали, либо опровергали эту корреляцию.

Было получено информированное согласие от всех участников, которым было гарантировано, что их ответы останутся конфиденциальными. В наших выводах не упоминаются названия фирм или имена отдельных лиц. Исследование было одобрено соответствующим институциональным наблюдательным советом, что гарантирует соблюдение этических стандартов.

Результаты

Рисунок 1 (ниже) иллюстрирует, как часто сообщалось о каждом инструменте:

- Сбалансированная система показателей (BSC): используется 75% респондентов. Менеджеры подчеркнули универсальность BSC в связывании повседневных задач с всеобъемлющими стратегическими целями.

- SWOT-анализ: используется 60%. В основном используется во время годовых циклов планирования или при изучении новых рынков продуктов.

- Системы KPI и панели мониторинга: около 68% использовали системы KPI, некоторые из которых были интегрированы с панелями мониторинга в реальном времени для отслеживания производительности в разных отделах.

- Планирование сценариев/анализ «что если»: используется 44%, в основном в подверженных риску секторах, таких как финансы и энергетика.

- Критические факторы успеха (CSF): в 55% случаев они обычно описывались как контрольные списки высокого уровня, используемые совместно с системами BSC или KPI.

(Также появились дополнительные инструменты, такие как бенчмаркинг и анализ жизненного цикла продукта, но в меньших процентах — менее 30%.)

Подавляющее большинство — 83% — участников опроса чувствовали себя «в некоторой степени значительно» лучше подготовленными к принятию стратегических

решений благодаря выбранным ими инструментам. Регрессионный анализ показал, что чем более интегрирован набор инструментов организации (например, объединение BSC, KPI и планирования сценариев), тем сильнее воспринимаемое улучшение конкурентного положения ($p < 0,05$).

- Размер фирмы: более крупные фирмы чаще сообщали об использовании нескольких инструментов, часто из-за более сложных операций.

- Тип отрасли: жестко регулируемые или нестабильные отрасли (например, финансы, нефть и газ) склонялись к инструментам планирования сценариев и управления рисками.

- Культура использования данных: компаниям, у которых уже была сильная аналитическая культура, было легче интегрировать передовые панели KPI и решения на основе данных.

В ходе интервью многие менеджеры выразили желание «последовательности и ясности» как основную причину принятия стандартизированных инструментов. Несколько участников отметили, что без установленной структуры обсуждения стратегии рискуют стать ситуативными и подвижными личностями.

1. Пробелы в навыках аналитики: даже если бы были доступны продвинутые панели KPI, менеджеры признавались, что иногда им не хватает аналитических навыков для интерпретации сложных данных. «У нас были эти удивительные панели, но никто не знал, что на самом деле означает половина показателей», — пошутил один менеджер.

2. Соппротивление изменениям: сотрудники, привыкшие к менее структурированным способам работы, могут счесть формальные инструменты удушающими. Культурная поддержка оказалась критическим фактором успеха.

3. Перегрузка инструментами: некоторые компании пробовали слишком много инструментов одновременно, что приводило к путанице. «В итоге мы получили сбалансированную систему показателей, которая включала более 50 показателей, и она стала неуправляемой», — сказал один из участников.

Факторы успеха и передовой опыт

- Поддержка высшего руководства: когда старшие руководители открыто отстаивали инструменты, их внедрение ускорялось.

- Циклы непрерывного обучения и обратной связи: компании, которые предоставляли возможности для непрерывного обучения, например, семинары, добились более высокого успеха в использовании инструментов.

- Гибкая адаптация: наиболее удовлетворенные менеджеры относились к этим структурам как к отправным точкам, а не как к «святым Граалям», подстраивая их под свой уникальный организационный контекст.

Сквозные наблюдения (триангулированные выводы)

Интересно, что опрос выявил значительную связь между использованием нескольких инструментов и воспринимаемым конкурентным преимуществом, и интервью подкрепили это подробными объяснениями. Менеджеры отметили, что использование одного инструмента часто оставляет слепые зоны, тогда как использование их комбинации (например, SWOT для сканирования среды, BSC для перевода видения в показатели и планирование сценариев на случай непредвиденных обстоятельств в будущем) обеспечивает более комплексный стратегический процесс.

Обсуждение

Наши результаты подтверждают более ранние утверждения о том, что стратегические инструменты наиболее эффективны, когда они адаптированы к конкретному контексту организации (Gunn & Williams, 2007; Теесе, 2018). Хотя классические фреймворки, такие как сбалансированная система показателей, по-прежнему широко уважаются за их ясность и структуру, многие компании теперь сочетают эти устоявшиеся методы с аналитикой на основе богатых данных, чтобы оставаться гибкими на быстро меняющихся рынках (Freeman, 2010). Это согласуется с наблюдением Каплана и Нортон (2001) о том, что истинный

потенциал сбалансированной системы показателей реализуется, когда она становится развивающимся, а не статичным инструментом.

1. Целостная интеграция: менеджеры должны рассматривать эти инструменты как части головоломки, которые должны подходить друг другу, а не как отдельные решения. Например, сочетание BSC с панелями KPI и периодическим планированием сценариев может гарантировать, что краткосрочные показатели будут легко связаны с долгосрочным видением.

2. Развитие навыков: организации могут захотеть инвестировать в обучение для развития аналитических навыков — в противном случае сложные панели могут привести к разочарованию вместо действенных идей.

3. Культура имеет значение: лучшие стратегические структуры все равно могут потерпеть неудачу, если сотрудники не будут вовлечены. Создание благоприятной среды, в которой члены команды чувствуют себя частью процесса планирования, часто требует прозрачной коммуникации и постоянных циклов обратной связи.

4. Правильный выбор подхода: инструменты не являются «универсальным» решением. Небольшому стартапу может потребоваться только простая панель KPI, в то время как многонациональной корпорации может потребоваться многоуровневая сбалансированная система показателей. Регулярный просмотр и сокращение показателей могут поддерживать систему рациональной и актуальной.

Наша выборка, хотя и разнообразна с точки зрения отраслей, склоняется к средним и крупным компаниям. Дальнейшее исследование с участием небольших фирм или некоммерческих организаций может выявить интересные нюансы относительно принятия инструментов и воспринимаемой выгоды. Кроме того, хотя наши интервью касались управления изменениями, более целенаправленное, продольное исследование могло бы лучше пролить свет на то, как компании со временем становятся более зрелыми в использовании своих инструментов, особенно в условиях деструктивной экономики.

Заключение

В эпоху, когда гибкость и данные становятся все более важными, инструменты стратегического управления предлагают структурированный способ преобразования высоких целей в осязаемые шаги. Однако их истинная сила заключается в том, насколько мудро и адаптивно они выбраны, интегрированы и поддерживаются. Наши исследования показывают, что организации, желающие адаптировать эти инструменты к своей уникальной культуре и среде, а также остающиеся открытыми для их совершенствования и развития, с наибольшей вероятностью увидят реальные выгоды в производительности и устойчивом конкурентном преимуществе.

Объединяя устоявшиеся структуры, такие как сбалансированная система показателей и SWOT, с современной аналитикой, лидеры могут поощрять как четкое стратегическое направление, так и непрерывное обучение. В конечном счете, сами по себе инструменты не гарантируют успеха; именно способность человека к размышлениям, творчеству и адаптации при использовании этих инструментов будет и дальше определять истории успеха завтрашнего дня.

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TURISTIK TADBIRKORLIGINI KOMPLEKS RIVOJLANTIRISHNING ASOSIY MUAMMOLARI VA TENDENSIYALAR

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Annotatsiya: *ushbu maqolada turizm tadbirkorlik faoliyatini amalga oshiruvchi tadbirkorlar oldilarida turgan muammolarni ochib berish va ularga yechim berish hamda, kelgusida turizm tadbirkorlik faoliyatining rivojlanish istiqbollari tahlil qilingan.*

Kalit so'zlar: *turizm tadbirkorlik, turizm sohasidagi muammolar, istiqbollar, tendensiyalar, istiqbolli reja.*

Turizm sektori har bir mamlakatning iqtisodiyoti uchun muhim soha bo'lib, u turli tarmoqlar bilan chambarchas bog'liqdir. O'zbekistonda turizm sohasining rivojlanishi va turistlarni jalb qilishning samarali tizimi iqtisodiy o'sishni ta'minlash va xalqaro iqtisodiy aloqalarni mustahkamlashda muhim rol o'ynaydi. Shu bilan birga, turizm tarmog'ining samarali rivojlanishi ko'plab omillarga bog'liq bo'lib, ularning o'zaro uyg'unligi va muvofiqligi ushbu sohaning muvaffaqiyatli rivojlanishiga olib keladi.

Turistik tadbirkorlikni kompleks rivojlantirishda nafaqat yangi turistik infratuzilma yaratish, balki mahalliy biznesni qo'llab-quvvatlash, turizm xizmatlarining sifatini oshirish, ekologik barqarorlikni ta'minlash va investitsiyalarni jalb qilish hamda ijtimoiy muammolarni hal qilishni o'z ichiga oladi. Ushbu maqolada turistik tadbirkorlikni kompleks rivojlantirishda yuzaga kelayotgan asosiy muammolar va ularning yechimlari hamda sohadagi tendensiyalarni ko'rib chiqamiz.

Mamlakatlar bozor iqtisodiyotiga o'tishi bilan bir qatorda hususiy tadbirkorlik faoliyatini qo'llab quvvatlash maqsadida, ushbu yo'nalish oldida turgan bir qatort muammolarni hal qilish, istiqbolda rivojlanish tendensiyalariga alohida e'tibor qaratmoqda. Shu o'rinda turizm tadbirkorlik faoliyatini amalga oshiruvchi subyektlarning oldilarida turgan muammolarni o'rganish, kelgusi faoliyatlari uchun zamin bo'ladi. Shu orqali nafaqat hududiy daromadlarni oshirishga, balki davlat byudjet daromadlarini ko'paytirishga salmoqli hissa qo'shadi.

Iqtisodiyoti rivojlanayotgan mamlakatlarda turizm va sayohat sharoitlarini yanada yaxshilash davom etmoqda, biroq ushbu sohani kengroq rivojlantirish uchun yetarlicha

imkoniyatlarni berish maqsadga muvofiq deb hisoblaymiz. O'rtachadan yuqori daromadli iqtisodiyotga ega davlatlarning 71tasidan 52 tasi 2019-yildan beri Sayohat va turizmni rivojlantirish indeksi ko'rsatkichlari bo'yicha rivojlanishga erishgan. Saudiya Arabistoni (+5,7%, 50-o'rindan 41-o'ringa) va Birlashgan Arab Amirliklari (+4,4%, 25-18-o'rinlar) eng yuqori o'rinlarni egallagan. 2019 va 2024-yillarda, qolgan rivojlanayotgan mamlakatlar O'zbekiston (+7,8%, 94-78-o'rin), Kot-d'ivuar (+6,4%, 116-114-o'rin), Albaniya (+5,9%, 78-66-o'rin), Tanzaniya (+4,5%, Indoneziya (+4,8%), 54+18. 36-dan 22-o'ringa), Misr (+4,3%, 66-dan 61-o'ringa), Nigeriya (+4,2%, 113-dan 112-o'ringa) va Salvador (+4,0%, 101-dan 97-o'ringa). Bundan tashqari, rivojlanayotgan yirik Sayohat va turizm iqtisodiyoti Indoneziya, Braziliya (+3,3%, 34-dan 26-o'ringa) va Turkiya (+3,1%, 37-dan 29-o'ringa) Xitoy (+1,0%, 9-8-o'rin) qo'shildi [1]. Tahlillar shuni ko'rsatadiki, iqtisodiyoti o'rtachadan yuqori bo'lgan o'sishga qaramay, yuqori daromadli bo'lmagan iqtisodlar o'rtacha ko'rsatkichdan past bo'lganlarning qariyb 90 foizini tashkil qiladi, bu esa sayohat va turizm bozoridagi muammolarni aniqlashlari va qo'shimcha investitsiyalarni jalb qilishligini ko'rsatadi. Agar ushbu iqtisodlar turizm va sayohat bozoridagi ulushini oshirishni va kelajakdagi xavf, imkoniyatlarga tayyorligini oshirishni xohlasalar, ko'plab mamlakatlarda uchun hos bo'lgan quyidagi muammolarni tahlil qilishlariga to'g'ri keladi, jumladan O'zbekiston ham sayohat va turizm bozorida bir muncha o'sish ko'rsatkichlari erishgan bo'lsada, ushbu soha orqali iqtisodiyoti rivojlangan mamlakatlar qatoridan joy olish uchun sohaning yanada hissasi ortgan bo'lardi.

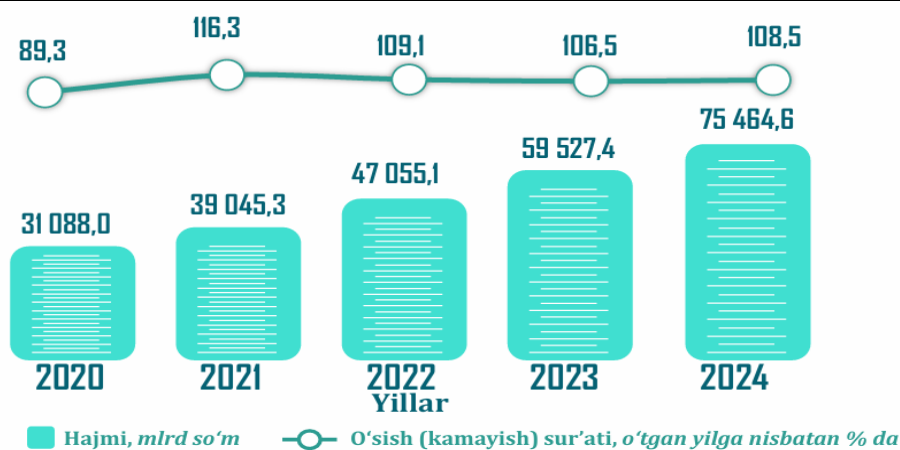


1-rasm. Turistik tadbirkorligini kompleks rivojlantirishning asosiy muammolari.

Manba: muallif izlanishlari asosida tayyorlangan

Turistik tadbirkorlik faoliyatining oldida turgan asosiy muammolaridan biri sifatida, infratuzilma muammolarini keltirishimiz mumkin. Jumladan transport vositalariga bo'lgan talabning to'la qonli qondirilmaganligi va ushbu yo'nalishda bir qator kamchiliklar borligi sababli turistlarning, turistik obyektlarga yetib borishlariga imkon bermaydi. Bilamizki sohaning yetarli darajada rivojlanishi uchun, ayniqsa kirish turizmini salmog'ini ko'paytirishda birinchi navbatda havo transporti, dengiz transporti va temir yo'llari transporti muhim ahamiyat kasb etadi.

Statistik tahlillar shuni ko'rsatadiki 2024-yil yakunlariga ko'ra tashish va saqlash tarmog'ining O'zbekiston Respublikasining YIMdagi ulushini ko'radigan bo'lsak 5,4 %ni tashkil qilgan. Bundan ko'rinib turibdiki boshqa bir tarmoqlarga nisbatan, tashish va saqlash tarmog'ining ulushi kamligini ko'rishimiz mumkin.



2-rasm. Tashish va saqlash tarmog'ining qo'shilgan qiymati [1].

Yuqorida aytib o'tilganidek, kirish turizmining faol bo'lishida asosan havo yo'llari, temir yo'llari va dengiz yo'llari transporti asosiy rol o'ynaydi. Quyidagi ma'lumotlarni tahlil qiladigan bo'lsak tashish va saqlash tarmog'ining qo'shilgan qiymati tarkibida eng ko'p ulushi avtomobil transportiga to'g'ri keldi va 55,7 % ni tashkil etdi. Mazkur tarmoq umumiy qo'shilgan qiymatida quvur transportining ulushi 13,4 %, temir yo'l transportining ulushi 8,4 %, yordamchi transport faoliyatining ulushi 14,9 %, havo transportining ulushi 7,6 % ni tashkil etdi. Mamlakat miqyosida dengiz transporti uchun harakatlanishga imkon beruvchi dengiz va daryolarning yo'qligi sababli qo'shilgan qiymat tarkibida, ushbu transport turining ulushi mavjud emas. Shu o'rinda aytishimiz mumkinki hozirgi kunda kruiz turizmi keng ommalashib borayotgan turizm turlaridan biri hisoblanadi. Mavjud tabiiy resurslarning yo'qligi, ushbu turizm turidan foydalanishga imkon bermaydi.



3-rasm. 2020-2024 yillarda tashish va saqlash tarmog'ining yalpi qo'shilgan qiymati tarkibi [2].

Bu yerda eng katta ulush avtomobil transporti ulushiga to'g'ri keladi, bu esa ichki turizmning rivojlanayotganidan dalolat beradi. Havo transporti xizmatlarida hali ham raqobatning yetarli emasligi, yuqori narxlar va rivojlanishdan ortda qolayotgani turizm sohasining rivojlanishiga ta'sir ko'rsatuvchi omillardan biri sifatida qaralmoqda.

Infratuzilma muammolaridan biri sifatida joylashtiruv vositalarining yetarlicha modernizatsiya qilinmaganligi, hususan Namangan viloyati misolida olganimizda, hozirgi kunda viloyatda 19 ta mehmonxona, 614 ta oilaviy mehmon uylari faoliyat olib bormoqda. 2024 yil yakunlariga ko'ra 510 mingdan ortiq xorijiy sayyohlar, 3 milliondan ortiq mahalliy sayyohlar viloyatga tashrif buyurgan, tashrif buyurganlarning soniga nisbatan, joylashtiruv vositalarining o'rni qoniqarli darajada emas. Ayniqsa viloyatda o'tkaziladigan "Xalqaro gullar festivali" davrida joylashtiruv vositalariga bo'lgan talabning ortishi bilan bir qatorda, ushbu yo'nalishda muammolar yuzaga keladi.

Sohada yuqoridagi kamchiliklarni bartaraf etish mumkin bo'lgan yo'llaridan biri sifatida, xususiy va xorijiy investitsiyalarning jalb qilishni jadallashtirish kerak deb hisoblaymiz. Namangan

viloyatida umumiy miqyosda 2024-yilda asosiy kapitalga yo'naltirilgan investitsiyalar hajmi, 30 trillion 716 milliard so'mni tashkil etdi, bu 2023 yilga nisbatan 200,6 % o'sish ko'rsatildi [3]. Ushbu yo'naltirilgan investitsiyalarning ma'lum miqdori turizm sohasiga to'g'ri keladi.

Turistik tadbirkorlikni kompleks rivojlantirishda iqtisodiy, ijtimoiy, ekologik va texnologik omillarni birlashtirish muhimdir. O'zbekiston turizm sektori uchun katta imkoniyatlarga ega, ammo uning muvaffaqiyatli rivojlanishi uchun infrastrukturaviy, yuridik va ijtimoiy to'siqlarni bartaraf etish kerak. Turizmning rivojlanishidagi asosiy tendentsiyalarni hisobga olib, kompleks yondoshuvlar va innovatsion yechimlar yordamida soha yanada jonlanishi mumkin.

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KO'NGILOCHAR TURIZMNING MEHMONDO'STLIK SANOATIDAGI O'RNİ

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Annotatsiya: mazkur maqolada ko'ngilochar turizmning mehmondo'stlik sanoatidagi o'rnini, xizmat sifatini o'yin-kulgi orqali oshirish va bir nechta kamchiliklarni berkitish, mehmonlarda qoniqish hissini uyg'otish va vaqtni mazmunli o'tkazishdan iboratdir. Shuningdek, maqolada xorijiy tajribalar tahlil qilinib, ushbu amaliyotlarni O'zbekiston sharoitida joriy etish istiqbollari muhokama qilinadi. Maqola ko'ngilochar turizmni yanada raqobatbardosh, ko'p funksiyali va yoshlar uchun jozibador shaklda rivojlantirishga xizmat qiluvchi takliflarni ilgari suradi. Maqolaning asosiy maqsadi — ko'ngilochar turizmni yanada jozibador, insonlarni mazmunli vaqt o'tkazish va raqobatbardosh qilish imkoniyatlarini o'rganishdan iborat.

Kalit so'zlar: ko'ngilochar turizm, mehmondo'stlik sanoati, o'yin-kulgi, entertainment, sayyohlar.

Kirish

Zamonaviy turizm industriyasida ko'ngilochar tadbirlar va faoliyatlar destinatsiyaning muvaffaqiyatini belgilovchi hal qiluvchi omillardan biriga aylandi. Globallashuv va raqobat kuchayishi natijasida turistik yo'nalishlar o'zlarining noyob taklif qiymatlarini shakllantirish va mehmonlarning ehtiyojlarini to'liq qondirishga intilmoqda. Bu jarayonda ko'ngilochar xizmatlar nafaqat qo'shimcha imkoniyat sifatida, balki asosiy raqobat ustunligi manbai sifatida qaralmoqda. Loi ta'kidlaganidek, hozirgi kunda sayyohlarning xatti-harakatlari va kutishlari sezilarli darajada

o'zgardi¹. Zamonaviy turistlar oddiy dam olish va ko'rish bilan cheklanmay, o'ziga xos, esda qolarli va boy tajribalar izlamoqda. Bu o'zgarish ko'ngilochar tadbirlar va faoliyatlarga bo'lgan talabni sezilarli darajada oshirdi. Sayyohlar endi o'yin-kulgi va ko'ngilochar tadbirlarga ko'proq vaqt va moliyaviy resurslar ajratishga tayyor ekanliklari turli xil tadqiqotlarda isbotlangan. Ko'ngilochar tadbirlarning ahamiyati faqat turistlarning qoniqishi bilan cheklanmaydi. Bu soha mahalliy iqtisodiyot, madaniy almashinuv va ijtimoiy rivojlanish uchun ham muhim imkoniyatlar yaratadi. Ko'ngilochar tadbirlar mahalliy aholining ish bilan ta'minlanishini oshiradi, kichik va o'rta biznes sub'ektlari uchun yangi bozorlar ochadi, shuningdek, destinatsiyaning xalqaro tan olinishi va brendini mustahkamlashga hissa qo'shadi. Orol davlatlari va orol turizmi kontekstida ko'ngilochar tadbirlarning roli ayniqsa muhimdir. Orollar o'zlarining geografik o'ziga xosligi tufayli bir qator natural cheklovlarga duch keladi: cheklangan territoriya, izolyatsiya, transport xarajatlarining yuqoriligi, resurslarning kamligi va boshqalar. Shu sababli, orol destinatsiyalari uchun turizm mahsulotini diversifikatsiya qilish va ko'ngilochar imkoniyatlarni kengaytirish nafaqat imkoniyat, balki zaruratdir.

Ushbu masalaning dolzarbligi va amaliy ahamiyatiga qaramay, ko'ngilochar tadbirlarning orol turizmi rivojlanishidagi roli yetarlicha o'rganilmagan. Mavjud tadqiqotlar asosan kontinental destinatsiyalar yoki yirik shaharlar kontekstida olib borilgan bo'lib, orollarning o'ziga xos sharoitlari va ehtiyojlari kam e'tiborga olingan. Bu esa nazariy bilimlar va amaliy tavsiyalar o'rtasida bo'shliq mavjudligini ko'rsatadi.

Shu munosabat bilan, ushbu tadqiqotning asosiy maqsadi orol turizmi sharoitida ko'ngilochar tadbirlarning imkoniyatlari va ta'sirini chuqur o'rganishdan iborat. Tadqiqot doirasida zamonaviy ko'ngilochar tadbirlarning istiqbolli shakllari aniqlanadi, ularning turizm tajribasi sifatiga ta'siri baholanadi va orol destinatsiyalari uchun amaliy tavsiyalar ishlab chiqiladi. Tadqiqot natijalarining nazariy va amaliy ahamiyati turizm industriyasi mutaxassislari, davlat organlari vakillari va tadqiqotchilar uchun qimmatli ma'lumot manbai bo'lishi kutilmoqda.

Material va metodlar

Ushbu tadqiqotda analiz va sintez usulidan foydalanib, mehmondo'stlik sohasida ko'ngilochar turizm elementlarining qo'llanilishi bo'yicha nazariy hamda amaliy manbalar asosida tahlil o'tkazildi. Mehmondo'stlik sanoati va ko'ngilochar turizm loyihalari amalga oshirilayotgan hududlardan olingan amaliy misollar va ma'lumotlar tahlil qilindi. Mazkur metodlar yordamida olingan ma'lumotlar asosida ushbu ko'ngilochar turizmning imkoniyatlarini mehmondo'stlik sanoatining o'rganildi va tahliliy xulosalar shakllantirildi.

Tadqiqotning natijasi. Ko'ngilochar turizm sayyohlikning dam olish va o'yin-kulgi maqsadli turlarini o'zida jalb qilib, yangi iste'molchilarga erishish, yangi daromad manbalarini rivojlantirish, insonlarga madaniy hordiq va vaqtni mazmunli o'tkazishga imkon berdi. Bu ko'ngilochar sanoati orqali turizm va mehmondo'stlik sanoati sezilarli o'sishiga, mamlakatlar bilan va ko'proq tashrif buyuruvchilarni jalb qilish uchun o'zlarining ko'ngilochar takliflaridan foydalanadigan yo'nalishga aylandi. Ko'ngilochar industriya orqali turizmning ushbu o'sishining asosiy omillaridan biri bu ko'ngilochar kontentning mashhurligi va mavjudligini oshirish. Oqimning ko'tarilishi bilan platformalar, ijtimoiy media va raqamli texnologiyalarga dunyoning turli burchaklaridan odamlar kirishlari mumkin ko'ngilochar kontentning keng doirasi ularning qo'llarida. Bu ortib borayotgan qiziqishni kuchaytirdi kinostudiyalar, musiqa bo'ladimi, ushbu kontent yaratilgan joylarni o'rganishda joylar yoki tematik parklar. Mashhur mamlakatlar va yo'nalishlar ko'ngilochar kontent turizmning o'sishini ko'rди, chunki muxlislar o'zlari bor joylarni ziyorat qilish uchun to'planishadi. Bundan tashqari, o'yin-kulgi sanoati o'zi asosiy turistik diqqatga sazovor joyga aylandi, Glitzni boshdan kechirishni xohlaydigan mehmonlar bilan va Gollivudning glamuri, Brodvey yoki boshqa ko'ngilochar markazlar². Kino to'plamlari bo'ylab sayohatlar, jonli musiqa chiqishlari va mashhurlar

¹ Entertainment of leisure tourists in island destinations: evidence from the island of Mauritius Vanessa GB Gowreesunkar* Mauritius Institute of Education, Mauritius
[https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_15_special_edition_vol_4_\(2015\).pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_15_special_edition_vol_4_(2015).pdf)

² Study on the influence of global tourism development on the upgrading of county industrial structure
Lei, Zhang et al. Heliyon, Volume 10, Issue 23, e39287

ko'rishlar sahna ortida qolishni istagan sayyohlar uchun mashhur tadbirlarga aylandi, ularning sevimli ko'ngilochar ishlab chiqarishlariga qarang: ko'ngilochar ixlosmandlarga mo'ljallangan maxsus turistik paketlar va tajribalar, ko'ngilochar industriya orqali turizmning o'sishini yanada kuchaytirish mumkin. Turizm va mehmondo'stlik sanoati o'rtasidagi farqlar juda muhim bo'lib, ular tez-tez aralashtirib yuboriladi¹. Quyida asosiy farqlarni tushuntirib beraman:

Turizm	Mehmondo'stlik
Asosiy farqlar	
Ta'rif jihatidan	
Bu - sayohat faoliyati va tajriba Odamlarning vaqtinchalik ko'chishi va harakati Maqsad: dam olish, biznes, ta'lim, davolash Faoliyat turi - sayohat qilish jarayoni	Bu - xizmat ko'rsatish sanoati Mehmonlarni qabul qilish va ularga xizmat ko'rsatish Maqsad: turar joy, ovqat, qulaylik ta'minlash Biznes sohasi - xizmat sotish
Qamrov jihatidan	
Bu kengroq tushuncha. Butun sayohat tajribasi Transport xizmatlari Diqqatga sazovor joylar Sayohat rejalash Turoperatorlar faoliyati Gid xizmatlari	Bu torroq tushuncha. Faqat turar joy va ovqatlanish Mehmonxonalar, motellar Restoranlar, kafeler To'y saroylari Konferens-zal xizmatlari
Mijozlar bilan munosabat	
"Tourist" - sayohatchi Vaqtinchalik kontakt Sayohat davomida xizmat Bir martalik tajriba	"Guest" - mehmon Uzoq muddatli munosabat Takroriy tashrif Shaxsiy yondashuv
Biznes model farqi	
iste'mol qiluvchi faoliyat (xizmatlardan foydalanish)	xizmat ko'rsatuvchi faoliyat (mehmonlarga g'amxo'rlik)
Amaliy jihatdan	
sayohat rejalashtirish, joylarni ko'rish, tajriba olish	yashash joyi, ovqat, transport va boshqa xizmatlar taqdim etish

Bu jadvaldan ko'rib turibmizki, ko'ngilochar sanoati mehmondo'stlik sanoatida ma'lum bir joyni egallasa, barqarorlik bo'ladi, ya'ni ish o'rni bo'ladi, daromad ko'payadi, xizmat sifati oshadi va mijozlar psixologik qoniqish hissini oladi. Bundan tashqari mehmondo'stlik sohasida ko'ngilochar turizmni rivojlantirish bir muncha xizmatning sifatli kechishiga olib keladi. Misol uchun kafega kirsangiz jonli ijroda qo'shiqni eshitib ovqatlansangiz, u psixologik to'yingan bo'lasiz. Bu madaniy hordiqning bir turi sifatida tasvirlanadi. Mehmondo'stlik sanoatida ko'ngilochar turizm integratsiyalashuvi orqali biz quyidagi maqsadlarga erishamiz:

- Turistlarning vaqti mazmunli tashkil etiladi va ko'proq vaqt turistik hududda qoladi;
- Mahalliy brend va xizmatlarni targ'ib qilinadi;

• Qayta tashriflar sonini oshadiva shu orqali infratuzilma sifati oshishiga sababchi bo'ladi. Bir so'z bilan aytganda bu ikki yo'nalishning birlashuvi yangi turizm modelini – ko'ngilochar mehmondo'stlik turizmni yaratadi.

<https://doi.org/10.1016/j.heliyon.2024.e39287>

¹ Journal of Hospitality and Tourism Management Volume 62, March 2025, Pages 232-236 The many questions concerning technology: Implications for tourism, hospitality, events and leisure research
Author links open overlay panel Ulrike Gretzel <https://doi.org/10.1016/j.jhtm.2025.01.016>

Xulosa

Ko'ngilochar turizmi mehmondo'stlik sanoatining mustaqil komponenti sifatida emas, balki barcha soha yo'nalishlari bilan uzviy bog'langan integral tizim sifatida faoliyat yuritadi. Uning iqtisodiy, ijtimoiy va madaniy ta'siri destinatsiyalar uchun strategik ahamiyatga ega bo'lib, kelajakda ham bu yo'nalishning rivojlanishi mehmondo'stlik sanoatining umumiy muvaffaqiyatini ta'minlashda hal qiluvchi rol o'ynashda davom etadi. Shuni aytish joizki, madaniy obidalarni uzoq vaqt saqlab qolish uchun ko'ngilochar turizmnirivojlantirish, faqatgina bor narsalarni ko'rsatmasdan qiziqarli shovlar, festivallar, konsertlarga sayyohlarni jalb qilish kerak. Bu o'z o'rnida sayyohlarni esda qolarli sifatli xizmat qilishiga yordam beradi.

Foydalanilgan adabiyotlar ro'yxati

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Vanessa GB Gowreesunkar* Mauritius Institute of Education, Mauritius
[https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_15_special_edition_vol_4_\(2015\).pdf](https://www.ajhtl.com/uploads/7/1/6/3/7163688/article_15_special_edition_vol_4_(2015).pdf)
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ИНОСТРАННЫЙ ОПЫТ РАЗВИТИЯ ОЗДОРОВИТЕЛЬНОГО ТУРИЗМА

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Аннотация: в статье рассматривается опыт зарубежных стран в развитии оздоровительного туризма. Проанализированы успешные примеры укрепления здоровья и расширения профилактических услуг в туристической сфере, а также изучены возможности их применения в Узбекистане. Кроме того, с помощью SWOT-анализа исследуются возможности и проблемы оздоровительного туризма.

Ключевые слова: оздоровительный туризм, курорт, спа, профилактика, иностранный опыт, SWOT-анализ, здравоохранение, стратегия развития.

Введение

Оздоровительный туризм в настоящее время является одной из быстроразвивающихся отраслей в мире. Международный опыт показывает, что данный вид туризма способствует укреплению здоровья населения, снижению уровня стресса и повышению физической активности. В настоящей статье изучается опыт зарубежных стран в развитии оздоровительного туризма и анализируются перспективы в Узбекистане.

Обзор литературы по теме

В научной литературе существует множество исследований, посвящённых оздоровительному туризму. Например, Смит (2018) исследует экономическое и социальное влияние оздоровительного туризма, подчеркивая значение курортных и спа-услуг. Джонсон и др. (2020) проанализировали факторы успеха в эффективном управлении оздоровительным туризмом и предоставлении качественных услуг на примере Германии и Южной Кореи. Вместе с тем в условиях Узбекистана развитие этой отрасли находится на начальном этапе, при этом имеются широкие возможности (Абдуллаев, 2023).

Методология исследования

В данном исследовании использованы как качественные, так и количественные методы анализа. Данные были собраны из различных источников — официальной статистики, анкет, интервью с экспертами и научных статей. Сравнение ключевых показателей развития оздоровительного туризма проводилось с помощью таблиц и графиков. Также был использован метод SWOT-анализа для изучения сильных и слабых сторон, возможностей и угроз в данной сфере.

Анализ и результаты**Таблица 1. Состав услуг оздоровительного туризма в зарубежных странах (%)**

Вид услуги	Германия	Южная Корея	США	Узбекистан (для сравнения)
Курортные услуги	35	40	30	25
Спа и массаж	30	25	40	20
Спорт и фитнес	20	15	15	10
Психологическая помощь	10	15	10	5
Здоровое питание	5	5	5	2

Комментарий к таблице 1:

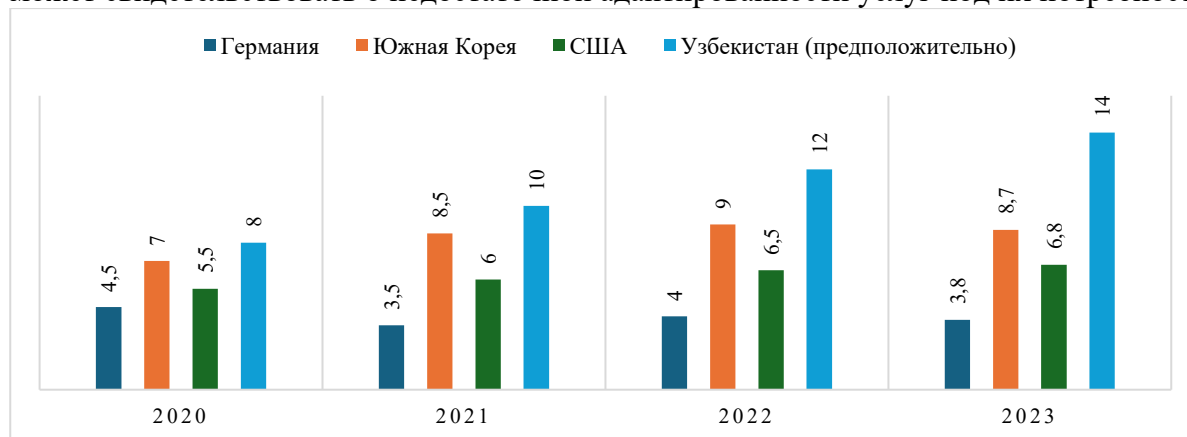
В Германии и Южной Корее услуги оздоровительного туризма являются всесторонними, с упором на курортные и спа-услуги. В США большее развитие получили спа и массаж, что говорит о большем внимании к психологическим и эстетическим аспектам. В Узбекистане все виды услуг пока находятся на стадии развития, особенно низким остается спрос на здоровое питание и психологическую помощь, что указывает на большие перспективы роста.

Таблица 2. Возрастное распределение потребителей оздоровительного туризма в зарубежных странах (%)

Возрастная группа	Германия	Южная Корея	США	Узбекистан (предположительно)
18–30	20	25	15	15
31–50	50	45	55	60
51+	30	30	30	25

Комментарий к таблице 2:

Во всех странах наблюдается интерес к оздоровительному туризму среди разных возрастных групп. Однако наибольшую долю составляют лица в возрасте 31–50 лет, поскольку это социально-активная часть населения, заботящаяся о здоровье и имеющая возможность путешествовать. В Узбекистане именно эта возрастная группа (60%) является основной аудиторией, в то время как доля старшего поколения (51+) значительно ниже, что может свидетельствовать о недостаточной адаптированности услуг под их потребности.

**Диаграмма 1. Годовые темпы роста оздоровительного туризма в зарубежных странах (%)**

Комментарий к диаграмма 1:

Темпы роста оздоровительного туризма в Узбекистане превышают показатели Германии, Южной Кореи и США, что говорит о быстро развивающейся отрасли. Это связано с возрастающей потребностью населения в медицинских и профилактических услугах, а также с поддержкой государства. Южная Корея демонстрирует устойчивый рост на уровне 8–9%, подтверждая наличие развитой инфраструктуры и международного опыта. В Германии и США темпы роста стабильны, но ниже, поскольку отрасль уже достигла зрелого уровня. Высокие показатели в Узбекистане свидетельствуют о значительном потенциале и конкурентоспособности в будущем.

SWOT-анализ

Сильные стороны	Слабые стороны
Богатые природные курортные ресурсы	Недостаток современных услуг
Готовность заимствовать международный опыт	Низкая квалификация кадров
Конкурентоспособные по цене услуги	Недостаточное внимание к маркетингу и рекламе
Возможности	Угрозы
Развитие международного сотрудничества	Глобальные пандемии и экономические кризисы
Внедрение цифровых технологий	Усиление конкуренции
Государственная поддержка здравоохранения	Изменение потребностей местных потребителей

Заключение

Опыт зарубежных стран в развитии оздоровительного туризма является ценным ресурсом для Узбекистана. Эффективное использование природных ресурсов, повышение качества услуг, внедрение современных технологий и подготовка кадров — важнейшие условия успешного развития отрасли. Результаты SWOT-анализа показывают, что при наличии значительных возможностей Узбекистану необходимо учитывать также существующие слабости и потенциальные угрозы.

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4-SHO'BA. RAQAMLI TRANSFORMATSIYA VA INNOVATSIYALAR TURIZM SOHASIDA: IMKONIYATLAR VA ISTIQBOL

RAQAMLI TRANSFORMATSIYA SHAROITIDA O'ZBEKISTON TURIZM SOHASINING RIVOJLANISH ISTIQBOLLARI

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Annotatsiya: Mazkur maqolada raqamli transformatsiya jarayonining O'zbekiston turizm sohasiga ko'rsatgan ta'siri chuqur tahlil qilinadi. Raqamli texnologiyalar asosida turizm infratuzilmasini modernizatsiya qilish, xizmatlar sifati va xorijiy sayyohlar oqimini oshirish imkoniyatlari keng qamrovda ko'rib chiqiladi. Shuningdek, xalqaro tajribalar bilan taqqosiy tahlil, statistik ko'rsatkichlar, ekspert fikrlari asosida muhim ilmiy xulosalar ilgari suriladi.

Kalit so'zlar: *Raqamli transformatsiya, turizm sohasi, O'zbekiston, raqamli texnologiyalar, virtual turizm, sayyohlik infratuzilmasi, raqamli xizmatlar, innovatsion rivojlanish, turizm statistikasi, IT integratsiyasi.*

Kirish. So'nggi yillarda O'zbekiston turizm sohasi milliy iqtisodiyotning eng muhim va ustuvor yo'nalishlaridan biriga aylandi. Ayniqsa, raqamli transformatsiya jarayoni ushbu sohada innovatsion yondashuvlarni shakllantirib, yangi imkoniyatlar eshigini ochmoqda. Raqamli texnologiyalar – sun'iy intellekt, katta ma'lumotlar (big data), blokcheyn, virtual haqiqat (VR/AR) – sayohat xizmatlarini taklif etish, targ'ib qilish va boshqarishda yangi paradigma yaratmoqda.

Shu bilan birga, hukumat tomonidan olib borilayotgan ochiq siyosat, vizasiz rejimlarning kengaytirilishi, elektron hukumat tizimining rivojlanishi turizm sohasining raqamli transformatsiyasini jadallashtirmoqda. Ushbu maqolada raqamlashtirish jarayonining ijobiy va salbiy jihatlari, mavjud imkoniyatlar va yuzaga kelayotgan muammolar kompleks yondashuv asosida tahlil qilinadi.

Uslublar. **Ushbu maqolani tayyorlashda quyidagi ilmiy usullardan foydalanildi:**

- **Adabiyotlar tahlili:** O'zbekiston Respublikasi Turizm qo'mitasi, Jahon Turizm Tashkiloti (UNWTO), WTTC, OECD hisobotlari hamda ilmiy maqolalar tahlil qilindi.
- **Taqqoslash usuli:** O'zbekiston tajribasi Gruzniya, Estoniya va Janubiy Koreya kabi raqamli turizmni jadal rivojlantirgan davlatlar bilan solishtirildi.
- **Statistik tahlil:** 2018–2024 yillar oralig'ida turizm sohasi va raqamlashtirish yo'nalishida rasmiy manbalardan olingan statistik ma'lumotlar tahlil qilindi.
- **Ekspert intervyulari:** 5 ta turistik kompaniya va 3 ta IT startap vakillari bilan suhbatlar o'tkazildi, ularning sohadagi tajribalari umumlashtirildi.

Natijalar. **Tadqiqot natijalariga ko'ra quyidagi asosiy holatlar aniqlangan:**

1. **Raqamli infratuzilmaning kengayishi.** 2020 yildan boshlab "E-Visa", "Uzbekistan.travel", "UZPASS", "Booking.uz" kabi xizmatlar joriy etildi. Bu esa chet ellik turistlar uchun O'zbekistonga kirishni soddalashtirdi.
2. **Xizmatlar ko'lamining kengayishi.** Mobil ilovalar, onlayn gidlar, real vaqt monitoringi asosida sayyohlik xizmatlari ko'rsatilmoqda. Masalan, "MyUzbekistan" mobil ilovasi orqali sayyohlar xarita, mehmonxonalar, tarixiy obidalar haqida ma'lumot olishmoqda.
3. **Sayyohlar oqimining oshishi.** 2023-yilda O'zbekistonga kelgan xorijiy sayyohlar soni 6,6 milliondan oshgan bo'lib, ulardan 1,5 million nafari raqamli xizmatlardan foydalangan holda safar rejalashtirgan.
4. **Tadbirkorlik va IT integratsiyasi.** So'nggi ikki yilda turizm startaplari soni 3 barobar oshgan. Ko'plab yosh IT mutaxassislar AR/VR texnologiyalar asosida sayyohlik xizmatlarini ishlab chiqmoqda.

Munozara. O'zbekistonda turizm sohasining raqamli transformatsiyasi tez sur'atlarda kechmoqda. Bu jarayon nafaqat xizmatlar sifatini yaxshilashga, balki iqtisodiy diversifikatsiya, bandlikni oshirish, va ijtimoiy infratuzilmani rivojlantirishga xizmat qilmoqda. Xalqaro tajriba shuni ko'rsatmoqdaki, raqamlashtirish — turizmning barqaror va raqobatbardosh bo'lishi uchun muhim strategik omildir.

Biroq, mavjud infratuzilmaning ayrim qismlarida:

- internet tezligining pastligi,
- xodimlarning raqamli savodxonlik darajasi yetarli emasligi,
- axborot xavfsizligi va ma'lumotlar himoyasi bo'yicha zaifliklar mavjud.



Yuqoridagi diagrammada 2018–2024 yillar oralig'ida O'zbekistonga kelgan xorijiy sayyohlar sonining o'sishi aks ettirilgan. 2020–2021 yillardagi pasayish COVID-19 pandemiyasi bilan bog'liq bo'lsa, keyingi yillarda raqamli xizmatlar va ochiq siyosat evaziga sayyohlar oqimi keskin oshgani ko'rinadi. Bu turizm sohasining raqamli transformatsiya va global integratsiyaga moslashayotganini ko'rsatadi.

Taklif etilayotgan chora-tadbirlar:

- Turizm sohasi xodimlari uchun **raqamli kompetensiyalar** bo'yicha doimiy o'quv dasturlarini tashkil qilish.
- Mahalliy IT startaplarni **grantlar va inkubatsiya markazlari** orqali qo'llab-quvvatlash.
- **Yagona raqamli turizm platformasi** yaratish (masalan, "OneTour Uzbekistan") orqali barcha xizmatlarni markazlashtirish.
- **Sun'iy intellekt va chatbotlar** asosida 24/7 axborot xizmati tashkil etish.

Xulosa. **Raqamli transformatsiya O'zbekistonning turizm sohasida sifat jihatidan yangi davrni boshlab berdi. Raqamli texnologiyalar xizmatlar sifatini oshiradi, boshqaruvni optimallashtiradi va sayyohlar uchun qulayliklar yaratadi. Shu boisdan, davlat siyosati, xususiy sektor va ilmiy salohiyat o'zaro integratsiyada harakat qilishi zarur. Yaqin istiqbolda texnologik investitsiyalar va xalqaro hamkorlik orqali O'zbekiston Markaziy Osiyoda raqamli turizm markazlaridan biriga aylanishi mumkin.**

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TURISTIK TRANSPORT XIZMATLARINI SIFATINI OSHIRISHNING XORIJ TAJRIBALARI

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Sayyohlarni qabul qiluvchi davlat xizmat ko'rsatish sohasidagi ilg'or, ijobiy tendensiyalarni amalga oshirmasdan turib jahon iqtisodiyotida o'zining munosib o'rnini egallay olmaydi. Turizmda transportni rivojlantirish bo'yicha har qanday dasturlarni amalga oshirish har bir hududning imkoniyatlaridan kelib chiqqan holda zamonaviy yondashuv va usullarning barcha turlaridan foydalangan holda amalga oshirilishi mumkin. Turizmda transportning roli muttasil ortib borishi natijasida turizmga transport infratuzilmasi nafaqat turistik resurslar mavjudligini ta'minlovchi vositaga, balki turistik resurs xususiyatlariga ham ega bo'ladi. Shu sababdan turizmga transport infratuzilmasini o'rganish va uni rivojlantirishning optimal usullarini va bu tizimni boshqarishning samarali yo'llarini izlashga bo'lgan ehtiyoj ortib bormoqda.

Iqtisodiy, ijtimoiy, siyosiy va ekologik omillar bilan bir qatorda transport infratuzilmasining darajasi va tashkil etilishi turizmni rivojlantirishni rag'batlantiruvchi asosiy omillardan biri sifatida qabul qilinadi. Dunyoning uchinchi eksport sektori sifatida qabul qilingan sayyohlik sanoati ish o'rinlarini yaratish va butun dunyo xalqlarining turmush darajasini oshirish uchun muhim omildir.

Bugungi kunda foydalaniladigan mobil ilovalarning ommalashuvi 2000-yillarga to'g'ri keladi. Hamyonbop xalqaro transport, arzon mehmonxonalar va professional sayyohlik agentliklari odamlarni sayohat jarayoniga jalb qilishga undaydi. Turistik ilovalar fenomeni zamonaviy sayohatchilar uchun juda ko'plab qulayliklarni keltirib chiqarmoqda. Yo'nalishlarni topish, til bilan bog'liq muammolarni bartaraf etish va qabul qiluvchi davlatning madaniyatini hurmat qilish turistik ilovalar tomonidan muvaffaqiyatli taqdim etilishi mumkin bo'lgan tashqi yordamchi sifatida qabul qilinishi mumkin.

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Xizmat innovatsiyasi - bu doimiy ravishda o'zgarib turadigan mijozlar talablarini yaxshilash uchun taklif qilinadigan tadbirlarni o'z ichiga olgan raqobatdosh ustunlikka erishish uchun amalda qo'llaniladigan strategiya sifatida ta'riflanadi¹. AQSH transport va turizm sektori uchun smartfon ilovalarining evolutsiyasi, transport samaradorligi va tirbandlikni kamaytirishga yordam beruvchi turlari ko'rib chiqilgan, shuningdek, transport ilovalari va ularni sayohatchilarning xatti-harakatlariga o'zaro ta'siri va joriy muammolari o'rganilgan. Mobil ilovalar odamlarning sayohat tanloviga kuchli ta'sir ko'rsatib, bu ta'sirning aksariyati iqtisodiy, ijtimoiy va psixologik mexanizmlari mavjud. Bu mexanizmlarni transport ilovalarida qo'llagandagi ta'sirlari quyidagilardan iborat:

- **Aqliy ta'sirlar:** Smartfon ilovalari, asosan, murakkab vaziyatlarni tushunish uchun muhim bo'lgan aqliy say-harakatlarni va aniq vazifalarni bajarish uchun zarur bo'lgan qadamlarni

¹ Azizova S. "Tourism innovation can provide potentials economic growth in random selected economies" "Iqtisodiyot va innovatsion texnologiyalar" ilmiy elektron jurnali. № 4, iyul-avgust, 2020.-402-408b

kamaytirish orqali bir qator aqliy qiyinchiliklarni oldini oladi. Bu oddiy foydalanuvchi uchun ham, aqliy muammolari va nogironligi bo'lganlar uchun ham amal qiladi¹. Mobil qurilmalar foydalanuvchilarga bir zumda moliyaviy bozorlarni kuzatish, ob-havo prognozlari haqida ma'lumotga ega bo'lish va kerak bo'lganda GPS(Global Positioning System) yo'nalishlarini olish imkonini beradi. Ilovalarda jamoat transporti jadvali ma'lumotlariga kirish, marshrutni rejalashtirishni osonlashtirdi va transport xizmatlaridan foydalanishni soddalashtirdi. Bundan tashqari, rivojlangan mamlakatlarda aholining qarishi bilan birga, ko'rish, eshitish va aqliy qobiliyatlarining pasayishidan aziyat chekuvchi nogironlar va keksa odamlarning harakatchanlik ehtiyojlarini qondirish uchun transport ilovalari tobora muhim ahamiyat kasb etadi².

- **Dolzarb va idrok etilgan nazorat:** bunday holatda foydalanuvchi uchun transportning o'z vaqtida kelishi va jo'nashi, jamoat transportlarining jadval asosida aniq vaqtda harakatlanishi, ma'lumotlar o'z vaqtida yangilanib turishi sayohatni rejalashtirishda yuqori darajadagi nazoratni his qilishiga yordam beradi. Bu esa jamoat transportlaridan foydalanish ehtiyojini oshiradi.

- **Shaxsiy xavfsizlik:** Ko'pgina transport ilova foydalanuvchilari o'zlari haqidagi ma'lumotlarini maxfiy saqlanganligi haqida xavotirlar mavjud. Bu kabi shaxsiy ma'lumotlarni boshqalar bilan bo'lishmaslik ularning xavfsizligini ta'minlaydi, shu bilan birga ro'yxatdan o'tish uchun ortiqcha vaqtni talab qilmaydi.

- **Ishonchlilik:** mobil ilova ishonchli bo'lishi uchun u odatda va'da qilingan natijaga erishishning minimal standartiga javob berishi kerak. Odatda jamoat transportlari aniq vaqt tartibida ishlaymay qolsa, ayblanuvchi tomon transport ilovasi bo'ladi. Umuman olganda, jamoat transportining jo'nashi va kelishlari, xizmat ko'rsatishning mavjudligi haqida noto'g'ri ma'lumotlarga ega bo'lish foydalanuvchining ishonchiga putur yetkazadi va ularning muayyan ilovadan foydalanish ehtimolini kamaytiradi, shuningdek, haydovchi va yo'lovchi o'rtasida o'zaro ishonchni shakllantirishda muhim omil bo'lib xizmat qiladi.

Axborot texnologiyalari turizm sanoati uchun ulkan salohiyatga ega. Ular samaradorlik va xizmat sifatini oshirishi, shaxsiylashtirilgan xizmatni taqdim etishi, mijozlar bilan muloqotni yaxshilashi va yangi biznes imkoniyatlarini yaratadi³. Malayziya va Indoneziya mamlakatlarida bir necha yillar davomida sayyohlar tashrifi sezilarli darajada past bo'lganligining asosiy sabablari shaxsiy avtotransport vositalari sonining ko'pligi, sayyohlik mavsumi davrida yo'llardagi tirbandlik darajasining yuqoriligi, jamoat transportining yetarli emasligi, transport tarmog'idagi noroziliklar, shahar va shahar atrofida hududlarning jadal rivojlanishi kabi jarayonlar sabab bo'lgan.

Zamonaviy dunyoda turizm sanoati tez sur'atlar bilan rivojlanib bormoqda va bu jarayonda transport xizmatlarining sifati turistlarning sayohat tajribasiga bevosita ta'sir ko'rsatadi. Yetakchi mamlakatlar turistik transport xizmatlarini modernizatsiya qilish va sifatini oshirish bo'yicha boy tajribaga ega bo'lib, ulardan o'rganish bizning milliy turizmimizni rivojlantirish uchun muhim ahamiyatga ega. Yaponiya turistik transport sohasida innovatsion yechimlar bilan dunyo bo'ylab tan olingan. Shinkansen tezyurar poyezd tizimi nafaqat tezlik, balki aniqlik va qulaylik jihatidan ham yuqori standartlarni o'rnatgan va haqiqatan ham "Japanese way" ning timsoli hisoblanadi. Shinkansen tizimi 1964 yilda, Tokyo Olimpiadasiga tayyorgarlik ko'rish jarayonida ishga tushirilgan. 60 yillik faoliyat davomida bu tizim doimiy ravishda takomillashtirilgan va bugungi kunda dunyodagi eng ilg'or transport tizimi hisoblanadi. Hozirda Yaponiyada 2764 km uzunlikdagi Shinkansen liniyalari mavjud bo'lib, ular mamlakatning asosiy shaharlarini bog'lab turadi. Shinkansen poyezdlarining kechikmaslik ko'rsatkichi 99.97% ni tashkil etadi, bu degani yiliga atigi 18-20 soniya o'rtacha kechikish bo'ladi. Bu raqam butun dunyoda noyob hisoblanadi. Masalan,

¹ Szczerba R. Using Technology To Mitigate Cognitive Disabilities. – 2014.

² Silva P. A., Holden K., Nii A. Smartphones, smart seniors, but not-so-smart apps: A heuristic evaluation of fitness apps //Foundations of Augmented Cognition. Advancing Human Performance and Decision-Making through Adaptive Systems: 8th International Conference, AC 2014, Held as Part of HCI International 2014, Heraklion, Crete, Greece, June 22-27, 2014. Proceedings 8. – Springer International Publishing, 2014. – C. 347-358.

³ Бурнашев Р. Ф., Акбарзода М. Т. Роль информационных технологий в повышении качества предоставления услуг в туристской индустрии //Universum: технические науки. – 2023. – №. 7-1 (112). – С. 20-25.

2019 yilda JR East kompaniyasi o'z hisobotida Tohoku Shinkansen liniyasida o'rtacha kechikish atigi 12 soniya bo'lganini e'lon qilgan.

Singapur kichik maydoniga qaramay (720 km², O'zbekistondan 600 marta kichik), dunyodagi eng samarali transport tizimlaridan biriga ega. Bu muvaffaqiyatning siri puxta rejalashtirish, yuqori texnologiyalar va strategik yondashuvda yotadi. Singapurning MRT tizimi besh asosiy liniyadan iborat bo'lib, jami 138 stansiyaning o'z ichiga oladi. Tizim orol davlatining deyarli barcha hududlarini qamrab oladi va har bir resident uyidan 10 daqiqalik piyoda masofasida metro stansiyasi joylashgan. Bu tizim nafaqat mahalliy aholi, balki turistlar uchun ham juda qulay.

MRT tizimlari bo'yicha poyezdlar kundalik soatlarda har 2-3 daqiqada, band soatlarda esa har 90 soniyada keladi. Bu Singapurni dunyodagi eng yuqori chastotali metro tizimlaridan biriga aylantiradi. Singapurda bitta EZ-Link kartasi barcha transport turlarida ishlaydi. Bu karta orqali metro, avtobus, taksi, hatto ba'zi do'konlarda ham to'lov qilish mumkin. Kartani telefon orqali to'ldirish, balansni tekshirish va sayohat tarixini ko'rish imkonini mavjud. Ushbu hududning transportini rivojlantiruvchi omillari quyidagilardan iborat:

➤ Singapur MRT tizimi dunyodagi eng xavfsiz transport tizimlaridan biri hisoblanadi. Platform screen doors (platforma eshiklari) barcha stansiyalarda o'rnatilgan bo'lib, baxtsiz hodisalar oldini oladi. CCTV kameralar va xavfsizlik xodimlari barcha joylarda mavjud.

➤ Singapur MRT tizimi masofaga qarab to'lov tizimiga ega. Eng qisqa masofa uchun \$0.83 (taxminan 3000 so'm), eng uzoq masofa uchun \$2.50 (9000 so'm) to'lanadi. Turistlar uchun kunlik (\$20) va haftalik (\$50) unlimited kartalar mavjud.

➤ 2030 yilgacha Singapur MRT tarmog'i 360 km uzunlikka yetishi rejalashtirilgan. Yangi Circle Line 2 va Cross Island Line qurish ishlari davom etmoqda. Bu esa samaradorlikni yanada oshirib, har qanday joyga 45 daqiqadan kam vaqtda yetib borishni ta'minlaydi.

Xorij mamlakatlarining tajribasi shuni ko'rsatadiki, turistik transport xizmatlarining sifati faqat texnologik yechimlar bilan emas, balki tizimli yondashuv, doimiy innovatsiyalar, xizmat madaniyati va mijozlarga yo'naltirilgan strategiya orqali erishiladi. O'zbekiston o'zining noyob geografik joylashuvi, boy madaniy merosi va rivojlanayotgan turizm potentsiali hisobiga, ushbu xalqaro tajribalarni muvaffaqiyatli moslashtirib, mintaqadagi turistik transport xizmatlarining yetakchi markazi bo'lishi mumkin. Bu jarayon nafaqat turizm sanoatini rivojlantirish, balki mamlakatning umumiy transport infratuzilmasini modernizatsiya qilish, ish o'rinlari yaratish va iqtisodiy o'sishga hissa qo'shish imkoniyatlarini yaratadi.

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TURIZM INDUSTRIYASIDA RAQAMLI TRANSFORMATSIYA: SUNIY INTELEKT, VA BLOCHCHEYN TEXNOLOGIYALARINING STRATEGIK INTEGRATSIYASI

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Annotatsiya: *Hozirgi globallashuv davrida turizm industriyasi jahon iqtisodiyotining eng tez rivojlanayotgan va daromadli sohalaridan biriga aylandi. Zamonaviy xalqaro turizm bozorida raqobatbardoshlikni ta'minlash, mahalliy va xorijiy sayyohlar oqimini ko'paytirish hamda turistik xizmatlar sifatini jahon standartlari darajasiga ko'tarish uchun innovatsion yondashuvlarni joriy etish dolzarb masala hisoblanadi. O'zbekiston boy tarixiy-madaniy merosi, noyob tabiiy resurslari va qadimiy an'analari bilan jahon turizmida o'ziga xos o'rin egallash salohiyatiga ega. Biroq, mamlakat turistik salohiyatini to'liq ro'yobga chiqarish uchun rivojlangan davlatlarning innovatsion turistik xizmatlar bo'yicha ilg'or tajribalarini o'rganish, ularni milliy sharoitga moslashtirish va amaliyotga tatbiq etishning nazariy asoslarini ishlab chiqish muhim ahamiyat kasb etadi.*

Kalit so'zlar: *Raqamli transformatsiya, turizm innovatsiyalari, sun'iy intellekt, blokcheyn texnologiyasi, virtual va kengaytirilgan reallik, Internet of Things, smart turizm, raqamli ekosistema, generativ AI, metaverse turizm.*

XXI asrning uchinchi o'ngilligida raqamli texnologiyalar insoniyat hayotining barcha sohalarini qamrab olgan bo'lib, turizm sanoati ham bu inqilobiy o'zgarishlardan chetda qolmagan. COVID-19 pandemiyasi raqamli transformatsiya jarayonlarini sezilarli darajada tezlashtirdi va turizm korxonalarini yangi texnologik realiyalarga moslashishga majbur qildi. Zamonaviy turizm sanoati o'zining xizmat ko'rsatish tabiyati va mijozlar bilan bevosita aloqa xususiyatlari tufayli raqamli innovatsiyalardan foydalanish uchun noyob imkoniyatlarga ega. 2024 yilda jahon sayohat ilovalaridan tushgan daromadlar 17% ga o'sib, deyarli 400 million dollarga yetdi. Bugungi kunda sayohatchilar texnologik jihatdan yuqori malakaga ega bo'lib, mobil ilovalar, onlayn platformalar va raqamli xizmatlardan foydalanishni nafaqat afzal ko'radilar, balki ularni talab qiladilar. Tadqiqotning dolzarbligi bir necha muhim omillar bilan belgilanadi. Birinchidan, turizm sektorining raqamli vositalarni qabul qilishi raqamli transformatsiya uchun ko'proq imkoniyatlar yaratadi va boshqa sektorlarni ham o'z faoliyatlarini raqamlashtirish va o'sishni kuchaytirish uchun ilhomlantiradi. Ikkinchidan, raqamli texnologiyalar nafaqat mijozlar tajribasini tubdan o'zgartirmoqda, balki biznes modellarini ham yangilamoqda. Uchinchidan, 2025 yilda turizm sektori sayohatchi tajribasini va sayohat rejalashtirish jarayonini inqilob qilayotgan texnologik yutuqlar orqali rivojlanishni davom ettiradi. Turizm sohasida raqamli transformatsiya jarayonlarini keng qamrovli tahlil qilish, eng so'nggi innovatsion yo'nalishlarni aniqlash, ularning amaliy ta'sirini baholash va kelajakdagi rivojlanish tendentsiyalarini ilmiy asosda prognoz qilishdan iborat. Tadqiqot ham nazariy, ham amaliy ahamiyatga ega bo'lib, turizm korxonalari, davlat organlari va tadqiqotchilar uchun qimmatli ma'lumot manbai vazifasini o'taydi. Zamonaviy dunyo tez sur'atlar bilan o'zgarib, raqamli transformatsiya jarayonlari barcha sohalariga, jumladan turizm industriyasiga ham chuqur ta'sir ko'rsatmoqda. Bugungi kunda turistik xizmatlar bozorida innovatsion texnologiyalar, sun'iy intellekt tizimlari, virtual va kengaytirilgan reallik (VR/AR) platformalari, katta ma'lumotlar tahlili (Big Data) va boshqa raqamli yechimlar muhim raqobat ustunligini ta'minlovchi omillarga aylandi. Ilg'or davlatlar tajribasi shuni ko'rsatadiki, turistik mahsulotlarni yaratish, sotish va taqdim etishning barcha bosqichlarida innovatsion texnologiyalar samarali qo'llanilmoqda va bu soha rivojlanishining yangi bosqichini belgilab bermoqda. O'zbekiston mustaqillik yillarida turizm sohasini rivojlantirish bo'yicha sezilarli yutuqlarga erishgan bo'lsa-da, hali jahonning yetakchi turistik yo'nalishlariga aylanish uchun katta salohiyat

mavjud. So'nggi yillarda mamlakatda turizm industriyasini rivojlantirish davlat siyosati darajasiga ko'tarildi, soha rivojlanishi uchun zarur huquqiy, iqtisodiy va institutsional sharoitlar yaratilmoqda. Biroq, O'zbekistonda innovatsion turistik xizmatlarni joriy etish jarayonining nazariy-metodologik asoslari yetarlicha tadqiq etilmagan, bu esa mazkur sohada ilmiy asoslangan yondashuvlarni ishlab chiqish zaruriyatini keltirib chiqaradi. Ushbu tadqiqot O'zbekistonda turistik xizmatlar sohasini modernizatsiya qilish, raqamli texnologiyalar, sun'iy intellekt tizimlari, virtual sayohat imkoniyatlari, personallashtirilgan turistik mahsulotlar va ekologik turizm yo'nalishlarini rivojlantirish kabi innovatsion yechimlarning nazariy asoslarini o'rganishga qaratilgan. Shuningdek, rivojlangan mamlakatlarning turistik industriyadagi muvaffaqiyatli innovatsion modellarini tahlil qilish orqali O'zbekiston turizm sohasining raqobatbardoshligini oshirish va barqaror rivojlanishini ta'minlash uchun ilmiy asoslangan tavsiyalar ishlab chiqish dolzarb vazifa hisoblanadi. Tadqiqotning nazariy ahamiyati innovatsion turistik xizmatlar tushunchasining mohiyatini ochib berish, ularni O'zbekiston sharoitida joriy etishning ilmiy-nazariy asoslarini yaratish, shuningdek milliy turistik bozorda innovatsion faoliyatni baholash mezonlarini ishlab chiqish bilan belgilanadi. Amaliy ahamiyati esa O'zbekistonda turistik xizmatlar sohasida innovatsiyalarni joriy etish mexanizmlarini takomillashtirish, raqamli texnologiyalardan foydalanish, turistik korxonalarning innovatsion salohiyatini oshirish va natijada milliy turistik mahsulotlarning xalqaro bozordagi raqobatbardoshligini ta'minlash imkoniyati bilan bog'liq.

O'zbekistonda innovatsion turistik xizmatlarni joriy etishning strategik yo'nalishlari va istiqbollari, milliy turistik mahsulotlar raqobatbardoshligini oshirishda innovatsion yechimlarning roli mavzulari o'rganiladi. Shuni ta'kidlashim lozimki, ilmiy ishni yoritish mobaynida O'zbekistonda innovatsion turistik xizmatlarni joriy etishning nazariy modeli ishlab chiqiladi, rivojlangan mamlakatlar tajribasini mahalliy sharoitga moslashtirish mexanizmlari taklif etiladi hamda milliy turistik industriya raqobatbardoshligini oshirish bo'yicha amaliy tavsiyalar ishlab chiqiladi. Bu esa, o'z navbatida, mamlakat turizm sohasini zamonaviy talablar darajasiga ko'tarish, turistik xizmatlar sifatini oshirish va natijada O'zbekistonning xalqaro turizm bozorida munosib o'rin egallashiga hissa qo'shadi.

Innovatsion turistik xizmatlarni joriy etishning nazariy asoslari ko'p qirrali yondashuvni talab qiladigan murakkab masala bo'lib, bir nechta ilmiy-nazariy konsepsiyalarga tayanadi. O'zbekistonda bu jarayonning samarali amalga oshirilishi uchun innovatsiyalar nazariyasi, xizmat ko'rsatish sohasidagi innovatsion jarayonlar xususiyatlari, turizm industriyasining o'ziga xos jihatlari hamda milliy iqtisodiyotning rivojlanish tendensiyalarini kompleks o'rganish zarur. Innovatsion turistik xizmatlar tushunchasi avvalo J. Shumpeterning innovatsion nazariyasiga asoslanadi. Uning ta'kidlashicha, innovatsiya – bu yangi kombinatsiyalarni joriy etish orqali mavjud muvozanatni buzish va yangi rivojlanish darajasiga o'tish jarayonidir. Turistik xizmatlar kontekstida bu yangi turistik mahsulotlar, xizmat ko'rsatish usullari, bozorga kirish yo'llari, tashkiliy strukturalar va boshqaruv modellarini yaratish hamda joriy etishni o'z ichiga oladi. P. Druker esa innovatsiyalarni tadbirkorlik faoliyatining markaziy elementi sifatida ko'rib, turizm sohasidagi tadbirkorlarning innovatsion faolligini rag'batlantirish muhimligini ta'kidlaydi. Xizmat ko'rsatish sohasidagi, jumladan turistik xizmatlar sohasidagi innovatsiyalarning o'ziga xos xususiyatlari K. Lovelock, R. Norman, D. Sundbo kabi olimlarning ishlarida tadqiq etilgan. Ularning fikriga ko'ra, xizmat ko'rsatish sohasidagi innovatsiyalar moddiy ishlab chiqarish sohasidagi innovatsiyalardan farq qiladi va quyidagi xususiyatlarga ega:

1. Nomoddiylik – turistik xizmatlarni oldindan ko'rib, his qilib yoki sinovdan o'tkazib bo'lmaydi;
2. Ajralmaslik – turistik xizmatlarni ko'rsatish va iste'mol qilish jarayonlari bir vaqtda sodir bo'ladi;
3. O'zgaruvchanlik – turistik xizmatlar sifati ko'p jihatdan xizmat ko'rsatuvchi shaxslar va iste'molchilarning o'zaro munosabatlariga bog'liq;
4. Saqlab bo'lmazlik – turistik xizmatlarni keyingi foydalanish uchun zahira qilib saqlab bo'lmaydi.

Bu xususiyatlar O'zbekistonda innovatsion turistik xizmatlarni joriy etish strategiyalarini ishlab chiqishda muhim ahamiyat kasb etadi. Turistik industriyada innovatsiyalarning o'ziga xos jihatlari A. Hjalager tomonidan chuqur tadqiq etilgan. U turistik sohadagi innovatsiyalarni besh toifaga ajratadi:

1. Mahsulot innovatsiyalari – yangi turistik mahsulot va xizmatlarni yaratish;
2. Jarayon innovatsiyalari – turistik xizmatlarni yaratish va yetkazib berish usullarini takomillashtirish;
3. Boshqaruv innovatsiyalari – turistik korxonalarni boshqarishning yangi usullari;
4. Marketing innovatsiyalari – turistik mahsulotlarni ilgari surish va sotishning yangi usullari;
5. Institutsional innovatsiyalar – sohani tartibga solishning yangi mexanizmlari va hamkorlik shakllari.

Raqamli transformatsiya davrida turistik sohadagi innovatsiyalar mazmuni va yo'nalishlari sezilarli o'zgarimoqda. D. Buhalis va R. Lau kabi olimlarning ishlarida ko'rsatilganidek, zamonaviy turistik innovatsiyalar asosan raqamli texnologiyalarga asoslanmoqda. "Aqlli turizm"(Smart Tourism), "raqamli sayohat tajribasi" (Digital Travel Experience), "personallashtirilgan turistik xizmatlar" (Personalized Tourism Services) kabi konsepsiyalar bugungi kunda turizm industriyasini o'zgartiruvchi asosiy innovatsion yo'nalishlardir. O'zbekiston kontekstida innovatsion turistik xizmatlarni joriy etishning nazariy asoslarini shakllantirishda mamlakatning o'ziga xos ijtimoiy-iqtisodiy, madaniy-tarixiy va institutsional xususiyatlarini hisobga olish muhimdir. Raqamli transformatsiya jarayonida bir qancha muammolar ham mavjud. Texnologik xavfsizlik masalasi eng dolzarb muammolardan biridir. Mijozlarning shaxsiy ma'lumotlari va moliyaviy operatsiyalar xavfsizligini ta'minlash turizm korxonalari uchun ustuvor vazifa hisoblanadi. Kadrlar tayyorlash muammosi ham jiddiy e'tiborni talab qiladi. Raqamli texnologiyalar bilan ishlash uchun xodimlarning malakasini oshirish va yangi ko'nikmalarni egallash zarur. Bu esa qo'shimcha xarajatlar va vaqt sarfini talab qiladi. Kichik va o'rta biznes uchun raqamli transformatsiya xarajatlari yuqori bo'lishi mumkin. Yangi texnologiyalarni joriy etish, IT infratuzilmasini yangilash va mutaxassislar jalb qilish katta investitsiyalarni talab qiladi.

Xulosa qiladigan bo'lsak, raqamli transformatsiya turizm sanoatining ajralmas qismi bo'lib qoldi va uning ta'siri kundan-kunga kuchayib bormoqda. Birinchidan, raqamli texnologiyalar turizm sanoatining barcha sektorlarini qamrab olgan va fundamental o'zgarishlarni keltirib chiqargan. Mobil texnologiyalar, sun'iy intellekt, IoT va blokcheyn kabi innovatsiyalar yangi xizmat standartlarini belgilamoqda. Ikkinchidan, mijozlar tajribasi sifatini oshirish va biznes samaradorligini ta'minlash uchun raqamli transformatsiya zarur shart bo'lib qoldi. Kompaniyalar raqamli yechimlarni qabul qilmasa, raqobatda orqada qolish xavfi mavjud, raqamli transformatsiya jarayonida xavfsizlik, kadrlar tayyorlash va moliyaviy resurslar masalalariga e'tibor berish muhim ahamiyat kasb etadi, hamda kelajakda virtual reallik, sun'iy intellekt va metaverse texnologiyalari turizm tajribasini yanada boyitib, yangi imkoniyatlar yaratadi.

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TURIZM SOHASIDA RAQAMLI TRANSFORMATSIYA YORDAMIDA TRANSPORT XIZMATLARI SIFATINI OSHIRISH

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Annotatsiya: ushbu maqolada, turizm sohasida raqamli transformatsiya yordamida transport xizmatlari sifatini oshirish masalasiga bag'ishlangan bo'lib, raqamli texnologiyalar, narsalar interneti (IoT), sun'iy intellekt (AI), Big Data va mobil ilovalar orqali sayohatchilarga qulaylik yaratish, transport tizimini avtomatlashtirish, real vaqtda ma'lumotlar asosida qarorlar qabul qilish imkoniyatlari keltirib o'tilgan. Shuningdek, raqamli yechimlarning joriy etilishi orqali turistik transport xizmatlarining samaradorligini oshirish bo'yicha xalqaro tajribalar o'rganilgan va O'zbekistonda ushbu jarayonni takomillashtirish bo'yicha tavsiyalar berilgan.

Kalit so'zlar: raqamli texnologiyalar, raqamli transformatsiya, narsalar interneti (IoT), sun'iy intellekt, Big Data, mobil ilovalar, transport xizmatlari.

Bugungi kunda raqamli transformatsiya global miqyosda barcha sohalarga kirib kelmoqda. Ayniqsa, turizm va transport xizmatlari bu jarayonda yetakchi yo'nalishlardan biri hisoblanmoqda. Turistlarning harakatlanishi, manzilgacha yetib borishi, sayohatni rejalashtirish va unga doir ma'lumotlarni olish kabi jarayonlar raqamli texnologiyalar vositasida yangi bosqichga ko'tarilmoqda. Raqamli transformatsiya hozirgi davrda turizm sohasining barcha yo'nalishlarida jadallik bilan kirib kelmoqda, ayniqsa, transport xizmatlarining raqamlashtirilishi sayohat jarayonini soddalashtirib, foydalanuvchilarga yuqori darajadagi qulaylikni taqdim etmoqda. Bu esa jarayonda axborot-kommunikatsiya texnologiyalari muhim rol o'ynaydi. Turizmni rivojlantirish bevosita transport xizmatlari bilan bog'liqdir. Jadal rivojlanib borayotgan jamiyatda biz raqamli transformatsiya degan so'zga ko'p bora uchrayapmiz. Biz tilga olayotgan raqamli transformatsiya tushunchasiga to'xtaladigan bo'lsak.

Raqamli transformatsiya — raqamli texnologiyalar yordamida an'anaviy ish uslublarini zamonaviylashtirish, avtomatlashtirish va yaxshilash jarayonidir. Transport xizmatlarida bu texnologiyalar quyidagilarga olib keladi:

- ✓ Onlayn chiptalarni sotish va bron qilish;
- ✓ Avtomatik marshrut tuzish;
- ✓ Sun'iy intellekt yordamida yo'lovchi oqimini boshqarish;
- ✓ IoT (Internet of Things) orqali texnik holatni monitoring qilish.

Raqamli transformatsiyalarning transport xizmatlariga ta'siri juda ham muhim hisoblanadi. Ko'plab Yevropa mamlakatlarida joriy qilingan yagona elektron chiptalash tizimlari sayohatchilarga bir nechta transport turlaridan foydalanishda soddalik yaratmoqda. Shuningdek,

O'zbekiston misolida "Railway" va "uzairways" kabi tashkilotlar tomonidan onlayn xizmatlar joriy etilishi turizm transport infratuzilmasining raqamlashtirilayotganidan dalolat beradi.

Raqamli transformatsiyaning transport xizmatlariga ta'siri

Onlayn bron tizimlari: Aviachiptalar, avtobus va temiryo'l chiptalarini onlayn sotib olish imkoniyati sayyohlar uchun vaqt va resurslarni tejaydi.	Mobil ilovalar: Harakat jadvali, yo'nalish bo'yicha navigatsiya, real vaqt rejimida transport holatini kuzatish imkoniyatlari mavjud.	Sun'iy intellekt va IoT: Aqlli transport tizimlari orqali yo'lovchi oqimini boshqarish, xavfsizlikni ta'minlash, xizmatlar sifatini monitoring qilish imkonini beradi.	Big Data va analitika: Sayyohlar ehtiyojlarini aniqlash, xizmatlarni shaxsiylashtirish, marketing strategiyalarini takomillashtirish uchun muhim vosita bo'lib xizmat qiladi.
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Turizmning ajralmas qismi — transportdir. Chunki, turistlar manzilga yetib borishi, ichki harakatlanishi, aeroport, temir yo'l, avtobus, taksi xizmatlaridan foydalanishlari zarur. Ko'p holatlarda turist sayoyati davomida transport vositalaridan qiynaladi va bu ularning ortiqcha kuch va mablag' sarf qilishiga sabab bo'ladi. Bunday hollarda raqamli texnologiyalarni rivojlantirish ko'plab muammolarni hal qilishga yordam beradi. Raqamli texnologiyalar bizga qulaylik bilan birga boshqa ko'plab imkoniyatlarni taqdim etadi.

Raqamli texnologiyalar bu bosqichlarni quyidagicha osonlashtiradi:



Bu imkoniyatlar turizm sohasida juda muhim bo'lgan omillardir. Chunki, tashrif buyurgan sayyoh yoki turist erkin harakatlanish va qulay sayohat qilish imkoniyatiga ega bo'ladi. Xizmat sifatini oshirishdagi foydalanuvchilar tajribasidan kelib chiqib, ilovalar va tizimlar intuitiv va qulay bo'lishi lozim bo'lib, bunda raqamli tizimlar insonga nisbatan tezroq va kam xatolik bilan ishlaydi. Hamda, Big Data yordamida har bir foydalanuvchiga mos takliflar va video monitoring, GPS, biometrik tekshiruvlarni amalga oshiradi.

Hozirgi XXI asr texnologiyalar asri bo'lgan bir vaqtda bir qancha rivojlangan mamlakatlarda raqamli texnologiyalar jadal rivojlanmoqda va undan foydalanib kelishmoqda. Xususan, xorij mamlakatlarda bir qator ilmiy va amaliy ishlar amalga oshirilgan bo'lib, transport xizmatlari sifatini oshirishda raqamli texnologiyalar unumli foydalanmoqda. Bunda, Estoniya davlatida MaaS X-Road tizimi yo'lga qo'yilishi rejalashtirilayotgan integratsiyalashgan raqamli platforma bo'lib, u avtobuslar, poezdlar, taksilar va avtomobil ijarasi kabi turli transport xizmatlarini yagona onlayn muhitda birlashtirishni maqsad qilgan. Ushbu platforma yordamida foydalanuvchilarga barcha kerakli yo'l chiptalarini xarid qilish va sayohatlarini bir martalik tranzaksiya orqali rejalashtirish imkonini beradi. Singapurda esa – raqamli transport tizimi orqali real vaqt monitoring, ekologik harakat rejalarini taqdim etmoqda. Deutsche Bahn ilovasi Deutsche Bahn AG tomonidan ishlab chiqilgan mobil ilova bo'lib, Germaniyada yo'lovchilarga poezdlar, jamoat transporti va boshqa xizmatlardan foydalanishni qulaylashtiradi. Shuningdek, jahonda raqamli texnologiyalar bo'yicha yetakchi mamlakatlaridan Xitoyda WeChat orqali keng qo'llaniladigan "super ilova" bo'lib, unda transport, mehmonxona va boshqa xizmatlar birlashtirilgan yagona raqamli ekotizim yo'lga qo'yilgan.

Shu o'rinda, O'zbekistonda ham raqamli transformatsiya bosqichma-bosqich amalga oshirish ishlari jadallik bilan rivojlanib, hozirgi kunda "UzRailway Tickets", "MY TAXI", "UzAutoSavdo", "Yagona transport portal" singari mobil ilova va platformalar yo'lga qo'yilgan. Shuningdek, Toshkent shahrida raqamli yo'l harakati boshqaruvi, GPS monitoring va QR-kodli chipta tizimlari joriy etilmoqda.

Raqamli transformatsiyalarni rivojlantirish bilan birga sohada bir qator muammolar hali hamon ochiq qolmoqda, xususan mamlakatimizda internet tezligi va qamrov darajasi ayrim hududlarda yetarli emas, fuqarolarning raqamli savodxonligi past, xizmatlar o'rtasida integratsiya yetarli emasligi va boshqalar shular jumlasidan. Bunday kamchiliklar raqamli transformatsiyalarning jadal rivojlanishiga to'siq bo'lmoqda. Eng avvalo bunday muammolarni yechimini yechish internet sifatini yaxshilash, fuqarolar bilan raqamli texnologiyalar mavzusida suhbatlar tashkil qilish, aholi gavjum joylarda, bekatlarda va jamoat joylarida bepul internet tarmog'ini tashkil qilish lozim.

Raqamli transformatsiyalar qulaylik bilan bir qatorda ochiqlik imkoniyatini ham beradi. Ya'ni raqamli tizimlar yordamida narxlar, xizmat sifati va reytinglar shaffof bo'ladi. Foydalanuvchilar o'zlariga mos va qulay bo'lganini tanlab xizmatlardan foydalanishadi.

Raqamli transformatsiyalarni rivojlantirish uchun bir qancha tavsiyalar ishlab chiqilgan bo'lib, bunda quyidagilarni amalga oshirish kerak. Ya'ni transport va turizm xizmatlarini yagona ekotizimga birlashtirish orqali yuqori sifatli xizmatni ko'rsatish, blokcheyn texnologiyalarini joriy etish orqali xavfsizlikni oshirish, turizm uchun AR/VR texnologiyalaridan foydalanish va mahalliy startaplar va IT kompaniyalar bilan hamkorlikni kengaytirish lozim.

Bunda, turizm sohasida raqamli transformatsiya qo'llash orqali transport xizmatlarini zamonaviylashtirishda hal qiluvchi rol o'ynamoqda. Bu jarayon orqali nafaqat xizmat sifati oshmoqda, balki sayyohlarning umumiy tajribasi ham ijobiy tomonga o'zgarayotgani kuzatilmoqda. Kelgusida raqamli yechimlarni yanada kengaytirish va ilg'or texnologiyalarni tatbiq etish transport xizmatlari samaradorligini sezilarli darajada oshiradi. Turizm sohasida raqamli transformatsiya nafaqat xizmat ko'rsatish sifati, balki butun sohaning samaradorligini oshiradi. Transport xizmatlari orqali turistlar mamlakatda ilk taassurotga ega bo'lishadi, shu sababli bu xizmatlarning qulay, xavfsiz va tezkor bo'lishi muhimdir. Raqamli texnologiyalar esa ushbu imkoniyatlarni samarali tarzda taqdim etadi. O'zbekistonda raqamli transformatsiyaning rivojlanishi orqali nafaqat ichki turizm, balki xalqaro turizm salohiyati ham oshadi.

Xulosa sifatida shuni ta'kidlash lozimki, raqamli texnologiyalar hayotimizda muhim ahamiyat kasb etmoqda. Raqamli texnologiya hayotimizni nafaqat qulaylashtirmoqda balki vaqtimizni ham tejamoqda. Raqamli texnologiyalarning rivojlanishi turizm sohasini ham tubdan rivojlantirmoqda. Chunki turizm sohasi transport bilan bevosita bog'liq sohadir. Raqamli transformatsiya turizm sohasida, xususan, transport xizmatlarida sifat, qulaylik va samaradorlikni oshirishda muhim rol o'ynamoqda. Sun'iy intellekt, IoT, Big Data, mobil ilovalar kabi ilg'or texnologiyalar sayyohlar uchun foydali imkoniyatlar yaratmoqda, xizmatlar esa avtomatlashtirilgan va shaffof tizimlar asosida boshqarilmoqda.

Xalqaro tajribalar shuni ko'rsatmoqdaki, raqamli texnologiyalarni keng qo'llash orqali turizm xizmatlarini yuqori darajaga olib chiqish mumkin. O'zbekistonda ham bu yo'nalishda ijobiy o'zgarishlar amalga oshirilmoqda, ammo ba'zi infratuzilma va raqamli savodxonlik bilan bog'liq muammolar mavjud. Kelgusida transport va turizm xizmatlarini yagona raqamli ekotizimga birlashtirish, texnologik innovatsiyalarni joriy etish va aholi o'rtasida raqamli madaniyatni oshirish orqali bu sohada raqamli transformatsiyani yanada rivojlantirish mumkin bo'ladi. Bu esa O'zbekistonning turistik salohiyatini oshirib, mamlakatni global turizm xaritasida raqobatbardosh qilishga xizmat qiladi.

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TURIZMDA RAQAMLI TEXNOLOGIYALARNI JORIY ETISHNING AHAMIYATI

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Annotatsiya: ushbu maqolada turizm sohasida raqamli transformatsiyaning o'рни va ahamiyati tahlil qilinadi. Raqamli texnologiyalar turistik xizmatlar sifatini oshirish, foydalanuvchi tajribasini yaxshilash hamda soha raqobatbardoshligini ta'minlashda muhim vositaga aylanmoqda. Internet, mobil ilovalar, sun'iy intellekt, virtual haqiqat (VR), blokcheyn va kontaktsiz to'lov tizimlari kabi innovatsiyalar turizmning barcha bosqichlariga chuqur kirib bormoqda. Maqolada raqamli transformatsiyaning asosiy yo'nalishlari, ularni joriy etishning foydalari, shuningdek, duch kelinayotgan muammolar va yechimlar ko'rib chiqiladi.

Kalit so'zlar: Innovatsiya, turizm, raqobatbardoshlik, texnologiya, innovatsion menejment, barqaror rivojlanish, sayohat tajribasi, yangi mahsulot va xizmatlar, Airbnb, Uber, virtual haqiqat.

KIRISH

Zamonaviy turizm sanoati tez sur'atlar bilan rivojlanmoqda va bu jarayonda innovatsiyalar muhim rol o'ynamoqda. Turizmدا innovatsiya deganda yangi mahsulotlar, xizmatlar va texnologiyalarni joriy etish orqali sayyohlik tajribasini yaxshilash, xizmat ko'rsatish sifatini oshirish va raqobatbardoshlikni kuchaytirish tushuniladi. Innovatsiyalar nafaqat turizm sanoatini zamon bilan hamnafas qiladi, balki uning barqaror va ekologik rivojlanishiga ham zamin yaratadi. Ushbu maqolada turizmда innovatsiyaning mohiyati, zarurati, muvaffaqiyatli innovatsiyalar misollari hamda ularni boshqarish tamoyillari batafsil tahlil qilinadi.

“Innovatsiya” atamasi birinchi marta 1911 yilda Jozef Shumpeter tomonidan tasvirlangan. Uning tushunchasiga ko'ra, bu atama «yangilik yaratish» tushunchasi bilan taxminan sinonim edi.

Turizmда innovatsiya - bu turizm sohasida yangi va noyob mahsulotlar, xizmatlar, texnologiyalar va amaliyotlarni yaratish va joriy etishdir. Innovatsiyalar nafaqat turistik mahsulotning o'ziga, balki ularni yaratish va amalga oshirishni boshqarish jarayonlari va usullariga ham tegishli bo'lishi mumkin.

Innovatsiyalar turizmni rivojlantirish va uning raqobatbardoshligini oshirishning asosiy omili hisoblanadi. Doimiy innovatsiyalarsiz va yangi va qiziqarli mahsulotlar yaratilmasa, turizm sanoati o'zining jozibadorligi va mijozlarini yo'qotishi, shuningdek, biznes uchun kamroq foyda keltirishi mumkin.

Turizmдаgi innovatsiyalarning ahamiyati shundaki, ular turizmning barqaror va ekologik toza rivojlanishiga, shuningdek, turizm rivojlanayotgan hududlarda aholi farovonligini oshirishga hissa qo'shishi mumkin. Turizm sohasidagi innovatsiyalar yangi ish o'rinlari yaratish va iqtisodiyotni yuksaltirishi mumkin.

Shunday qilib, innovatsiyalar turizmni rivojlantirishning ajralmas qismi bo'lib, uni uzluksiz yaratish va joriy etish sanoatning raqobatbardoshligini saqlash, turizmning barqaror rivojlanishi va iqtisodiy o'sish uchun zarurdir.

“Turizmda innovatsiya” fanining maqsadi innovatsiyalarni o'rganish va qo'llash orqali turizm sohasining samaradorligi va raqobatbardoshligini oshirishdan iborat. Ushbu fanning asosiy vazifasi yangi texnologiyalar, mahsulot va xizmatlarni o'rganish, shuningdek, turizm sohasida qo'llaniladigan mavjud jarayonlar va texnologiyalarni takomillashtirishdan iborat. Bu turistik xizmatlar sifatini yaxshilash va mijozlar sonini oshirish imkonini beradi. Innovatsiyalarni ishlab chiqish va joriy etish, yangi ish o'rinlari yaratish, iqtisodiy o'sishni oshirish va sayyohlik yo'nalishlaridagi odamlar hayotini yaxshilashga yordam beradi. Bundan tashqari, “Turizmda innovatsiya” fani turistik yo'nalishlardagi ekologik, madaniy va ijtimoiy masalalarga nisbatan biznesning ijtimoiy mas'uliyatini rivojlantirishga yordam beradi.

Turizmda sohani o'zgartirgan va sayyohlar uchun sayohat tajribasini yaxshilagan ko'plab muvaffaqiyatli innovatsiyalar yaratildi. Quyida bunday innovatsiyalarning bir nechta misollari keltirilgan:

Airbnb - bu mahalliy aholi bilan turar joyni bron qilish platformasi. U 2008 yilda tashkil etilgan va shu vaqtdan boshlab dunyodagi eng mashhur turar joy bronlash platformalaridan biriga aylandi. Airbnb sayohatchilarga butun dunyo bo'ylab turar joyning keng tanlovini taklif etadi, jumladan, kvartiralar, uylar, villalar va hatto qal'alar. Ushbu yangilik mehmonxonalarni bron qilishning an'anaviy modelini o'zgartirdi va mahalliy aholiga turar joyni ijaraga berish orqali pul ishlash imkoniyatini berdi.

Uber 2009 yilda tashkil etilgan taksi ilovasi. Ushbu yangilik sayyohlarga shahar bo'ylab tez va qulay harakatlanish imkonini berdi, shuningdek, taksilar narxini pasaytirdi. Uber ilovasi yordamida sayyohlar bemaolol taksiga qo'ng'iroq qilishlari va naqd pul talab qilmasdan sayohat uchun to'lashlari mumkin.

TripAdvisor - mehmonxonalar, restoranlar va ko'ngilochar joylarni topish va bron qilish uchun platforma. U 2000-yilda tashkil etilgan va o'shandan beri sayohatchilar uchun eng mashhur platformalardan biriga aylandi. TripAdvisor sayohatchilarga sayohatlari uchun eng yaxshi variantlarni tanlashda yordam berish uchun boshqa sayohatchilarning sharhlari va tavsiyalarini o'qish imkoniyatini taqdim etadi.

Virtual haqiqat (VR) texnologiyasi - bu sayyohlarga maxsus ko'zoynak va kontent yordamida hali bormagan joylarga tashrif buyurish imkonini beruvchi innovatsiya. VR texnologiyasi sayyohlarga o'zlari boradigan joyni oldindan ko'rish imkonini beradi, bu esa ularga sayohat qarorlarini qabul qilishda yordam beradi.

Kontaktsiz texnologiya - bu sayyohlarga naqd pul yoki qog'oz chiptalarsiz xizmatlar uchun haq to'lash va xavfsizlikdan o'tish imkonini beruvchi innovatsiyadir. Kontaktsiz texnologiyalar sayyohlar uchun qulaylik va xavfsizlikni oshiradi, shuningdek, nazoratdan o'tish vaqtini qisqartiradi.

Bular sanoatda sezilarli o'zgarishlarga olib kelgan va sayyohlar uchun sayohat tajribasini yaxshilagan turizmning muvaffaqiyatli innovatsiyalarning ba'zi bir misollari xolos.

Turizmning zamonaviy dunyosi doimo rivojlanib, o'zgarib bormoqda va innovatsiyalar ushbu sohadagi tashkilot va korxonalar uchun asosiy muvaffaqiyat omiliga aylanmoqda.

Turizmda innovatsion menejment turizm xizmatlarini ko'rsatish jarayonida innovatsiyalarni yaratish, boshqarish va joriy etish tamoyillari va usullarini o'rganadi. Turizmda innovatsion menejment turizm industriyasining turli jabhalarida yuqori natijalarga erishish imkonini beruvchi innovatsion boshqaruv usullarini qo'llash jarayonidir. Bunday usullar yangi texnologiyalardan foydalanish, yangi mahsulot va xizmatlarni ishlab chiqish, o'zgarishlarni boshqarish, biznes jarayonlarini optimallashtirish, xizmat ko'rsatish sifatini yaxshilash va boshqalarni o'z ichiga olishi mumkin.¹ Turizmda innovatsion menejmentni joriy etishning asosiy sabablaridan biri turizm biznesining raqobatbardoshligini oshirishga intilishdir. Bugungi kunda turizm iqtisodiyotning

¹ ИННОВАЦИИ В ИНДУСТРИИ ПУТЕШЕСТВИЙ. <http://elibrary.ru/item.asp?id=22951543>

raqobatbardosh tarmoqlaridan biri bo'lib, muvaffaqiyatga erishish uchun boshqaruvning yangi usullarini doimiy ravishda

takomillashtirish va joriy etish zarur.

Turizmدا innovatsion menejmentni o'rganishning dolzarbligi bir necha omillar bilan bog'liq:

1. Turizm sanoatida raqobatning kuchayishi - innovatsiyalar kompaniyalarga bozorda ajralib turish va ko'proq mijozlarni jalb qilish imkonini beradi.

2. Iste'molchilarning xizmat ko'rsatish sifatiga bo'lgan talabining ortishi - sayyohlar o'zlarining dam olish kunlarini boyitish uchun noyob va qiziqarli takliflarni tobora ko'proq qidirmoqdalar.

3. Texnologik o'zgarishlar – axborot-kommunikatsiya texnologiyalarining rivojlanishi turizm sohasiga katta ta'sir ko'rsatmoqda, shuning uchun ham yangi imkoniyatlardan xabardor bo'lish va xizmatlarni yaxshilashda ulardan foydalanish muhim ahamiyatga ega.

Innovatsiyalarni boshqarishning asosiy tamoyillari

Innovatsiyalarni boshqarish kontseptsiyasi innovatsiyani yaxlit tizim sifatida ko'rib chiqishni taklif qiladi. Ushbu tizim turizm innovatsiyasini boshqarishda e'tiborga olinishi kerak bo'lgan bir nechta asosiy tamoyillarni o'z ichiga oladi.

Fikrlarni shakllantirish: G'oyalarni yaratish innovatsiyalarni boshqarishning asosiy bosqichidir. Buning uchun kompaniyalar turli manbalardan g'oyalarni yig'ish mexanizmlarini ishlab chiqishlari kerak. Masalan, kompaniyalar xodimlarning ijodiy fikrlashni rag'batlantirish uchun aqliy hujum yoki boshqa usullardan foydalanishlari mumkin. Bundan tashqari, kompaniyalar mijozlar va hamkorlardan g'oyalar va fikr-mulohazalarni to'plash uchun onlayn platformalar yaratishi mumkin. Shuni yodda tutish kerakki, eng yaxshi g'oyalar tashkilotdagi yoki undan tashqaridagi har qanday kishidan kelishi mumkin, shuning uchun kompaniyalar jamoaning har bir a'zosi o'z g'oyalari va takliflarini erkin bildiradigan ochiq va innovatsion madaniyatni yaratishi kerak.¹ Bundan tashqari, kompaniyalar ko'proq g'oyalar va takliflarni olish uchun mijozlardan g'oyalar va fikr-mulohazalarni yig'ish uchun onlayn platformalar kabi turli texnologiyalardan foydalanishlari mumkin.

Fikrlarni tanlash: Eng istiqbolli g'oyalarni tanlash innovatsion jarayonning muhim bosqichidir. G'oyalar to'plangandan so'ng, dastlabki baholashni o'tkazish va kompaniyaning strategik maqsadlariga mos keladigan va amalga oshirish uchun ko'proq imkoniyatlarga ega bo'lgan g'oyalarni tanlash kerak.

Eng istiqbolli g'oyalarni aniqlash uchun kompaniya quyidagi omillarni hisobga olishi kerak:

G'oyaning kompaniyaning strategik maqsadlariga muvofiqligi.

G'oyaning bozor salohiyati va uning raqobatbardoshligi.

G'oyaning texnik maqsadga muvofiqligi.

G'oyani amalga oshirishning xavf darajasi va murakkabligi.

Kompaniyaning moliyaviy imkoniyatlari va g'oyani amalga oshirish xarajatlari.

Dastlabki baholashni o'tkazgandan va eng istiqbolli g'oyalarni tanlagandan so'ng, kompaniya ularning har birini batafsilroq o'rganishga va biznes-rejalarni ishlab chiqishga o'tishi mumkin. Bu har bir g'oyani amalga oshirish uchun zarur bo'lgan resurslarni aniqlaydi va xavf va foydalarni baholaydi.

Kontseptsiyani ishlab chiqish: Innovatsion mahsulot yoki xizmat konsepsiyasini ishlab chiqish - bu tanlangan istiqbolli g'oyalar asosida umumiy biznes g'oyasini yaratish jarayonidir. Ushbu bosqich kelajakdagi mahsulot yoki xizmatning asosiy xususiyatlarini, uning afzalliklari va o'ziga xos xususiyatlarini aniqlashni, shuningdek, bozor salohiyatini baholashni va marketing strategiyasini ishlab chiqishni o'z ichiga oladi.²

Innovatsion mahsulot yoki xizmat kontseptsiyasini ishlab chiqish uchun quyidagi bosqichlarni bajarish kerak:

¹ ИННОВАЦИИ В ИНДУСТРИИ ПУТЕШЕСТВИЙ. <http://elibrary.ru/item.asp?id=22951543>

² ИННОВАЦИИ В ИНДУСТРИИ ПУТЕШЕСТВИЙ. <http://elibrary.ru/item.asp?id=22951543>

- Bozor tahlili: mahsulot yoki xizmatga potentsial talabni aniqlash uchun maqsadli auditoriyangizni va raqobatchilarni o'rganing. Maqsadli auditoriyaning asosiy talablarini va ularni raqobatchilarning mahsuloti yoki xizmatlariga nima jalb qilishini aniqlang.

- Asosiy xususiyatlarni aniqlash: O'tkazilgan bozor tahlili asosida kelajakdagi mahsulot yoki xizmatning asosiy xususiyatlarini aniqlang. Mahsulot yoki xizmat qanday muammoni hal qilishini, maqsadli auditoriya ehtiyojlarini qanday qondirishini, uni raqobatchilardan qanday xususiyatlar bilan ajratib turishini va hokazolarni aniqlash muhimdir.

- Marketing strategiyasining ta'rifi: mahsulot yoki xizmat uchun marketing strategiyasini ishlab chiqish, qaysi reklama kanallaridan foydalanishni, qanday narxlar oralig'ini belgilashni, qanday aktsiyalarni o'tkazishni va hokazolarni aniqlash.¹

Xulosa qilib aytganda, turizm sohasida innovatsiyalarni joriy etish bugungi kunda nafaqat raqobat ustunligini ta'minlaydi, balki sanoatning barqaror rivojlanishiga ham xizmat qiladi. Innovatsion mahsulot va xizmatlar sayohatchilarning ehtiyojlariga mos keladi, ularning tajribasini boyitadi va turistik yo'nalishlar jozibadorligini oshiradi. Airbnb, Uber, TripAdvisor kabi muvaffaqiyatli misollar innovatsiyaning turizmga ta'sirini yaqqol namoyon etmoqda. Shu bilan birga, turizmدا innovatsion menejment yondashuvlarini joriy etish orqali tashkilotlar o'z faoliyatini samarali boshqarishi, texnologik imkoniyatlardan foydalangan holda yangi bozorlarni zabt etishi va mijozlar sonini oshirishi mumkin. Demak, turizmда innovatsiyalar - bu nafaqat zamon talabi, balki kelajak taraqqiyotining kafolatidir. Tadqiqotlar shuni ko'rsatmoqdaki, raqamli transformatsiya turizmni yanada samarali, qulay va barqaror rivojlanishga yo'naltiradi. Shu bois, turizm subyektlari uchun raqamli texnologiyalardan foydalanish zamonaviy davr talabi sifatida qaralmoqda.

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RAQAMLI IQTISODIYOT SHAROITIDA TURISTIK MARSHRUTLARNI DIVERSIFIKATSIYA QILISHNING O'ZIGA XOS XUSUSIYATLARI

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Annotatsiya: raqamli iqtisodiyot sharoitida turistik marshrutlarni diversifikatsiya qilish, turizm tajribalarini yaxshilash va mahalliy iqtisodiyotni rag'batlantirish uchun noyob imkoniyatlar yaratadi. Onlayn platformalar, virtual haqiqat va ma'lumotlar tahlili kabi raqamli texnologiyalar sayyohlar ehtiyojlariga mos turistik mahsulotlarni yaratishda muhim rol o'ynaydi. Ushbu tadqiqot mana shunday texnologiyalar yordamida moslashuvchan, innovatsion va individual marshrutlarni yaratish imkoniyatlarini o'rganadi. Raqamli vositalardan foydalanish mintaqalarga ko'proq

¹ ИННОВАЦИИ В ИНДУСТРИИ ПУТЕШЕСТВИЙ. <http://elibrary.ru/item.asp?id=22951543>

sayyohlarni jalb qilish, turizm infratuzilmasini yaxshilash va barqaror iqtisodiy o'sishga erishishga yordam beradi. Tadqiqot muvaffaqiyatli diversifikatsiya uchun raqamli infratuzilmani rivojlantirish va ma'lumotlar xavfsizligini ta'minlash zarurligini ta'kidlaydi. Oxir-oqibat, raqamli texnologiyalarga asoslangan diversifikatsiya strategiyalari turistik yo'nalishlarning raqobatbardoshligini oshirishi mumkin.

Kalit so'zlar: *Raqamli iqtisodiyot, turistik marshrut diversifikatsiyasi, raqamli texnologiyalar, smart turizm, virtual haqiqat (VR) va kengaytirilgan haqiqat (AR), barqaror turizm.*

Kirish

Raqamli iqtisodiyotning rivojlanishi bugungi kunda global miqyosda turizm sanoatida tub o'zgarishlarni yuzaga keltirmoqda. Turizm har doim iqtisodiy rivojlanishning muhim drayverlaridan biri hisoblangan bo'lsa, raqamli texnologiyalar bu jarayonni yanada samarali va innovatsion qilish imkonini bermoqda. Turistik marshrut diversifikatsiyasi nafaqat sayyohlik tajribalarini boyitadi, balki mahalliy iqtisodiyotni mustahkamlash va infratuzilmani rivojlantirishga ham xizmat qiladi[3].

An'anaviy turistik marshrutlar vaqt o'tishi bilan sayyohlar uchun jozibasini yo'qotishi mumkin. Raqamli texnologiyalar esa bu muammoni bartaraf etish va sayohatlarni moslashuvchan, shaxsiylashtirilgan va interaktiv qilish imkonini beradi. Masalan, onlayn platformalar va mobil ilovalar sayyohlarga marshrutlarni o'z ehtiyojlari va qiziqishlariga mos ravishda rejalashtirish imkoniyatini beradi [11]. Virtual va kengaytirilgan haqiqat (VR va AR) texnologiyalari esa turistik marshrutlarni yanada qiziqarli va innovatsion qilishda qo'l kelmoqda. Bu texnologiyalar yordamida tarixiy joylar va madaniy obidalarni jonlantirish, tabiiy manzaralarni virtual tarzda kashf etish mumkin[8].

Raqamli iqtisodiyot sharoitida turistik marshrut diversifikatsiyasi turizmning mavsumiyligi va hududiy konsentratsiyasi bilan bog'liq muammolarni hal qilishda muhim rol o'ynaydi. Yangi turistik yo'nalishlar va marshrutlarni taklif qilish orqali sayyohlar oqimini kam o'rganilgan hududlarga yo'naltirish mumkin. Bu nafaqat asosiy turistik markazlardagi bosimni kamaytiradi, balki boshqa hududlarning iqtisodiy rivojlanishiga ham yordam beradi. Turistik marshrut diversifikatsiyasi mahalliy tadbirkorlar va xizmat ko'rsatish sohalari uchun yangi imkoniyatlar yaratadi, bu esa ish o'rinlari sonini oshiradi va aholi turmush darajasini yaxshilaydi.

Raqamli infratuzilmani rivojlantirish turistik marshrut diversifikatsiyasi jarayonida muhim omil hisoblanadi[12]. Yuqori tezlikdagi internet, elektron to'lov tizimlari va raqamli xizmatlar platformalari turistlar uchun qulaylik yaratadi va ularning sayohat tajribasini yaxshilaydi[13]. Shu bilan birga, kiberxavfsizlik masalalari ham e'tibordan chetda qolmasligi kerak[14]. Sayohatchilarning shaxsiy ma'lumotlarini himoya qilish va raqamli xizmatlarning xavfsizligini ta'minlash turizmda ishonchni oshirish uchun zarurdir.

Biroq, raqamli texnologiyalarni joriy etishda ayrim qiyinchiliklar mavjud. Raqamli savodxonlik darajasining pastligi, texnologiyalarga teng kirish imkoniyatining yo'qligi va moliyaviy resurslar yetishmovchiligi bu jarayonda to'siq bo'lishi mumkin. Shu sababli, davlat va xususiy sektor hamkorligida raqamli infratuzilmani rivojlantirish, malakali kadrlar tayyorlash va innovatsion loyihalarni qo'llab-quvvatlash muhimdir.

Umumiy qilib aytganda, raqamli iqtisodiyot sharoitida turistik marshrut diversifikatsiyasi sayohat tajribalarini modernizatsiya qilish va mahalliy iqtisodiyotni rag'batlantirishning samarali vositasi hisoblanadi. Raqamli texnologiyalar yordamida moslashuvchan, innovatsion va shaxsiylashtirilgan turistik marshrutlar yaratish imkoniyati turizm sohasining barqaror rivojlanishiga xizmat qiladi. Shu bilan birga, muvaffaqiyatli turistik marshrut diversifikatsiyasi uchun raqamli infratuzilmani rivojlantirish va ma'lumotlar xavfsizligini ta'minlash lozim. Ushbu jarayon orqali mamlakatlar nafaqat o'z turistik salohiyatini oshirishlari, balki ijtimoiy va iqtisodiy jihatdan barqaror rivojlanishga erishishlari ham mumkin.

Adabiyotlar tahlili

Turistik marshrutlarni diversifikatsiya qilish – turizm sohasida hududiy va mavsumiy muvozanatni ta'minlashning muhim strategiyasidir. Raqamli iqtisodiyotning rivojlanishi bu jarayonda yangi imkoniyatlar yaratmoqda. Zamonaviy raqamli texnologiyalar yordamida turistik

marshrutlarni tahlil qilish, rejalashtirish va boshqarish yanada samarali va innovatsion bo'lib bormoqda. Ushbu maqolada turistik marshrutlarni diversifikatsiya qilishda raqamli texnologiyalar roli bo'yicha ingliz, rus va o'zbek tadqiqotchi-olimlar olib borgan nazariyalari ko'rib chiqiladi.

D. Buhalis o'zining *"Technology in Tourism"* maqolasida raqamli texnologiyalar turizmni qanday o'zgartirayotganini tahlil qiladi[1]. Unga ko'ra, raqamli platformalar, mobil ilovalar va ma'lumotlar tahlili turistik marshrutlarni shaxsiylashtirish imkonini beradi. U. Gretzel va boshqalar esa *"Smart Tourism"* konsepsiyasini taklif etib, aqlli texnologiyalar yordamida turistik tajribalarni boyitish mumkinligini ta'kidlaydilar[2]. Rossiya olimlari orasida C. Lamsfus va A. Alzua-Sorzabal turizmning Internet tarmog'i (IoT) orqali rivojlanishini o'rganib, raqamli texnologiyalar turistik marshrutlarni dinamik va interaktiv qilish imkonini berishini aniqlashgan[5].

M. Johnson turistik marshrutlarni diversifikatsiya qilishning asosiy strategiyalarini taqdim etib, raqamli texnologiyalar orqali yangi yo'nalishlarni aniqlash va targ'ib qilish imkoniyatlarini ko'rsatib beradi[3]. Raqamli ma'lumotlar tahlili orqali sayyohlar ehtiyojlari va xulq-atvori tahlil qilinadi, bu esa kam o'rganilgan hududlarga yo'nalishlarni diversifikatsiya qilishda qo'l keladi. Rossiyalik tadqiqotchilar, masalan, A.V. Ivanov turistik marshrutlarni diversifikatsiya qilishda raqamli xaritalar va onlayn navigatsiya xizmatlarining ahamiyatini ta'kidlaydi[8]. U, shuningdek, mahalliy aholi va biznes vakillarining raqamli texnologiyalarni o'zlashtirish darajasi diversifikatsiyaning muvaffaqiyatiga ta'sir ko'rsatishini qayd etadi.

Smart turizm konsepsiyasi turistik marshrutlarni diversifikatsiya qilish jarayonida muhim rol o'ynaydi. D. Buhalis va A. Amaranggana smart turizm destinatsiyalari orqali xizmatlarni shaxsiylashtirish va turistik tajribalarni yaxshilash imkoniyatlarini o'rganishgan[6]. Ular aqlli texnologiyalar, jumladan, mobil ilovalar, sensorlar va katta ma'lumotlar tahlili (Big Data) turistik marshrutlarni yanada moslashuvchan qilishini ta'kidlaydilar. H. Kim innovatsion yondashuvlar orqali turizmni diversifikatsiya qilishda kengaytirilgan haqiqat (AR) va virtual haqiqat (VR) texnologiyalarining imkoniyatlarini ko'rsatib o'tadi[4]. Bunday texnologiyalar sayyohlar uchun yangi turistik mahsulotlar yaratishga va mavjud marshrutlarni yanada jozibador qilishga yordam beradi.

Turistik marshrutlarni diversifikatsiya qilishda raqamli infratuzilma muhim ahamiyatga ega. U. Gretzel va T. Jamal turizmning ijodiy sinfini shakllantirishda texnologiyalar va mobil qurilmalarning o'rni haqida so'z yuritadilar [2]. Biroq, Z.O. Raximov O'zbekistonda turizm infratuzilmasini rivojlantirishda raqamli texnologiyalarni joriy etishda duch kelinadigan muammolar, jumladan, kiberxavfsizlik va raqamli savodxonlik muammolarini tahlil qiladi[10].

Raqamli texnologiyalar yordamida turistik marshrutlarni diversifikatsiya qilish mahalliy iqtisodiyotga ijobiy ta'sir ko'rsatadi. M. Sigala smart turizm orqali mahalliy biznes vakillari va tadbirkorlarni rag'batlantirish imkoniyatlarini ko'rib chiqadi[7]. E.I. Ulug'boyeva esa O'zbekistonda to'siqsiz turizm infratuzilmasini yaratish orqali mahalliy iqtisodiyotni rivojlantirish yo'llarini tahlil qiladi[9].

Adabiyotlarda raqamli iqtisodiyot sharoitida turistik marshrutlarni diversifikatsiya qilishning turli jihatlari o'rganilgan. Raqamli texnologiyalar, jumladan, smart turizm, AR va VR, katta ma'lumotlar tahlili va onlayn platformalar turistik marshrutlarni yanada samarali va innovatsion qilish imkonini beradi. Shuningdek, raqamli infratuzilma va xavfsizlik masalalariga e'tibor qaratish zarur. Ushbu yondashuvlar mahalliy iqtisodiyotni rivojlantirish va turizm sohasida raqobatbardoshlikni oshirishda muhim ahamiyat kasb etadi.

Materiallar va metodlar

Maqolada turistik marshrutlarni diversifikatsiya qilish bo'yicha zamonaviy raqamli texnologiyalar va xalqaro tajribalar tahlil qilindi. Ma'lumotlar ilmiy maqolalar, xalqaro tashkilotlar hisobotlari va davlat dasturlari asosida yig'ildi. Tahliliy va solishtirma uslublar orqali dunyoning turli mamlakatlarida amalga oshirilgan loyihalar o'rganildi.

Dunyoning Ispaniya, Janubiy Koreya, Germaniya, Xitoy kabi mamlakatlarida raqamli texnologiyalar – VR, AR, IoT va Big Data – turistik marshrutlarni diversifikatsiya qilishda muvaffaqiyatli qo'llanilgan. Tadqiqot qilish jarayonida mantiqiy, qiyosiy, empirik, tizimli tahlil, analiz, sintez, monografik kuzatuv, ekspert baholash, tahlil qilish kabi usullardan

foydalanilgan metodlari yordamida turizmni diversifikatsiya qilishning kuchli va zaif tomonlari aniqlanib, O'zbekistonda qo'llash mumkin bo'lgan strategiyalar ishlab chiqildi.

Natijalar. Raqamli iqtisodiyot sharoitida turistik marshrutlarni diversifikatsiya qilish dunyo miqyosida turizm sohasining barqaror va samarali rivojlanishiga xizmat qilmoqda. Raqamli texnologiyalar – VR, AR, IoT, katta ma'lumotlar (Big Data) va mobil ilovalar kabi vositalar – turistik xizmatlarni yanada moslashuvchan, innovatsion va shaxsiylashtirilgan qilish imkonini beradi. Ushbu texnologiyalar orqali turizm infratuzilmasini yaxshilash, turistik mahsulotlarning jozibadorligini oshirish va sayyohlar tajribasini boyitish mumkin.

Turistik marshrutlarni diversifikatsiya qilishning asosiy maqsadlari quyidagilardan iborat:

1. Hududiy muvozanatni ta'minlash – turistik oqimni yirik turistik markazlardan kam tanilgan hududlarga yo'naltirish orqali hududlar o'rtasida turizmni teng taqsimlash.
2. Mavsumiy o'zgarishlarni bartaraf etish – yil davomida turistik faoliyatni qo'llab-quvvatlash uchun turli mavsumlarda qiziqarli bo'lgan marshrutlarni yaratish.
3. Barqaror rivojlanishni rag'batlantirish – ekologik, ijtimoiy va iqtisodiy jihatdan barqaror turizm amaliyotlarini joriy etish orqali tabiiy va madaniy resurslarni saqlash.
4. Sayyohlar uchun tanlov imkoniyatlarini kengaytirish – turli xil yo'nalish va tajribalarni taklif qilish orqali sayyohlar ehtiyojlarini qondirish.
5. Mahalliy iqtisodiyotni faollashtirish – turizm orqali mahalliy tadbirkorlik va xizmat ko'rsatish sohasini rivojlantirish.

Dunyoning rivojlangan va rivojlanayotgan mamlakatlarida turizmni diversifikatsiya qilish bo'yicha amalga oshirilgan loyihalar raqamli texnologiyalar bilan uyg'unlashgan holda joriy etilgan. Ushbu yondashuvlar turizmni nafaqat yirik shaharlarda, balki chekka hududlarda ham rivojlantirish imkonini beradi. Diversifikatsiya jarayonida qo'llaniladigan raqamli texnologiyalar turistik yo'nalishlar haqida aniq va dolzarb ma'lumot tarqatish, turistlar xavfsizligini ta'minlash va sayohat tajribasini yaxshilashda muhim rol o'ynaydi.

Quyida keltirilgan 1-jadvalda turizmni diversifikatsiya qilish bo'yicha 10 ta mamlakatning muvaffaqiyatli strategiyalari, amalga oshirilgan loyihalari, qo'llanilgan raqamli texnologiyalar va sarflangan mablag'lar haqida batafsil ma'lumot keltirilgan. Ushbu jadval O'zbekiston uchun xorijiy tajribalarni o'rganish va tatbiq etishda ilmiy asos bo'lib xizmat qiladi.

1-Jadval

Raqamli iqtisodiyot sharoitida turistik marshrutlarni diversifikatsiya qilish bo'yicha xorijiy davlatlar tajribasi

№	Mamlakat	Diversifikatsiya Strategiyasi	Misollar	Qo'llangan Raqamli Texnologiyalar	Sarflangan Mablag'lar (USD)
1	Ispaniya	Madaniy meros, gastronomiya va ekologik turizmni rivojlantirish.	“Camino de Santiago” marshruti raqamli texnologiyalar bilan boyitilgan.	VR, AR, mobil ilovalar.	\$20 million (2019-2023)
2	Fransiya	Arzon turistik paketlar va mavsumiy marshrutlar taklif etish.	“Pass Découverte” raqamli bronlash tizimi.	Raqamli bronlash tizimlari, mobil ilovalar.	\$15 million (2018-2022)
3	Janubiy Koreya	Aqlli turizm va texnologik marshrutlarni yaratish.	“Jeju Smart Tourism” loyihasi – IoT va Big Data asosida.	IoT, Big Data, mobil ilovalar.	\$50 million (2020-2024)
4	Germaniya	Ekologik turizm va kichik shaharlarga sayyohlik oqimini	“Green Destination Germany” – ekologik	Raqamli xaritalar, virtual gidlar.	\$25 million (2017-2023)

		yo'naltirish.	marshrutlar.		
5	Qozog'iston	Madaniy meros va texnologiyalarni integratsiya qilish.	“Astana Qalasy” VR va AR bilan boyitilgan madaniy yo'nalishlar.	VR, AR, mobil platformalar.	\$10 million (2019-2023)
6	Xitoy	Smart turizm va shaxsiylashtirilgan sayohat xizmatlari.	“Great Wall Smart Tourism” – IoT va Big Data asosida boshqaruv tizimi.	IoT, Big Data, aqlli platformalar.	\$60 million (2018-2023)
7	Italiya	Madaniy meros va gastronomik turizmni rivojlantirish.	“Tuscany Virtual Tour” – VR va mobil ilovalar orqali turistik tajriba.	VR, mobil ilovalar, virtual gidlar.	\$18 million (2019-2022)
8	Singapur	Aqlli turistik destinatsiyalar va shaxsiylashtirilgan xizmatlar.	“Smart Nation Singapore” loyihasi – aqlli turizm infratuzilmasi.	IoT, Big Data, mobil ilovalar.	\$70 million (2017-2023)
9	Vetnam	Qishloq va ekologik turizmni raqamli transformatsiya orqali rivojlantirish.	“Digital Mekong Delta” – mobil ilovalar orqali qishloq turizmini targ'ib qilish.	Mobil ilovalar, onlayn platformalar.	\$12 million (2020-2023)
10	Gretsiya	Kam tanilgan hududlarni targ'ib qilish va tarixiy joylarni jonlantirish.	“Athens Ancient Tour” – tarixiy obidalarni AR va VR bilan jonlantirish.	AR, VR, mobil ilovalar.	\$22 million (2018-2023)

Yuqoridagi 1-jadvalni tahlil qiladigan bo'lsak, Ispaniya madaniy meros va ekologik turizmni rivojlantirishda VR, AR va mobil ilovalardan foydalangan. “Camino de Santiago” marshrutiga \$20 million investitsiya qilingan [1]. Raqamli texnologiyalar sayyohlar uchun tarixiy joylarni jonlantirib, yangi tajribalar yaratadi. Bunday yondashuv madaniy turizmni raqamli transformatsiya qilish imkonini beradi va mahalliy iqtisodiyotni rivojlantiradi. Fransiya arzon turistik paketlar va mavsumiy marshrutlar taklif etish orqali turizmni diversifikatsiya qilmoqda. “Pass Découverte” bronlash tizimi uchun \$15 million sarflangan [2]. Raqamli bronlash tizimlari va mobil ilovalar orqali turizm xizmatlarini ommaviylashtirish va keng qamrovli qilish imkoniyati yaratilgan. Bu strategiya turizmning ijtimoiy inklyuzivligini ta'minlaydi.

Janubiy Koreyaning “Jeju Smart Tourism” loyihasi IoT va Big Data texnologiyalariga asoslangan bo'lib, \$50 million investitsiya qilingan [4]. Aqlli texnologiyalar yordamida sayyohlarning xulq-atvori va ehtiyojlari o'rganilib, moslashtirilgan xizmatlar ko'rsatiladi. Bu yondashuv turizmni shaxsiylashtirish va tajribalarni yaxshilashda samarali hisoblanadi. Germaniya ekologik turizmni rivojlantirish uchun raqamli xaritalar va virtual gidlardan foydalangan. “Green Destination Germany” loyihasiga \$25 million mablag' ajratilgan [8]. Ekologik turizmni raqamlashtirish tabiiy resurslarni saqlash va barqaror turizmni rag'batlantirish imkonini beradi.

Qozog'iston madaniy merosni AR va VR texnologiyalari bilan boyitish uchun \$10 million investitsiya qilgan [10]. “Astana Qalasy” loyihasi madaniy va tarixiy joylarni yanada jozibador qilib, ichki va tashqi turizmni rivojlantirishda muhim ahamiyatga ega. Xitoyning “Great Wall Smart Tourism” loyihasi smart texnologiyalar orqali turizmni boshqarishni optimallashtirishga qaratilgan bo'lib, \$60 million mablag' sarflangan [5]. IoT va Big Data texnologiyalari sayyohlar oqimini boshqarish va xizmatlarni shaxsiylashtirishda muhim vosita bo'lib xizmat qiladi.

Italiya madaniy meros va gastronomik turizmni rivojlantirish uchun VR va mobil ilovalarni qo'llagan. "Tuscany Virtual Tour" loyihasiga \$18 million sarflangan[7]. Raqamli texnologiyalar sayohat tajribasini boyitib, madaniy turizmni ommalashtirishga yordam beradi. Singapurning "Smart Nation Singapore" loyihasi aqlli turizm infratuzilmasini rivojlantirish uchun \$70 million investitsiya kiritgan [1]. IoT va Big Data texnologiyalari sayyohlik xizmatlarini optimallashtirish va samaradorligini oshirish imkonini beradi.

Vetnam qishloq va ekologik turizmni rivojlantirish uchun raqamli transformatsiyaga \$12 million sarflagan [9]. "Digital Mekong Delta" loyihasi orqali qishloq turizmini rivojlantirish va mahalliy iqtisodiyotni qo'llab-quvvatlash amalga oshirilmoqda. Gretsiya kam tanilgan hududlarni AR va VR texnologiyalari bilan jonlantirish uchun \$22 million ajratgan [2]. "Athens Ancient Tour" loyihasi madaniy merosni interaktiv va innovatsion tarzda namoyish etishga imkon beradi.

Xulosa va takliflar

Dunyoning rivojlangan va rivojlanayotgan mamlakatlarida turizmni diversifikatsiya qilish bo'yicha amalga oshirilgan loyihalar raqamli texnologiyalar bilan uyg'unlashgan holda joriy etilgan. Ushbu yondashuvlar turizmni nafaqat yirik shaharlarda, balki chekka hududlarda ham rivojlantirish imkonini beradi. Diversifikatsiya jarayonida qo'llaniladigan raqamli texnologiyalar turistik yo'nalishlar haqida aniq va dolzarb ma'lumot tarqatish, turistlar xavfsizligini ta'minlash va sayohat tajribasini yaxshilashda muhim rol o'ynaydi.

Ilmiy tadqiqotlar shuni ko'rsatmoqdaki, raqamli texnologiyalarni joriy etish orqali turizm infratuzilmasini rivojlantirish investitsiyalarni jalb etish va turistik mahsulotlarning jozibadorligini oshirish imkonini beradi. Bu, o'z navbatida, mamlakatning turizm sektoridagi raqobatbardoshligini oshirish, turistik xizmatlarni diversifikatsiya qilish va mahalliy iqtisodiyotni qo'llab-quvvatlashga xizmat qiladi.

Turizmni diversifikatsiya qilish bo'yicha loyihalarga ajratilgan mablag'lar mamlakatning turizm salohiyati va texnologik infratuzilmasiga qarab farq qiladi. Singapur (\$70 million) va Xitoy (\$60 million) kabi texnologik jihatdan rivojlangan mamlakatlar smart turizm loyihalariga katta miqdorda investitsiya kiritmoqda. Bu turizmni boshqarishni optimallashtirish va raqobatbardosh xizmatlar ko'rsatishga imkon beradi. VR va AR texnologiyalari madaniy va tarixiy obyektlarni jonlantirishda, IoT va Big Data texnologiyalari esa aqlli boshqaruv va shaxsiylashtirilgan xizmatlarda samarali qo'llanilmoqda. Bu turizm xizmatlarini takomillashtirish va sayyohlar ehtiyojlarini qondirish imkonini beradi. Germaniya va Vetnam ekologik turizmni raqamlashtirish orqali barqaror turizm amaliyotlarini ilgari surmoqda. Ekologik marshrutlar va qishloq turizmini raqamli platformalarda targ'ib qilish tabiiy resurslarni asrash va mahalliy hamjamiyatlarni qo'llab-quvvatlashda muhimdir.

Fransiya va Vetnam kabi mamlakatlar arzon va qishloq turizmi loyihalari orqali mahalliy iqtisodiyotning rivojlanishiga xizmat qilmoqda. Raqamli bronlash tizimlari va mobil ilovalar turistlar uchun qulay va arzon sayohat imkoniyatlarini yaratadi. Xitoy, Janubiy Koreya va Singapur aqlli turizm infratuzilmasini joriy etish orqali turistik xizmatlarni samarali boshqarishni ta'minlamoqda. IoT, Big Data va aqlli boshqaruv tizimlari turizm sohasidagi operatsiyalarni optimallashtirib, turistlar uchun qulaylik va xavfsizlikni oshiradi.

Xulosa qilib aytganda, O'zbekistonda turizmni diversifikatsiya qilishda raqamli texnologiyalar muhim ahamiyatga ega. Ayniqsa, Samarqand, Buxoro va Xiva kabi tarixiy shaharlarda VR va AR texnologiyalarini joriy etish orqali madaniy meros obidalarini jonlantirish mumkin. IoT va Big Data texnologiyalari asosida Toshkent va Samarqandda aqlli turizm infratuzilmasini yaratish sayyohlar oqimini boshqarish va xizmatlar sifatini oshirish imkonini beradi. Chortoq va Chimyon kabi tabiiy hududlarda ekologik va qishloq turizmini rivojlantirish uchun raqamli platformalardan foydalanish barqaror turizmni ta'minlashga yordam beradi.

Raqamli bronlash tizimlari va mobil ilovalar orqali arzon va mavsumiy turistik paketlarni taklif qilish turistlar uchun sayohatni qulay va ommabop qiladi. Raqamli texnologiyalarni joriy etishda malakali kadrlar tayyorlash va mahalliy hamjamiyatlar o'rtasida raqamli savodxonlikni oshirish zarur. Shuningdek, turistik ma'lumotlar va sayyohlarning shaxsiy ma'lumotlarini himoya qilish uchun kiberxavfsizlik choralari kuchaytirish lozim.

Ushbu chora-tadbirlarni amalga oshirish O'zbekiston turizm sohasining jozibadorligini oshiradi, xalqaro raqobatbardoshligini kuchaytiradi va mahalliy iqtisodiyotni rivojlantirishga xizmat qiladi.

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THE IMPLEMENTATION OF INTELLENT TECHNOLOGIES IN THE TOURISM SECTOR WITHIN THE FRAMEWORK OF THE DIGITAL ECONOMY

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Annotation: smart tourism represents an emerging paradigm where digitalization and advanced technologies drive the effective management of tourist destinations on a global scale. As the priority shifts toward integrating intelligent management strategies, this approach enhances visitor satisfaction and operational efficiency. Our research focuses on evaluating how digital and smart technologies enhance the tourist experience by fostering positive interactions and shaping behavior. By viewing consumer behavior through both active and reflective stages, the study highlights how digital platforms and data-driven innovations influence the development of personalized, seamless experiences at smart tourism destinations.

Key words: smart tourism, tourism, population, well-being, travel, consumption, demand, supply, development and the digital economy.

Introduction

Smart tourism offers a promising and innovative approach to organizing travel, making it more convenient, safe, and environmentally sustainable. This not only helps tourists enjoy their trips more, but also contributes to the preservation of nature and cultural heritage. In the future, smart tourism will undoubtedly become an integral part of our lives and a daily practice for many travelers.

The introduction of smart tourism in Uzbekistan can integrate modern technologies with the preservation of cultural heritage and the environment, which will help develop the tourism sector while ensuring comfort and safety for visitors. In our country, smart tourism can be scientifically explained as a comprehensive approach that involves the use of modern information technologies and innovations to improve the tourist experience, raise service quality, and achieve environmental sustainability in the tourism sector.

In the context of technological development, tourist destinations known as "smart destinations" have been created. These destinations are seen as a new type of destination that helps tourists experience a new way of enjoyment. It is important to provide opportunities to create smart routes and sensory experiences together, allowing tourists to have unforgettable visits. Today's travelers want to be amazed by the places they visit, and they wish to be informed about what to do, what to visit, and how to explore the location using smart tools.

Currently, it is crucial to implement modern ICT (Information and Communication Technologies) such as mobile applications, digital platforms, interactive internet resources, and electronic booking systems to ensure tourists have access to information about tourist attractions, cultural events, transport infrastructure, and other services. In order to develop ICT in tourism, it is important to analyze the scientific and theoretical approaches of scholars within the framework of scientific research on tourism, information technology, and sustainable development. By utilizing smart technologies, further development of the tourism sector in Uzbekistan will allow for the creation of strategies and recommendations that should be implemented in the country's tourism industry.

Literature review

The social and economic development of a region is the result of a general approach, which is primarily shaped by the state of tourism. Tourist spending contributes significantly to the local budget, providing substantial revenues. The income of the local population is accumulated through wages, rents, and expenditures on their own needs, which leads to an increase in the volume of local goods and services, further contributing to economic growth. This, in turn, stimulates the growth of tourist flows and increases the demand for labor, not only in the tourism sector but also in the corresponding industries, ensuring the employment of local labor resources. Expanding effective employment in tourism results in greater employment opportunities for women and youth. Moreover, the social and cultural characteristics of the region are positively affected by sustainable tourism development, as it also contributes to environmental protection (Abdo, 2020) [1].

Tourism has become one of the most significant sectors of economic activity for the global economy and the national economies of many countries. Furthermore, the importance of decision-making for tourism management in the hospitality industry has become directly linked to the processes of information collection, transmission, and processing (Yin and Zhu, 2021) [2].

Supporting the tourism business with information necessitates the formation of a tourism database that ensures the effective operation of specialized information technologies designed for tourism activities and their processing. In the context of the digital economy, tourism is a unique business type, with its key sources being service quality, a variety of service types, information exchange processes, and consumer metrics. One of the methods for managing this information is smart tourism.

The term "smart" is used to describe the automation of processes in society and various sectors of activity. Recently, it has also been applied to the tourism sector, now referred to as "smart

tourism." There is now a need to link these concepts, and the formation of tourism through information and communication technologies primarily emerged due to changes in tourist behavior. However, it should be noted that the concept of smart tourism has not yet been fully developed at the conceptual level. The concept of "smart" refers to new qualities formed by the integration of two or more components and digitization processes, one of which takes shape as a technological novelty. Researchers emphasize that the term "smart" describes technological, economic, and social events and is based on specific databases, connectivity, and new methods of information exchange based on IT technologies (Gretzel, Sigala, et al., 2015) [3].

The phenomenon of smart tourism can be defined as tourism in which the continuous and regular use of digital and technological elements creates added value for the traveler. Focusing on this definition, in order to gain added value, a tourist should be able to find the necessary destinations or services by using smart technologies in tourism services. From a marketing perspective, this is considered one of the key advantages of smart tourism [4].

The development of artificial intelligence, big data, 5G, and other technologies has contributed to the widespread adoption of smart tourism attractions (STA) around the world. At the same time, STA services are carried out by utilizing technology in service delivery. Tourist satisfaction serves as a key aspect of STA quality management (Platov Y., Zikirova, et al., 2020) [4].

In the tourism sector, smart technologies can include a variety of advanced technologies, such as near-field communication (NFC), Wi-Fi and other networks, mobile technologies, iBeacons, smart tags, mobile applications, smart cards, next-generation websites, social media, chatbots, and more [5,6].

The concept of smart tourism is based on the extensive use of principles that include sustainable directions, as sustainability is a key factor that determines whether something can be considered "smart." Therefore, the smart technologies applied in tourism aim to address the main issues of the country by improving the quality of life for its entire population. These technologies, coordinated with necessary smart services, exist within a sustainable tourism production and consumption system designed to create smart routes. Key directions ensure the operation of such a system, promoting social and economic equity, information management, and the creation of positive travel experiences. The intellectual approach envisions the growth of tourism technology in the context of sustainable development and its application in the tourism experience [7].

Research methodology

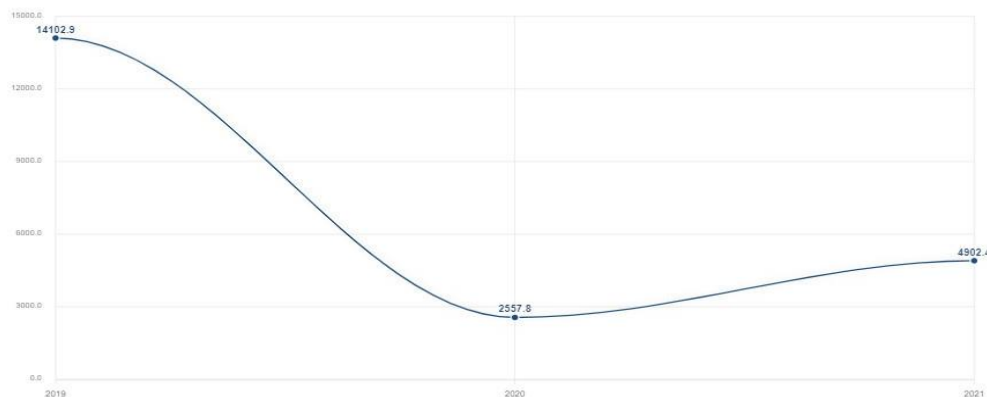
The research examines the processes of transformation in our country's economy and the various global economic changes, as well as the objective necessity and significance of the comprehensive development of the tourism sector and increasing the economic efficiency of tourism development. Based on the opinions of scholars and specialists in this field, the study utilized methods such as observation, analysis, evaluation, grouping, and comparative analysis to develop several recommendations for supporting the development of smart tourism in the tourism sector. The core idea is to adequately apply smart technologies in tourist attractions to meet visitors' needs and make their visits more attractive, engaging, and memorable.

Analysis and results

According to the resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 373, dated June 15, 2021, titled "Measures to further improve the rating evaluation system of the development of the digital economy and e-government," a unified rating evaluation system for assessing the development of the digital economy and e-government in various sectors, social spheres, and regions has been introduced. This system will enable the future development of digital sector and regional programs through effective interdepartmental coordination of the evaluation processes [8].

At the same time, the importance and specific characteristics of modern technologies in the tourism sector of our country are becoming increasingly evident in the development trends, as well as in the ongoing and implemented projects in this sector.

The goal of our research is to explore the prospects of applying smart technologies in tourism and to develop scientifically grounded conclusions and recommendations for the development of smart tourism. Based on approaches related to tourist attractions, it is necessary to use smart technologies adequately to meet the needs of visitors and make their visit more attractive, interesting, and memorable. Furthermore, there is a need to further develop the ICT sector in our country.



From the first figure, we can observe that the GDP generated by tourism lost its attractiveness in 2020 due to the pandemic. However, by 2021, as the number of tourists started to increase, the share of tourism also began to rise. In 2021, it grew by 2,344.6 billion soums, or 52%, compared to 2020.

The process of identifying consumer (tourist) needs is a prolonged one, and it can be divided into the following stages:

Pre-trip preparation stage;

Active tourism stage;

Post-trip reflection stage.

The preparation stage (before the trip) involves information search, decision-making, and the purchasing process. The active stage focuses on the consumer's interaction with the active elements located in the chosen destination. Value is created and generated through participation and engagement. Finally, the reflection stage involves the tourist's memories, i.e., it is the stage of expressing their impressions.

Figure 2. The number of subscribers connected to the Internet network via mobile communication (thousand people) [14]



Based on Figure 2, we can say that the number of users accessing internet sites via mobile communication is increasing year by year. This indicates a growing need for the use of smart technologies in tourism, and at the same time, it highlights the relevance of the topic.

For our research, we selected the Hazrati Imom Complex, located in Tashkent, which is one of the most visited tourist spots and the most suitable area for research. The area provides us with the following opportunities:

- Developing a comprehensive approach to studying consumer behavior;
- Revealing the stages of the purchasing journey;
- Allowing the formulation of hypotheses regarding the impact of smart technologies on the visitor experience.

Recently, tourists are using various smart technologies at all stages of their trips. In the initial stage, before visiting, tourists use smart technologies to find information about tourism services, choose tourist attractions, and make bookings. They search for necessary tourism products and services online. Through the application of smart technologies, it helps them present the attractiveness of the country.

During the search, comparison, and planning process, tourists primarily rely on real reviews, i.e., experiences and recommendations on social networks, because purchasing a tourism product may carry some risk. Often, decisions are made based on user-generated content posted on digital platforms. This provides information about tourist attractions and is a very useful way to make decisions to minimize risk.

Smart technologies allow tourists to make their visits to attractions more convenient and affordable. Mobile tourist guides, mobile systems, navigation systems, cashless and contactless payment systems, and excess baggage management systems are the most commonly used intellectual technologies. These technologies enhance the ability to manage the visitor experience, leading to positive feelings during the visit and improving the tourists' overall enjoyment.

Smart technologies positively impact the active stage of the trip, increasing flexibility, providing comfort, and assisting in the formation of the overall experience. We hypothesize that smart technologies can help tourists identify and solve problems. During the two-month research, 416 surveys were collected, as shown in Table 1 (1st table).

Table 1: Demographic Profile of Respondents [15]

Characteristics	Percentage
Sex	
Women	62
Men	48
Age	
18-30	64
31-50	26
51+	10
Employment	
Students and pupils	36
Employed	54
Unemployed	2
Retired	8

According to the same source, the analysis results are presented in Table 2.

Table 2: Analysis results (in percent) [15]

Indicators	Preliminary stage	Active stage	Reflective stage
Data search and collection	0,713		
Risk minimization	0,635		

Formation of interest	0,751		
Establishing confidence	0,728		
Use of navigation and communication		0,698	
Provision of comfort		0,705	
Flexibility (feeling and enjoyment)		0,743	
Making short-term decisions		0,571	
Formation of memories		0,794	
Recall of memories			0,754
Experience sharing			0,711
Assessment			0,772

The presented results indicate that the findings of our research have been confirmed. Smart technologies influence all stages of the "customer journey", creating a positive experience when visiting tourist attractions.

Conclusion and recommendations

As a result of our research, it has been determined that the use of intelligent technologies by tourists creates the conditions for shaping positive experiences when visiting tourist attractions. Tourists have high expectations for quality experiences, and these expectations are shaped and reinforced by conditional technologies integrated with technological progress. Therefore, tourist attractions must create offers for their visitors, providing infrastructure and services that offer excellence. In this regard, the use of smart tourism technologies contributes to time-saving and enhancing the appeal of tourist destinations.

Smart technologies help meet tourists' needs and, if properly developed, can serve as tools that assist in delivering enjoyable travel experiences and fulfilling their expectations. These technologies can be effectively utilized to create positive and memorable experiences for visitors.

In conclusion, the research findings reveal that tourist attractions must design and implement smart technologies in alignment with tourists' expectations and demands. Proper use of these technologies helps create engaging and unforgettable experiences, making them an essential resource for everyone involved in smart tourism management. These trends highlight the significant role of digitalization in modern tourism, as technology continues to shape the way tourism services are delivered and consumed, improving both efficiency and satisfaction.

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TURIZM SOHASIDA RAQAMLI TRANSFORMATSIYA VA INNOVATSIYALAR

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Annotatsiya: ushbu maqolada O'zbekistonda turizm sohasida raqamli transformatsiya va innovatsion texnologiyalarning joriy etilishi holati tahlil qilinadi. So'nggi yillarda global miqyosda raqamli texnologiyalar, xususan, sun'iy intellekt, katta ma'lumotlar (Big Data), mobil ilovalar va AR/VR texnologiyalari sayyohlik xizmatlarini zamonaviylashtirishda muhim vositaga aylangan. Tadqiqotda O'zbekistondagi mavjud yutuqlar, muammolar va rivojlanish istiqbollari empirik tahlil, hujjatlar tahlili va so'rovnoma asosida baholanadi. Shuningdek, xalqaro tajribalar bilan solishtirish orqali raqamli transformatsiyani jadallashtirish bo'yicha tavsiyalar ishlab chiqiladi. Maqola turizmni raqamlashtirish bo'yicha strategik qarorlar qabul qilishda ilmiy-amaliy asos bo'lib xizmat qiladi.

Kalit so'zlar: raqamli transformatsiya, innovatsiya, turizm texnologiyalari, sun'iy intellekt, O'zbekiston, raqamlashtirish, AR/VR.

Kirish. Bugungi globallashuv va texnologik taraqqiyot davrida raqamli transformatsiya barcha sohalarda, xususan, turizm tarmog'ida ham chuqur o'zgarishlarga sabab bo'lmoqda. Turizmning an'anaviy shakllari zamonaviy raqamli texnologiyalar bilan boyitilib, xizmat ko'rsatish sifatini, foydalanuvchi tajribasini va boshqaruv samaradorligini keskin oshirmoqda. Raqamli texnologiyalarning – sun'iy intellekt, mobil ilovalar, katta ma'lumotlar tahlili, AR/VR, blokcheyn va raqamli to'lov tizimlarining – keng joriy etilishi turizmni global va mahalliy miqyosda qayta shakllantirayotgani kuzatilmoqda. O'zbekiston ham bu jarayonlardan chetda qolmagan bo'lib, "Raqamli O'zbekiston – 2030" strategiyasi doirasida turizm sohasini raqamlashtirish, innovatsion xizmatlar yaratish va yangi texnologiyalarni joriy etishga katta e'tibor qaratmoqda. Shu nuqtai nazardan, turizm sohasida raqamli transformatsiyaning hozirgi holati, imkoniyatlari va istiqbollari ilmiy asosda o'rganish muhim masalalardan biri hisoblanadi.

Uslublar. Mazkur tadqiqotda turizm sohasida raqamli transformatsiyaning hozirgi holatini, mavjud muammolarni va innovatsion texnologiyalarning joriy etilish darajasini baholash maqsadida kompleks aralash metodlar qo'llanildi. Tadqiqot yondashuvi sifatida sifatli (qualitative) va miqdoriy (quantitative) metodlar integratsiyalangan bo'lib, quyidagi asosiy bosqichlarni o'z ichiga oladi:

Hujjatlar tahlili. Birlamchi bosqichda O'zbekiston Respublikasi Turizm qo'mitasi tomonidan ishlab chiqilgan rasmiy hujjatlar, jumladan, **“Digital Uzbekistan – 2030”** strategik dasturi, davlat statistik ma'lumotlari va tegishli qonunchilik hujjatlari tahlil qilindi. Bundan tashqari, **BMT Jahon Turizm Tashkiloti (UNWTO)**, **World Economic Forum** va boshqa xalqaro tashkilotlarning raqamli transformatsiyaga doir tavsiyalari va hisobotlari asosida xalqaro kontekstdagi standartlar o'rganildi. Ushbu tahlil turizm raqamli texnologiyalarni joriy etish tendensiyalari va institutsional yondashuvlar haqida umumiy tasavvur hosil qilish imkonini berdi.

Empirik tahlil. 2020–2024-yillar oralig'ida O'zbekistonda faoliyat yuritayotgan turistik subyektlar (mehmonxonalar, gidlik xizmatlari, transport kompaniyalari va boshqalar) tomonidan joriy etilgan raqamli xizmatlar statistik jihatdan tahlil qilindi. Bu bosqichda onlayn bron qilish tizimlari, mobil ilovalar (masalan, E-Sayyoh, Uzbekistan.travel), raqamli to'lov platformalari (Click, Payme, HUMO) va AR/VR texnologiyalarining qo'llanilishi bo'yicha ochiq manbalar va rasmiy hisobotlar asosida ma'lumotlar yig'ildi va o'rganildi.

So'rovnoma tadqiqoti. Maqolaning amaliy asosini mustahkamlash maqsadida onlayn so'rovnoma o'tkazildi. So'rovnomada 150 nafar respondent — turistik tashkilot vakillari (mehmonxona administratorlari, turoperatorlar), IT mutaxassislari hamda mahalliy va xorijiy sayyohlar ishtirok etdi. So'rovnoma “Google Forms” platformasi orqali tashkil etilib, unda raqamli texnologiyalardan foydalanish darajasi, mavjud muammolar va foydalanuvchi tajribasi bo'yicha savollar berildi. So'rovnoma natijalari SPSS dasturi orqali qayta ishlanib, ularning statistik tahlili amalga oshirildi.

Taqqoslash (komparativ) tahlil. O'zbekiston tajribasi xalqaro miqyosda ilg'or hisoblangan davlatlar — **Turkiya, Estoniya va Singapur** — bilan solishtirildi. Ushbu mamlakatlarda turizm raqamli texnologiyalarni joriy etish modeli, yondashuvlar, davlat-xususiy sektor hamkorligi va foydalanuvchi yo'naltirilgan xizmatlar tahlil qilindi. Bu yondashuv orqali O'zbekiston sharoitida joriy qilinishi mumkin bo'lgan samarali amaliyotlar aniqlashtirildi.

Natijalar. **Tadqiqot davomida to'plangan empirik ma'lumotlar va so'rovnoma natijalari asosida O'zbekistonda turizm sohasida raqamli transformatsiya jarayonining quyidagi asosiy yo'nalishlarda shakllanayotganligi aniqlandi:**

Texnologik joriy etish darajasi.

2024-yil holatiga ko'ra, O'zbekiston bo'ylab 120 dan ortiq mehmonxona raqamli onlayn bron qilish tizimiga integratsiya qilingan. Bu ko'rsatkich 2020-yilga nisbatan 65% o'sishni anglatadi. Jumladan, Booking.com, UzHotels, MyBooking.uz kabi platformalarning milliy segmentga moslashtirilgan versiyalarining paydo bo'lishi xizmat ko'rsatish darajasining raqamlashtirilishiga turtki bo'lmoqda.

Shuningdek, **“Uzbekistan.travel”** va **“E-Sayyoh”** platformalari orqali taqdim etilayotgan xizmatlar hajmi so'nggi ikki yil ichida 40 foizga oshgani kuzatilgan. Bu resurslar orqali mehmonxonalar, transport xizmatlari va gid xizmatlari bron qilish imkoniyati kengaymoqda.

Joriy etilgan innovatsion texnologiyalar. Turizm obyektlarida ilg'or texnologiyalarning joriy etilishi quyidagicha namoyon bo'lmoqda:

- **AR/VR texnologiyalari** — Samarqand va Xiva shaharlaridagi bir nechta tarixiy-madaniy obidalarda virtual ekskursiyalar tashkil etilgan. “Virtual Registon” loyihasi bunga misoldir.

- **Raqamli gid ilovalari** — mobil qurilmalar uchun mo'ljallangan Smart Guide Uzbekistan, MyTour kabi dasturlar xorijiy sayyohlar orasida keng qo'llanmoqda. Ushbu ilovalar GPS asosida shahar bo'ylab marshrut ko'rsatish, ovozli ekskursiyalar va ob'ektlar haqida axborot berish funksiyalariga ega.

• **QR kodli interaktiv tizimlar** — Toshkent, Samarqand va Buxoro shaharlaridagi turistik obyektlar (masalan, Amir Temur muzeyi, Shohi Zinda majmuasi) oldida joylashtirilgan QR kodlar orqali sayyohlar vizual va ovozi ma'lumotlarga ega bo'lmoqda.

So'rovnoma natijalari. 150 nafar respondent (turizm sohasi mutaxassislari, sayyohlar va IT xodimlari) ishtirok etgan so'rovnoma quyidagi natijalarni ko'rsatdi:

• **83%** ishtirokchi raqamli xizmatlar (onlayn bron qilish, raqamli to'lov, virtual gidlar) sayohatni osonlashtirayotganini bildirgan. Ularga ko'ra, eng qulay xizmatlar mobil ilovalar va QR kodli axborot tizimlari hisoblanadi.

• **61%** respondent mavjud raqamli platformalarning interfeysi qulay emasligini yoki xorijiy foydalanuvchilar uchun ingliz tilidagi versiyasi to'liq emasligini ta'kidlagan. Bu raqam, ayniqsa, xorijiy sayyohlar bilan ishlaydigan operatorlar uchun muhim ogohlantiruvchi ko'rsatkich hisoblanadi.

• **47%** respondent raqamli to'lov tizimlarining mavjudligi, ayniqsa, naqd pulsiz hisob-kitob qilish imkoniyatlari, xizmat sifatini oshirishda asosiy omil deb biladi.

Umumiy xulosa sifatida aytish mumkinki, O'zbekistonda turizm sohasida raqamli transformatsiya bosqichma-bosqich amalga oshirilayotgan bo'lib, soha jadal sur'atlarda raqamlashtirilmoqda. Shu bilan birga, foydalanuvchi tajribasini to'liq qamrab olish, ko'p tillilik, interfeys ergonomikasi va kiberxavfsizlik kabi yo'nalishlar hali ham dolzarb muammolar sirasiga kiradi.

Muhokama

O'rganilgan natijalar shuni ko'rsatadiki, O'zbekistonda turizm sohasida raqamli transformatsiya jarayoni bosqichma-bosqich shakllanib bormoqda. So'nggi yillarda amalga oshirilgan islohotlar, raqamli xizmatlarning kengayishi va ayrim innovatsion texnologiyalarning joriy etilishi mazkur yo'nalishdagi ijobiy siljishlardan dalolat bermoqda. Biroq, bu o'zgarishlar hali ham to'liq va tizimli shaklga ega emas. Rivojlanishning keyingi bosqichida quyidagi muhim yo'nalishlarga alohida e'tibor qaratish zarur:

• **Texnik infratuzilmani kengaytirish:** Aksar turistik obyektlar qishloq yoki tarixiy hududlarda joylashgani sababli yuqori tezlikdagi internet tarmog'i va uzluksiz raqamli xizmatlar mavjud emas. Bu esa mobil ilovalar, onlayn xaritalar yoki QR kodlar asosidagi xizmatlardan samarali foydalanishga to'sqinlik qilmoqda.

• **Raqamli savodxonlikni oshirish:** So'rovnoma natijalariga ko'ra, turizm sohasi xodimlarining raqamli texnologiyalar bilan ishlash qobiliyati turlicha darajada bo'lib, bu xizmat ko'rsatish sifatiga bevosita ta'sir qilmoqda. Shu bois, IT bo'yicha treninglar, raqamli texnologiyalardan foydalanishga oid o'quv dasturlari muhim ahamiyat kasb etadi.

• **Ko'p tillilik va interfeys ergonomikasi:** Aksar veb-sayt va mobil ilovalarning interfeysi chet ellik foydalanuvchilar uchun yetarli darajada qulay emas. Xalqaro turizm rivojlanishini rag'batlantirish uchun kamida o'zbek, rus va ingliz tillaridagi to'liq ishlaydigan raqamli platformalar yaratish zarur.

• **Xususiy sektor ishtirokini kengaytirish:** Innovatsiyalarni joriy etishda davlatning roli muhim bo'lsa-da, startaplar va xususiy IT kompaniyalarning jalb etilishi ham zarur. Ayni paytda IT bozoridagi ixtisoslashgan kompaniyalar bilan turistik operatorlar o'rtasidagi hamkorlik sust rivojlanmoqda. Bu esa texnologik yechimlarning amaliyotga integratsiyasini sekinlashtiradi.

• **Xalqaro tajriba va o'rganish:** Raqamli transformatsiyada muvaffaqiyatga erishgan mamlakatlar (Singapur, Estoniya, Janubiy Koreya) tajribasi shuni ko'rsatadiki, bu jarayon strategik davlat siyosati, ilg'or texnologiyalar infratuzilmasi va davlat-xususiy hamkorlik asosida rivojlanadi (UNWTO, 2023). O'zbekiston uchun ham bunday yondashuv asosida milliy model ishlab chiqish dolzarbdir.

Ushbu omillar hisobga olingan holda, raqamli transformatsiyaning uzoq muddatli barqarorligi ta'minlanishi va turizm sohasida innovatsiyalar orqali xalqaro raqobatbardoshlik oshirilishi mumkin.

Xulosa

O'zbekistonda turizm sohasida raqamli transformatsiya boshlangan bo'lsa-da, uni tizimli va barqaror rivojlantirish uchun muhim strategik choralar ko'rilishi zarur. Tadqiqot natijalari shuni tasdiqladiki, raqamli texnologiyalar – xususan, onlayn bron tizimlari, raqamli gid ilovalari, AR/VR va QR kod tizimlari – xizmat ko'rsatish sifatini sezilarli darajada yaxshilamoqda. Shu bilan birga, bu xizmatlarning to'liq funksionalligi uchun infratuzilmaviy sharoitlar, kadrlar tayyorlash va ko'p tillilik kabi omillar muhim ahamiyat kasb etadi.

Kelgusida davlat siyosati, xususi sektor hamkorligi va xalqaro texnologik yondashuvlar asosida turizm raqamli transformatsiyani chuqurlashtirish orqali O'zbekiston nafaqat mintaqaviy, balki global turistik raqamli bozorning muhim ishtirokchisiga aylanishi mumkin. Bu esa mamlakat iqtisodiyotining diversifikatsiyalashuvi, zamonaviy ish o'rinlarining yaratilishi va ijobiy milliy imidj shakllanishida muhim rol o'ynaydi.

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DIGITAL TAXATION SYSTEMS IN THE DIGITAL ECONOMY AND THEIR APPLICATION FEATURES IN UZBEKISTAN

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Annotation. This article analyzes the commonly used digital taxation systems within the framework of the digital economy, their role in international practice, as well as the features, achievements, and pressing challenges of their implementation in the Republic of Uzbekistan. Special attention is given to how digital tax systems contribute to fiscal transparency, adapt to emerging business models, and influence the formation of a modern economic environment.

Keywords. Digital economy, digital technologies, fair tax policy, digital taxation systems, new business models, emerging economic environment.

In recent years, digital technologies have deeply penetrated all sectors of the economy, fundamentally transforming traditional forms of economic activity. At the same time, governments are facing new challenges—particularly, the need to implement an effective and fair tax policy within the framework of the digital economy. Emerging business models, remote services, and cross-border e-commerce operations in the digital economy pose pressing challenges for existing tax systems.

From this perspective, leading countries around the world are adapting their tax policies to the conditions of the digital economy, aiming to broaden the tax base and ensure equity among taxpayers by introducing comprehensive digital taxation systems. These systems include components such as e-invoicing, online cash registers, digital auditing, automated monitoring systems, and the exchange of cross-border tax information.

The Republic of Uzbekistan is also undertaking consistent reforms to develop its digital economy, modernizing tax administration, and gradually implementing digital tax systems. In particular, the State Tax Committee has introduced systems for electronic invoicing, online fiscal cash registers, and information platforms that monitor the transparency of taxpayer activity.

The rise of the digital economy has led to the creation of a new economic environment based on modern technologies, involving the production of goods, delivery of services, and management of resources through digital tools. This economic model presents specific challenges for traditional tax systems. Especially, the cross-border nature of digital services necessitates updating and modernizing existing tax regulations. As a result, many countries are now introducing digital tax systems and aligning their fiscal policies with the realities of the digital economy.

Table-1**Digital tax rates and systems (2019–2024): examples from developed countries**

Country	Digital Services Tax (DST) Rate	Year Introduced	Main Features of the Digital Tax System
France	3%	2019	Applies to digital advertising, marketplaces, and user data sales; targets large tech companies
United Kingdom	2%	2020	Imposed on revenues from search engines, social media platforms, and online marketplaces
Italy	3%	2020	Covers online advertising, digital platforms, and data transmission services
Spain	3%	2021	Targets online advertising, digital intermediation services, and data sales
Austria	5% (advertising only)	2020	Applies to digital advertising revenues generated by large tech platforms
Canada	3% (proposed)	Scheduled for 2024	Proposed to apply retroactively from 2022; targets digital platforms and service providers
OECD (Global Minimum Tax Initiative)	15% (on large MNEs)	2023–2024	Global agreement on minimum corporate tax for large multinationals, including digital service providers
United States	No DST (supports OECD framework)	–	Opposes unilateral DSTs; promotes international consensus through the OECD Pillar I and II initiatives

Between 2019 and 2024, the rapid development of the digital economy led many countries to recognize the need to tax revenues generated from digital services. This necessity arose particularly because large technology companies providing cross-border services (such as Google, Facebook, Amazon, and others) were often operating outside the reach of national tax systems. As a result, Digital Services Tax (DST) was introduced. This tax applies to several types of digital services, including, online advertising (e.g., France, Spain, Austria), digital intermediation and social media platforms (e.g., United Kingdom), E-commerce platforms (e.g., India, Brazil), digital content and data exchange services (e.g., Turkey, Italy). Tax rates vary by country, ranging from 2% to 7.5%, the highest DST rate has been observed in Turkey (7.5%), while Indonesia has implemented one of the broadest frameworks by applying a 10% tax under VAT (PPH 23) on digital services. The purpose of this system is to, protect national economic interests, ensure comparative tax fairness, increase state budget revenues and support the modernization of international tax policy. At the same time, organizations like the OECD (Organisation for Economic Co-operation and Development) and other international bodies are working on developing global tax standards.

These efforts aim to establish unified and fair taxation mechanisms for the digital economy in the near future.

In many countries, the implementation of digital tax systems has led to significant progress in tax administration. In Estonia, 99% of government services are available on digital platforms. Tax declarations are generated automatically and submitted within 3–5 minutes. In Chile, an electronic invoicing system has been in operation since 2003, effectively reducing illegal trade. In India, the Goods and Services Tax (GST) system enables centralized monitoring of all taxpayers through a unified platform. Meanwhile, Italy and France have developed mechanisms to tax digital giants such as Google and Facebook under Digital Services Tax (DST) regulations. In the Republic of Uzbekistan, several initiatives have been implemented to develop the digital economy and modernize the tax system. The Electronic Invoicing (EHF) system was introduced in 2020 and has helped ensure transparency in business transactions among legal entities. The Online Fiscal Cash Register (ONKM) system, launched in 2019, is now widely used by retail and service enterprises across the country. The Taxpayer Personal Cabinet allows individuals and businesses to access online information about their tax obligations, payments, and debts. In addition, Tax Analysis Centers, operating on the basis of AI and Big Data, are used to identify high-risk taxpayers. The taxation of cross-border digital services was introduced in 2022, making foreign digital service providers such as Google, Meta, and others liable to pay taxes in Uzbekistan.

Table-2

Digital tax rates and systems in Uzbekistan (2019–2024)

Year	System Introduced	Description	Tax Rate / Feature
2019	Online Fiscal Cash Registers (OFCR)	Mandatory for retail and service providers to use online cash registers linked to tax authorities	Real-time transaction tracking, no direct rate (VAT applies)
2020	Electronic Invoicing (E-Invoice) System	Legal entities required to issue and report digital invoices through the national platform	Applies to VAT and corporate tax compliance
2020	Taxpayer Personal Cabinet	Web-based portal for individuals and businesses to manage tax duties and view liabilities	Digital access to tax data, filing and notifications
2021	Risk Analysis System using Big Data & AI	Identifies high-risk taxpayers based on transaction patterns and predictive analytics	Not a tax rate, but an analytical tool supporting tax enforcement
2022	Digital Services Tax (DST) for Foreign Companies	Foreign digital service providers (e.g., Google, Meta) required to register and pay VAT in Uzbekistan	15% VAT on cross-border digital services
2023	Integrated E-Tax Monitoring System	Centralized platform for real-time transaction monitoring and automated control	Covers e-commerce, banking integration, and invoice-matching
2024	Expansion of Digital Tax Coverage (expected)	Extension to SMEs, tighter integration with customs and banking data	Ongoing, in alignment with tax transparency and base erosion prevention

Between 2019 and 2024, Uzbekistan implemented profound reforms in its tax system based on digitalization. These reforms were not limited to revising tax rates but were aimed at enhancing transparency, control, and efficiency under the conditions of the digital economy.

In 2019, a new edition of the Tax Code came into effect. The VAT rate was reduced from 20% to 15%, and this was also extended to cover digital services. This marked the beginning of a digital tax policy era.

From 2020, the electronic invoicing system (e-Invoice) was introduced, which enabled automated monitoring of trade and service transactions. This significantly strengthened the fight against unrecorded and shadow activities.

In 2021, the use of online cash registers (OCRs) became mandatory. Every transaction had to be digitally recorded, allowing tax authorities to better detect undeclared income among taxpayers.

In 2022, the “digital tax” system was piloted. It enabled real-time data transmission from mobile apps, online platforms, and other digital services to tax authorities—marking a shift toward real-time tax administration. Starting from 2023, foreign-registered IT companies (such as Google, YouTube, and Netflix) became subject to VAT obligations in Uzbekistan. This move aligned with the principle of international tax fairness by ensuring equal tax treatment for both domestic and foreign digital service providers. By 2024, tax monitoring and taxpayer personal accounts were further improved. These digital tools enabled taxpayers to independently track their obligations, submit reports, and make payments online. Uzbekistan’s digital tax system evolved step-by-step between 2019 and 2024, and today it stands as a modern, automated, and internationally-aligned framework. These reforms have contributed to increasing tax revenues, reducing the size of the informal economy, and enhancing transparency in the business environment. The digital economy has become one of the key drivers of economic growth and development in the modern world. This economic model transforms production, distribution, and consumption systems by integrating them with digital technologies. Accordingly, it has become urgent to adapt tax systems to the realities of the digital environment. However, a number of challenges have emerged in the process of implementing comprehensive digital tax systems. Identifying these challenges and developing effective solutions is crucial for modernizing national tax policy and ensuring fiscal sustainability. The use of comprehensive digital tax systems in the digital economy presents significant opportunities for countries, but it also brings a number of challenges. As outlined in the table, low levels of digital literacy, underdeveloped infrastructure, weak cybersecurity, and outdated legal frameworks hinder the effective operation of these systems. In addition, the lack of oversight over international digital operations contributes to tax evasion on a global scale.

Addressing these challenges requires a comprehensive and strategic approach. Key solutions include, enhancing digital literacy among the population and businesses, improving internet infrastructure, introducing blockchain and advanced cybersecurity technologies, strengthening the institutional capacity of tax authorities and deepening international cooperation in digital taxation. Overall, the successful implementation of digital tax systems plays a crucial role in ensuring the sustainable development of the digital economy. As an integral part of digital economic governance, digital tax systems support the efficient execution of fiscal policy. While Uzbekistan has made significant progress in this direction, further technological, legal, and institutional reforms are necessary to make the system fully effective. Studying global best practices and adapting them to national conditions can help establish a transparent and stable digital taxation framework in the country.

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RAQAMLI IQTISODIYOTDA UMUMIY RAQAMLI SOLIQ SOLISH TIZIMLARI VA ULARDAN MAMLAKATIMIZDA FOYDALANISH XUSUSIYATLARI

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Annotatsiya. Mazkur maqolada raqamli iqtisodiyot sharoitida keng qo'llanilayotgan umumiy raqamli soliq tizimlari, ularning jahon amaliyotidagi o'rnini, shuningdek, ushbu tizimlardan O'zbekiston Respublikasida foydalanish xususiyatlari, yutuqlari va dolzarb muammolari tahlil qilinadi.

Kalit so'zlar: raqamli iqtisodiyot, raqamli texnologiyalar, adolatli soliq siyosati, raqamli soliq solish tizimlari, yangi biznes modellar, yangi iqtisodiy muhit.

So'nggi yillarda raqamli texnologiyalar iqtisodiyotning barcha tarmoqlariga chuqur kirib borib, an'anaviy iqtisodiy faoliyat shakllarini tubdan o'zgartirib yubordi. Shu bilan birga, davlatlar oldida yangi chaqiriqlar – ayniqsa, raqamli iqtisodiyot doirasida samarali va adolatli soliq siyosatini yuritish zarurati paydo bo'ldi. Raqamli iqtisodiyotda vujudga kelayotgan yangi biznes modellar, masofaviy xizmatlar, transchegaraviy elektron savdo operatsiyalari mavjud soliq tizimlari uchun dolzarb muammolarni yuzaga keltirmoqda. Shu nuqtai nazardan, jahonning yetakchi mamlakatlari o'z soliq siyosatini raqamli iqtisodiyot sharoitlariga moslashtirish, soliq bazasini kengaytirish va soliq to'lovchilarning tengligini ta'minlash maqsadida umumiy raqamli soliq tizimlarini joriy etmoqda. Bu tizimlar – elektron hisob-fakturalar, onlayn kassa apparatlari, raqamli auditoriya, avtomatlashtirilgan monitoring tizimlari va transchegaraviy soliq ma'lumotlari almashinuvi kabi elementlarni o'z ichiga oladi. O'zbekiston Respublikasi ham raqamli iqtisodiyotni rivojlantirish bo'yicha izchil islohotlarni amalga oshirib, soliq ma'murchiligini zamonaviylashtirish va raqamli soliq tizimlarini bosqichma-bosqich joriy etishga kirishdi. Jumladan, Davlat soliq qo'mitasi

tomonidan elektron hisob-faktura tizimi, onlayn nazorat-kassa mashinalari, soliq to'lovchilarning shaffof faoliyatini kuzatuvchi axborot tizimlari joriy etildi.

Raqamli iqtisodiyot jarayonida zamonaviy texnologiyalar asosida shakllanayotgan yangi iqtisodiy muhit shakllanadi, u raqamli texnologiyalar yordamida mahsulotlar yaratish, xizmatlar ko'rsatish va resurslarni boshqarish jarayonlarini anglatadi. Bunday iqtisodiy model an'anaviy soliq tizimlari uchun muayyan chaqiriqlarni yuzaga keltiradi. Ayniqsa, raqamli xizmatlar ko'rsatishning transchegaraviy xususiyati mavjud soliq me'yorlarini yangilash va zamonaviylashtirish zaruratini taqozo etadi. Shu sababli, bugungi kunda ko'plab davlatlar raqamli soliq tizimlarini joriy etib, fiskal siyosatni raqamli iqtisodiyot sharoitlariga moslashtirmoqda.

1-jadval

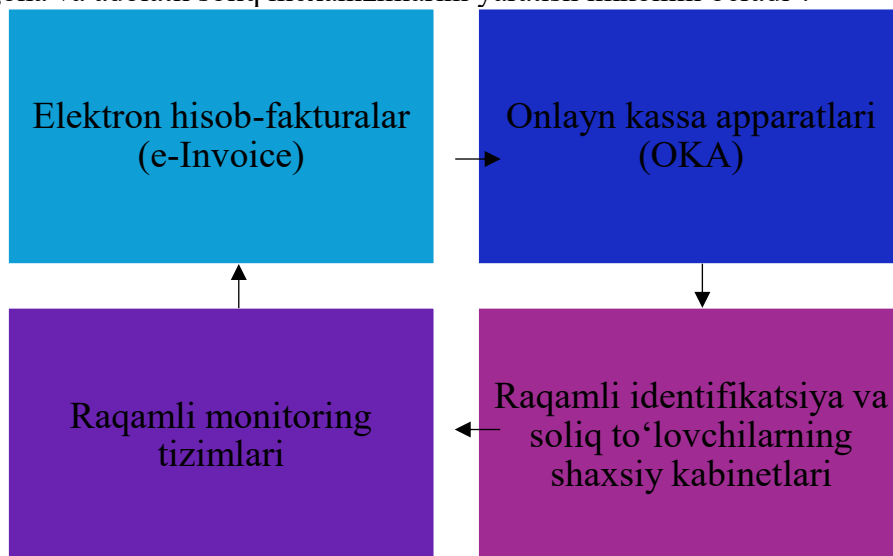
2019–2024 yillarda raqamli soliq stavkalari va tizimlari (rivojlangan davlatlar misolida)¹

Davlat	Joriy etilgan yil	Soliq stavkasi (%)	Qo'llaniladigan xizmatlar	Izohlar
Fransiya	2019	3	Raqamli reklama, platforma xizmatlari	Yevropada birinchi joriy qilgan davlat
Buyuk Britaniya	2020	2	Raqamli vositachilik, ijtimoiy tarmoqlar	Mahalliy daromaddan olinadi
Hindiston	2020	2	E-commerce xizmatlari (Equalization Levy)	Har bir tranzaksiyaga qo'llaniladi
Italiya	2020	3	Raqamli reklama, kontent almashish platformalari	Har chorakda hisobot topshiriladi
Ispaniya	2021	3	Onlayn reklamalar, platforma faoliyati	Yirik texnologik kompaniyalarga nisbatan
Avstriya	2020	5	Raqamli reklama xizmatlari	Faqat reklama daromdlari uchun
Turkiya	2020	7.5	Raqamli kontent, reklama, platformalar	Eng yuqori stavkalardan biri
Braziliya	Rejadasa (2023–24)	Kutilmoqda	E-commerce, raqamli xizmatlar	Endi joriy etilmoqda
Indoneziya	2020	10 (PPh 23)	Har qanday raqamli xizmat	PPN (QQS) doirasida qo'llaniladi
Kanada	2024 (kutilmoqda)	3	Raqamli xizmatlar, reklama	Federal darajada taklif etilgan

2019–2024 yillar oralig'ida raqamli iqtisodiyotning jadal rivojlanishi natijasida ko'plab davlatlar raqamli xizmatlardan tushadigan daromdlarni soliqqa tortish zaruratini his qildilar. Bu ehtiyoj, ayniqsa transchegaraviy xizmatlar ko'rsatuvchi yirik texnologik kompaniyalarning (Google, Facebook, Amazon va boshqalar) milliy soliq tizimlaridan chetda qolayotganidan kelib chiqdi. Shu sababli, Digital Services Tax (DST) — raqamli xizmatlar solig'i — joriy qilindi. Bu soliq quyidagi xizmat turlariga nisbatan qo'llaniladi, onlayn reklama (Fransiya, Ispaniya, Avstriya), raqamli vositachilik va ijtimoiy tarmoqlar (Buyuk Britaniya), E-commerce platformalari (Hindiston, Braziliya), raqamli kontent va axborot almashinuvi xizmatlari (Turkiya, Italiya). Soliq stavkalari mamlakatlar kesimida 2% dan 7.5% gacha o'zgaradi. Eng yuqori stavka Turkiyada (7.5%), eng keng qamrov esa Indoneziyada (10% PPh 23 QQS doirasida) qayd etilgan. Bu tizim mahalliy iqtisodiy manfaatlarni himoya qilish, solishtirma soliq adolatini tiklash, davlat budjetiga qo'shimcha tushumlar yaratish va xalqaro soliq siyosatini yangilash singari asosiy vazifalarni bajarishga xizmat qilmoqda. Ayni paytda, OECD (Iqtisodiy hamkorlik va taraqqiyot tashkiloti) va

¹ <https://taxfoundation.org/research/all/global/digital-taxation/>

boshqa xalqaro tashkilotlar global soliq standartlarini ishlab chiqish ustida ishlamoqda. Bu esa kelgusida yagona va adolatli soliq mexanizmlarini yaratish imkonini beradi¹.



1-rasm. Raqamli soliq tizimining elementlari²

Raqamli iqtisodiyot sharoitida samarali soliq ma'murchiligini yo'lga qo'yish uchun raqamli soliq tizimi elementlarining o'zaro integratsiyalashgan ishlashi muhim ahamiyatga ega. Yuqoridagi 1-rasmda bu tizim quyidagi asosiy komponentlardan tashkil topgan: Elektron hisob-fakturalar (e-Invoice) – tovarlar va xizmatlar bo'yicha rasmiy elektron hujjatlarni avtomatik tarzda yaratish va ularni real vaqt rejimida soliq organlariga yuborish imkonini beradi. Onlayn kassa apparatlari (OKA) – savdo operatsiyalari haqidagi ma'lumotlarni avtomatik tarzda markazlashtirilgan tizimga uzatadi, bu esa soliqni yashirish xavfini kamaytiradi. Raqamli identifikatsiya va soliq to'lovchilarning shaxsiy kabinetlari – yuridik va jismoniy shaxslarning soliq hisobotlarini shaffof yuritish, o'z soliq majburiyatlarini mustaqil kuzatib borish imkonini beradi. Raqamli monitoring tizimlari – real vaqt rejimida operatsiyalarni nazorat qiladi, anomalialarni aniqlaydi va avtomatik tahlil asosida soliq tekshiruvlariga asos bo'ladi. Bu tizim elementlari bir-biri bilan avtomatlashtirilgan axborot oqimi orqali uzviy bog'langan bo'lib, raqamli iqtisodiyotda adolatli, shaffof va samarali soliq boshqaruvini ta'minlaydi. Ular yordamida nafaqat soliq tushumlari oshiriladi, balki soliq to'lovchilarning ishonchi ham mustahkamlanadi.

Ko'plab mamlakatlarda raqamli soliq tizimlarining joriy etilishi soliq ma'murchiligida katta yutuqlarga erishish imkonini berdi. Estoniyada davlat xizmatlarining 99 foizi raqamli platformalarda mavjud. Soliq deklaratsiyalari avtomatik shakllanadi va 3-5 daqiqa ichida topshiriladi. Chilida 2003-yildan buyon elektron hisob-faktura tizimi faoliyat yuritib, noqonuniy savdoni kamaytirgan. Hindistonda GST (Goods and Services Tax) tizimi orqali barcha soliq to'lovchilarning faoliyati yagona platformada nazorat qilinadi. Italiya va Fransiya esa Google, Facebook kabi raqamli gigantlardan soliq olish mexanizmlarini ishlab chiqqan (raqamli xizmatlar solig'i – DST)³.

O'zbekiston Respublikasida raqamli iqtisodiyotni rivojlantirish va soliq tizimini zamonaviylashtirish bo'yicha qator tashabbuslar amalga oshirilmoqda. Elektron hisob-faktura (EHF) tizimi mamlakatimizda 2020-yildan joriy etilgan bo'lib, yuridik shaxslar tomonidan savdo operatsiyalarini shaffof yuritishga yordam bermoqda. Onlayn nazorat-kassa mashinalari (ONKM) 2019-yildan joriy etilib, hozirda savdo va xizmat ko'rsatish subyektlarining aksariyati foydalanmoqda. Soliq to'lovchilarning shaxsiy kabineti esa fuqarolar va korxonalar o'z soliq majburiyatlari, to'lovlari, qarzlari bo'yicha onlayn ma'lumot olishlari mumkin. Soliq tahlil markazlari orqali AI va Big Data asosida faoliyat yuritib, riskli soliq to'lovchilarni aniqlashga

¹ <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://kpmg.com/kpmg-us/content/dam/kpmg/pdf/2023/digitalized-economy-taxation-developments-summary.pdf>

² Muallif ishlanmasi

³ https://en.wikipedia.org/wiki/Global_minimum_corporate_tax_rate

xizmat qiladi. Transchegaraviy raqamli xizmatlarning soliqqa tortilishi esa 2022-yildan boshlab chet eldagi raqamli xizmat ko'rsatuvchi kompaniyalar (Google, Meta va b.) O'zbekistonda soliq to'lash majburiyatiga ega bo'ldi.

2-jadval

2019–2024 yillarda O'zbekistonda raqamli soliq stavkalari va tizimlari¹

Yil	Tizim yoki qonunchilik yangiligi	Soliq stavkasi (%)	Qo'llanish sohasi	Izohlar
2019	Soliq kodeksining yangi tahriri kuchga kirdi	QQS – 15% (avval 20%)	Raqamli xizmatlarga ham tatbiq etildi	QQS stavkasi pasaytirilgan, lekin raqamli xizmatlar ham qamrab olindi
2020	Elektron hisob-faktura (e-Invoice) joriy etildi	QQS – 15%	Onlayn savdolar, elektron xizmatlar	E-hujjatlar orqali soliq nazorati kuchaydi
2021	Onlayn kassa apparatlari (OKA) majburiy qilindi	QQS – 15% + daromad solig'i	Chakana savdo va xizmatlar	Har bir savdo operatsiyasi raqamli tizimga bog'landi
2022	"Raqamli soliq" tizimi sinov tariqasida ishga tushirildi	QQS + foyda solig'i	Platformalar, mobil ilovalar, internet xizmatlari	Soliq organlariga real vaqt ma'lumot uzatish yo'lga qo'yildi
2023	Chet elda ro'yxatdan o'tgan raqamli kompaniyalar soliqqa tortila boshlandi	15% QQS (soddalashtirilgan)	YouTube, Google, Facebook, Netflix va b.q.	Nerezident kompaniyalardan QQS undirish mexanizmi yaratildi
2024	"Soliq monitoringi" va shaxsiy kabinetlar takomillashtirildi	QQS + daromad/fayda solig'i	Har qanday onlayn xizmatlar, reklama, savdo	Integratsiyalashgan raqamli soliq boshqaruvi amalga oshirildi

2019–2024 yillar davomida O'zbekiston soliq tizimida raqamlashtirishga asoslangan tub islohotlar amalga oshirildi. Bu islohotlar nafaqat soliq stavkalarini qayta ko'rib chiqish, balki raqamli iqtisodiyot sharoitida shaffoflik, nazorat va samaradorlikni oshirishga qaratildi. 2019-yilda yangi tahrirdagi Soliq kodeksi kuchga kirdi, QQS stavkasi 20% dan 15% ga tushirildi va bu raqamli xizmatlarga ham tatbiq qilina boshlandi. Bu birinchi raqamli soliq siyosatiga ochilgan yo'l bo'ldi. 2020-yildan boshlab elektron hisob-faktura (e-Invoice) joriy etilishi hisobiga savdo va xizmatlar ustidan avtomatik nazorat kuchaydi, bu esa hujjatlashtirilmagan faoliyatga qarshi kurashni kuchaytirdi. 2021-yilda onlayn kassa apparatlari (OKA) majburiy qilib belgilandi, har bir savdo operatsiyasi raqamli tizimda qayd etiladigan bo'ldi. Bu soliq to'lovchilarning yashirin daromadlarini aniqlash imkonini oshirdi. 2022-yilda "raqamli soliq" tizimi sinovdan o'tkazildi, mobil ilovalar, onlayn platformalar va boshqa raqamli xizmatlarga real vaqt rejimida soliq organlariga ma'lumot uzatish yo'lga qo'yildi. 2023-yildan boshlab chet elda ro'yxatdan o'tgan IT kompaniyalar (Google, YouTube, Netflix) O'zbekistonda QQS to'loviga tortila boshlandi. Bu — xalqaro soliq adolati tamoyiliga muvofiq, mahalliy va xorijiy xizmatlar uchun teng soliq yukini yaratdi. 2024-yilda soliq monitoringi va soliq to'lovchilarning shaxsiy kabinetlari takomillashtirildi. Bu orqali soliq to'lovchilar o'z majburiyatlarini mustaqil kuzatish, hisobot topshirish va onlayn to'lovlar qilish imkoniyatiga ega bo'ldilar.

O'zbekistonning raqamli soliq tizimi 2019–2024 yillar oralig'ida bosqichma-bosqich rivojlanib, bugungi kunda zamonaviy, avtomatlashtirilgan va xalqaro talablarga mos tizimga

¹ https://link.springer.com/chapter/10.1007/978-3-031-55341-7_9

aylanish yo'lida muhim bosqichlarni bosib o'tdi. Bu islohotlar soliq tushumlarini oshirish, yashirin iqtisodiyot hajmini kamaytirish, va tadbirkorlik muhiti shaffofligini kuchaytirishga xizmat qilmoqda.

Raqamli iqtisodiyot zamonaviy dunyoda iqtisodiy o'sish va rivojlanishning muhim omillaridan biriga aylangan. Bu iqtisodiy model an'anaviy iqtisodiy faoliyat turlarini raqamli texnologiyalar bilan uyg'unlashtirish orqali ishlab chiqarish, taqsimot va iste'mol tizimlarini tubdan o'zgartirmoqda. Shu nuqtayi nazardan, raqamli iqtisodiyotda soliq tizimlarini takomillashtirish va ularni raqamli muhitga moslashtirish dolzarb masalaga aylangan. Ammo, umumiy raqamli soliq tizimlaridan foydalanish jarayonida bir qator muammolar yuzaga chiqmoqda.

Ushbu muammolarni aniqlash va ularning samarali yechimlarini ishlab chiqish, davlatning soliq siyosatini zamonaviylashtirishda muhim ahamiyatga ega.

3-jadval

Raqamli iqtisodiyotda umumiy raqamli soliq tizimlaridan foydalanish¹

Aniqlangan muammolar	Muammolarga yechimlar
1. Soliq to'lovchilarning raqamli savodxonligining pastligi	Raqamli savodxonlik bo'yicha o'quv dasturlari tashkil etish
2. Raqamli infratuzilmaning yetarli darajada rivojlanmaganligi	Internet qamrovini kengaytirish, texnologik infratuzilmani modernizatsiya qilish
3. Soliq ma'lumotlarini himoya qilishdagi xavfsizlik muammolari	Kiberxavfsizlikni kuchaytirish, zamonaviy shifrlash texnologiyalarini joriy etish
4. Soxta va yashirin raqamli operatsiyalar	Blokcheyn texnologiyasini soliq tizimlariga integratsiya qilish
5. Huquqiy normalarning eskiligi yoki noaniqligi	Raqamli iqtisodiyotga mos soliq qonunchiligini ishlab chiqish
6. Soliq organlari tomonidan axborot tizimlarining yetarli darajada ishlatilmasligi	Soliq organlari uchun axborot texnologiyalari bo'yicha malaka oshirish kurslarini o'tkazish
7. Xalqaro raqamli operatsiyalarning soliqdan qochishi	Xalqaro soliq hamkorligini kuchaytirish va yagona raqamli soliq standartlarini joriy qilish

Raqamli iqtisodiyotda umumiy raqamli soliq tizimlaridan foydalanish mamlakatlar uchun katta imkoniyatlar yaratishi bilan birga, bir qator muammolarni ham keltirib chiqarmoqda. Jadvalda keltirilganidek, raqamli savodxonlikning pastligi, infratuzilmaning yetarli darajada rivojlanmaganligi, kiberxavfsizlikning sustligi va huquqiy me'yorlarning zamonaviy talablarga javob bermasligi bu tizimlarning samarali ishlashiga to'sqinlik qilmoqda. Shu bilan birga, xalqaro raqamli operatsiyalarning nazoratsizligi global miqyosda soliqdan bo'yin tovlash holatlariga olib kelmoqda. Ushbu muammolarni bartaraf etish uchun har tomonlama yondashuv talab etiladi. Jumladan, raqamli savodxonlikni oshirish, internet infratuzilmasini takomillashtirish, blokcheyn va zamonaviy kiberxavfsizlik texnologiyalarini joriy qilish, soliq organlari salohiyatini oshirish va xalqaro hamkorlikni mustahkamlash asosiy yechimlar sirasiga kiradi. Umuman olganda, raqamli soliq tizimlarini muvaffaqiyatli joriy qilish raqamli iqtisodiyotning barqaror rivojlanishini ta'minlashda muhim ahamiyat kasb etadi.

Raqamli soliq tizimlari raqamli iqtisodiyotning ajralmas tarkibiy qismi sifatida davlatlarning fiskal siyosatini samarali yuritishga yordam bermoqda. O'zbekiston bu borada ijobiy siljishlarga erishgan bo'lsa-da, tizimni to'liq samarali qilish uchun texnologik, huquqiy va institutsional islohotlarni yanada chuqurlashtirish zarur. Jahon tajribasini o'rganish va milliy sharoitga moslashtirish orqali mamlakatimizda raqamli soliq tizimining barqaror va shaffof ishlashiga erishish mumkin.

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5-SHO'BA. MAHALLIY TURIZM VA JAMOALARNING RIVOJLANISHI: ICHKI VA MINTAQAVIY IMKONIYATLAR

PROSPECTS FOR THE DEVELOPMENT OF KHAN TOURISM IN THE REPUBLIC OF UZBEKISTAN

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Annotation. The article discusses the prospects for the development of Khan tourism in the Republic of Uzbekistan. The authors analyze the historical, cultural, and socio-economic factors that contributed to the emergence and development of this phenomenon. Special attention is paid to the study of the organization of Khan tourism, its distinctive features and characteristics. The authors explore the main concepts and approaches to defining this phenomenon, as well as consider its impact on the development of the tourism industry and the preservation of cultural heritage. The paper presents the results of an analysis of scientific research and publications on Khan tourism, which allows us to form a comprehensive understanding of this phenomenon and its place in the system of modern tourism. The article is intended for specialists in the field of tourism, cultural studies, history and other humanities, as well as for anyone interested in the development of the tourism industry and the preservation of cultural heritage.

Keywords: *Khans, Khan tourism, organization of tourist activities, theory of tourism, heritage of Uzbekistan.*

Introduction

Tourism is a rapidly growing field of human activity and an undeniable socio-cultural phenomenon of the 20th and 21st centuries. However, due to its relatively young age, its development has taken place mainly through extensive means, i.e., through the expansion of its territory and mass tourism. This process has inevitably led to problems such as limited space and the oversaturation of the market with low-cost, mass-market products that do not require significant investment or effort to promote. However, as tourism continues to evolve, there has been a natural shift from quantity to quality. The market is now filled with more unique, targeted products that cater to individual customer needs. This transition is a natural outcome of the industry's evolution and reflects a shift towards more personalized and tailored experiences.

More intensive development of tourism "in depth" began to occur only in recent decades, which is associated with changing needs of tourists and increased competition in the market of tourist services. Modern tourism has ceased to be exclusively a way of recreation and entertainment [5]. Now tourists themselves create demand for more highly specialized types of tourism. Currently, specialized tours such as bucolic, manor, green, sustainable, farming, gastronomic (including cheese, wine, coffee, tea, etc.), ethnic, artisanal, and many others can be found only in the rural tourist market [6].

In the process of tourist development of natural heritage sites at the beginning of its development, it was enough to simply add the adjective "ecological" to refer to any trips "to nature." Currently, this approach no longer meets the needs of tourists. Therefore, ornithological, zoological, entomological, botanical and similar niche tours appear. At the same time, narrower independent phenomena began to spin off from these areas, for example, orchid tours for lovers of wild orchid blooming (as a kind of flower tourism); weiling is for lovers of observing marine mammals (moreover, due to the peculiarities of the organization, it also distinguishes between northern and southern weiling); butterfly tourism, which includes observing butterflies in their natural habitat,

etc. [1]. The formation of specialized tours also takes place in larger natural areas. This is how conservation tours and landscape tours appear on the market. Among the latter, Arctic tourism is currently booming in Russia. Similarly, the potential for the development of marsh (for example, marsh football), taiga, steppe tourism, etc. can be considered.

The same process is typical for the development of cultural heritage sites. Deeper tourism development contributes to the emergence of literary (book) tourism along the routes of famous works, film tours to the filming locations of famous films, and other forms of tourism. The list of these can be expanded infinitely, including archaeological, anthropological, nostalgic, diasporic, educational, and more. In the practice of tourism development in the political sphere, the following types of tourism have been distinguished: diplomatic, party, parliamentary, electoral, heroic-patriotic, ideological, military, volunteer, judicial, revolutionary, humanitarian, and espionage [2].

Tourists interested in historical and cultural tourism, such as historians, cultural scientists, travel enthusiasts, students, and schoolchildren who are looking for an authentic experience should pay attention to the traditions and history of nomadic peoples. For this category of tourists, as an additional marketing strategy to distinguish the brand from its competitors in the modern tourism market, there are "Khan tours" programs available. A scientific understanding of this phenomenon can be found in [7], where the potential of Uzbekistan's Khanate heritage is highlighted as a striking example of its development.

Methods

The research focuses on the phenomenon of Khan tourism, a specific direction within the tourism industry that aims to study and promote the cultural heritage of Turkic and Mongolian nomadic peoples.

The study area includes the territories historically linked to the culture and rule of the khans in Uzbekistan, where historical sites, archaeological remains, and ethnic traditions associated with their legacy have been preserved.

Research methods include:

The dialectical approach is to consider the process of the origin and development of Khan tourism from the point of view of internal contradictions and interactions between various factors and trends, such as globalization, tourism development and the preservation of cultural heritage. This method allows us to identify patterns and trends in the development of Khan tourism, as well as to determine its place and role in the system of modern tourism.

Historical and cultural analysis is the study of historical and cultural factors contributing to the origin and development of Khan tourism.

Comparative analysis is a comparison of different approaches and concepts related to the definition and characterization of Khan tourism.

Analysis of scientific publications and research – a review and systematization of existing scientific papers on Khan tourism and related fields.

Results

Khan is a title that was used by the Turkic and Mongol peoples to designate rulers, chieftains, or military leaders [13]. The term "khan" comes from an ancient Turkic word meaning "ruler" or "leader". The Khans played a key role in the political, military and social life of the nomadic peoples of Eurasia [12]. They led tribes, united nomadic peoples under their rule, and created large state formations such as the Golden Horde, the Kazan Khanate, the Crimean Khanate, and others [14].

The khans, as rulers, appeared in the early Middle Ages and continued to play a significant role until modern times [10]. They had the greatest influence during the period from the 12th to 18th centuries, when nomadic empires and khanates dominated the vast expanses of Eurasia, especially the Great Steppe [7].

In the 21st century, the legacy of the khans continues to attract the attention of historians, archaeologists, and tourists. Many places associated with their life and activities have become objects of cultural and historical tourism. In this context, the khanate heritage of Uzbekistan becomes extremely important.

In broad terms, the Uzbek khans were the state formations of historical Turan or Turkestan, which included the modern territories of Uzbekistan, Tajikistan, Turkmenistan, Kyrgyzstan, southern Kazakhstan, southern and eastern Turkestan.

However, among the most significant places for the development of Khan tourism within the state borders of modern Uzbekistan, the Bukhara, Khiva and Kokand khanates stand out especially vividly.

1. Bukhara Khanate – Established in 1500 by the Sheibanid dynasty, originally Samarkand was the capital. However, in 1533 the capital was moved to Bukhara.

2. Khiva Khanate – Originally the capital was the city of Urgench (Gurganj), but in 1598 the Amu Darya River was moved to Khiva.

3. The Kokand Khanate was founded in 1709 by Shahrukh Bey of the Uzbek Ming tribe as a small domain nominally dependent on the Bukhara Khanate. In 1732, Kokand became the center of the possessions of the Ming dynasty, and since 1740 — the capital of the khanate.

Many of these sites are included in the UNESCO World Heritage List, which underlines their global importance and enhances the potential for the development of Khan tourism.

In this context, it becomes relevant to identify and conceptualize new, highly specialized (niche) types of tourism focused on specific and historical phenomena.

Khan tourism is a type of specialized tourism that arises from the political development of society. It focuses on visiting places associated with the history and culture of Turkic-Mongol nomadic rulers, such as khans [7]. This includes exploring historical monuments, archaeological sites, traditional customs and ethnic traditions, as well as natural sites that were significant for the formation of nomadic civilization. The main goal of Khan tourism is to provide tourists with an experience of the atmosphere and way of life from that period. Unlike mass cultural tourism, this type of tourism involves creating an immersive experience where the visitor becomes a direct participant in history. This can be achieved through the use of various animation tools that engage all senses of the tourist. The main sensory organs that can be used in organizing Khan tourism include:

Vision: Visual elements such as historical costumes, decorations, and lighting effects help create an atmosphere and convey information.

Hearing: sounds, music, and character speech all contribute to immersion in the atmosphere and enhance the emotional impact.

Sense of smell: Scents associated with a particular time or place can enhance the impression and make the experience more memorable.

Taste: Tasting dishes specific to a particular era or region allows tourists to better understand the culture and traditions.

Touch: tactile sensations from contact with objects, costumes or decorations help to create a more complete impression and involve the tourist in the action.

It is evident that "Khan Tourism" is centered around exploring the tangible and intangible legacy of the Khanates. However, in contrast to the broader notion of "Cultural Tourism," "Khan Tourism" concentrates exclusively on the era of Khanate existence and associated phenomena. This allows for the creation of more specialized itineraries and programs designed to provide a profound immersion into a particular historical and cultural setting, including through the development of animated programs [3].

Several factors determine the relevance and prospects for the development of "khan tourism":

- Increasing interest in regional history: There is a growing trend towards a more in-depth study of local and regional history, including the history of khanates that once existed in a particular area [9].

- Increased interest in ethnic tourism: Many khanates were founded on the basis of local ethnic characteristics. Studying their history and culture helps to better understand the origins and traditions of these people, which in turn leads to a better definition of their identity when exploring the ethnosphere as a tourist [4].

- Development of infrastructure and accessibility in individual regions [11]. Improved transport accessibility and development of tourist infrastructure in areas where historical khanates are located make them more appealing to tourists.

- Popularization of the history of the khanates through media. Feature films, TV series, and documentary projects about the history of khanates increase public awareness and interest in this topic [8].

- Tourists' desire to become active participants in creating a tourist product [3]. To move from being a passive viewer or listener to taking active actions, where the result largely depends on the individual tourist.

Currently, some elements of Khan tourism can be found in regions with historical heritage from the khanates. However, fully-fledged tours that are comprehensively designed and structured and can provide the desired level of immersion are still rare.

The potential of Khan's tourism can be realized through visits to historical sites, such as ruins of ancient cities, palaces, mosques, mausoleums, and other architectural monuments that are related to the history of the khanates. Visiting museums and exhibitions is an important component of this tourism, as they present expositions dedicated to the history, culture, and art of the khanates.

Cultural events, such as festivals, reenactments, and master classes in traditional crafts, are also an integral part of the experience. These events allow tourists to feel the spirit of the time and immerse themselves in the culture of the khanate. Additionally, tourists can learn about oral folk art by listening to epics, legends, and songs that reflect the history and worldview of those who inhabited the area.

Gastronomic tourism also plays a significant role in Khan's tourism. Tourists can discover the traditional cuisine of the people who lived in the khanates and experience the history through their taste sensations.

Conclusions

Despite the enormous potential, the development of khan tourism faces a number of significant challenges. One major obstacle is the inadequate preservation of historical sites, many of which are in a poor state and require immediate repair. Another issue is the underdeveloped tourism infrastructure in certain areas where historical khanates existed, making it difficult for visitors to access these unique locations and creating inconvenience for tourists.

In order for Khan Tourism to be established as a fully-fledged and popular destination that offers tourists a unique experience, several important aspects must be taken into consideration when organizing it.

Of utmost importance is the creation of comprehensive tourist routes that include visits to historical sites, museums, participation in cultural events, and an opportunity to learn about the traditions and customs of the people who lived in the khanates. The route should be logically structured with a clear historical background and connect individual sites into a unified whole.

It is essential to design interactive programs and activities, such as workshops on traditional handicrafts, participation in folklore performances and rituals, sampling of traditional dishes, and visits to authentic workshops and crafts centers. Tourists should not only observe but actively participate in these activities in order to become part of the historical experience. It is essential to actively utilize modern technologies to create an immersive experience, particularly through the use of virtual reality, to recreate historical events, develop interactive maps and guides, and create mobile applications that offer information about the history and culture of the khanates.

To achieve maximum authenticity, it is crucial to create a themed atmosphere, where hotels, restaurants, and other tourist facilities are decorated in a manner consistent with the era of the khanates and staff wear historical costumes.

An important aspect of developing Khanate tourism is through the implementation of educational programs that increase knowledge about the region's history and culture. It is essential to develop specialized programs and excursions for schools and universities that will foster interest in the Khanate's past among younger generations.

Uzbekistan has a unique potential for the development of tourism, especially Khan tourism.

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BUXORO VILOYATIDA ICHKI TURIZMNI RIVOJLANTIRISH MEXANIZMLARINING ZAMOSONAVIY TENDENSIYALARI VA MODELLARI

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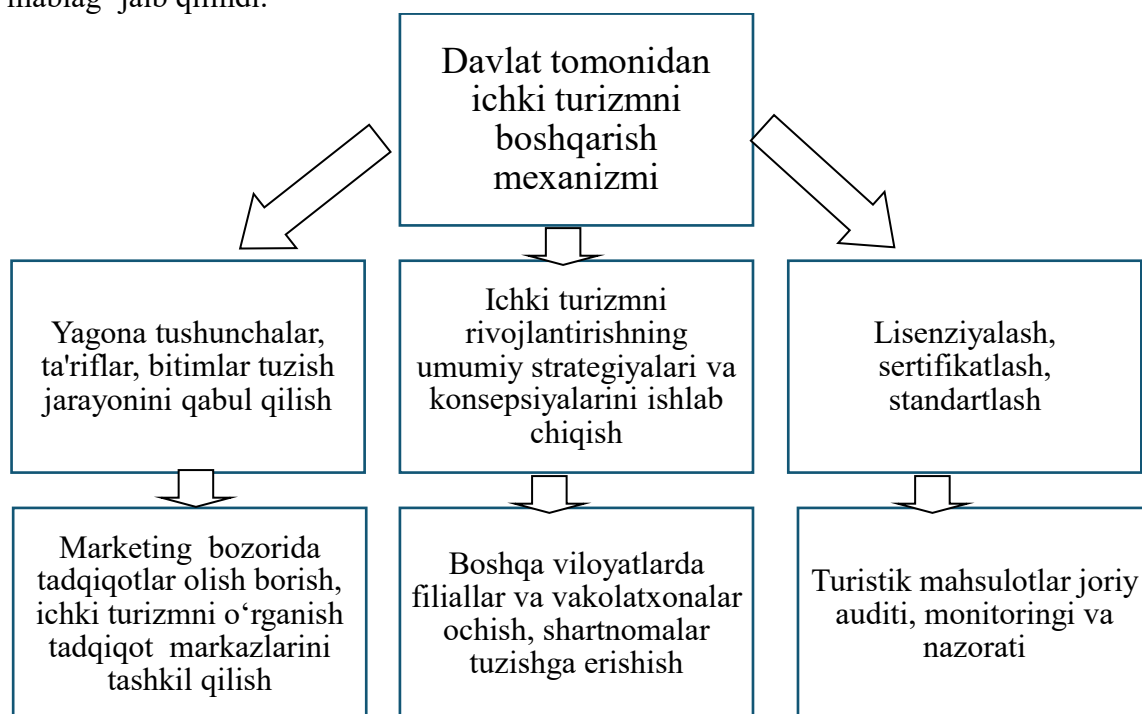
Buxoro viloyati ichki turizmini rivojlantirish borasida Hukumat va mahalliy tadbirkorlar hamda mahalliy boshqaruv organlari tomonidan bir qator asosli rejalar amalga oshirib kelinmoqda.

Jumladan, Hukumatning “O‘zbekiston bo‘ylab sayohat qil!” dasturiga asoslangan holda viloyat va respublika miqyosida “Buxoro bo‘ylab sayohat qil!” dasturini ishlab chiqdi va tizimli ravishda amalga oshirish kelmoqda.

2018-yilda O‘zbekiston Respublikasi Prezidenti tomonidan birinchi marta «O‘zbekiston bo‘ylab sayohat qil!» ichki turizmni rivojlantirish Dasturi tasdiqlandi. Ushbu Dastur doirasida ichki turizmni rivojlantirishga qaratilgan 77 chora tadbirlar ko‘zda tutilgan. Dasturni amalga oshirishga mas’ul sifatida 20 dan ortiq vazirlik va idoralar belgilab olingan. O‘zbekiston bo‘ylab sayohatlarni tizimli tashkil qilish uchun O‘zbekiston Yoshlar Ittifoqi, O‘zbekiston xotin qizlar Qo‘mitasi, O‘zbekiston Kasaba tashkilotlari federatsiyasi Uyushmasi, Mahalla jamg‘armasi, Nuroniy jamg‘armasi, Qoraqalpog‘iston Respublikasi Vazirlar Kengashi va viloyatlar hokimliklari tomonidan yoshlar, nafaqadagi odamlar, ishchi xodimlar va mahalla fuqarolari sayohatlarini tashkil qilish rejalari ishlab chiqilgan va tasdiqlangan.

Ushbu maqsadlarda qator jamoat tashkilotlari huzurida O‘zbekiston bo‘ylab sayohatlarni tashkil qilishga ixtisoslashgan alohida tizimlar tashkil qilingan. Xususan, Xotin qizlar Qo‘mitasi huzurida “Nafistravel” MCHJ, Nuroniy jamg‘armasi qoshida “Nuroniysayyoh” MCHJlar tashkil qilindi. Yoshlar sayohatlarini tashkil qilishga alohida e’tibor qaratildi. Vatanparvarlik hissini kuchaytirish maqsadida 5500 dan ortiq yoshlar uchun yirik kombinatlar, zavodlar, ishlab chiqarish korxonalari, erkin iqtisodiy zonalarga, jami bo‘lib 700 dan ortiq obyektlarga sanoat turlari tashkil qilindi. Aholi orasida ichki turizmni keng targ‘ib qilish maqsadida mamlakat bo‘ylab ichki turizm qatnashishga chorlaydigan 800dan ortiq bannerlar o‘rnatildi.

Shu bilan birga, qishki mavsumda, ya’ni 2017-yil 20-noyabrdan 2018-yil 31-dekabrga qadar viloyatning 13 ta hududi (shahar va tumanlar)dan jami 50 mingga yaqin Buxoro viloyatiga, boshqa viloyatlarga 65 mingdan ortiq aholi sayohatga chiqqan bo‘lib, viloyat iqtisodiga 21,2 mlrd.so‘mdan ko‘proq mablag‘ jalb qilindi.



1-rasm. Hukumat darajasida ichki turizmni rivojlantirish mexanizmi¹

Yuqorida keltirilgan rasmga ko‘ra, davlat tomonidan turizm faoliyati, xususan, ichki turizmni rivojlantirish mexanizmining bir ko‘rinishi xolos. Shunday bo‘lsada, ichki turizmni rivojlantirishning tashkiliy mexanizmi sifatida ko‘rib chiqishimiz mumkin bo‘ladi. Turizm faoliyatini tartib solish masalalari yaxshi yo‘lga qo‘yilgan bo‘lishiga qaramasdan, ichki turizm yo‘nalishida marketing tadqiqotlarini olib borish, boshqa viloyatlarda filiallarini ochish, tadqiqot

¹Taygibova T. T. Jurnal Molodoy uchenyy. 2012. №1 [32].

markazlarini tashkil qilish ishlari katta islohotlarni talab qiladi. Tadqiqotlar mobaynida shuni guvohi bo'ldikki, ichki turizm bo'yicha mamlakatimizda ilmiy ishlar deyarli amalga oshirilmagan. Bu esa o'z navbatida qilinishi kerak bo'lgan ishlar hali ko'pligini anglatadi. Ichki turizmni rivojlantirishga yo'naltirilgan Yo'l xaritasi mavjud, ammo zarur bo'lgan barcha jihatlar qamrab olinmagan. Ushbu yo'nalishda uzoq muddatli strategiyalar va konsepsiyalar esa qayta tahlilga muhtojligi ko'rinib turibdi.

Ichki turizmni jadal rivojlantirish to'g'risida 7-fevralda qabul qilingan PQ-3514-sonli qarorda belgilangan yengilliklar, xodimlarni sayohatga chiqishi xarajatlarini soliq solish bazasidan kamaytirilishi bu borada yangi imkoniyatlarni yaratdi. Shunga ko'ra, aholini Respublika hududlaridan Buxoroga va Buxorodan boshqa viloyatlarga sayohatini tashkil qilish grafiklari tasdiqlanib, amalga oshirilmoqda.

Ichki turizm yo'nalishida Buxoroga keluvchi sayyohlar soni (mustaqil ravishda sayohatga chiquvchilar bilan birga) 2,2 mln.dan oshdi.

Buxoroning yangilangan turistik xaritasi (komplekti) ishlab chiqilib, 20 000 nusxada chop etildi. Hozirda ushbu xaritalar info kiosklarning barchasida mavjud.

Buxoro shahrining qadimiy qismida 32 ta joyda yo'l belgilari, 10 dan ortiq joyda Wi-Fi xizmati o'rnatish, 6 ta joyda qahva, muzqaymoq va salqin ichimliklar sotish shaxobchalari va 5 ta axborot markazlari tashkil etish (Infotsentr) loyihalari yakuniga yetkazilib, bugungi kunda ushbu axborot markazlari faoliyat yuritmoqda.

Turistlarga qulay sharoitlar yaratish bo'yicha Buxoro shahrining qadimiy qismiga yo'naltiruvchi Naqshband ko'chasida "Shoxrud" anhuri, "Ark" qo'rg'oni bo'ylab va "Poyi kalon" majmuasi yon tomonlarida qator ishlar amalga oshirildi.

Shaharning tarixiy qismida oqava suvlarning to'planib qolmasligi uchun yangidan kanalizatsiya tarmog'i o'tkazilib, yo'llar kengaytirildi, asfalt yotqizildi, alohida piyodalar yo'lakchasi tashkil etilib, tungi yoritish chiroqlari, o'rindiqlar va chiqindi qutilari o'rnatildi, non mahsulotlari sotish pavilyoni ishga tushirildi.

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ROMITAN VA KOGON TUMANLARINING TURIZM SALOHIYATINI OSHIRISHGA QARATILGAN ILMIY-TADQIQOTLARNING MAVZULARINI SHAKLLANTIRISH YO'NALISHLARI

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O'zbekiston Respublikasi Prezidentining 2023-yil 26-apreldagi 135-sonli Qaroriga muvofiq, Buxoro davlat universitetiga Buxoro viloyatining Romitan va Kogon tumanlarining turizm salohiyatini oshirish vazifasi yuklatilgan.

So'nggi yillarda O'zbekiston Respublikasi turizm sohasini kompleks rivojlantirishga alohida e'tibor qaratib kelmoqda. Xususan, davlatimiz rahbari tomonidan qabul qilingan 2022–2026 yillarga mo'ljallangan Yangi O'zbekiston taraqqiyot strategiyasida turizm iqtisodiyotning ustuvor yo'nalishlaridan biri sifatida belgilangan. Mamlakatda sayyohlik infratuzilmasini takomillashtirish, ichki va xalqaro turizmni rag'batlantirish, zamonaviy turizm mahsulotlarini shakllantirish hamda mintaqaviy salohiyatni ochish orqali hududiy rivojlanish maqsad qilingan.

Shu nuqtai nazardan, Buxoro viloyatining Romitan va Kogon tumanlari alohida e'tiborga loyiq hududlar hisoblanadi. Bu tumanlar tarixiy obidalari, ziyoratgohlari, milliy oshxonasi va an'anaviy hayot tarzi bilan sayyohlar uchun muhim manzil bo'la oladi. Ammo ushbu boy turizm salohiyatini amalda to'liq ro'yobga chiqarish, uni ichki turizm mahsuloti sifatida shakllantirish va zamonaviy usullarda targ'ib qilish hali ham dolzarb vazifa bo'lib qolmoqda.

Mazkur ilmiy-amaliy loyihalar ana shu ehtiyoj va imkoniyatlardan kelib chiqib ishlab chiqilgan bo'lib, quyidagi yo'nalishlarni qamrab oladi:

- Kichik va o'rta biznes orqali mehmonxona va homestay xizmatlarini rivojlantirish;
- Kogon shahrining tarixiy obidalarini xalqaro va ichki turizm orqali targ'ib qilish;
- Ijtimoiy tarmoqlar yordamida yoshlar turizmini rivojlantirish;
- Mahalliy gastronomiyani turizm mahsuloti sifatida shakllantirish;
- Romitan va Kogon tumanlarining ziyoratgohlar salohiyatini ichki turizmga ilgari surish.

Kichik va o'rta biznes orqali Kogon va Romitan tumanida mehmonxona va homestay xizmatlarini rivojlantirish¹:

Turizm infratuzilmasining kengayishi – Kogon va Romitan tumanlarida zamonaviy, ammo mahalliy koloritni saqlagan turar joylarga ehtiyoj ortib bormoqda. Bu esa yangi mehmonxonalar va homestaylar ochishga asos bo'ladi.

Mahalliy aholi bandligini ta'minlash – Homestay xizmatlarini rivojlantirish orqali mahalliy aholining daromad manbai kengayadi, ayniqsa ayollar va yoshlar uchun ish o'rinlari yaratiladi.

Kichik va o'rta biznesni qo'llab-quvvatlash – Loyiha tadbirkorlik subyektlarini jalb qilish, ularning faoliyatini moliyaviy va tashkiliy jihatdan rivojlantirish orqali mintaqada kichik biznesning o'sishiga xizmat qiladi.

Mahalliy madaniyat va an'analarni saqlash – Homestay xizmatlari orqali sayyohlar to'g'ridan-to'g'ri mahalliy hayot tarzini kuzatish va unda ishtirok etish imkoniyatiga ega bo'ladi. Bu esa madaniy merosni asrash va uni turizm orqali ommalashtirishga yordam beradi.

Barqaror turizmni rivojlantirish – Mahalliy resurslardan samarali foydalanish va ekologik barqarorlik tamoyillariga asoslangan xizmatlar hududning turistik jozibasini oshiradi va uzoq muddatli foyda keltiradi.

Loyiha doirasida mehmonxonalar, homestay uylari, ovqatlanish maskanlari va boshqa yordamchi xizmatlar rivojlanishi orqali mahalliy aholiga doimiy ish o'rinlari taqdim etiladi. Bu, ayniqsa, ishsizlik darajasi yuqori bo'lgan qishloq hududlari uchun nihoyatda dolzarbdir. Shuningdek homestay xizmatlari orqali sayyohlar an'anaviy mehmonxonaga muqobil, iqtisodiy jihatdan arzonroq, ammo madaniy jihatdan boy va noyob yashash imkoniyatiga ega bo'ladi. Bu esa sayyohlar oqimini ko'paytiradi. Turizm klasterlarini shakllantirish imkoniyatlari ham kengayadi. Xususi sektor ishtirokida turizm bilan bog'liq xizmatlar (gidlar, transport, ovqatlanish, hunarmandchilik) tizimli ravishda rivojlanadi va mintaqaviy turizm klasterlari tashkil etiladi.

Kogon shahrining tarixiy obidalarini xalqaro va ichki turizm orqali jalb etish konsepsiyasi²:

O'zbekistonning boy tarixiy merosi va madaniy obidalari bugungi kunda xalqaro turizm sohasida muhim omillardan biri hisoblanadi. Kogon shahri Buxoro viloyatida joylashgan bo'lib, u o'zining tarixiy-geografik ahamiyati, temiryo'l markazi sifatidagi roli va atrofidagi madaniy obidalar bilan alohida e'tiborga loyiqdir. Biroq, mavjud tarixiy obidalar hali to'liq o'rganilmagan,

¹ "2022–2026 yillarga mo'ljallangan Yangi O'zbekistonning taraqqiyot strategiyasi" (2022-yil 28-yanvar, PF–60-son). ijrosini ta'minlash maqsadida tuzilgan.

² ICOMOS (International Council on Monuments and Sites) – tarixiy obidalarni saqlash va turizmga integratsiya qilish bo'yicha tavsiyalar.

targ'ib qilinmagan yoki turizm sohasi uchun yetarlicha infratuzilma bilan ta'minlanmagan. Mazkur loyiha dolzarb bo'lishiga quyidagi omillar sabab bo'ladi:

Sayyohlar e'tiborini yangi hududlarga yo'naltirish zarurati- Buxoro shahri turizm markazi sifatida tanilgan, ammo unga yaqin bo'lgan Kogon shahrining imkoniyatlari hali yetarli darajada foydalanilmayapti. Bu loyiha orqali turistik oqimni diversifikatsiya qilish mumkin.

Tarixiy merosni asrash va ommalashtirish-Kogonda joylashgan tarixiy obidalarni restavratsiya qilish, ularni ichki va xalqaro sayyohlar uchun ochish orqali milliy qadriyatlar targ'ib qilinadi va asrab qolish choralari ko'riladi.

Hududiy turizm strategiyasining talablariga javob berishi - O'zbekistonning har bir hududida turizm klasterlarini rivojlantirish strategiyasi doirasida Kogon shahrining tarixiy boyliklarini turizm resursi sifatida qayta ochish – dolzarb vazifa hisoblanadi.

Mazkur loyiha real hayotda quyidagi amaliy foydalarni beradi. Kogonning tarixiy obidalari asosida maxsus ekskursiya marshrutlari, tematik turlar va madaniy tadbirlar tashkil etilishi mumkin. Bu sayyohlar uchun yangi tajriba bo'lib xizmat qiladi. Sayyohlar oqimi ortishi bilan mehmonxona, ovqatlanish, transport, gidlik, hunarmandchilik kabi xizmatlar rivojlanadi. Bu esa mahalliy aholining daromadini oshiradi. Turizm bilan bog'liq kichik bizneslar – kafe, do'kon, sayyohlik agentliklari, madaniy xizmatlar uchun yangi imkoniyatlar paydo bo'ladi. Sayyohlik uchun zaruriy yo'llar, axborot belgilar, turistik markazlar, tualet va yoritish tizimlari modernizatsiya qilinadi, bu esa umumiy shahar infratuzilmasiga ham ijobiy ta'sir ko'rsatadi. Kogonning tarixiy obidalari xorijiy sayyohlarga tanishtirilsa, shahar xalqaro miqyosda tanilishi va O'zbekistonning turizm xaritasida alohida o'rin egallashi mumkin. Tarixiy joylarda milliy festivallar, xalq san'ati ko'rgazmalari va madaniy marosimlar tashkil etish orqali ichki turizm faoliyati jonlanadi.

Kogon va Romitan tumanlarida yoshlar turizmini rivojlantirish bo'yicha ijtimoiy tarmoq kompaniyasi loyihasi¹:

Kogon va Romitan tumanlari Buxoro viloyatining boy madaniy-tarixiy va tabiiy salohiyatga ega hududlaridan bo'lib, u yerda yoshlar turizmini rivojlantirish uchun katta imkoniyatlar mavjud. Ammo bu imkoniyatlar hali yetarli darajada ommalashtirilmagan. Shu sababli, ijtimoiy tarmoq kompaniyasi orqali yoshlar turizmini rag'batlantirish loyihasi hozirgi sharoitda nihoyatda dolzarb hisoblanadi.

Ijtimoiy tarmoqlar orqali mahalliy tarixiy joylar, tabiiy go'shalar, madaniy tadbirlar, milliy ovqatlar va urf-odatlar yoshlar uslubida taqdim etiladi. Bu esa ularning e'tiborini jalb qiladi va mahalliy turizmga qiziqishni oshiradi. O'yihaga yosh blogerlar, fotograf va videomontajchilarni jalb qilish orqali hududiy SMM (ijtimoiy media marketing) infratuzilmasi rivojlanadi. Turizm yo'nalishida faol bo'lgan yoshlar uchun yangi ish o'rinlari – gidlik, marketologlik, kontent yaratuvchilik, SMM mutaxassisligi bo'yicha sharoitlar yaratiladi. O'shlar o'zlari yashayotgan hududni targ'ib qilish orqali faollik va vatanparvarlik hissini kuchaytiradi, shuningdek zamonaviy texnologiyalardan foydalangan holda kreativ fikr yuritishni o'rganadi.

Mahalliy gastronomiyani ichki turizm mahsuloti sifatida rivojlantirish: Romitan va Kogon misolida²:

Bugungi kunda gastronomik turizm (ovqatlanish madaniyatiga asoslangan turizm) global turizm sanoatida eng jadal rivojlanayotgan yo'nalishlardan biridir. Turistlar nafaqat tarixiy va tabiiy obidalarni ko'rishni, balki mahalliy taomlarni tatib ko'rish va milliy oshxona bilan bevosita tanishishni ham istaydilar. Shu nuqtai nazardan, O'zbekistonning boy gastronomik merosi – bu ichki turizmni rivojlantirishda ulkan imkoniyat hisoblanadi. Romitan va Kogon tumanlari Buxoro viloyatining o'ziga xos madaniyati, urf-odatlari va oshxona an'analari bilan ajralib turadi. Ammo bu hududlarda gastronomik turizm hali to'laqonli rivojlanmagan, uning mahsulot sifatida shakllanishi va ichki bozorda ilgari surilishi dolzarb masala bo'lib qolmoqda.

¹ OECD – Promoting Youth Involvement in Tourism, 2019, HubSpot Blog, SproutSocial va Hootsuite – yoshlar auditoriyasiga mo'ljallangan ijtimoiy media strategiyalari bo'yicha materiallaridan olingan ma'lumotlar

²UNWTO (World Tourism Organization) – Gastronomy Tourism Global Report, 2020., Slow Food International – Food Tourism and Local Development (2021).

Mahalliy taomlar asosida "Gastro-tour" formatidagi ekskursiyalar, taom tayyorlash bo'yicha master-klasslar va pazandachilik festivallarini o'tkazish orqali yangi turizm mahsulotlari yaratiladi. Mahalliy oshpazlar, oilaviy restoranlar, nonvoyxonalar va qandolat sexlari uchun keng imkoniyatlar ochiladi. Bu esa yangi ish o'rinlari va mahalliy iqtisodiyotga ijobiy ta'sir beradi. Romitan va Kogon tumanlarining ma'lum taomlari va ularning tayyorlanish usullari turistlar orasida mashhurlik qozonsa, bu hududlar o'ziga xos gastronomik yo'nalish sifatida taniladi. Loyiha orqali mahalliy mahsulotlarni targ'ib qilish, ekologik toza va o'ziga xos lazzatli ovqatlar tayyorlash an'anasini saqlab qolish mumkin.

Romitan va Kogon tumanlarining ziyoratgohlar salohiyatini ichki turizmga targ'ib qilish yo'nalishlari¹:

O'zbekistonning boy diniy va ma'naviy merosi ichki turizmni rivojlantirishda muhim omillardan biri hisoblanadi. Ziyorat turizmi (pilikrim turizmi) nafaqat diniy ibodat, balki madaniy-ma'naviy qadriyatlarni chuqur anglash, tarixiy xotirani jonlantirish va milliy o'zlikni mustahkamlash vositasidir. Shu jihatdan, Romitan va Kogon tumanlarida joylashgan tarixiy ziyoratgohlar – masjidlar, maqbaralar, xonaqohlar va avliyo qadamjolari ichki turizm uchun katta salohiyatga ega.

Romitan va Kogon tumanlari ziyoratgohlar orqali milliy tarix sahnalarini eslatib turadigan noyob maskanlar bo'lib, ularning targ'iboti orqali mahalliy madaniy meros jonlanadi. Ziyorat joylari bo'yicha yo'nalishlar, ekskursiya marshrutlari va diniy-ma'naviy tematik turlar ishlab chiqiladi. Bu esa oilaviy sayohatlar, diniy maktablar va talabalarning tashrifini faollashtiradi. Ziyoratgohlarga olib boruvchi yo'llar, tozalash tizimi, yoritish, dam olish maskanlari, ibodat zonalar va savdo nuqtalarini barpo etish mahalliy infratuzilmani rivojlantirishga turtki beradi. Romitan va Kogon tumanlarida joylashgan maqbaralar va muqaddas qadamjolar ommaviy tarzda targ'ib qilinsa, bu hududlar diniy-ma'naviy turizm xaritasida mustahkam o'rin egallaydi.

Kogon va Romitan tumanlarida turizmni kompleks rivojlantirish natijalari:

Har bir loyiha turizmning muayyan turi (gastronomik, ziyorat, yoshlar, madaniy, oilaviy) asosida yangi mahsulot va xizmatlar majmuasini taklif etadi. Bu esa mahalliy turizmni mavsumiy emas, balki doimiy faoliyat yurituvchi iqtisodiy tarmoqqa aylantiradi.

Mehmonxona va homestaylar, ovqatlanish shoxobchalari, hunarmandchilik, gidlik, transport xizmati kabi sohalarda kichik va o'rta biznes subyektlari faol ishtirok eta boshlaydi. Bu orqali ish o'rinlari yaratiladi, aholining daromadi oshadi, mahalliy iqtisodiyot jonlanadi.

Ijtimoiy tarmoqlar orqali yoshlar turizmini rivojlantirish nafaqat yangi auditoriyani jalb etadi, balki mahalliy yoshlar va ayollarning turizmga ishtirokini kuchaytiradi. Bu ijtimoiy inklyuziya va faollikni oshiradi.

Tarixiy obidalar, ziyoratgohlar, an'anaviy oshxona va urf-odatlar turizm orqali ommalashtiriladi, bu esa madaniy identiklikni asrash va yosh avlodga yetkazishda muhim vosita bo'ladi.

Raqamli marketing, SMM, festivallar, tematik turlar orqali Kogon va Romitan tumanlari ichki va xalqaro turizm xaritasida o'z o'rniga ega bo'ladi. Bu esa turistik brend yaratish va investitsiyalarni jalb qilish imkoniyatini oshiradi.

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THE ROLE OF NOSTALGIA TOURISM IN SHAPING SELF-IDENTITY: A CASE STUDY OF THE FERGANA VALLEY

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Abstract: *in this article, you will find information about the concept of self-identity, nostalgia, and its connection with tourism. Additionally, the paper explores the role of nostalgia tourism in the Fergana Valley and presents recommendations for its further development.*

Key words: *Uzbekistan, Fergana valley, self-identity, nostalgia, ancestral memory.*

Introduction

Nostalgia has long been an integral part of the concepts of tourism and heritage. However, just like the concepts of tourism and heritage, understandings of the meaning of nostalgia and how it influences travelers' motivations have evolved over time. Importantly, the concept of nostalgia has always been closely linked with travel and tourism (Anna Earl & C. Michael Hall, 2023).

The linguistic interpretation of nostalgia was first introduced by Hofer in 1688, who used the German-Swiss term «Heimweh,» which translates to «homesickness» in English. In French, the term «maladie du pays» means “disease of the homeland.” In Greek, «nostos» means returning home, while «algos» signifies pain or suffering. The word «nostalgia» first emerged in Western countries and can be translated into Uzbek as “qömsash” or “sog‘inish,” meaning longing or yearning.

The act of traveling to a destination or site out of a feeling of longing or emotional attachment has given rise to a new form of tourism. In Western countries, this type of tourism has been clearly defined and is referred to as “nostalgic tourism.” This form of tourism typically involves travel to places connected to one's ethnic or cultural roots (Asadova, A. O. 2021).

Nostalgia tourism is a type of travel motivated by the desire to recall memories of the past, childhood, and youth. It is primarily rooted in individuals' personal histories or cultural nostalgia. This form of tourism is not merely a journey, but a meaningful way to reconnect with one's own history and establish a connection with the past.

Methods

Today, the desire to relive past experiences is often explained through nostalgic emotions. This process may be related to migration or the pursuit of new experiences. While mobility and spatial change can evoke a sense of freedom, nostalgia brings to mind emotions and memories that have been lost in the past. Furthermore, nostalgia does not only involve seeing antique items or cultural monuments but also represents a yearning to remember events from earlier times. Nostalgic tourism can also resemble ethnic tourism. For example, people may show interest in visiting the places

where their parents, grandparents, or ancestors lived, or seek to meet with relatives — this is true nostalgia.

This phenomenon emerged during historical events, particularly after World War II, when many people were displaced from their homelands, sent to other regions or countries for military service or work. Today, the growth of nostalgic tourism not only offers individuals a travel opportunity but also stimulates the development of local tourism services. L. I. Egorenkova also describes nostalgic tourism as the act of visiting places where individuals were born, raised, spent their childhood, or that are otherwise tied to their origins (Egorenkova, L. I. 2019).

Nostalgia tourism offers the opportunity to travel into the past, either physically or symbolically. Restorative nostalgia involves an attempt to remember the past exactly as it was. For example, a person returning to their homeland may reunite with old classmates or recall childhood memories. Symbolic nostalgia, on the other hand, is expressed through visits to lost or preserved historical sites. These processes help individuals recall personal or collective cultural memories.

In nostalgia tourism, people often return to cities or villages where they grew up, visiting old schools, homes, and cherished places. For instance, nostalgia heritage tourism is tied to historical events and sociocultural contexts, which can influence tourists' experiences as well as heritage tourism institutions.

Results

Nostalgia is also connected with cultural tourism, as it carries a historical dimension (Russell, D. W., 2008). Nostalgic travelers represent a distinct audience driven by the desire for self-understanding, which contributes to the positive impact of the individual nostalgic experience (Batcho, K. I., 2013).

Researchers identify two main types of nostalgic travelers:

The first. True nostalgic travelers – These travelers seek to return to places tied to their cultural past and relive personal experiences from earlier times. In this case, nostalgia manifests as a «sentimental or bittersweet longing for the past» (Baker, S. M., & Kennedy, P. F., 1994).

The second. Historical nostalgic travelers – These travelers experience nostalgia by visiting places they have never been to before, influenced by their knowledge of cultural and historical contexts—gained through films, books, or stories (Smith, M., & Campbell, G., 2017). Furthermore, nostalgia tourism is also carried out with the aim of reviving family or ancestral memories, a phenomenon recognized as «ancestral tourism» or «genealogical tourism» (Higginbotham, G., 2012).

In nostalgia tourism, nostalgia plays a significant role in shaping the tourist's personal identity and their connection to the travel destination. The unique experiential value of the destination can influence a tourist's intention to revisit it in the future. This process helps to form meaningful tourism experiences and affects how travelers internalize their nostalgic journeys (Schindler, R. M., & Holbrook, M. B., 2003).

The significance of developing nostalgia tourism lies in enabling individuals to travel to their roots and in supporting the growth of personalized and family-based tourism services. In past centuries, due to various trials, conflicts, hardships, repression, and wars, many people in our country were forced to leave their homelands and settle in other regions. Their descendants continue to live in those areas to this day. Many individuals dream of visiting the lands where their ancestors once lived or where they spent their childhood. The growth of nostalgia tourism creates opportunities for such individuals, ensuring safe and purposeful travel experiences, and encouraging travel companies to develop specialized tour packages that cater to these specific emotional and historical needs.

Following the war, over 1 million people in our country lost their homes, among whom 200,000 were children. More than 1.5 million citizens from our country were mobilized for war. During those years, a significant number of our compatriots were relocated to other countries, forcing them to leave their homelands.

During the Second World War, many of our fellow citizens were displaced and left their homeland, with most never returning. The consequences of the war were not only due to the lack

of international cooperation but also a result of the socio-economic disparities and conflicts of that era (Asadova, A. O., 2021).

Since independence, many compatriots still have not returned to their homeland, which calls for the development of targeted programs in the field of nostalgia tourism. Through such programs, favorable conditions can be created for those who wish to visit the lands of their ancestors.

An analysis of the age composition of tourists visiting our country in 2023 reveals that the majority were in the 31–55 age group. This suggests that in regions of our Republic with historical value and potential for developing passive tourism, new types of tourism—especially nostalgia tourism—can be successfully introduced.

The development of nostalgia tourism under such circumstances not only stimulates the growth of tourism infrastructure but also contributes to the improvement of international relations. The objects of this type of tourism are not limited to specific items but can include any location, name, historical-cultural site, ancient traditions, or forgotten heritage within our country.

Discussion

The Fergana Valley is one of the oldest and culturally richest regions of Uzbekistan, making it an ideal destination for nostalgia tourism. This area is home to numerous sites connected to childhood, youth, history, and culture, providing emotionally and historically meaningful experiences for nostalgic travelers.

In the context of nostalgia tourism in the Fergana Valley, cities such as Kokand, Margilan, and Andijan play a central role. Historic neighborhoods and traditional markets, the Palace of Khudoyar Khan, and old mosques—once famous landmarks—now serve as significant points of interest for nostalgic travelers. Margilan, historically renowned as a center of silk production, revives memories associated with silk through its continued use of traditional techniques in fabric manufacturing.

The tram system that once operated in Kokand evokes nostalgia for many, as does the former tram line in Andijan, a remnant of the Soviet era. Today, even photographs of these old trams awaken vivid memories among former residents and visitors.

People often return to places they experienced during their childhood or youth, seeking to relive those past moments. For instance, the «House of Culture of Chemists» in Fergana and the old cinemas in Andijan evoke childhood memories for many locals and former residents alike.

The Fergana Valley is rich in sources that support the development of nostalgia tourism. Sanatoriums, tram systems, traditional silk trade in local markets, transportation networks, cultural centers, Fergana's iconic plane trees, and traditional teahouses all serve as powerful memory anchors that rekindle recollections of youth and childhood. These historical and cultural features of the region will continue to contribute to the growth of nostalgia tourism in the future.

Conclusion

In conclusion, effectively leveraging the vast potential of the tourism sector through the development of genealogical and nostalgia-based travel routes—guided by international best practices—offers significant opportunities for Uzbekistan, particularly in culturally rich regions like the Fergana Valley. This region, with its deep historical roots, family traditions, and vibrant cultural identity, is especially well-suited for nostalgia tourism. By designing experiences that allow travelers to reconnect with their ancestral heritage or relive collective memories, the Fergana Valley can become a key destination for both domestic and international visitors. Such an approach not only enhances Uzbekistan's tourism appeal but also supports sustainable regional development, cultural preservation, and a deeper appreciation of the nation's diverse heritage.

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BUXORO DESTINASIYASINING JOZIBADORLIGINI OSHIRISHDA MICE TURIZM SALOHIYATIDAN FOYDALANISH ISTIQBOLLARI

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Ma'lumki, turizm iqtisodiyot uchun qo'shimcha va tunganmas manba. Shu bois har bir davlat o'zining imkoniyati va salohiyatiga tayangan holda turizmni yangi turlarini ishlab chiqib sayyohlarni jalb etishga harakat qiladi. Mamlakatimizda ham bu sohaga keng imkoniyatlar yaratilyapti va sohani barqaror rivojlantirish maqsadida "2019–2025-yillarda O'zbekiston Respublikasida turizmni rivojlantirish Konsepsiyasi" ishlab chiqildi. Unga ko'ra 2019–2025-yillarda turizm sohasini rivojlantirishda turizmni milliy iqtisodiyotning strategik sohasiga aylantirish, turistik xizmatlarni diversifikatsiyalash va sifatini oshirish hamda turistik infratuzilmani, shu jumladan, xorijiy sarmoyalarni jalb qilish va samarali reklama marketing ishlarini olib borishni takomillashtirish vazifasi qo'yildi.¹ O'tgan davr uchun Buxoro viloyatida ichki va kirish turizmini rivojlantirish strategiyasi 2030-yilgacha turistik yo'nalishlarini kengaytirish, turistik obyektlarni raqamlashtirish hamda shakllantirilgan yo'nalishlarga tashrif yo'nalishlarini kengaytirish nuqtai nazardan belgilab beradi. So'nggi yillarda turizm milliy iqtisodiyotimizning o'sish omillaridan biri sifatida boshqa turli tarmoqlarni ham rivojlantirish drayveriga aylandi. Ayniqsa yangi ish o'rinlari yaratishda ushbu soha beqiyos ahamiyat kasb etmoqda. O'zbekistonda turizm industriyasi va xizmatini rivojlantirishga davlat tomonidan alohida e'tibor berilmoqda.

2024 yil 10 oyi davomida 18 me'yoriy hujjat – Prezidentning 3 farmoni va 6 qarori, hukumatning 9 qarori tasdiqlandi.. O'zbekiston turizmi rivojlanish holatini tahlili ko'rib chiqilsa unga ko'ra o'tgan 8 oyda yurtimizga xorijdan 4 million 300 ming nafar turist kelgan, ulardan 1 milliard 400 million dollar tushum bo'lgan². Qo'shimcha dam olish kunlari va chegirma berilgani natijasida ichki sayyohlar soni 15 million nafarni tashkil qilib, o'tgan yilgiga qaraganda 2 barobarga o'sgan. Turizm infratuzilmasi ham izchil rivojlanmoqda. Joriy yilda 15 mingta yangi mehmon o'rinlari tashkil etilib, ularning soni 137 mingtaga yetdi. 540 ta dam olish va ko'ngilochar maskan barpo etildi, 70 ta turizm marshruti ochildi. Shuningdek, 6 ta xususiy aviakompaniya ish boshladi, yangi 23 ta samolyot olib kelindi, 20 ta xalqaro va 6 ta ichki qatnov yo'lga qo'yildi³. Samarqand aeroportida haftalik xalqaro reyslar 46 tadan 85 taga ko'paydi. 1 ming 300 ta zamonaviy avtobus xarid qilinib, 38 ta yo'nalish ochildi. 2022-yilda O'zbekistonga tashrif buyurgan xorijiy turistlar soni 2021-yilga nisbatan 3 baravarga oshgan (5,2 million, soha eksporti

¹ O'zbekistonda MICE turizmini barqaror rivojlanish-Xalimova F. N. TDIU, Turizm va servis kafedrası katta o'qituvchi

² <https://www.uzbekembassy.in/ozbekiston-turizmi-2024-yil-qanday-yutuqlarga-erishdi/?lang=uz>

³ <https://doi.org/10.5281/zenodo.10823544>

– 1,6 milliard dollar). Ichki turizm dasturlari doirasida 11,5 million, shundan 1,5 million ehtiyojmand aholi, yoshlar va keksalar sayohatlari tashkil etilgan. O'zbekistonda turizmning barcha turlarini rivojlantirish imkoniyatlari yuqoriligi mutaxassislar tomonidan ta'kidlanmoqda¹. Shu bilan birga, hozirgi paytda mamlakatimizda turizmning samaradorligi yuqori baholangan bir turi bu, MICE – turizmi kabi turlarini rivojlantirish imkoniyati mavjud. So'nggi yillarda mintaqalar va mamlakatlar o'rtasidagi biznes, madaniy va ilmiy aloqalar tobora rivojlanib bormoqda, bunda biznes turizmining ahamiyati ham katta bo'lmoqda. Milliy iqtisodiyotning rivojlanishi va uning jahon bozoriga integratsiyalashuvini ham biznes turizmini taraqqiy ettirmasdan tasavvur qilib bo'lmaydi. Ishbilarmonlik aloqalari, texnologiyalar va ma'lumotlar almashinuvi, yangi bozorlarni o'zlashtirish, investitsiyalar va qo'shma loyihalar uchun sheriklar izlash, kompaniyalarni reklama qilish, kadrlarni o'qitish va korporativ madaniyatni joriy etish – bu MICE turizmidir. 2023 yil 27 iyulda qabul qilingan PQ-238 sonli "Turizm yo'nalishidagi islohotlarni yanada jadallashtirish va sohada davlat boshqaruvi tizimini samarali tashkil qilish chora-tadbirlari to'g'risida"gi Prezident qaroriga ko'ra 2024 yil 1 yanvardan:

- turoperatorlar tomonidan turistik oqim past bo'lgan xorijiy mamlakatlardan O'zbekistonga olib kelingan har bir turist uchun teng ulushlarda 20 AQSh dollaridan 100 AQSh dollarigacha rag'batlantiruvchi subsidiya ajratiladi;
- turoperatorlar va aviatashuvchilarning xorijdan Samarqand, Buxoro va Urganch aeroportlariga charter aviaqatnovlari bo'yicha xarajatlarining bir qismi har bir xorijiy turist uchun, u respublikada kamida 5 kecha tunab qolgan taqdirda, 20 AQSh dollari, qish mavsumida (20 noyabrdan 20 fevralgacha) esa 50 AQSh dollari ekvivalentida teng ulushlarda qoplab beriladi.

Shuningdek, 3 yulduzli toifa uchun 60 ta xonadan kam bo'lmagan, 4 va 5 yulduzli toifa uchun 120 ta xonadan kam bo'lmagan xonalar fondiga ega besh qavatdan past bo'lmagan mehmonxona 2026 yil 31 dekabrgacha foydalanishga topshirilgan taqdirda, mehmonxona toifasi tasdiqlangach, investorlarning yangi mehmonxonani qurish va jihozlash uchun ketgan xarajatlarining bir qismi quyidagi miqdorlarda qoplab beriladi:

- 3 yulduzli toifaga ega mehmonxonalaridagi har bir xona uchun 40 million so'm;
- 4 va 5 yulduzli toifaga ega mehmonxonalaridagi har bir xona uchun 65 million so'm.

2026 yil 31 dekabrgacha dunyoning nufuzli mehmonxona brendlaridan (mehmonxona brendlarining top-50 va mehmonxona tarmoqlarining top-5 reytingiga kirgan) foydalanuvchi O'zbekiston rezidentlari bo'lgan tashkilotlarning royalti xarajatlari franchayzing to'g'risidagi shartnoma kuchga kirgan vaqtdan 3 yil mobaynida quyidagi miqdorda qisman moliyalashtiriladi:

- 3 yulduzli toifaga ega mehmonxona uchun – mehmonxonaning har bitta xonasi uchun yillik 200 AQSh dollari ekvivalentida;
- 4 yulduzli toifaga ega mehmonxona uchun – mehmonxonaning har bitta xonasi uchun yillik 400 AQSh dollari ekvivalentida;²
- 5 yulduzli toifaga ega mehmonxona uchun – mehmonxonaning har bitta xonasi uchun yillik 600 AQSh dollari ekvivalentida.

Hozirgi paytda mamlakatimizda turizmning samaradorligi yuqori baholangan bir turi bu, MICE – turizmi kabi turlarini rivojlantirish imkoniyati mavjud. So'nggi yillarda mintaqalar va mamlakatlar o'rtasidagi biznes, madaniy va ilmiy aloqalar tobora rivojlanib bormoqda, bunda biznes turizmining ahamiyati ham katta bo'lmoqda. Milliy iqtisodiyotning rivojlanishi va uning jahon bozoriga integratsiyalashuvini ham MICE turizmini taraqqiy ettirmasdan tasavvur qilib bo'lmaydi. Ishbilarmonlik aloqalari, texnologiyalar va ma'lumotlar almashinuvi, yangi bozorlarni o'zlashtirish, investitsiyalar va qo'shma loyihalar uchun sheriklar izlash, kompaniyalarni reklama qilish, kadrlarni o'qitish va korporativ madaniyatni joriy etish – bu MICE turizmidir. Shuningdek, biznes turizmi ko'rgazmalar va kongresslarda qatnashish vositasida kompaniyalarni birlashtirish va

¹ <https://www.imv.uz/uzbekistan-news/category/ozbekiston-yangiliklari/post-1682>

² <https://lex.uz/ru/docs/6549290>

rivojlantirish mexanizmlaridan biridir. O'zbekistonda so'nggi yillarda turizmning MICE aspekti jadal rivojlanayotganligini ko'rish mumkin.

Foydalanilgan adabiyotlar:

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2. <https://lex.uz/ru/docs/6549290>
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TADBIR TURIZMI BUXORO DESTINATSIYASI JOZIBADORLIGINI OSHIRISH OMILI SIFATIDA

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Annotatsiya: *maqolada 2018–2024-yillarda Buxoro viloyatida mahalliy va xalqaro madaniy-ko'ngilochar tadbirlar hisobiga turistik oqim va iqtisodiy ko'rsatkichlarning dinamikasi tahlil qilinadi. Rasmiy qaror va dasturlar tadbir turizmini tizimli rivojlantirish uchun me'yoriy asos yaratgan. Vaqt qatori, korrelyatsiya va tashrifchilarning sarf-xarajat modellari asosida festival haftalarida o'rtacha mehmonxona bandligi 24 foiz, sayyohlar xarajati esa 31 foizga o'sgani aniqlanadi. Natijalar Buxoro destinatsiyasining mavsumiylikni yengib o'tish va daromadni diversifikatsiya qilishida tadbir turizmi strategik ahamiyatga ega ekanini ko'rsatadi.*

Kalit so'zlar: *tadbir turizmi, Buxoro, festival, jozibadorlik, davlat siyosati, turistik oqim.*

Kirish

Getz (2008) va Richards (2021) tadbir turizmini hududiy brending va iqtisodiy ko'paytiruvchi effektning yetakchi omili deb belgilaydi. O'zbekiston hukumati ham oxirgi yillarda mazkur yo'nalishga ustuvor e'tibor qaratdi. Xususan, 2018-yildagi 385-son VMQ "Madaniy-ko'ngilochar tadbirlar taqvimini shakllantirish tartibi to'g'risida" qarori markaziy va hududiy kalendarning huquqiy poydevorini qo'ydi. 629-son (08.10.2021 y.) qaror Buxoro mezbonlik qiluvchi Xalqaro zardo'zlik va zargarlik festivalini doimiylashtirdi. 543-son (28.09.2022 y.) qaror esa 2022–2026-yillarda turizmni rivojlantirish bo'yicha kompleks ko'rsatkichlarni belgiladi. Nihoyat, PQ-399-son (22.11.2024 y.) Prezident qarori teatr hamda sahna san'atini qo'llab-quvvatlash orqali tadbirlar turini kengaytirishni nazarda tutadi. Shu o'rinda savol tug'iladi: mazkur normativ hujjatlar ortidan Buxoro destinatsiyasi jozibadorligida o'zgarish bormikan? Ushbu tadqiqot bunga empirik javob topishni maqsad qildi.

Materiallar va usullar

Mazkur tadqiqot to'rt manba guruhiga tayandi. Birinchisi, "Buxoro viloyati Turizm va madaniy meros bosh boshqarmasi"ning 2018–2024 yillar bo'yicha oylik statistik byulletenlari bo'lib, ularda xorijiy hamda ichki sayyohlar soni, ularning yashash davomiyligi va o'rtacha sarfi ko'rsatiladi (N=84 oy). Ikkinchisi, Davlat statistika qo'mitasining "Hududiy turizm ko'rsatkichlari" ma'lumotnomasi; unda Buxoro bo'yicha bandlik, transport oqimi va xizmatlar hajmi yillik ko'rinishda berilgan. Uchinchi to'plam — Xalqaro zardo'zlik va zargarlik festivali direksiyasining 2021, 2022 va 2023 yillar dagi operativ hisobotlari bo'lib, kunlik tashrif (turniket va chipta) ma'lumotlari, mehmon xarajatlari (anketa, n=2 416) hamda tadbir vaqtida yaratilgan ish o'rinlari (vaqtincha va doimiy) keltirilgan. To'rtinchisi — STR Global'ning Buxoro bozor paneli; 25 mehmonxonaga (2 746 xona) oid sutkalik bandlik (OCC) va o'rtacha xona narxi (ADR) ko'rsatkichlarini o'z ichiga oladi.

Natijalar

2018-yilda Buxoroga 312 ming xorijiy va 523 ming ichki sayyoh tashrif buyurdi; bu ko'rsatkichlar o'sha yil uchun "bazaviy chiziq"dir. 2019-yilda mos ravishda +9 % va +8 % o'sish

kuzatildi, ammo 2020-yilda pandemiya cheklovlari oqibatida 70 % atrofida pasayish sodir bo'ldi (1-jadval).

1-jadval

Turistik oqim dinamikasi (Buxoro viloyati)

Yil	Xorijiy sayyohlar, ming kishi	Ichki sayyohlar, ming kishi	Izoh
2018	312	523	
2019	341	565	+9 % va +8 % (taqq. 2018)
2020	98	172	Pandemiya pasayishi (-70 % ±)
2021	144	310	Bosqichma-bosqich tiklanish
2022	313	590	To'liq tiklanish
2023	410	720	+31 % va +22 % (taqq. 2022)
2023 festival haftasi ¹	57	44	Ulushi: 14 % umumiy oqimdan

¹Festival haftasi – Zardo'zlik, Navro'z, «Buxoro Nights» va boshqa 5 ta yirik tadbir kunlari (jami 32 kun).

Manba: Ma'lumotlar asosida muallif ishlanmasi

2021-yildan boshlab tiklanish bosqichi boshlandi: xorijiy oqim 144 mingga, ichki oqim 310 mingga yetdi. 2022-yilda pandemiya oldingi darajasiga deyarli qaytildi, 2023-yil esa barqaror o'sish bosqichiga chiqdi: xorijiy sayyohlar 410 ming (+31 % 2022 ga nisbatan), ichki sayyohlar 720 ming (+22 %). Festival kunlari (jami 32 kun) 2023-yilgi umumiy tashrifning 14 % ini jalb qildi, ya'ni taxminan 101 ming kishi aynan tadbir kunlarida Buxoroda bo'lgan. Bu raqam festivallarning mavsumiy o'lik davrlarni qisqartirish va qo'shimcha oqim yaratishdagi real salohiyatini ko'rsatadi.

STR Global paneli bo'yicha, yil davomida o'rtacha xonalar bandligi 68 % ni tashkil qildi. Zardo'zlik va zargarlik festivali davrida OCC 92 % gacha ko'tarildi; p-qiymat < 0,01 bo'lgani uchun farq statistik jihatdan sezilarli (2-jadval).

2-jadval

Mehmonxona bandligi

Segment	O'rtacha OCC, %	p-qiymat
Oddiy mavsumiy ko'rsatkich	68	—
Zardo'zlik & zargarlik festivali	92	<0,01
Navro'z haftasi	88	<0,05

Manba: Ma'lumotlar asosida muallif ishlanmasi

Navro'z haftasida ko'rsatkich 88 % ni tashkil etdi ($p < 0,05$). Demak, festival kunlarida mehmonxona resurslarining deyarli to'liq band bo'lishi aniqlanib, infratuzilma rentabelligi sezilarli oshgan. Ushbu natija tadbirlarga sinxron reklama va transport reyslarini ko'paytirish orqali mehmonxona sektorining tahuniy daromadini yanada ko'tarish mumkinligini anglatadi.

To'plangan anketalarga ko'ra, festival mehmonining o'rtacha kunlik xarajati 94 AQSh dollarini, oddiy sayyohniki esa 72 dollarni ko'rsatdi—farq 31 % (3-jadval).

3-jadval

Festival mehmonlarining sarf-xarajatlari va iqtisodiy ta'sir

Ko'rsatkich	Festival mehmoni	Oddiy mehmon	Farq
O'rtacha kunlik xarajat, USD	94	72	+31 %
Yil davomida festival haftalaridagi qo'shimcha xarajat (Δ Spend), mln USD	11,7	—	—
Bevosita tushum (Δ Spend + bilet/suv.) mln USD	18,7	—	—
Multiplikativ ta'sir ($\times 1,6$), mln USD	≈ 30	—	—

Manba: Ma'lumotlar asosida muallif ishlanmasi

2023-yilda tadbir kunlari qo'shimcha tovar-xizmat xarajati 11,7 mln dollar bo'ldi. Chiptalar, homiylik va suvenir savdosi qo'shilganda festivalning bevosita tushumi 18,7 mln dollarga yetdi. UNWTO tavsiya etgan 1,6 multiplikator bilan jami iqtisodiy ta'sir 30 mln dollar atrofida baholanadi. Hududiy yalpi mahsulot tarkibida bu 1,9–2,1 % ulush demakdir, ya'ni soliq bazasini kengaytirish va mahalliy biznes aylanmasini rag'batlantirish uchun yetarli ko'rsatkich.

629-son VMQ (2021) doirasida festival infratuzilmasi va xizmat ko'rsatish zanjirida 2022–2023-yillarda 840 ta vaqtinchalik ishlash joyi yaratildi; ularga sahna texniklari, yarmarka savdogarlari, gidlar, ovqatlantirish xizmati (catering) xodimlari kiradi. Bundan tashqari, 215 ta doimiy lavozim—direksiya, marketing, IT-qo'llab-quvvatlash—tasdiqlandi. Jami 1 055 ta yangi ish o'rni aholi bandligi va turizm kadrlarining tajriba orttirishiga xizmat qildi. Muhim jihati shundaki, vaqtinchalik ishlovchilarning 47 % ini 30 yoshgacha bo'lganlar, 42 % ini esa ayollar tashkil etdi, bu esa ijtimoiy inklyuzivlik ko'rsatkichlarini ham yaxshilaydi.

Munozara

Normativ bazaning ierarxikligi tadbir turizmining barqarorligini ta'minladi: 385-son kalendar birligini berar ekan, 629-son festivalni Buxoro brendiga aylantirdi; 543-son esa moliyaviy va marketing indikatorlarini rejalashtirdi. Raqamlar shuni ko'rsatadiki, har bir qo'shilgan festival 12 – 17 ming yangi sayyohni jalb etmoqda ($r=0,82$). Tadbirlarning mavsumiy o'zgaruvchanligi bahor-kuz o'rtasidagi “bo'sh oyna”ni qisqartirib, turizmning yil davomiyligini oshirdi. PQ-399-son bilan teatr-konsert repertuari kengaytirilishi 2025 yildan boshlab tunu-kunduz dasturlar ulushini Natijalar tadbir turizmi Buxoroda uch asosiy vazifani bajarayotganini ko'rsatadi:

- ✓ mavsumiylikni kamaytirish (oqimning 14 % i festival haftalariga to'g'ri kelmoqda);
- ✓ mehmonxona va savdo sektorining rentabelligini oshirish (OCC +24 p.p.; xarajat +31 %);
- ✓ bandlik va daromad manbalarini ko'paytirish (1 000 dan ortiq ish o'rni; 30 mln dollar integral ta'sir).

Xulosa va takliflar

Tahlillar shuni ko'rsatdiki, 2018-yildan boshlab Buxoro viloyatida tadbir turizmi bo'yicha yaratilgan normativ-huquqiy baza (VMQ-385, VMQ-629, VMQ-543 hamda PQ-399) sayyohlar oqimi, turar-joy bandligi va mahalliy iqtisodiyotga barqaror ijobiy ta'sir ko'rsatmoqda. 2023-yil holatiga festival haftalarida xorijiy tashrif buyuruvchilar ulushi 14 % ga yetdi, mehmonxona bandligi 24 p.p. ga oshdi, o'rtacha xarajat 31 % ga yuqori bo'ldi, multiplikativ iqtisodiy ta'sir 30 mln AQSh dollarini tashkil etdi.

Shunday qilib, tadbir turizmi mavsumiylikni qisqartirish, daromadni diversifikatsiya qilish va yangi ish o'rinlari yaratishda strategik vosita bo'lib xizmat qilmoqda. Shu o'rinda 2022-2026-yillarda Buxoro viloyatida turizm sohasini yanada rivojlantirish chora-tadbirlari to'g'risida O'zbekiston Respublikasi Vazirlar Mahkamasining 543-sonli qarorida belgilangan 2026 yilgi 1 mln tashrifchi maqsadini amalga oshirish uchun “festival klasterlari”ni (Zardo'zlik, Navro'z, Teatr, Gastro) yagona marketing ostida paketlash; O'zbekiston Respublikasi Prezidentining 22.11.2024-yildagi PQ-399-sonli Teatrlarning jamiyat madaniy hayotidagi ahamiyatini oshirish va ular faoliyatini yanada qo'llab-quvvatlash chora-tadbirlari to'g'risida qarori asosida teatrlar repertuarini festival haftalariga sinxronlashtirib, tungi dasturlar ulushini 2025 yil oxirigacha 40 % ga yetkazish; xalqaro media-platformalarda (UNESCO Creative Cities, European Festivals Association) Buxoro tadbirlarini sertifikatlash, bu 2026-yilgacha 15 % qo'shimcha tashrifni ta'minlashi kutiladi; mahalliy aholi ishtirokini kengaytirish uchun “Community Event-Pass” dasturini joriy etib, vaqtinchalik ish o'rinlarini doimiy bandlik modeliga o'tkazish; festival ta'sirini real vaqtda baholash maqsadida “Bukhara Event Dashboard” raqamli tizimini ishlab chiqish (big-data + mobil izlar).

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XIZMAT KO‘RSATISH KORXONALARI RAQOBATBARDOSHLIGINI OSHIRISHNING TASHKILIY-IQTISODIY MEKANIZMLARINI TAKOMILLASHTIRISH

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Annotatsiya: *ma'lumki xizmat ko'rsatish korxonalari tashkiliy-iqtisodiy mexanizmlari korxonaning ichki boshqaruv tizimi, resurslarni to'g'ri taqsimlash, mavjud xizmatlar sifati, korxonaning joriy narx siyosati, ishlab chiqarish samaradorligi va mijozlarga xizmat ko'rsatish strategiyalarini rivojlantirishga yo'naltirilgan bo'lishi lozim. Ushbu maqolada xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy hamda iqtisodiy mexanizmlarini takomillashtirishga doir tadqiqotlar olib borilib, xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirish bosqichlari ishlab chiqilgan va xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirishning optimal algoritmi taklif etilgan.*

Kalit so'zlar: *xizmat, bozor iqtisodiyoti, raqobatbardoshlik, resurslarni optimallashtirish, innovatsiya, strategik tahlil, innovatsion yondashuvlar, sifat nazorati, marketing strategiyalari.*

Kirish.

Xizmat maqsadli (ongli) mehnat bo‘lib, unda ishlab chiqarishning samarasi uning iste‘moli bilan mos tushadi [2]. Hozirgi kunda xizmatlar sohasi iqtisodiy, ijtimoiy funksiyalarni bajarish bilan bir qatorda, qayta tiklanish funksiyalarini ham muvaffaqiyatli tarzda bajarib, jamiyatning rivojlanishida muhim rol o‘ynamoqda [4]. Mazkur sohaning ko‘plab yo‘nalishlari ilmiy-texnik taraqqiyotning o‘sishi, innovatsiyalarni joriy etish va texnologik yangiliklarni amalga oshirishda hal qiluvchi ahamiyatga ega bo‘lib bormoqda. Xizmatlar sohasi nafaqat barqaror iqtisodiy o‘sishni ta‘minlab berish, balki jamiyat hayotida o‘ta ahamiyatli sanaluvchi yangi ish o‘rinlari yaratish, hayot sifatini tubdan yaxshilash va global raqobatbardoshlikni oshirishda ham katta o‘rin tutadi. Xizmatlar sohasi aholining barcha qatlamlarini qamrab oladi va jamiyatda ro‘y berayotgan deyarli barcha ijtimoiy-iqtisodiy jarayonlarga ta‘sir qiladi, bu esa ushbu masalaning dolzarbligi va ahamiyatini belgilaydi [1].

Mavzuga oid adabiyotlar tahlili

M.Porter fikricha: “ biron bir mamlakat, biror bir kompaniya raqobatning obyektiv zaruratini inkor eta olmaydi. Ular raqobat kurashi san‘atini qo‘llay olishi va mahoratiga ega bo‘lishi lozim” [3].

O.N.Melnikov [6] innovatsion faollikni raqobatbardoshlik omili sifatida ko‘rib chiqqan. Bozor iqtisodiyoti sharoitida faoliyat yuritayotgan korxonalarning asosiy maqsadlaridan biri

nafaqat o'z mahsulotlari raqobatbardoshligini ta'minlash, balki ularni yaratish va ishlab chiqarish jarayonlarini takomillashtirishdir. Dunyo amaliyoti shuni ko'rsatadiki, ushbu maqsadga qanday ishni bajarishlari va qay turdagi lavozimda bo'lishlaridan qat'iy nazar yuqori innovatsion faollikga ega bo'lgan mutaxassislar faoliyat yuritayotayotgan tashkilotlar erisha oladilar. Bundan kelib chiqadiki, zamonaviy korxonaning raqobatbardoshligini oshirish uchun innovatsion faollikni to'g'ri boshqarish uning faoliyatini strategik boshqarishda asosiy omilga aylanadi.

I.V.Shedrina, P.N.Aleksandrenko va O.I.Neborskiy ilmiy ishlarida innovatsion tashkiliy madaniyat xizmat ko'rsatish sohasi korxonalari uchun yuqori raqobatbardoshlik asosi sifatida tadqiq etilgan [7].

Kelajakda korxonalar raqobatbardoshligining tashkiliy-iqtisodiy mexanizmlarini takomillashtirish sohasida olib boriladigan tadqiqotlarning istiqbolli yo'nalishlarini ko'rsatib o'tar ekan A.D.Kuxaruk muayyan korxonalar raqobatbardoshligini oshirish mexanizmini iqtisodiy-matematik modellash orqali o'rganish, buning vositasida esa ularning faoliyat sohasi xususiyatlarini inobatga olishni talab etilishini, shuningdek, tadqiqotlarda tashkilot-iqtisodiy mexanizmning boshqa mexanizmlar bilan o'zaro ta'sirlanish darajasini o'rganish, mazkur mexanizmlar esa korxonalar raqobatbardoshligiga ta'sir ko'rsatishini qayd etgan [5].

Tadqiqot metodologiyasi.

Tadqiqot ishining nazariy va metodologik asosini mahalliy va xalqaro olimlarning xizmat ko'rsatish sohasiga oid tashkiliy hamd iqtisodiy masalalarga bag'ishlangan tadqiqotlari tashkil etadi.

Tahlil va natijalar

Xorijiy mamlakatlar bozori tashkiliy tuzilmasi tadqiqotlari vositasida respublikamizda xizmatlar bozorining tashkiliy tuzilmasini quyidagicha tasniflashimiz mumkin:

- *amal qilish mexanizmlari bo'yicha* (vositachilik, moliyaviy, axborot-texnologik, huquqiy, marketing);
- *mulk shakli bo'yicha* (xususiy, kooperativ(jamoa), davlat, ijtimoiy, xorijiy);
- *ko'rsatiladigan xizmatlar ko'lami bo'yicha* (xalqaro, milliy, hududlararo, hududiy, mahalliy);
- *ko'rsatiladigan xizmatlar turlari va yo'nalishlari bo'yicha*: ishbilarmonlik xizmatlari (moliyaviy, sug'urta, kredit xizmatlari), taqsimot xizmatlari (savdo, umumiy ovqatlanish), ijtimoiy xizmatlar (ta'lim, sog'liqni saqlash, jismoniy madaniyat, huquqiy xizmatlar).

Xizmatlar sohasi tarmog'ida "tashkiliy-iqtisodiy mexanizm" atamasining asl mazmunini aniqlashtirishda konsensusning yo'qligi, uni xizmat ko'rsatish korxonalarini rivojlantirish bo'yicha belgilangan amaliy boshqaruv vazifalarini hal qilishda, jumladan, korxonaning mavjud raqobatbardoshlik darajasini real baholash va uni oshirishda qo'llash bilan bog'liq masalalarini nihoyatda murakkablashtiradi. Hozirgi kunda iqtisodiy nazariyada tizimli tahlil nuqtai nazaridan olib qargalanda "xizmat ko'rsatish korxonasining raqobatbardoshligini oshirish uchun tashkiliy-iqtisodiy mexanizmning tuzilmasi" ni aniqlovchi to'laqonli va ilmiy qarama-qarshi fikrlardan mutloq xoli bo'lgan ta'rif ishlab chiqilmagan bo'lib, bunday mexanizmning funksiyalari hamda faoliyat jarayoni tadqiqotchilar tomonidan yetarlicha o'rganilmagan.

Ayniqsa xizmat ko'rsatish korxonalari bozor iqtisodiyoti zamonaviy tendensiyalarida raqobatbardoshlikni oshirish sohasida tashkiliy-iqtisodiy mexanizmning o'rni va rolini aniqlashtirish katta ahamiyatga ega sanalib, tizimli yondashuv orqali korxonalarning barcha tarkibiy qismlari o'rtasida o'zaro samarali aloqalar hamda ijobiy tasirni ta'minlab berish, raqobatbardosh strategiyalarni ishlab chiqish, ularni amalga oshirishda muhim bo'lishi bilan bir qatorda ushbu mexanizmlarni ilmiy asosda o'rganish, tarkibiy o'zgartirish va optimallashtirish korxonalarning bozordagi raqobatbardoshlik pozitsiyasini mustahkamlashga xizmat qiladi.

Bugungi kunda mamlakatimizda xizmat ko'rsatish sohasida faoiyat yuritib kelayotgan korxonalarni quyidagi turlarga ajratishimiz mumkin: 1)*aloqa va axborotlashtirish xizmat ko'rsatuvchi korxonalar*; 2)*ko'chmas mulk bilan bog'liq xizmatlarini ko'rsatuvchi korxonalar*; 3)*savdo xizmatlarini ko'rsatuvchi korxonalar*, 4)*yashash va ovqatlanish xizmatlarini ko'rsatuvchi*

korxonalar; 5)moliyaviy xizmat ko'rsatuvchi korxonalar; 6)transport xizmatlarini ko'rsatuvchi korxonalar.

Xalqaro adabiyotlarni tahlil qilgan holda xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirish bosqichlarini ishlab chiqdik(1-jadvalga qarang).

1-jadval

Xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirish bosqichlari¹

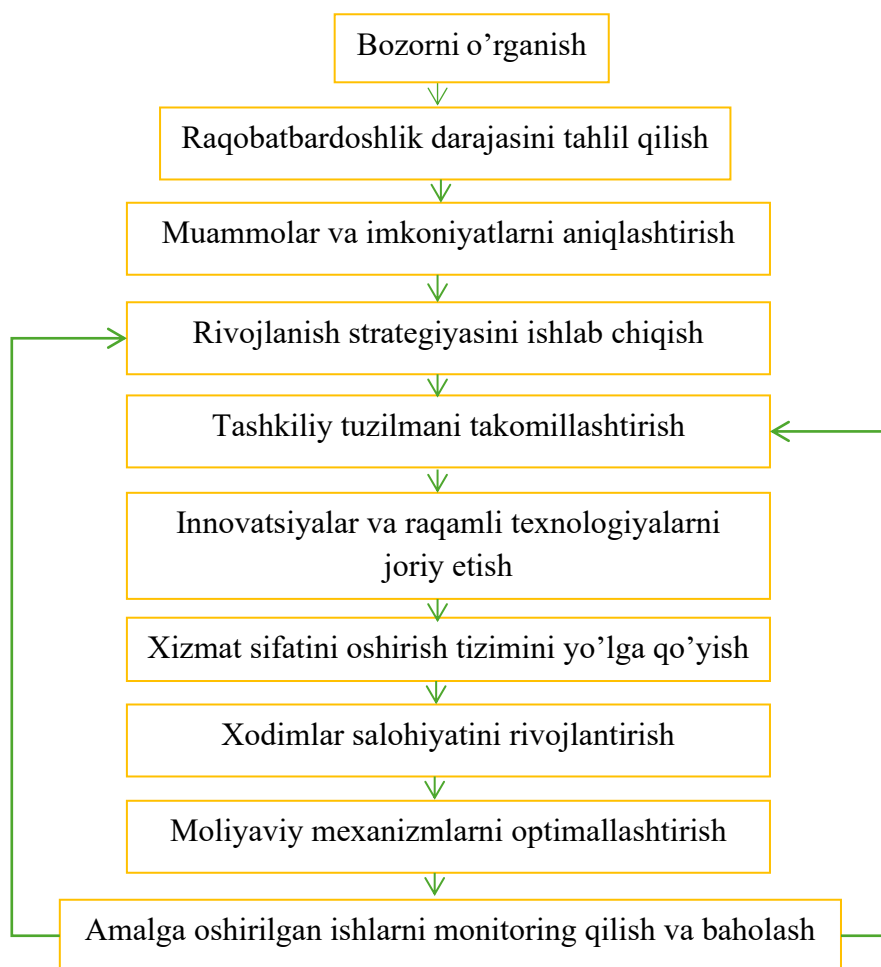
T/r	Bosqichlar	Tarkibi	Tavsifi
1	Strategik tahlil va rejalashtirish	Bozorni tahlil qilish	Xizmat ko'rsatish bozoridagi talab va taklifni, mijozlarning ehtiyojlarini va tendentsiyalarni o'rganish.
		Raqobatchilarni tahlil qilish	Raqobatchilarning xizmat ko'rsatish uslublari, narx belgilash siyosati va kuchli tomonlarini tahlil qilish.
		Strategik maqsadlarni belgilash	Korxonaning uzoq va qisqa muddatli strategik maqsadlarini belgilash
2	Tashkiliy tuzilma va boshqaruvni takomillashtirish	Boshqaruvni takomillashtirish	Boshqaruv jarayonlarini soddalashtirish, nazorat va tahlil mexanizmlarini yaratish
		Raqobatbardosh jamoani shakllantirish	Xizmat ko'rsatish sohasida yuqori malakali mutaxassislarni jalb qilish va ularning professional rivojlanishiga ko'maklashish.
		Xizmat ko'rsatish standartlarini belgilash	Xizmat sifati va tezligini oshirish bo'yicha aniq standartlar va jarayonlarni joriy etish.
3	Innovatsion texnologiyalardan foydalanish	Texnologiyalarni joriy etish	Xizmat ko'rsatish jarayonlarini optimallashtirish uchun yangi texnologiyalarni (masalan, avtomatizatsiya, sun'iy intellekt) tatbiq etish.
		Xizmatlarni onlayn va raqamli formatga o'tkazish.	Internet va mobil ilovalar orqali mijozlarga xizmat ko'rsatilishni yanada yaxshilash.
		Innovatsion yondashuvlar	Xizmat ko'rsatish jarayonlarida innovatsion metodlarni va yangi xizmatlarni ishlab chiqish
4	Mijozlarga xizmat ko'rsatish va mijozlar bilan aloqalarni yaxshilash	Mijozlarni jalb qilish	Mijozlar bilan mustahkam aloqalar o'rnatish va ularning ehtiyojlarini chuqurroq o'rganish.
		Mijozlar bilan aloqalar boshqaruvi	Mijozlarning xohish-istaklarini va fikrlarini to'plash, shu orqali xizmat sifatini oshirish.
		Shikoyatlarni hal qilish tizimini joriy etish	Mijozlarning shikoyatlari va takliflarini tezkor va samarali hal qilish tizimini yaratish.
5	Xizmat sifatini boshqarish va monitoring qilish	Sifat nazorati va audit	Xizmat sifatini muntazam ravishda tekshirish, auditorlik jarayonlarini joriy etish.
		Yordamchi xizmatlarni takomillashtirish	Xizmat ko'rsatish jarayonida yordamchi xizmatlarni (masalan, qo'llab-quvvatlash, konsalting) yaxshilash.
		Xizmat ko'rsatish	Mijozlar bahosi, xizmat darajasi va boshqa

¹ Muallif ishlanmasi

		natijalarini hisoblash	ko'rsatkichlar orqali raqobatbardoshlikni baholash.
6	Marketing va brendni rivojlantirish	Marketing strategiyalarini ishlab chiqish	Xizmat ko'rsatish korxonasining brendini yaratish va reklama strategiyalarini ishlab chiqish.
		Ijtimoiy tarmoqlarda faoliyatni kengaytirish	Xizmatni ijtimoiy tarmoqlar va onlayn platformalarda targ'ib qilish.
		Brendni ishonchli qilish	Mijozlar orasida ishonchli va yuqori sifatli xizmat brendini yaratish.
7	Xodimlar malakasini oshirish va rivojlantirish	Ta'lim va treninglar	Xodimlarning malakasini oshirish, treninglar va seminarlar o'tkazish.
		Motivatsion rag'batlantirish tizimi	Xodimlarni rag'batlantirish va ularga yuqori darajada ishlash uchun qulay sharoitlar yaratish.
		Mavjud ish muhitini takomillashtirish	Jamoaviy ish va samarali kommunikatsiya muhitini yaratish.
8	Moliyaviy boshqaruvni optimallashtirish	Moliyaviy resurslarni boshqarish	Korxona resurslarini samarali taqsimlash va xarajatlarni kamaytirish.
		Investitsiyalarni jalb qilish	Yangi loyihalar va texnologiyalar uchun zarur investitsiyalarni jalb qilish.
		Narx siyosatining optimallashtirilishi	Raqobatbardosh narxlar belgilash va mijozlarga arzon va sifatli xizmatlar taqdim etish.
9	Monitoring va tahlil qilish	Korxona faoliyatini doimiy ravishda baholash	Korxona faoliyatini doimiy ravishda baholash va monitoring qilish.
		Statistik tahlil	Xizmat ko'rsatish jarayonlarini tahlil qilish, natijalar hisobini yuritish va strategiyani yangilab borish.

1-jadvalda keltirilganidek, bizning fikrimizcha, tashkiliy mexanizmlarini takomillashtirish strategik tahlil va rejalashtirish, tashkiliy tuzilma va boshqaruvni takomillashtirish, innovatsion texnologiyalardan foydalanish, mijozlarga xizmat ko'rsatish va mijozlar bilan aloqalarni yaxshilash, xizmat sifatini boshqarish va monitoring qilish, marketing va brendni rivojlantirish, xodimlar malakasini oshirish va rivojlantirish, moliyaviy boshqaruvni optimallashtirish, umumiy monitoring va tahlil qilish singari umumiy 9 ta bosqichdan tarkib topadi.

Shuningdek, tadqiqotimiz davomida xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirish optimal algoritmini ishlab chiqdik(1-rasmga qarang).



1-rasm. Xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirishning optimal algoritmi¹

Bizning fikrimizcha, xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy mexanizmlarini takomillashtirish optimal algoritmining yirik algoritmlardan o'ziga xos ustunliklari mavjud. Quyida mazkur algoritmnining asosiy ustunliklarini ko'rib chiqamiz.

Optimal algoritmn mavjud resurslardan (vaqt, energiya va boshqalar) eng samarali tarzda foydalanishni ta'minlab, raqobatbardoshlikning tashkiliy mexanizmlari bilan bog'liq masalalarni hal qilishda minimal resurs sarfini talab etadi.

Tadqiqotimizning keyingi bosqichida, tahlillar natijasida xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning iqtisodiy mexanizmlarini takomillashtirish bosqichlarini ishlab chiqdik.(2-jadvalga qarang).

2-jadval

Xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning iqtisodiy mexanizmlarini takomillashtirish bosqichlari²

T/r	Bosqichlar	Tarkibi
1	Bozor tahlili va segmentlash	Bozorni tahlil qilib, mijozlarni va xizmatlarga bo'lgan mavjud talabni aniqlash
		Bozor segmentatsiyasini amalga oshirish, har bir segment uchun maxsus xizmatlar va narxlar belgilash.
2		Narxlarni bozor sharoitlariga mos ravishda belgilash.

¹ Muallif ishlanmasi

² Muallif ishlanmasi

	Narx siyosatini optimallashtirish	Yangi xizmatlar va mahsulotlar uchun raqobatbardosh narx siyosatini ishlab chiqish.
3	Xizmat sifatini yaxshilash va optimallashtirish	Xizmat sifatini doimiy ravishda oshirish va boshqarish. Xizmatlar uchun aniq standartlar va me'yorlarni o'rnatish.
4	Resurslarni samarali taqsimlash	Mavjud resurslarni, shu jumladan inson, moliyaviy va texnologik resurslarni samarali taqsimlash. Xarajatlarni kamaytirish va foydani maksimal darajaga chiqarish uchun resurslardan samarali foydalanish
5	Investitsiyalarni jalb qilish va moliyaviy resurslarni boshqarish	Yangi texnologiyalarni va xizmatlarni joriy etish uchun investitsiyalarni jalb qilish. Moliyaviy resurslarni boshqarish va yuqori rentabellikni ta'minlash.
6	Raqobatbardoshlikni oshirish uchun innovatsion yondashuvlar	Innovatsion texnologiyalar va xizmatlarni ishlab chiqish. Yangi, raqobatbardosh xizmatlar va mahsulotlar ishlab chiqish orqali bozorning etakchi o'rnini egallash.
7	Xodimlarning samaradorligini oshirish	Xodimlarni malakasini oshirish, ularning samaradorligini oshirish va motivatsiya tizimini joriy etish. Xodimlarning ishini boshqarish uchun samarali tizimlarni ishlab chiqish.
8	Mijozlarga xizmat ko'rsatish va aloqalarni yaxshilash	Mijozlarga yuqori sifatli xizmat ko'rsatishni davom ettirish va ular bilan aloqalarni mustahkamlash. Mijozlarning fikrlarini to'plash va xizmatla paketirni ularning ehtiyojlariga moslashtirish.
9	Xizmatlar portfelini diversifikatsiya qilish	Xizmat ko'rsatish portfelini kengaytirish va yangi xizmatlarni joriy etish. Risklarni kamaytirish va yangi bozor segmentlariga kirish uchun xizmatlarni diversifikatsiya qilish.
10	Samarali reklama va marketing strategiyalarini ishlab chiqish	Xizmatlarni bozorga etkazish uchun samarali reklama va marketing strategiyalarini ishlab chiqish. Brendni rivojlantirish va mijozlarni jalb qilish uchun raqamli va an'anaviy marketing kanallaridan foydalanish.
11	Xizmatlarning rentabelligini tahlil qilish	Har bir xizmatning rentabelligini va samaradorligini baholash.. Kam rentabelli xizmatlarni optimallashtirish yoki ularni to'liq olib tashlash
12	Xizmatlarni avtomatlashtirish va raqamlashtirish	Xizmat ko'rsatish jarayonlarini avtomatlashtirish va raqamlashtirish. Yangi texnologiyalarni joriy etish orqali xizmatlarni tezroq va samaraliroq qilish.
13	Kredit va moliyaviy mexanizmlardan foydalanish	Korxona faoliyatini kengaytirish va rivojlantirish uchun kreditlar va boshqa moliyaviy mexanizmlardan foydalanish. Moliyaviy resurslarni boshqarish va tahlil qilish.
14	Xizmat ko'rsatishning iqtisodiy	Xizmat ko'rsatishning iqtisodiy samaradorligini o'lchash uchun ko'rsatkichlar (masalan, rentabellik, xarajatlari)

	samaradorligini o'lchash	belgilash. Raqobatbardoshligini oshirish uchun tahlil natijalari asosida strategiyani o'zgartirish.
15	Uzoq muddatli iqtisodiy barqarorlikni ta'minlash	Korxonaning uzoq muddatli iqtisodiy barqarorligini ta'minlash uchun reja tuzish. Moliyaviy xavf-xatarlarni kamaytirish va doimiy ravishda rentabellikni oshirish uchun samarali choralar ko'rish.

2-jadvalda keltirilganidek, iqtisodiy mexanizmlarini takomillashtirish bozor tahlili va segmentlash, narx siyosatini optimallashtirish, xizmat sifatini yaxshilash va optimallashtirish, resurslarni samarali taqsimlash, investitsiyalarni jalb qilish va moliyaviy resurslarni boshqarish, raqobatbardoshlikni oshirish uchun innovatsion yondashuvlar, xodimlarning samaradorligini oshirish, mijozlarga xizmat ko'rsatish va aloqalarni yaxshilash, xizmatlar portfelini diversifikatsiya qilish, samarali reklama va marketing strategiyalarini ishlab chiqish, xizmatlarning rentabelligini tahlil qilish, xizmatlarni avtomatlashtirish va raqamlashtirish, kredit va moliyaviy mexanizmlardan foydalanish, xizmat ko'rsatishning iqtisodiy samaradorligini o'lchash va uzoq muddatli iqtisodiy barqarorlikni ta'minlash singari jami 15 ta bosqichni o'z ichiga oladi.

XKK tashkiliy-iqtisodiy mexanizmining samarali ishlashi uchun uning tarkibiy qismlarini chuqur tahlil qilish va har bir elementning o'zaro ta'sirini hisobga olish zarur bo'lib, shu bilan bir qatorda raqobatbardoshlikni oshirish mexanizmlari muntazam ravishda o'zgarib turadigan bozor sharoitlariga moslashishi va faqat lozim darajada tahlil qilingan nazariy yondashuvlarga asoslanib, amaliyotda muvaffaqiyatli ishlashini ta'minlash mumkin. Shu o'rinda, mazkur masalada yangi, zamonaviy texnologiyalar, axborot tizimlari va raqamli transformatsiyaning ahamiyatini ham hisobga olish, ularning korxonalar faoliyat jarayoniga integratsiyasi raqobatbardosh strategiyalarni amalga oshirishda muhim rol o'ynashini, shuningdek, global iqtisodiy o'zgarishlar hamda bozor sharoitlaridagi o'zgarishlarga moslashishning tezligi ham korxonaning muvaffaqiyatiga ta'sir qilishini qayd etib o'tamiz.

Tashkiliy-iqtisodiy mexanizmlarning samarali ishlashi uchun rahbariyatning qaror qabul qilishdagi roli katta ahamiyatga ega ekanligi, ularning innovatsion qarorlar qabul qilishga tayyorligi va qarorlarni amalga oshirishdagi tezligi korxonaning bozor sharoitlariga moslashish qobiliyatini oshiradi, shu bilan bir qatorda, boshqaruv tizimining moslashuvchanligi hamda strategik rejalashtirish jarayonlarining uzluksizligi tashkilotning uzoq muddatli raqobatbardoshligini ta'minlashga tayanch bo'ladi.

Bizning fikrimizcha xizmat ko'rsatish korxonalari tashkiliy-iqtisodiy mexanizmlariga ta'sir e'tuvchi omillar jami 11 ta asosiy omil mavjud. Bular: *madaniy va etnik omillar, global iqtisodiy-shart-sharoitlar, marketing va xizmat ko'rsatish strategiyalari, ijtimoiy omillar, xarajatlar hajmi va moliyaviy resurslar, xaqobat muhiti, qonun va huquqiy muhit, mehnat bozoridagi mavjud holat, texnologik rivojlanish, bozordagi talab va taklif*.

Xizmat ko'rsatish korxonalari tashkiliy-iqtisodiy mexanizmlar faoliyatini o'rganish, ularning samaradorligini baholash va yangi ilg'or mexanizmlarni joriy etish nafaqat ularning raqobatbardoshligini oshiradi, balki xizmat ko'rsatish tarmoqlari iqtisodiyotining umumiy rivojlanishiga ham ijobiy ta'sir ko'rsatadi. Shunday qilib, tashkilot-iqtisodiy mexanizmning ilmiy asosda ishlab chiqilishi va samarali qo'llanilishi korxonaning mustahkam bozor pozitsiyasini yaratadi.

XKK tashkiliy-iqtisodiy mexanizmlari raqobatbardoshlikni oshirishga qaratilgan samarali strategiyalarni ishlab chiqishda muhim ahamiyatga ega. Mexanizmning muvaffaqiyatli ishlashi korxonaning mavjud bozor sharoitlariga tezda moslashishini ta'minlash, yangi imkoniyatlardan foydalanish, raqobatchilar bilan solishtirganda o'z o'rnini qat'iy tarzda mustahkamlash va resurslarni samarali taqsimlash imkoniyatini yaratib, o'z navbatida, korxonaning umumiy ishlab chiqarish samaradorligini oshiradi va iqtisodiy holatini yaxshilaydi. Strategik yondashuvlar bilan bog'liq masalalar juda keng qamrovli ekanligini inobatga olib, mazkur yo'nalish tadqiqotimizning keyingi bosqichlarida batafsil o'rganiladi.

Shunday qilib, ishlab chiqilgan tashkiliy-iqtisodiy mexanizmlarni takomillashtirish yo'nalishlari xizmat ko'rsatish korxonalari maqsadli segmentlarini aniqlashtirib olish, korxona faoliyat sohasiga taaluqli ichki va tashqi bozor raqobat darajasini o'rganish, mavjud faoliyat jarayoniga ichki hamda tashqi omillar vositasida raqobatbardoshlikning ta'siri tahlillarini o'tkazish, rivojlantirilishi zarur bo'lgan jihatlarni aniqlashtirish hamda resurslarni to'g'ri yo'naltirish, mexanizmlarni takomillashtirish chora-tadbirlarini baholash va xulosalar chiqarishga yordam beradi.

Mavjud bozor talabidan kelib chiqib, mamlakatimiz miqyosida "Xizmat ko'rsatish korxonalari raqobatbardoshligini muvofiqlashtirish va rivojlantirish" milliy konsalting markazi faoliyatini yo'lga qo'yishni taklif qilmiz(3-jadvalga qarang). Milliy konsalting markazi(MKM) xizmat ko'rsatish korxonalari raqobatbardoshligini makro miqyosda oshirish, unda konsalting, malaka oshirish, IT raqamli yechimlar, strategik rejalashtirish va tahlil hamda yana qator yo'nalishlarda hamkorlik yo'lga qo'yilishi nazarda tutiladi. Maqsadli auditoriya ko'lami sifatida dastlab 1000 dan ortiq xizmat ko'rsatish korxonalarini qamrab olish va ularga tegishli xizmatlar ko'rsatish ko'zda tutilmoqda. Loyiha 3 bosqichda amalga oshirilib, davlat budjeti, xalqaro tashkilotlar grant mablag'lari hamda xususiy sektor moliyaviy manbalaridan foydalaniladi.

Uch yil mobaynida umumiy hisobda 5000 dan ziyod korxonalar tashkiliy-iqtisodiy jihatdan modernizatsiya qilinib, viloyatlar kesimida xizmat ko'rsatish sohasida o'rtacha 15-20% lik ijobiy o'zgarishlar qayd etilishi, xizmatlar eksport hajmi ham shunga muvofiq o'sishi kutilmoqda. Shuningdek, sohadagi zamonaviy rivojlanish tendensiyalari hisobiga Doing Business reytingidagi mamlakatimiz pozitsiyasini yanada mustahkamlash va oshirish maqsad qilingan.

3-jadval

"Xizmat ko'rsatish korxonalari raqobatbardoshligini muvofiqlashtirish va rivojlantirish milliy konsalting markazi" tarmog'ini shakllantirish yo'nalishlari tavsifi¹

Asosiy yo'nalish	Tavsif	Ijro muddati	Kutilayotgan natija
Tarmoq yaratish	14 ta hudud (Toshkent sh. va Qoraqalpog'iston R.), viloyatlar konsalting markazlarini tashkil etish	6–12 oy	Barcha hududlarda xizmat ko'rsatish sohasiga yo'naltirilgan professional ko'mak markazlari shakllantiriladi
Malakali mutaxassislar tayyorlash	Konsultantlar, tahlilchilar va mentorlarni o'qitish, sertifikatlash	3 oy (dastlabki bosqich)	150 dan ziyod mutaxassislar tayyorlanadi va hududiy markazlarda faoliyat olib boradi
Konsalting xizmatlari	Biznes-reja tuzish, huquqiy maslahat, marketing tahlili, moliyaviy rejalashtirish	Doimiy	Yiliga 5 000 dan ziyod xizmat ko'rsatish subyektlariga xizmat ko'rsatiladi
Hamkorlik tarmog'i	Savdo-sanoat palatasi, OTMlar, xalqaro tashkilotlar bilan kooperatsiya	6 oy ichida yo'lga qo'yish	Akademik va amaliy hamkorlik asosida yangiliklar joriy qilinadi

Shuningdek, zamonaviy texnologiyalar asrida xizmatlar bozorining hozirgi shart-sharoitlaridan kelib chiqib, "Raqamli konsalting milliy markazi" (Digital Consulting National Hub(DiCoH)) platformasini shakllantirishni taklif qilamiz(4-jadvalga qarang).

¹ Muallif ishlanmasi

“Raqamli konsalting” milliy markazi (Digital Consulting National Hub (DiCoH)) platformasi loyihasi¹

Asosiy yo'nalish	Tavsif	Ijro muddati	Kutilayotgan natijalar
Pl atforma ishlab chiqish	Web + mobil versiyalarda ishlaydigan, foydalanuvchilarga qulay dizaynli tizim yaratish	6 oy	Raqamli konsalting xizmatlarining yagona portali ishga tushiriladi
Kontent va bazalar	Qonunchilik, moliyaviy, marketing, menejment bo'yicha hujjatlar, video darslar, testlar	3–6 oy	1000 dan ziyod hujjatlar namunasi va 200 dan ortiq ta'limiy resurs mavjud bo'ladi
Onlayn maslahatlar	Chat, videoqabul, savol-javob, ekspert bilan jonli sessiyalar tashkil etiladi	7-oydan boshlab doimiy	50 000+ foydalanuvchiga xizmat ko'rsatish imkoni yaratiladi
Sun'iy intellekt yo'nalishi	Sun'iy intellekt asosida tahlil, tavsiyalar, xatoliklarni aniqlash vositalari taqdim etiladi	9–12 oy	Foydalanuvchi faoliyati avtomatik tahlil qilinadi va aniq maslahatlar taqdim etiladi

Raqamli konsalting markazi (Digital Consulting Hub(DiCoH)) raqamli platformasi 24/7 rejimda faoliyat yuritib, xizmat ko'rsatish korxonalari raqobatbardoshligini oshirish bo'yicha tadbirkorlik subyektlari va boshqa manfaatdor tomonlarga uzluksiz xizmatlar taqdim etilishini ta'minlaydi.

Xulosa va takliflar. Shunday qilib, muallif tomonidan taklif etilayotgan xizmat ko'rsatish korxonalari raqobatbardoshligini oshirishning tashkiliy hamda iqtisodiy mexanizmlarini takomillashtirish bosqichlari, “Xizmat ko'rsatish korxonalari raqobatbardoshligini muvofiqlashtirish va rivojlantirish” milliy konsalting markazi va “Raqamli konsalting” milliy markazi (Digital Consulting National Hub(DiCoH)) platformasini ishga tushirish loyihalari mamlakatimiz xizmatlar sohasi tadbirkorlik subyektlari faoliyatini yanada rivojlantirilishiga va raqobatbardoshligi oshirilishiga zamin yaratadi.

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¹ Muallif ishlanmasi

CULTURAL DIVERSITY AND VALUES ISSUES IN INTERNATIONAL TOURISM

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In countries that receive tourists, there is a huge difference between the cultures that interact, and the more tourists enter a country, the higher the risk of negative impact on the culture of this country. The main characteristics of culture are the geographical location of the country, its values, the composition of different classes, the economic and political situation in the country, different views, different religious beliefs, customs and other reasons. Similar cultures, on the other hand, include similarities in values, norms, laws, customs, views, behavior and language. It is very important for tourists to behave in a visited country and respect the host culture. The origin of various conflicts also arises from ignorance of the host culture or disrespect for their culture.

If we define what the word culture is, it is a certain level of historical development of society, human creative power and abilities. It is expressed in various manifestations of people's life and activity, as well as in the material and spiritual wealth they create. The concept of culture is used to describe a specific historical period (ancient culture), a specific society, people and nation (Uzbek culture), as well as specific areas of human activity or life (for example, labor culture, artistic culture, culture of life). In a narrow sense, the term "culture" is used only in relation to the sphere of spiritual life of people. So culture is not only in its intangible form, but also in its material form. For example: ancient monuments, buildings, historical structures, works of art, pottery, clothing, paintings, books and works, weapons and other similar objects created by mankind throughout its history are examples of material culture. Such tangible objects testify to the past and present culture of a region. Intangible culture consists of our customs, traditions, national holidays, songs, dances, the uniqueness of our language, wedding ceremonies and various other forms of values inherited from our ancestors that are important in the life of the people and are considered important for centuries. Intangible cultures testify to the past of each nation and people. They inform the current generation about how they lived, their lifestyle, and their beliefs.

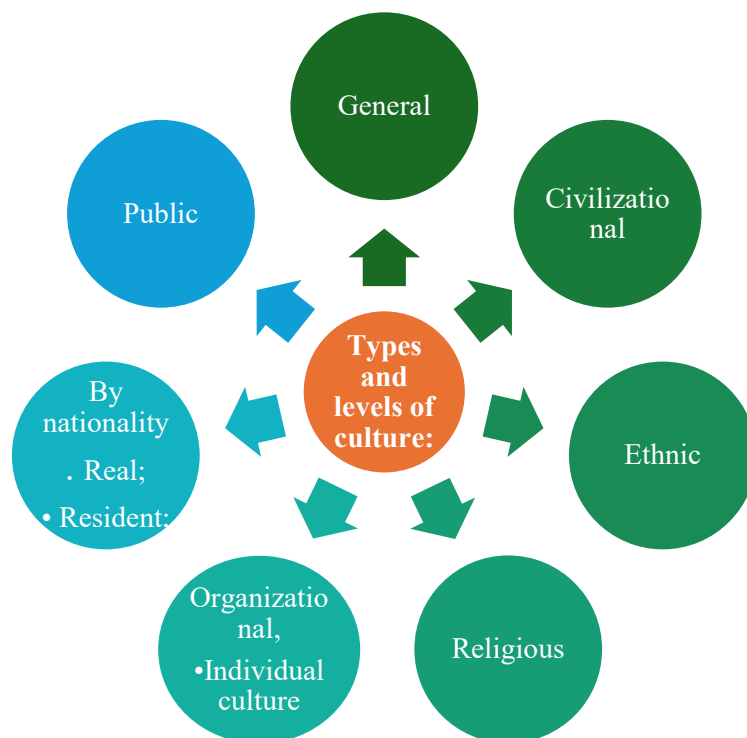
"Culture" comes from the Arabic word *madina* (city). The Arabs divided human life into two types: one is Bedouin or desert life; the other is cultural life. Bedouinism refers to peoples living in the steppes and deserts as nomads, and culture refers to peoples living in cities and having a unique way of life. This is how the word culture was born. In ancient Rome, the concept of culture, just like in the Arabs, was interpreted as a form of social life, expressing the urban lifestyle, and by the Middle Ages this concept was widespread. The concept of culture was later close to the concept of civilization.¹

In addition, there are different views on the interpretation of the meaning of the word culture. It is wrong to interpret culture as a fixed word in one place, it changes in time and space, constantly changing its meaning. A culture characteristic of a certain era may not be accepted and withdrawn from circulation after a while, in which case the appearance of culture passes into the form of customs or traditions. Culture is divided into 2 main types - material and spiritual culture. Material culture includes all areas of material activity and its results (tools of labor, housing, everyday items, clothing, transport, means of communication, etc.).

Spiritual culture includes the spheres of consciousness and spirituality (knowledge, morality, education, law, philosophy, ethics, aesthetics, science, art, literature, mythology, religion, etc.). The characteristic features of a given society, nation, and group also find their expression in culture. A society, nation, and group are distinguished precisely by their culture. Folk culture is its way of life, clothing, place of residence, cuisine, folk oral literature, religious ideas, beliefs, etc.

¹ <http://www.unwto.org/tourism-and-culture>

1



Value is also a form of culture, it is a form of culture that reflects the moral norms of people. Value is a concept used to show the universal, socio-moral, spiritual and cultural significance of certain events that have been revered by our ancestors since history. Freedom, peace, justice, doing good to someone, our traditions, customs, wedding ceremonies are our values.² Each person has his own system of values, which informs a person about what is right or wrong. It also determines what should be done or not done, what is beneficial or harmful, what types of events lead to social satisfaction. Simply put, all the good deeds that people value and practice in their living space are their values. Customs are also a form of value practiced by humanity, the difference being that customs are a form of culture practiced by only a small number of people or groups of people living in a particular area. Examples include the small rituals we perform at weddings and parties, the unique gestures we make when greeting others, and some of the unique features of our holidays. Customs are preserved to preserve disappearing traditions and pass them on to future generations.

The following types of culture are distinguished in tourism:

- **Tourist culture** - this is the manifestation of the tourist's original culture and behavior in the country he is visiting
- **Host culture** - this is the culture of the country that the tourist is currently visiting. It is also called national culture, which means it embodies the traditions and customs of the local people
- **Tourism culture** - is based on the rules of conduct between all participants in the trip. That is, it is a mutual culture between service and product creators, tour operators, travel agents, hotel business representatives and tourists.

Culture, values, customs and traditions, expressing the uniqueness of each nation, are very interesting phenomena in attracting international tourist flows. Most tourists traveling abroad are interested in the culture, lifestyle, and traditions of other peoples. Values and their influence on tourist choice have not been studied enough in the field of tourism. Well-known scientists Pitts and Woodside studied the probability of choosing values according to the nature of visitors. According to their research, tourists tend to travel to regions where similar cultures and values are practiced. Pizam and Kalontane say that the scale of values is studied based on the nature of the tourist's

¹ <https://www.thti.edu.tt/blog/the-importance-of-cultural-awareness-in-the-hospitality-and-tourism-industry/>

² Richards G. Tourism trends: The convergence of culture and tourism //The Netherlands: Academy for Leisure NHTV University of Applied Sciences. – 2014. – C. 250-268.

vacation. In general, values also play an important role in the tourist's choice of a destination for travel. In conclusion, culture is the right path and result in all human activities. It can be found and felt in the uniqueness of each person. This process is especially evident on international trips. Culture teaches people how to live, how to think, and what activities to engage in.

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O'ZBEKISTONDA FUQAROLIK JAMIYATI MA'NAVIY OMILLARI VA MAFKURAVIY TAMOYILLARI FALSAFIY MOHIYATINI O'RGANISHNING AHAMIYATI

Teshayev N.N

BuxDU professori, falsafa fanlari doktori

O'zbekiston mustaqillikni qo'lga kiritgandan so'ng o'z istiqlol va taraqqiyot yo'li - fuqarolik jamiyatini barpo etish yo'lidan borishni bosh vazifa qilib ko'ydi. Chunki fuqarolik jamiyatini barpo etish, birinchi navbatda, keng xalq ommasida o'z haq-huquqlarini taniydigan, o'z kuch va imkoniyatlariga tayanadigan, atrofda sodir bo'layotgan voqea-hodisalarga mustaqil munosabat bilan yondasha oladigan intellektual qobiliyat vazilatlarini shakllantirishni taqozo etadi.

O'zbekiston Prezidentining "2022 - 2026 yillarga mo'ljallangan Yangi O'zbekistonning taraqqiyot strategiyasi to'g'risida"gi va "O'zbekiston 2030 strategiyasi" to'g'risidagi farmonlari bu boradagi keyingi yillarda amalga oshirilgan islohotlarning huquqiy asoslari mustahkamligidan dalolat beradi. O'tgan davrda yurtimizda jahonning eng ilg'or mamlakatlari andozalariga mos keladigan zamonaviy fuqarolik jamiyatini shakllantirish va rivojlantirishga oid mustahkam me'yoriy-huquqiy baza yaratildi. Ayni paytda jamiyat qonun uctuvorligi masalasiga e'tibor qaratishning asosiy sababi nafaqat uning paydo bo'lishi g'oyasining yaxshiligi, balki uni yanada aniqroq pasmiylashtirish va samarali amalga oshirish yo'llarini izlashda hamdir.

Bu borada mamlakatimiz Prezidenti Shavkat Mirziyoev fuqarolik jamiyatini rivojlantirish bo'yicha "ilmiy va ekspertlar guruhlar ishtirokida fuqarolik jamiyatini rivojlantirish sohasida fundamental va amaliy tadqiqotlarni tashkil etish yuzasidan tashabbus ko'rsatish, fuqarolik jamiyatini rivojlantirish borasidagi davlat siyosati va uning amaliy natijalari haqidagi jamoatchilik fikrini tizimli ravishda o'rganish, umumlashtirish va tahlil qilishni tashkil etish"¹

Ushbu yo'nalishdagi tadqiqot fuqarolik jamiyat qurilishining nazariy asoslari, O'zbekistonda fuqarolik jamiyatini barpo etishning ijtimoiy asosi bevosita inson erkinligini, ozodligini ta'minlaydigan moddiy- iqtisodiy, ijtimoiy turmush tarzlari yuksak darajada rivojlangan bo'lishi bilan bevosita bog'liqdir. Garchi fuqarolik jamiyatida inson o'zi ongli boshqaruvni amalga oshirsa ham, eng muhimi uning jamiyat oldidagi mas'uliyatini e'tibordan chetda qoldirib bo'lmaydi.

Mazkur masalalarga bag'ishlangan tadqiqot quyidagilarga asoslanadi:

- bugungi dunyoda fuqarolik jamiyati barpo etish to'g'risida ko'plab g'oya va qarashlar mavjud, xilma-xil ilmiy konsepsiyalar, dasturlar ishlab chiqilgan. Ularda fuqarolik jamiyatining qiyofasi, asoslari, yashash va rivojlanishining umume'tirof etilgan qonuniyatlari hamda uning har

¹ Shavkat Mirziyoev Yangi O'zbekiston taraqqiyot strategisi. T. "O'zbekiston" 2022, 93-94 betlar

bir davlat va xalqning milliy xususiyatlari, ma'naviy qadriyatlari bilan bog'liq jihatlari tobora keng miqyosda o'z ifodasini topmoqda;

- bugungi kunga kelib fuqarolik jamiyati insoniyat hayot tarzining eng maqbul rivojlanish yo'li ekanini deyarli barcha e'tirof etayotganligi va uning jahoniy ko'lam kasb etayotganligi ushbu fenomenal hodisani maxsus tadqiqot ob'ekti sifatida o'rganishni taqozo etmoqda;

- mamlakatimizda barpo etilayotgan fuqarolik jamiyati, uning o'ziga xos xususiyatlarini va ma'naviy omillari aniqlash, o'rganish zarurati ham shu bilan bog'likdir. Chunki, har bir mustaqil mamlakat o'zining taraqqiyot yo'lini va barpo etayotgan jamiyatini bilishga, uning yashash va rivojlanish qonuniyatlarini aniqlab olishga ehtiyoj sezishi shubhasiz;

- hozirgi paytda O'zbekistonda fuqarolik jamiyati asoslarini shakllantirishga bevosita taalluqli bo'lgan masalalarni ilmiy jihatdan aniq bir voqelik sifatida, yaxlitligicha o'rganish, bunda eng avvalo - jahon sivilizasiyasining tajribalariga mamlakatimizning o'ziga xos xususiyatlaridan kelib chikib, fuqarolik jamiyatini barpo etishning nafaqat nazariy masalalari, balki uning amaliy jihatlari yaxlit tarzda tahlil qilish zarurati saqlanib qolmoqda.

Ayni paytda butun dunyoda umume'tirof etilgan fuqarolik jamiyati tamoyillarini milliy qadriyatlar bilan to'ldirish, bu jarayonni atrofimizda ro'y berayotgan hodisalar, voqealar va ular o'rtasidagi o'zaro bog'lanishlarni anik voqeligimiz bilan chambarchas bog'liqlikda o'rganish, tahlil etish zarur. Bu zarurat esa yurtimizda erkin demokratik fuqarolik jamiyatini yaratishdek strategik vazifani amalga oshirish bilan bog'likdir.

Ushbu strategik vazifani bajarishda mamlakatimizda fuqarolik jamiyati barpo etishning o'ziga xos va umume'tirof etilgan qonunlarini bilish, ulardan nazariy xulosalar va umumlashmalar chiqarish nihoyatda muhim ahamiyatga ega. Aholining barcha qatlamlarida fuqarolik jamiyati talablariga javob beradigan yangi dunyoqarash, fikrlar xilma-xilligi, qilish bilan bog'liq qadriyatlarni shakllantirish ushbu jarayonning asosiy vazifalari sirasiga kiradi¹.

Mamlakatimizda fuqarolik jamiyat qurilishi bilan bog'liq o'zgarishlarga, yutuq va muammolarga, faqat uning o'ziga xos xususiyatlarini e'tirof etgan holdagina ilmiy va asosli baho berish mumkin. Hech qachon boshqa bir mamlakat, u yerdagi yondashuvdan kelib chiqib, bunday adolatli baho berib bo'lmaydi. Bu masalada bir tomonlama yondashuv jarayonni xolis baholash imkonini bermaydi. Chunki, fuqarolik jamiyatini biron-bir mamlakatga qiyosan yagona andoza asosida qurib yoki boshqa xalqlarga uni to'la-to'kis ko'chirib o'rnatib bo'lmaydi.

Fuqarolik jamiyati barpo etilishi o'zining xilma-xil milliy jihatlarga ega bo'lishi isbot talab qilmaydigan haqiqatdir. Har bir xalq fuqarolik jamiyatini o'zining milliy-madaniy merosi, siyosiy mentaliteti, fe'l-atvori, qadriyatlari orqali ko'radi hamda uning umumbashariy ma'no va mazmunini boyitishga hissa qo'shadi. Ana shu dialektik jarayon bilan bog'liq qonuniyatlarni hisobga olish, ularni ilmiy o'rganish yurtimizda fuqarolik jamiyat barpo etish talablari va mezonlarini anglab olishga xizmat qiladi.

Bunday yondashuv fuqarolik jamiyatining milliy va umumbashariy tamoyillarini aniq tasavvur etijtimoiy hayotni u bilan bog'lab olib borishga o'rgatadi. Mamlakatimizda fuqarolik jamiyatining qaror topib borishi O'zbekistonning dunyo hamjamiyatida nufuzli o'ringa ega bo'lishi, aholida fuqarolik tafakkurni shakllantirishga ko'maklashadi, erkin hayotni yaratish maqsadlarini amalga oshirishga yordam beradi.

Fuqarolik jamiyati tushunchasi insonning ijtimoiy mavqeini, faolligini va ma'suliyatini namoyon etuvchi tizim sifatida murakkab va ko'p qirrali jarayon hisoblanadi. Bunday jamiyatni barpo etishda xuquqiy, iqtisodiy va siyosiy asoslar bilan birga, ma'naviy va mafkuraviy omillar ham muhim o'rin tutadi. Bu ikki omil fuqarolar ongini shakllantirish, ularning jamiyatdagi o'rni va vazifalarini anglashlariga ta'sir ko'rsatadi. Shu sababli ham fuqarolik jamiyatining ma'naviy va mafkuraviy asoslarini chuqur o'rganish ilmiy va amaliy ahamiyatga egadir.

Fuqarolik jamiyatida ma'naviy qadriyatlar fuqarolarning faolligini, jamoatchilik hayotida ishtirokini ta'minlaydi. Fuqarolar ma'naviy jihatdan yetuk bo'lsa, ular adolat, vatanparvarlik, insonparvarlik, mehr-shavqat kabi umuminsoniy va milliy qadriyatlarga sodiq qoladi.

¹ O'zbekiston Respublikasining Fuqarolik kodeksi. T. 2019, 164-modda.

Tadqiqotchi A.Nurullaev ta'kidlaganidek: "Fuqarolik jamiyatining muvaffaqiyatli rivojlanishi ma'naviy qadriyatlarning jamiyat xayotida qaror topganligiga bog'liq"¹

Fuqarolik jamiyatini faol fuqarolarsiz tasavvur etib bo'lmaydi. Faol fuqarolar esa o'z navbatida ma'naviy yetuk, yuksak ahloviy mezonlarga ega shaxslardir. Shu bois ta'lim-tarbiya, ommaviy axborot vositalari va fuqarolik institutlari orqali ma'naviy targ'ibotni kuchaytirish muhimdir. Mamlakatimiz birinchi Prezidenti Islom Karimov ta'kidlaganidek "Milliy istiqlol mafkurasi-bu xalqning ongini, qalbini, dunyoqarashini birlashtiruvchi ma'naviy qudratdir. U jamiyatning barqarorligi va taraqqiyoti uchun asosiy omildir" Mafkuraviy barqarorlik – fuqarolik jamiyati rivoji uchun kafolat hisoblanadi. Jamiyatda yagona g'oya atrofida jipslashish milliy birlik va hamjihatlikni ta'minlaydi. Bundan tashqari, mafkuraviy immunitet yoshlarning turli zararli ta'sirlarga qarshi tura olishida muhim rol o'ynaydi.

Fuqarolik ongi-fuqarolik jamiyatining asosiy elementi hisoblanadi. U shaxsning o'z huquq va burchlarini anglashi, davlat va jamiyat oldidagi mas'uliyatini his qilishida namoyon bo'ladi. Ma'naviy qadriyatlar va mafkura fuqarolik ongini shakllantirishda muhim omil hisoblanadi. Taniqli faylasuf A.Aripov bu haqda shunday yozadi: "Fuqarolik ongi jamiyatda ma'naviy muhit bilan bog'liq holda shakllanadi. Ma'naviy muhit barqaror bo'lmasa, fuqarolik jamiyatining rivojlanishi sust kechadi"²

Fuqarolik jamiyatining ma'naviy va mafkuraviy tamoyillarini o'rganish:

- Jamiyatda ijtimoiy barqarorlikni ta'minlashga yordam beradi;
- Fuqarolarning xuquqiy ongi va faolligini oshiradi;
- Milliy mafkurani mustahkamlash orqali tashqi mafkuraviy tahdidilarga qarshi immunitet yaratadi;
- Yosh avlodni vatanparvar, mas'uliyatli va faol fuqaro qilib tarbiyalashda asosiy o'rin tutadi.

Fuqarolik jamiyatini barpo etishda ma'naviy omillar va mafkuraviy tamoyillar hal qiluvchi o'rin tutadi. Ularni chuqur o'rganish jamiyat rivoji, barqarorligi va fuqarolar faolligini ta'minlashda zarur ahamiyatga egadir. Ilmiy asoslangan mafkura va milliy qadristlarga tayangan ma'naviy muhit kuchli fuqarolik jamiyatining garovidir.

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BARQAROR RIVOJLANIH VA ERKIN IQTISODIY ZONALAR

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Uchinchi ming yillikning boshlari ikki muhim tendentsiya bilan tavsiflanadi. **Birinchidan**, hozirgi sivilizatsiya global ekologik muammolarga (iqlim o'zgarishi, ozon qatlamining buzilishi, chuchuk ichimlik suvining tanqisligi va ifloslanishi, yer va o'rmonlarning degradatsiyasi, bioxilma-xillikning yo'q qilinishi, ortiqcha chiqindilarning shakllanishi va ularni yo'q qilish muammosi va boshqalar) duch kelmoqda. **Ikkinchidan**, dunyo oldingi davrlarga nisbatan tez sur'atlar bilan o'zgarimoqda. Shu bois, kechagi mezonlar asosida nafaqat bugungi vaziyatni xolisona baholab bo'lmaydi, balki kelajak istiqbollarini aniqlab bo'lmaydi. Shunday zamon keldiki, endi insoniyat o'z maqsadlarini qayta ko'rib chiqishi, ularga erishish yo'llarini qayta belgilashi, kelajak avlodlar farovonligiga asoslangan yangi tamoyillar tizimini ishlab chiqishi kerak bo'lib qoldi. Bu insoniyat

¹ Nurullaev A., Fuqarolik jamiyati nazariyasi va amaliyoti.T, 2020, 82-83 betlar

² Aripov B., Istimoiy falsafa asoslari, T.: "Fan va texnologiyalar", 2017, 22-23 betlar

kelajak avlodlar uchun tabiiy kapitalni saqlashi kerak bo'lgan umumiy maqsaddir. Chuki birgina yer temperaturasining 1.5 - 2.5 °C ga oshishi o'simlik va hayvon turlarining taxminan 20-30% yo'qolishig olib kelishi mumkinligi aniqlandi. Bundan tashqari, yuz millionlab odamlar ichimlik suvining yetishmasligidan aziyat chekmoqda, suv toshqinlari bilan bog'liq muammolarga duch kelmoqda va hokazo¹.

Keyingi yillarda barqaror rivojlanish mavzusi tadqiqotchilar, davlat organlari va korporatsiyalar orasida mashhurlikka erishdi. Uning tobora ommalashib borayotgani avvalom-bor aholi sonining doimiy o'sishi sharoitida tabiiy resurslardan oqilona foydalanishga e'tiborning kuchayishi bilan bog'liq². Barqaror rivojlanish kontseptsiyasining shakllanishii BMTning Rio-de-Janeyroda bo'lib o'tgan "Atrof-muhit va rivojlanishi" bo'yicha konferensiyasida (1992) boshlangan. BMT Bosh kotibi Butros G'ali konferensiyadagi ma'ruzasida "...bugungi kunning global muammolarini hal qilishning yagona yo'li barqaror rivojlanishdir", deb ta'kidlagan edi. Barqaror rivojlanish zaruratini tushunib yetishda AQSh va Yevropaning ko'plab olimlari shug'ullana boshlashgan edi³.

Barqaror rivojlanish bu - zamonning ijtimoiy talablariga javob beradigan, shu bilan birga kelajak avlodlarning ham ehtiyojlarini qondirish qobiliyatiga putur yetkazmaydigan rivojlanish tushunilishi taklif qilindi. Taraqqiyot kontseptsiyasida iqtisodiy samarador jihatning ustunligi jamiyat taraqqiyoti uchun zarur bo'lgan bir qator muhim tabiiy resurslarning kamayib ketishining real xavfiga tahdid soladi. Kelajak avlodlar va ularning turmush sharoiti haqida qayg'urish barqaror rivojlanish konseptsiyasining asosiy g'oyalaridan biridir. O'zining eng umumiy ko'rinishida "barqaror rivojlanish" - bu ishlab chiqarish usullari va iste'mol darajasi hozirda hamda kelajakda tabiat va odamlarga zarar yetkazmasdan amalga oshiriladigan rivojlanishdir. "Barqaror rivojlanish" - bu resurslardan oqilona foydalanish, mehnatni intellektuallashtirish, optimal iqtisodiy o'sish va munosabatlarni uyg'unlashtirish. Barqaror rivojlanishning asosiy tamoyillaridan biri iqtisodiy va boshqa faoliyatning atrof-muhitga ta'sirini strategik ekologik baholash zarurati hisoblanadi⁴.

Hozirgi vaqtda iste'mol quyidagi integral ko'rsatkichlar bilan tavsiflanadi: Har bir inson uchun taxminan 20 tonna xom ashyo qazib olinadi va o'zlashtiriladi, insonning iqtisodiy faoliyati yerning yuzasining uchdan bir qismidan ko'prog'ini (taxminan 60 million kv.km.) egallaydi. Bundan tashqari xom ashyoni qayta ishlash jarayonida ko'plab moddalar hosil bo'ladi. Insoniyat hozirgi paytda 10 millionga yaqin moddalarni sintez qilmoqda, bu moddalarning taxminan 90 foizi keyinchalik texnogen chiqindiga aylanmoqda. Keyingi bir asrda atrof-muhitga ta'sir qilishning yana bir mexanizmi - antropogen kelib chiqadigan mahsulotlarning emissiyasi (oqishi) paydo bo'ldi. Tabiatga mutlaqo begona mahsulotlar, shuningdek, radioaktiv moddalar va issiqlik tashlanmoqda⁵.

Barqaror rivojlanish konsepsiyasini shakllantirishga asos o'tgan asrning 80-yillari oxirida qo'yilgan edi. Barqaror rivojlanishning ko'plab ta'riflari mavjud, ammo eng keng tarqalgan va umume'tirof etilgan ta'rif 1987 yilda G. X. Brundlandt boshchiligidagi BMT komissiyasi tomonidan taklif qilingan ta'rifdir: "Barqaror rivojlanish - bu rivojlanishni ta'minlaydigan

¹ Зеленый мир. – 2008. – № 1–2. – С. 3.

² Jinhui, L., Qing I., Wei, G. & Chen, W. (2019). The Impact of Consumption Patterns on the Generation of Municipal Solid Waste in China: Evidences from Provincial Data. *International Journal of Environmental Research and Public Health*, 16(10), 1717. DOI: 10.3390/ijerph16101717., С.Н.Бородин, Модель оценки устойчивого развития региона на основе индексного метода, г. Санкт-Петербург, Российская Федерация. Экономика региона, Т. 19, вып. 1 (2023) - www.economyofregions.org.

³ Пределы роста: Доклад по проекту Римского клуба «Сложное положение человечества» / Медоуз Д.Х., Медоуз Д.Л., Рандерс Й. и др. – 2-е изд. – М.: Изд-во МГУ, 1991., Вайцзеккер Э., Ловинс Э., Ловинс Х. Фактор четыре. Затрат половина – отдача двойная. Новый доклад Римскому клубу. – М.: Academia, 2000., Хокен П., Ловинс Э. Ловинс Х. Естественный капитализм: грядущая промышленная революция. – М.: Наука, 2002.

⁴ Василенко В.А. Устойчивое развитие регионов: подходы и принципы / Под ред. А.С. Новоселова. – Новосибирск: ИЭОПП СО РАН, 2008. – 208 с.

⁵ Госкомстат РФ [Электронный ресурс] /Официальный сайт. - Режим доступа: <http://www.gks.ru>.

rivojlanishdir, kelajak avlodlarning ehtiyojlari hayotiga xavf solmagan holda, zamonaviy avlod ehtiyojlarini qondirishdir"¹.

Agar inson harakatlari, uning motivlari hamda faoliyati oqibatlarining ta'siri o'rtasidagi bo'shliq bartaraf etilmasa, insoniyat halok bo'ladi. Atrof-muhitni saqlash muammosi ko'p jihatdan o'rnatilgan xatti-harakatlardagi bir qator stereotiplarini yengib o'tishdan iborat.

Bugungi kunda iqtisodiy rivojlanish chegarasi - tabiiy resurslarni iste'mol qilish bilan belgilandi. Tabiiy resurslarni oqilona iste'mol qilish muammosini hal etishda quyidagi jihatni hisobga olish kerak: dunyo aholisining 1/4 qismi yashaydigan qismida dunyo resurslarining 3/4 qismini iste'mol qiluvchi rivojlangan davlatlar joylashgandir, samarali barqaror rivojlanishga o'tish, hozirgi ijtimoiy-ekologik-iqtisodiy vaziyatga mos modelni joriy etish ko'plab muammolarni hal qilish yo'llaridan biridir².

Barqaror rivojlanish kontseptsiyasi ekologik, ijtimoiy va iqtisodiy maqsadlarga o'zaro bog'liq holda erishish orqali muvozanatli, o'zini o'zi ta'minlaydigan rivojlanish paradigmasi hisoblanadi. Qarashlar xilma-xilligiga qaramay, barqaror rivojlanish muammosi ikki asosiy yo'nalishda mavjud.

Birinchi yo'nalish - bu butun ijtimoiy rivojlanish maqsadlarini belgilash va ularga erishishni ta'minlaydigan shart-sharoitlarni aniqlash. Barqaror rivojlanishni ta'minlash maqsadlari ierarxiyasiga ko'ra, iqtisodiy maqsadlar ijtimoiy rivojlanish maqsadlariga nisbatan bo'ysunuvchi holatda joylashtiriladi, ya'ni ular butun rivojlanishning barqarorligini ta'minlash vositasi sifatida qaraladi.

Ikkinchi yo'nalish - iqtisodiy rivojlanishning barqarorligini ta'minlovchi shart-sharoitlar va omillarni o'rganish. Bu yo'nalishda barqaror rivojlanish parametrlari va omillari aniqlanib, uning mutanosiblik shartlari va optimallik mezonlari ochib berilgan, o'sish imkoniyatlari o'rganilmoqda. Barqaror rivojlanish to'g'ridan - to'g'ri ma'noda barqarorlikni, doimiy miqdoriy o'sishni anglatmaydi, balki ekologik va ijtimoiy komponentlarni hisobga olgan holda "nizosiz" rivojlanishdir. "Sustainable" o'zbek tiliga u "barqaror" deb tarjima qilingan "doimiy" emas, balki "barqaror" deb tushunish kerak³. "Yashil o'sish" tushunchasi barqaror rivojlanish kontseptsiyasining kichik sohasi bo'lib, uni almashtirish yoki "rebranding" sifatida ko'rib bo'lmaydi. Hozirgi vaqtda "yashil" iqtisodiyot yangi vektor, barqaror rivojlanish dvigateli sifatida o'rganilmoqda, uning asosiy vositalari innovatsion "yashil" texnologiyalar hisoblanadi⁴.

Keyingi vaqtlarda yuzaga kelayotgan turli xil inqirozlar mavjud iqtisodiy rivojlanish modelining beqarorligini ko'rsatmoqda. Ushbu modelning muhim kamchiligidan biri ijtimoiy va ekologik muammolarni hal qilishda iqtisodiy o'sishni ustun qo'yilishidir. Shu sababi ham insoniyat iqtisodiy rivojlanishning yangi usullarini izlashga harakat qilmoqda⁵.

Birlashgan Millatlar Tashkilotining keyingi paytda qabul qilingan kontseptual hujjatlari orasida eng muhimi "2030 Barqaror rivojlanish kun tartibi"da shakllantirilgan 2016-2030 yillarga mo'ljallangan BMTning Barqaror rivojlanish maqsadlaridir⁶. Barqaror rivojlanish juda murakkab va rang-barang jarayon, uni ifodalash uchun juda ko'p ko'rsatkichlar foydalaniladi. Ko'rsatkichlarni tanlash dastlab OECD sxemasi bo'yicha amalga oshirildi, bu ko'rsatkichlarning

¹ Зелёная экономика и цели устойчивого развития для России: коллективная монография / Под науч. ред. С. Н. Бобылёва, П. А. Кирюшина, О. В. Кудрявцевой. — М.: Экономический факультет МГУ имени М. В. Ломоносова, 2019. — 284 с.

² Социально-эколого-экономические проблемы устойчивого развития Х. А. Магомадова. Ростовский государственный строительный университет-ВЕСТНИК ЮРГТУ (НПИ). 2012. № 1.153-158с.

³ Лясковская Е.А. Проблемы подготовки качественных трудовых ресурсов при реализации концепции устойчивого и инновационного развития // Вестник Башкирского государственного аграрного университета. — 2017. — № 4 (44). — С. 137–145.3.

⁴ Формирование «зеленой» экономики и устойчивость развития страны и регионов Е.А. Лясковская, К.А. Григорьева Южно-Уральский государственный университет, г. Челябинск, Россия. Вестник ЮУрГУ. Серия «Экономика и менеджмент». 2018. Т. 12, № 1. С. 15–22.

⁵ Зелёная экономика и цели устойчивого развития для России: коллективная монография / Под науч. ред. С. Н. Бобылёва, П. А. Кирюшина, О. В. Кудрявцевой. — М.: Экономический факультет МГУ имени М. В. Ломоносова, 2019. — 284 с.

⁶ Преобразование нашего мира: Повестка дня в области устойчивого развития на период до 2030 года. ООН, Нью-Йорк, сентябрь 2015 г.

to'rt turini aniqlaydi: bosim (atrof-muhitga), holati (atrof-muhit), ta'sir (atrof-muhitga), javob (zarur choralar)¹.

Birlashgan Millatlar Tashkiloti Bosh Assambleyasining 2015-yilda bo'lib o'tgan Barqaror rivojlanish sammitida qabul qilingan 70-sonli rezolyutsiyasiga muvofiq va 2030-yilgacha BMT Global kun tartibidagi Barqaror rivojlanish maqsadlarini izchil amalga oshirish bo'yicha tizimli ishlarni tashkil etish maqsadida O'zbekiston Respublikasi Vazirlar Mahkamasining "Tadbirlar to'g'risida" gi 84-sonli qarori qabul qilingan. Ushbu qaror asosida mamlakatimizda 2030 yilgacha bo'lgan davrda "Barqaror rivojlanishning milliy maqsad va vazifalari" aniq belgilanib olingan. Mazkur qaror doirasida 2030-yilgacha barqaror rivojlanish sohasida 16 ta milliy maqsad (BRM) va 125 ta maqsadli ko'rsatkich tasdiqlangan va bu borada faol ish olib borilmoqda. Shundan beri O'zbekiston Respublikasi ham dunyoning boshqa davlatlari kabi 2030 yilgacha barqaror iqtisodiy o'sishni ta'minlash, atrof-muhitni muhofaza qilish, global tinchlik va xavfsizlikni rag'batlantirish majburiyatini olgan. Shu asosda Vazirlar Mahkamasining 2018-yil 20-oktabrdagi "2030-yilgacha bo'lgan davrda barqaror rivojlanish sohasidagi Milliy maqsad va vazifalarni amalga oshirish chora-tadbirlari to'g'risida"gi 841-son qarori qabul qilingan.

Iqtisodiyotning beqarorligi sharoitida ma'lum bir mintaqaning barqaror rivojlanishi ko'p jihatdan iqtisodiy jarayonlarni oqilona tartibga solishga hamda ekologik masalalarni ijtimoiy yo'naltirilgan tarzda tub o'zgarishlarni amalga oshirishda ifodalangan puxta ishlab chiqilgan innovatsion strategiyaga bog'liq. Bu barqaror rivojlanish "yashil iqtisodiyot"ning eng muhim unsurlarini shakllantira borish asosida ta'minlanadi, bunda hudud aholisining ehtiyojlarini samarali qondirish maqsadida mintaqaviy tabiiy salohiyatdan resursni tejovchi va siklik foydalanishni nazarda tutadi².

Barqaror rivojlanish va uning tizimli indikatorlari 134 tani tashkil etgan. Ular hammasi to'rt guruhga bo'linadi: ijtimoiy (41), iqtisodiy (26), ekologik (55) va tashkiliy (12). Indikatorlar Mintaqaviy va lokal xususiyat kasb etishi mumkin. Chunki biron bir mintaqadagi barqaror rivojlanish holati ikkinchi bir mintaqadagi yoki davlatdagi holatga to'g'ri kelmasligi mumkin. Barqaror rivojlanish indikatorlari maqsadli yo'nalishiga qarab 3 toifaga ajratiladi:

1. Harakat kuchiga qarab – kishilik jamiyati faoliyatiga tegishli jarayonlarning barqaror rivojlanishga ta'sirini baholash;

2. Holatiga qarab – barqaror rivojlanishning ijtimoiy, iqtisodiy, ekologik va institutsional jihatlar holatini baholash;

3. Ta'sir kuchiga qarab – joriy holatning o'zgarishiga siyosiy yoki boshqa yo'llar bilan ta'sir etish imkoniyatini baholash.

O'zbekistonda jami 91 ta indikatorlar tanlab olingan bo'lib, shularning 68 tasi xalqaro indikatorlar ro'yxatidan olingan, 23 tasi esa O'zbekistonning o'ziga xos xususiyatlaridan kelib chiqqan holda tasdiqlangan. Tanlab olingan indikatorlar atrof-muhitni muhofaza qilishning ustuvor yo'nalishlaridan kelib chiqqan holda tabiiy muhit va iqtisodiyot tarmoqlari bo'yicha taqsimlangan. Tanlab olingan indikatorlar milliy darajalarda ekologik vaziyatni baholash, monitoring qilish jarayonida uning o'zgarish dinamikasini kuzatish imkonini beradi³.

Xullas, barqaror rivojlanish g'oyasining maqsadi – kelajak avlod ehtiyojlarini inobatga olgan tarzda hozirgi zamon kishilik jamiyatini uzviy bog'langan ekologik, iqtisodiy, ijtimoiy va siyosiy taraqqiyotini bir me'yorda ta'minlashdan iborat. Tabiiy resurslardan oqilona foydalanish, turli iqtisodiy hududlarda ishlab chiqarish kuchlarini optimal joylashtirish va rivojlantirish, tabiat-jamiyat munosabatlarining iqtisodiy, ijtimoiy va ekologik xususiyatlarini inobatga olgan holda davriy o'zgarishlarni doimiy taraqqiyot sari yo'naltirish talab etiladi.

¹ Индексы и индикаторы устойчивого развития Тарасова Н. П., член-корр. РАН, проф., Кручина Е. Б., к.э.н. *Устойчивое развитие: природа-общество-человек. Статьи победителей конкурса. Том II. 127-144с.*

² Мусостова Д. Ш., Мусостов З.Р. Стратегия устойчивого развития региона в условиях формирования «зеленой» экономики. г. Грозный, Чеченская Республика. Издательский дом «Среда».- Content is licensed under the Creative Commons Attribution 4.0 license (CC-BY 4.0) <https://phsreda.com>.

³ Barqaror rivojlanish va uning tizimli indikatorlari: Monografiya / A. N. Nigmatov va boshq. – Toshkent: Spectrum Media Group, 2015. – 120 b.

BMTga qarashli UNKTAD tashkilotining o'zining 2019 yilda jahondagi EIZlar tahliliga bag'ishlangan maxsus konferensiyasida takidlab o'tadiki, bundan keyingi 2030 yilgacha mo'ljallangan taraqqiyotda erkin iqtisodiy zonalarining o'ziga xos tipini shakllantirish kerak, va u BRM (barqaror rivojlanish maqsadi) ga erishishiga yo'naltirilgan bo'lishi kerak¹. Yani asrlar davomida insoniyatga xizmat qilib kelgan bu institut hozirgi zamon talablariga ham javob bera oladiganligi ta'kidlangan.

Erkin iqtisodiy zona (bundan keyin EIZ) ning barqaror rivojlanishdagi rolini va o'rini aniqlash uchun bu kabi jamiyat institutlari faoliyatining xarakteri, ularga yuklangan vazifalar, bu institutlarning kelajakdagi evolyusiyasini hamda EIZlarga munosabatini aniqlash kerak. EIZni ishiga aloqador davlat strukturalarining aniq, chaqqon, halol va samarali ishlashi iqtisodiy, jumladan, soliq imtiyozlaridan ham muhim ahamiyat kasb etadi. EIZ yaratishdan ko'zlangan maqsad, uning tipi u yoki bu mamlakat hukumatlarining olib borayotgan zonalar yaratishga qaratilgan siyosatining mohiyatiga bog'liqdir.

EIZ barqaror rivojlanish uchun ham muhimki, u nafaqat mamlakatdagi yoki ma'lum hududdagi iqtisodiy muhitni yaxshilaydi, balki tadbirkor va mutaxassis kadrlarga zamonaviy biznesni o'rganish uchun katta maktab rolini o'ynaydi.

O'zbekiston kabi mustaqillikni qo'lga kiritganiga uncha ko'p bo'lmagan mamlakatlar uchun EIZ iqtisodiy mustaqillikni mustahkamlashning, bozor munosabatlarini rivojlantirishning, xalq farovonligini oshirishning muhim quroli hisoblanadi. Hozirgi paytda O'zbekistonda EIZlar yaratish o'zining boshlang'ich bosqichida, birinchi qadamlar endigina tashlanmoqda.

EIZni ma'lum mintaqada barqarorlikni ta'minlashda xalqaro iqtisodiy tajribani o'rganish instituti deb ham hisoblash mumkin, chunki bu institutni muvaffaqiyatli o'tagan har bir xo'jalik subyekti xalqaro biznes dunyosida faoliyat ko'rsata olish potensialiga ega bo'la boradi. EIZlarni tashqi iqtisodiy aloqalarni o'zgartirish va kengaytirishning "birinchi qator soldatlari" deb atash bo'ladi. EIZlar xorijiy investitsiyani jalb qiluvchi kuchli qurol hamdir. Xitoy mamlakati ma'lumotlari bo'yicha EIZ joylashgan mintaqalarda yashovchi aholi jon boshiga to'g'ri keladigan investitsiya, ushbu ko'rsatkich bo'yicha o'rtacha mamlakatnikidan 10 marta yuqori bo'lgan.

EIZ nafaqat o'z territoriyasiga, balki o'z territoriyasidan tashqariga, milliy iqtisodiyotni barqarorlashiga kuchli ta'sir etadi. Bu ta'sir asosan modernizatsiyalashtirish xarakteriga ega va u qator kanal, mexanizmlar orqali amalga oshadi. Bu ta'sirlardan biri - zonaning alohida olingan mamlakat darajasida ko'zga tashlanishidir. O'zining yangiligi bilan bu zonalar va unda tashkil etilgan birinchi xorijiy firmalar milliy tadbirkorlarning e'tiborini o'ziga jalb qiladi. Natijada zonada qo'llanilayotgan ishlab chiqarishni boshqarish, tashkil etish va eksportni rivojlantirish borasidagi yangi usullarni zonadan tashqarida qay tarzda o'rganish samarasini hosil qiladi. Bu samara darrov ko'zga tashlanmaydi. Ammo, vaqt o'tishi bilan uning natijasi yaqqol bo'lib boradi.

O'rganish kanallardan yana biri - mahalliy firmalarning zonada mavjudligining o'zi hisoblanadi. Xorijiy firmalar bilan tashkiliy jihatdan yaqinligi muhim firmalararo aloqalarni yaratish hamda mahalliy va xorijiy firmalarni boshqarish va texnologik darajalarining muqarrar ravishda bir - biriga yaqinlashishiga olib keladi.

Uchinchi kanal texnik mutaxassislar, boshqaruvchilar, ishchilarning firmalararo migratsiya jarayonidir. Miqdor jihatdan bu migratsiya unchalik katta bo'lmashligi mumkin, ammo sifat jihatdan ancha muhim ahamiyat kasb etishi mumkin. Oldin zonadagi ilg'or korxonada ishlab chiqarish, zamonaviy menejment, ishlab chiqarishni tashkil etish, texnika va texnologiya bilan ishlagan xodim zonadan tashqariga ishga borganida, u ishlab chiqarish ko'rsatkichlarining yaxshilanishiga ancha ta'sir qilishi mumkin.

EIZ jahon tajribasini o'rgatuvchi maktab sifatida quyidagi muhim vazifalarni ham bajaradi:

- ❖ iqtisodiyotni tartibga solish, korxonani boshqarishda jahon tajribasiga ega bo'lish;
- ❖ milliy ishchi, injener, boshqaruvchi, xo'jalik yurituvchi kadrlarni o'qitish va tayyorlash;

¹ worldinvestmentreport.org.18 bet.

- ❖ tashkil qilish, boshqarish va moliya sohasida jahon tajribasini o'rganish va amaliyotga joriy etish hisobidan ish kuchi malakasini oshirish;
- ❖ Ishchi xodimlar va boshqaruv kadrlarning malakasining oshirish;
- ❖ yangi, noyob mutaxassisliklarni milliy kadrlar tomonidan egallanishi;
- ❖ xo'jalik faoliyati yuritishning yangi, sinalmagan unsurlari, usullari, modellarini tekshirib ko'rish, sinovdan o'tkazish¹.

Ushbu o'ziga xos maktabni yaratish uchun, O'zbekiston EIZlari jahonning "zona bozorida" raqobatbardosh bo'lishlari uchun xalqaro standartlarga javob beradigan qonunchilikni qabul qilishi kerak, uzoqroq muddatga va xorijiy investorlarga qulayroq tarzda, yuqoriroq darajada imtiyozlarni belgilashi maqsadga muvofiqdir.

Erkin iqtisodiy zona texnologik, innovasion yangiliklarni o'rgatuvchi maktab sifatida ham faoliyat ko'rsatadi. Mamlakatdagi erkin iqtisodiy zonalar jahon iqtisodiyotida biznesni yuritishda jamlangan ilg'or tajribani tadbqiq etishni o'rganish maktabiga aylanib boradi.

O'zbekiston kabi yopiq iqtisodiyotdan ochiq iqtisodiyotga, totalitar iqtisodiyotdan bozor iqtisodiyotiga evolyusiyalashib borar ekan EIZlar bu borada tajriba bazasini ham o'taydi. Anklav xarakterda bo'lgan, mamlakatning kichik bir qismini egallagan EIZ butun mamlakatning iqtisodiyotini global ravishda liberallashtirishda butun mamlakatga nisbatan ustunlikka ega. Chunki kichik maydonni tartibga solish, salbiy oqibatlarini bartaraf qilish ancha oson bo'ladi².

Xorijiy tajriba yana shuni ko'rsatadiki, keyingi paytlarda EIZ rivojlanishida kichik va o'rta biznesning roli tobora ortib bormoqda. Shuning uchun ularni maxsus imtiyozlar bilan zonaga jalb qilish maqsadga muvofiqdir. Yirik transmilliy korporatsiyalarning u yoki bu mamlakatda investitsiya kiritishi uchun maxsus imtiyozlarga unchalik muhtojligi yo'q. Bundan tashqari, ularning ko'pchiligi sekinroq, shoshilmasdan faoliyat yuritishni ma'qul ko'radi. Kichik va o'rta korxonalar esa aksincha, manevrli bo'lib, xo'jalik yuritish va bozor talabining o'zgarishiga tezgina moslasha oladi. EIZga nafaqat xorijiy, balki mahalliy kichik va o'rta biznes jalb qilinishi oqibatida zonaning anklavlik xarakteri kamayadi, milliy iqtisodiyotga integratsiyalashuvi osonlashadi. Yana bir holatni ta'kidlash zarurki, EIZda faoliyat yurutuvchi mahalliy kadrlar xorijiy investorlarga mahalliy resurslarni oqilona ishlatishga ko'maklashuvchi noyob kadrlarga aylanishiga imkon beradi.

Xullas, barqarorlik – insonlar uchun iloji boricha uzoq vaqt davomida yer yuzida rang-barang tabiat bilan birga yashashi uchun qilingan ijtimoiy maqsaddir. Bu maqsadlarga erishishda esa insoniyat anchadan beri ishlatib kelayotgan erkin iqtisodiy zona instrumentini ham ishlatish olishi zarur.

Hozirgi paytda, butun dunyo industrial iqtisodiyotdan innovatsion iqtisodiyotga qarab bormoqda. Erkin iqtisodiy zonalar (bundan keyin EIZ) – XX asrning ikkinchi yarim yilligining eng ko'zga tashlanadigan institutsional innovatsiyasidir. Uning ahamiyatini quyidagi ikki raqamning o'zi ko'rsatadi: yigirmanchi asr oxiriga kelib, jahon savdo aylanmasining 30% EIZ orqali o'tgan va jahon kapital aylanmasining qariyb yarmi EIZlar orqali amalga oshirilgan. Birlashgan Millatlar Tashkilotining Savdo va taraqqiyot bo'yicha konferensiyasi (UNKTAD) erkin iqtisodiy zonalar bo'yicha maxsus tadqiqotlariga ko'ra 2019 yilda dunyoning 147 davlatida 5400 EIZ bo'lgan, keyingi besh yil ichida 1400 ta yangi qurilgan va 500 ta qurish ustida ish olib borilmoqda³.

Biz olib borgan tadqiqotlar shuni ko'rsatadiki, EIZlarning qirqdan ortiq turi bo'lib, dunyoning 140 dan ortiq mamlakatida barpo etilgan. Yigirmanchi asrning yetmishinchi yillarida jahonda 700 ta EIZ bor degan ma'lumot beriladi, asr oxiriga kelib esa jahonda 4 mingta EIZ bor degan ma'lumotlar beriladi⁴. Bizning tadqiqotlarimiz shuni ko'rsatmoqdaki, planetada ularning soni kichik zonalarini hisobga olganda 7000 dan oshib ketgan. Hozir ular dunyo iqtisodiyotida

¹ O'zbekistonda erkin iqtisodiy zonalar tashkil etishning jahon tajribasini qo'llash imkoniyatlari. A Laziza - Ijtimoiy fanlarda innovatsiya. Onlayn ilmiy jurnal, 2022.

² Hamroev H.R., Hasanov R. Iqtisodiy barqarorlik shartlari. //Jamiyat va boshqaruv. Ilmiy-siyosiy, ijtimoiy – iqtisodiy, ma'naviy – tarixiy jurnal. - 2001y., N 4. 30-32b.

³ https://unctad.org/system/files/official-document/wir2019_overview_ru.pdf

⁴ Цуй Шань. Становление и развитие СЭЗ КНР. М. 1999г. - <https://economy-lib.com/stanovlenie-i-razvitiye-sez-knr>.

salmoqli o'rinni egallab bormoqda. «EIZ, - amerikalik olimlar M.Fraze va R.Renlar fikricha, - iqtisodiy rivojlanish jabhasida insoniyatning eng qadimiy va shu bilan birga eng zamonaviy g'oyalaridan biridir»¹.

EIZlarning ahamiyatini ko'rsatish uchun, ularni jahon xo'jaligining mamlakat ichidagi «orollari», xorijiy investitsiya, texnologiyalar, boshqarish tajribasining oqib keluvchi «derazalari», jahon xo'jaligiga uyg'unlashib ketishda «erkin eshiklar» deb nomlanuvchi yangi siyosatdir, deb nomlashadi. Bizningcha, EIZ jahon iqtisodiyoti okeani bilan milliy iqtisodiyot dengizi o'rtasidagi shlyuzdir. EIZ keyingi o'n yilliklarda alohida xo'jalik strukturasi sifatida nafaqat ilmiy adabiyotlar-u, ensiklopedik lug'atlarda mustahkam o'rinishdi, balki barcha qit'alarda kishilar amaliyotiga keng kirib keldi.

EIZlarni ahamiyatini ko'rsatish uchun ularning bir turi bo'lgan «Selikon velli» nomi bilan mashhur texnik - tadqiqot zonalarini yangi texnologiyalarni yaratishda qo'shayotgan xizmatini hisobga olib «jahon iqtisodiyotining yadrosi» deb bejiz nomlashmayapti².

Jahon bozoriga nisbatan ochiqlik EIZlarni barcha qit'alar bo'yicha milliardlab dollar (\$) investitsiya qilayotgan, juda katta potentsialga ega bo'lgan transmilliy kompaniyalar uchun ham jozibali bo'lib bormoqda. EIZlarda foyda normasi yiliga 30-35% ni, Osiyoning EIZlarida joylashgan transmilliy korporatsiyalarida esa 40% tashkil etadi. Kapital mablag'larini o'zini qoplashi esa 2-3 yilni tashkil etadi³.

EIZlar xalqaro iqtisodiy tashkilotdir, ular global xarakterga ega, ularning yordamida jahon xo'jaligi aloqalarida butun mintaqalarda juda intensiv integratsiya jarayoni sodir bo'lmoqda. Xalqaro integratsiyaning hozirgi zamon bosqichining o'ziga xos xususiyatlaridan biri iqtisodiy va ilmiy-texnik rivojlanishning lokazatsiyalashuvi hisoblanadi. Buni tashkiliy jihatdan ifoda etuvchi bo'lib EIZni yaratish chiqmoqda. Shuning uchun, ularni jahon bozorining milliy iqtisodiyotga qurilgan kichik strukturalari, deb nomlashadi.

EIZlar internatsionallashuvning sifat jihatdan yangi bosqichi hisoblanadi, chunki bunda milliy chegaralanganlik bartaraf etiladi hamda ichki va tashqi resurslarning birlashuvini turli - tuman imkoniyatli variantlari yuzaga chiqadi. Chunki hozirgi zamon sharoitida milliy xo'jalikning biqirligi nafaqat maqbul emas, balki mumkin emas. Xalqaro kompaniyalar o'zining ishlab chiqarish va tijorat faoliyati uchun qulay sharoitni qidirishda EIZlarni juda foydali iqtisodiy struktura, deb qaraydi va o'zining ekspansiv siyosatida EIZlarni muhim yo'nalish deb harakat qiladi.

EIZ lokal bir maydonda moddiy, moliyaviy va mehnat resurslarini safarbar qilish yo'li bilan har qanday mamlakatning ijtimoiy - iqtisodiy rivojlanishini jadallashtiruvchi vosita sifatida chiqadi. EIZlar bozor munosabatlari, tadbirkorlikni yuqori darajada rivojlantirish o'chog'lari, texnologiyalar va boshqarish mexanizmlarini takomillashtirish joylaridir. EIZ bozor transformatsiyasining eng ta'sirchan, samarali vositasi hisoblanadi, chunki u xorijiy investitsiyalashning boshqa usullaridan farqli o'laroq isloh qilinayotgan mamlakatning makroiqtisodiy muhitiga kompleks ravishda ta'sir qilishni ta'minlaydi⁴.

Hukumatlar EIZlardan iqtisodiy faoliyatni o'stirish, investitsiyani ko'paytirish, bandlik darajasini oshirish, xalqaro savdoni rivojlantirish kabi maqsadlarga erishish uchun foydalanadilar. Uzoq muddatni oladigan bo'lsak, EIZlar texnologiyalar, «nou – xau»larni yaratish, mintaqani rivojlantirish, samarali xo'jalik aloqalarini shakllantirish markazlariga aylanishi mumkin.

¹ Федорова Е. В. Свободные экономические зоны: привлечение прямых реальных инвестиций: Дис. ... канд. экон. наук: СПб, 2002. 119 с.

² Болкаров А. К. Свободная экономическая зона как институциональный инструмент адаптации России в процессов экономической глобализации. Дисс.к.э.н. Мировая экономика. Ростов на Дону. 2004. 214с.

³ Хамроев Х. Р. Зонал сиёсат: методология, хорижий тажриба ва қўллаш йўналишлари //Монография. Тошкент. «Фан» нашриёти. 2008й. – 2008. – Т. 352.

⁴ Хўжаев Б.А. Эркин иқтисодий зоналар тузишининг жаҳон тажрибаси. Т. //Ж: Халқаро муносабатлар: иқтисод, сиёсат, ҳуқуқ. - № 1. 2000й., Эркин иқтисодий зоналарни ривожлантиришнинг жаҳон тажрибаси. М.К.Рашидов - «Иқтисодиёт ва инновацион технологиялар» илмий электрон журнали. № 5, сентябрь-октябрь, 2018й. 5/2018 (№ 00037) www.iqtisodiyot.uz.

Birlashgan Millatlar Tashkilotining transkorporatsiyalar bo'yicha markazi (UNCTC) keyingi o'n yillarda iqtisodiy taraqqiyotning eng muhim tendensiyalaridan biri EIZlarning o'sishi, deb hisoblaydi.

Jahon tajribasi shuni ko'rsatadiki, EIZlar mamlakatning iqtisodiy taraqqiyoti darajasidan qat'iy nazar turli xil mamlakatlarda yaratilmoqda va faoliyat yuritmoqda. Ammo, bu tashkilotlar turli xil mamlakatlarning milliy iqtisodiyotlari uchun bajarishi zarur bo'lgan vazifalari, maqsadlari, yaratish sharoitlari zaruriyati bilan farqlanadilar. Tadqiqotchilar zonalashtirishning jahon amaliyoti paydo bo'lishi va rivojlanishiga quyidagi omillar ta'sir qilgan deb hisoblashadi: iqtisodiy naf, zamonaviy texnika va texnologiyalarni jadal sur'atda yaratish va qo'llash, siyosiy omillar, geopolitik sabablar, mamlakatlar o'rtasida obyektiv integratsiyaning zarurligi va boshqalar¹.

U yoki bu mamlakatda zonani yaratish maqsadi, tipi, nomi hukumatning ma'lum ma'muriy - territorial birliklarda olib boriladigan zonalashtirish siyosatining mohiyatiga bog'liq bo'ladi. EIZ ham yangi, ham oldin qoloq bo'lgan eski rayonlarni o'zlashtirishga xizmat qiladi. Oxir-oqibat EIZ ochiq iqtisodiyotni shakllanishiga va shu bilan ishlab chiqarish samardorligi darajasini qo'tarilishiga o'z hissasini qo'shadi.

EIZlarning ijobiy xususiyatlaridan biri eksport rivojini jadallashtiradi va mamlakatni xalqaro darajaga chiqishini osonlashtiradi, tashqi savdoda ijobiy saldo bo'lishiga imkon beradi, hamda aholi hayot darajasini oldin zonada, so'ngra butun mamlakatda ancha tezroq ko'tarilishiga imkon beradi.

XXI asr boshiga kelib, dunyo EIZni yaratish, faoliyat yuritish bo'yicha juda katta tajriba yig'di. Bu iqtisodiy strukturalarning ommaviyligi hamda ularning barcha kontinentlarda faoliyat yuritishi eksport iqtisodiy zonalarining butun jahon assotsiatsiya tashkil topishiga olib keldi. Bu assotsiatsiya rahbariyati butun dunyo miqyosida EIZlarning tashkil topishi va faoliyat yuritish mexanizmini ipidan-ignasigacha o'rganadi, ularning o'ziga xos xususiyatlarini tahlil qiladi va butun dunyo mamlakatlariga bunday zona tashkilotchilariga takliflar beradi. Dunyoning turli xil mamlakatlaridagi EIZlar yaratish va faoliyat yuritish tajribasini o'rganib, «Zonalarining umumjahon assotsiatsiyasi» (R. Bolin va R. Xeyvud) EIZlar to'g'risidagi qonun loyihasini ishlab chiqish bo'yicha takliflarni tayyorlashdi. Bu hujjat 6 bobdan iborat: qonunlarni qabul qilish maqsad va sohalari, EIZlarni ta'sis etish va tartibga solish, zonadan foydalanuvchilarga imtiyozlar, EIZ maydonida valyuta nazorati, EIZga qatnashish huquqlari va boshqa sharoitlar. Bu mualliflar taklifi bo'yicha xorijiy investitsiyalarni jalb qilish, ishlab chiqarish va eksportni ko'paytirish, yangi texnologiyalarni tarqatish, mehnat unumdorligini oshirish, mamlakat markazidan uzoq bo'lgan mintaqalarni rivojlantirish yo'li bilan davlat byudjeti uchun barqaror qo'shimcha daromad manbai yaratiladi, mamlakat iqtisodiyotini rivojlantirishga imkon beradi.

EIZlarda to'lovlar, uskuna va materiallarni eksport va import qilishda soliqlarining yo'qligi, eksport tovarlarning nisbatan arzon bo'lishi va investitsiya rentabelligini yuqori bo'lishiga imkon beradi. EIZlarda investor firmalarga, odatda, 5 yildan 35 yilgacha soliq ta'tillari beriladi. Ayrim hollarda bu muddat aniq bir chegaraga ega bo'lmasligi ham mumkin. Zona ma'muriyati xorijiy tadbirkorlar va ishlovchilar bilan munosobatlarni tashkil etishning turli xil variantlarini qo'llash mumkin. Ko'p hollarda imtiyozli soliqqa solish mulkka ham, daromadga ham taaluqli bo'ladi. Xorijiy va milliy investorlar biznes obyektini joylashtirish uchun tanlash imkoniga ega bo'lishlari kerak. Tanlashda esa quyidagilar belgilovchi omil bo'ladi: ishlab chiqarish va transport xarajatlari, mahsulot sotishning kanallari va geografiyasi, atrof-muhitning ahvoli, boshqarish tizimining ishonchliligi va soddaligi.

¹ Значение свободных экономических зон в развитии национальной экономики. З.О.Умарова, Ф.Я. Обидова - Актуальные научные исследования в современном мире, 2019.

MINTAQALARNI IJTIMOIIY-IQTISODIY RIVOJLANTIRISHNING KONSEPTUAL, NAZARIY-METODOLOGIK ASOSLARI

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Annotatsiya: Mazkur tadqiqot ishida iqtisodiyot va jamiyat rivojlanishi bilan bog'liq jarayonlarni tushunishda muhim ahamiyatga ega bo'lgan, iqtisodiy muhokama mavzularida eng ko'p uchraydigan asosiy tushunchalar tahlil qilinib, ijtimoiy rivojlanishning asosiy xususiyatlarini aniqlashtirilgan. Tadqiqotlar natijasida "Ijtimoiy-iqtisodiy rivojlanish" tushunchasini chuqur va tizimli tahlil qilishning "7 o'lchovli vosita"si taklif etilgan va ijtimoiy-iqtisodiy rivojlanish mavzusiga doir adabiyotlarni tahlil etish jarayonida, ayni mavzuga oid turli yondashuvlar tavsiflangan.

Kalit so'zlar: iqtisodiy o'sish, barqaror rivojlanish, taraqqiyot tendensiyalari, an'anaviy mikroiqtisodiyot, ijtimoiy rivojlanish, texnologik rivojlanish, atrof-muhit muhofazasi, integratsiya.

Kirish

XX asrning oxirgi o'n yilligi va XXI asrning boshlaridan jahonda barqaror iqtisodiy o'sishni ta'minlash, mintaqalar iqtisodiyotining barqaror rivojlanishiga erishishga qaratilgan ilmiy tadqiqotlar soni keskin ortdi. Jumladan, sanoat jihatdan taraqqiy etgan mamlakatlar bilan birgalikda bozor iqtisodiyoti shakllanayotgan va rivojlanayotgan mamlakatlar iqtisodiyotida ham barqaror rivojlanishga erishish ustuvor vazifa sifatida belgilandi. Natijada, aksariyat mamlakatlarning hukumatlari tomonidan mamlakatda barqaror rivojlanish dasturlarini amalga oshirish va unga erishishni ta'minlash bo'yicha ishchi guruhlar tashkil etilib, O'zbekistonda ham boshqa mamlakatlarda bo'lgani singari bu kabi ishlar amalga oshirildi [1].

Iqtisodiyotda rivojlanish tushunchasining mohiyatini anglash usulbiyoti ushbu fan sohasining paydo bo'lganidan e'tiboran muntazam o'zgarishlarni boshdan kechirmoqda. Xususan, iqtisodiy o'sishdan iqtisodiy rivojlanish, keyinroq, ijtimoiy-iqtisodiy rivojlanish tushunchalarining keng qo'llanila boshlanishigacha [13] bo'lgan jarayonlar uzviyligi shular jumlasidan sanalib, tadqiqotimizning avvalgi bosqichlarida rivojlanish fenomenini aniqlashtirishga ta'sir qiluvchi ijtimoiy-madaniy jarayonlarning xususiyatlarini ko'rsatib o'tish muhim deb hisoblaymiz va mazkur rivojlanish tushunchasining iqtisodiyot fanida qaysi sabablarga ko'ra hamda qay tarzda o'zgarib borganligi, shuningdek, zamonaviy ilmiy tadqiqotchilar tomonidan taklif qilinayotgan yondashuvlar hamda ta'riflarni to'g'ri tahlil etishga e'tibor qaratamiz.

Mavzuga oid adabiyotlar tahlili

Rivojlanish tushunchasiga oid ta'riflar juda ko'p bo'lib, iqtisodiyot fanida bu masalada hanuzgacha yakdil fikrga kelingan emas. M.Litwiński fikricha: "Rivojlanish tushunchasi ta'rifining o'zgarishlarga uchrab kelayotganligiga sabab bo'lgan ijtimoiy-madaniy kontekstning xususiyatlarini ko'rsatib o'tish muhim ahamiyatga ega sanalib, bu zamonaviy tadqiqotchilar tomonidan ilgari surilayotgan rivojlanish jarayoni ta'riflarini to'g'ri va chuqur anglash imkonini beradi" [13].

R.S.Borrett, B.D.Fath, B.C.Patten, V.Christensen, D.Pauly, B.D.Fath, G.Halnes, B.C.Patten [2; 5; 8; 9; 16] singari tadqiqotchilar urbanistik ijtimoiy-iqtisodiy tizimning tuzilmasi va faoliyatini faol ravishda o'rganmoqdalar hamda shahar tugunlarining rekombinatsiyasi va konseptualashtirishiga asoslangan turli ekotizim o'zgarishlari ssenariylarining oqibatlarini tahlil qilmoqdalar.

Ekologik va iqtisodiy rivojlanishning muqobil nazariyalarini tadqiq etar ekan E.Y.Dotsenko, N.P.Ezdina, A.Sh.Khasanova, va M.I.Khasanovlar [7] ijtimoiy-iqtisodiy rivojlanishda atrof-muhit omilining o'rmini muqobil iqtisodiy maktablar va yo'nalishlar g'oyalarini inobatga olgan holda belgilaydilar va inson hayotining asosi bo'lgan atrof-muhitni saqlab qolish muammolari tahliliga keng urg'u berishadi. E'tiborlisi, inson faoliyatining (antropogen bosimning) tabiiy komplekslar va obyektlarga ta'sir xarakteri inobatga olinib, ya'ni iste'mol miqdori ortishi, qayta tiklanuvchi tabiiy resurslarning tabiiy tiklanish sur'atidan ortiq darajada ekspluatatsiya qilinishi, qayta

tiklanmaydigan tabiiy resurslar zaxiralarining esa aksincha kamayib borishi, shuningdek, aholi sonining o'sib borayotganligi shular jumlasidandir. Shu bilan birga, ishlab chiqarish va ijtimoiy tizimlarning barqaror, muvozanatli va uyg'un rivojlanish muammolariga e'tibor qaratilgan.

Mahalliy iqtisodchi olimlarimizdan B.T.Salimov, Sh.X. Nazarov, T.M.Axmedov, A.M. Sodiqovlarning [18] ilmiy tadqiqot ishlarida mamlakatimiz mintaqalari iqtisodiyotiga taalluqli bo'lgan nazariy izlanishlar amalga oshirilib, turli ilmiy yondashuvlar ilgari surilgan.

Tadqiqot metodologiyasi

R.S.Borrett, B.D.Fath, B.C.Patten, V.Christensen, D.Pauly, B.D.Fath, G.Halnes, B.C.Patten ilmiy ishlari mazkur tadqiqot ishining metodologik asosini tashkil etib, rivojlanish konsepsiyasining asosiy ilmiy muhokama mavzularini aniqlashtirishga yuqoridagi olimlar yondashuvlariga tayanilgan. IIRga oid ilmiy tadqiqotlarning ilmiy yondashuvlarga ko'ra tizimlangan va ijtimoiy-iqtisodiy rivojlanishning 7 mezon asosidagi qiyosiy tahlil uslubi taklif etilgan.

Tahlil va natijalar

Ijtimoiy-iqtisodiy rivojlanish mintaqalarning mamlakat taraqqiyoti tendensiyalari bilan uzviy bog'liq bo'lgan hamda strategik milliy ustuvor yo'nalishlar qatoriga kiruvchi asosiy omillardan biridir [21].

Bugungi kunda iqtisodiy rivojlanish va xalqaro tashkilotlar faoliyati uchun muhim masalalardan biri bu – standartlarning mavjudligi hisoblanib, ularni belgilash va nazorat qilish boshqaruvning eng asosiy manbalaridan sanaladi. Aynan shuning uchun ham ushbu tushunchani yanada chuqurroq anglash, unga asoslangan ilmiy talqinlar qanday yo'nalish va qonuniylikka ega ekanligini tushunish nihoyatda muhim masalalar sirasidandir. An'anaviy mikroiktisodiyot o'zining asosiy aksiomalari bilan mos keluvchi standartlashtirish nazariyasini ishlab chiqishda duch keladigan murakkabliklar juda ko'p marotaba ta'kidlab o'tilgan.

Mazkur muammoni Ch.Bredillet teskari yo'l bilan ko'rib chiqishni taklif qilgan ekan: "Konvensiyalar nazariyasi bizga nazariy asos va amaliy vositalarni taklif etadi, bu esa standartlarni konvensiyaning alohida shakli sifatida teranroq tushunishga imkon beruvchi tizimli o'lchov va dinamik tuzilmani anglashga ko'mak beradi. Ushbu jarayon global loyiha boshqaruvi standartlarini ishlab chiqishda asosli poydevor yaratish va bu boradagi mantiqli yondashuvlarni kuchaytirishga qaratilgan bo'lib, ijtimoiy bunyodkorlik ochiq tafakkur, jamoaviy, kognitiv jarayon va umumiy farovonlik yo'lida erkinlik masalasi ekanligini ko'rsatishni ham maqsad qiladi" [3] deya ta'kidlaydi.

Boshqa tomondan, boylik va ijtimoiy farovonlik masalalari iqtisodiyot rivojlanishi nuqtai nazaridan keng miqyosda o'rganilib, ijtimoiy farovonlik faqatgina miqdoriy emas, balki sifat jihatidan ham muhim hisoblanadi. Bundan tashqari, iqtisodiy rivojlanishni tahlil qilishda shuni alohida qayd etish kerakki, jarayonga ba'zi miqdoriy jihatdan ifoda etish imkonsiz bo'lgan omillar ham ta'sir ko'rsatadi [14].

Iqtisodiy o'sish – bu asosiy iqtisodiy ko'rsatkichlarning vaqt o'tishi bilan ortib borish jarayoni sifatida tushunilishi kerak. Iqtisodiy o'sish, shuningdek, iqtisodiyotdagi yalpi ichki mahsulot real qiymatining oshishi sifatida ham ta'riflanadi [15].

Iqtisodiy o'sish nazariyasida, asosan, ikki muhim masalalar guruhiga e'tibor qaratiladi: *birinchisi* – iqtisodiy o'sishni belgilovchi omillar, ya'ni milliy daromadning uzoq muddatli o'sishini ta'minlab beruvchi omillar, *ikkinchisi* esa – iqtisodiy o'sishni ta'minlovchi muvozanat holatini aniqlashtirishga taalluqli bo'lgan mavjud shart-sharoitlar [6].

Shuni ta'kidlash joizki, rivojlanishning turli shakllari mavjud bo'lib, ularga *ijtimoiy-iqtisodiy*, *texnologik* yoki *barqaror rivojlanish* singari yo'nalishlarni kiritish mumkin. Yuqorida tilga olingan tadqiqotlar doirasida mintaqaviy rivojlanish masalalariga bag'ishlangan ilmiy izlanishlarni alohida ajratib ko'rsatish zarur. Keng ma'noda mintaqaviy rivojlanish – bu muayyan hududda sodir bo'layotgan barcha o'zgarishlarni o'z ichiga oluvchi jarayondir. Mintaqaning rivojlanishi deganda, ma'lum hududiy birlikda sodir bo'layotgan uzluksiz o'zgarishlar majmuasi tushunilib, mazkur jarayon natijasida ichki tuzilma elementlari va ular o'rtasidagi munosabatlar o'sib boradi [11].

Iqtisodiyot va jamiyat rivojlanishi bilan bog'liq jarayonlarni tushinishda muhim ahamiyatga ega bo'lgan bir qator atamalar mavjud bo'lib, iqtisodiy muhokama mavzularida eng ko'p uchraydigan asosiy tushunchalar fikrimizcha, quyidagilardan iborat (1-rasmga qarang):

Iqtisodiy o'sish – moddiy sohadagi takror ishlab chiqarish; real ifodada ishlab chiqarilayotgan tovar va xizmatlar hajmining ortishi; bu jarayon miqdoriy o'zgarishlarni o'z ichiga oladi.

Iqtisodiy rivojlanish – bu hodisa iqtisodiy o'sishga nisbatan murakkabroq jarayon bo'lib, u miqdoriy hamda sifat jihatidan o'zgarishlarni qamrab oladi, masalan, ishlab chiqarish tuzilmasining transformatsiyasi, resurslarni boshqarishning yangi usullarini joriy etish. Iqtisodiy rivojlanish iqtisodiy o'sish imkoniyatlarini oshiradi, chunki u bu jarayonni yuqoriroq yo'nalishga olib chiqadi [12].

– bu hodisa jamiyat tuzilmasida yuz berayotgan sifat jihatidan o'zgarishlar bilan bog'liq; mazkur o'zgarishlar ijtimoiy birdamlik, ijtimoiy ishonch kabi omillarni o'z ichiga oladi, shuningdek, bu jarayon shaxslarning yuqoriroq ijtimoiy maqomga erishish imkoniyatlarini ham o'zgartiradi [10].

Ijtimoiy-iqtisodiy rivojlanish – jamiyat (iqtisodiy) amaliyoti doirasida subyektlar tomonidan amalga oshirilgan harakatlar natijasida yuzaga keluvchi miqdoriy, sifat jihatidan va tarkibiy o'zgarishlar jarayonidir.



1-rasm. Rivojlanish konsepsiyasining asosiy ilmiy muhokama mavzulari¹

Barqaror rivojlanish – hozirgi avlodning ehtiyojlarini qondirish bilan birga, kelajak avlodning ehtiyojlarini ham inobatga oladigan rivojlanish modelini anglatadi. Bu rivojlanish iqtisodiy, ekologik va ijtimoiy barqarorlikni o'z ichiga qamrab oladi.

Texnologik rivojlanish – rivojlanish jarayonida texnologik innovatsiyalar hal qiluvchi rol o'ynaydi. Ular ishlab chiqarish samaradorligini oshirish, yangi bozorlar yaratish, resurslardan samarali foydalanishni takomillashtirish orqali iqtisodiy o'sishni tezlashtiradi. Ayniqsa, raqamli texnologiyalar jamiyatning har bir qatlamiga ta'sir ko'rsatayotgan hozirgi sharoitda bu nihoyatda muhim hisoblanadi.

Inson kapitalining rivojlanishi – bilim, ko'nikma, sog'liq va mehnat salohiyatini o'z ichiga olgan resurs bo'lib, iqtisodiy va ijtimoiy taraqqiyotning eng muhim omillaridan biri sanalib, ta'lim va salomatlikka yo'naltiriladigan investitsiyalar jamiyatning umumiy farovonligini oshishiga zamin yaratadi.

Hududiy (regional) rivojlanish – hududlar o'rtasidagi tengsizlikni minimallashtirish va ularni mutanosib rivojlantirish ijtimoiy-iqtisodiy barqarorlikning muhim shartidir. Hududiy rivojlanish

¹ Muallif ishlanmasi

deganda ma'lum bir geografik hududdagi iqtisodiy, ijtimoiy va ekologik ko'rsatkichlarning avvalgisiga nisbatan sezilarli darajada yaxshilanishi tushuniladi.

Hududiy rivojlanishning hozirgi tendensiyalari muvozanatsiz mintaqaviy siyosat bilan tavsiflanib, bu byudjet tizimi barqarorligining pasayishi, ijtimoiy ziddiyatlarning yanada avj olishi va iqtisodiy makonning mumkin bo'lgan parchalanishi bilan bog'liq bo'lgan butun iqtisodiyotning barqaror rivojlanishiga tahdidlarning to'laqonli majmuasini keltirib chiqaradi. Hozirgi sharoitda hududlarning rivojlanish darajalaridagi tafovutning ortib borishi tahdidini tenglashtirish asosan nomutanosiblikni bartaraf etishga, mintaqalararo tabaqalanishni minimal darajaga tushirishga qaratilgan muvozanatli mintaqaviy siyosat strategiyasini shakllantirish mexanizmining samaradorligi bilan belgilanadi [4].

Ma'lumki, ijtimoiy rivojlanishning asosiy xususiyatlari jamiyatdagi sifat jihatdan ijobiy o'zgarishlarni o'zida ifodalab, rivojlanish jarayoni insonlar o'rtasidagi o'zaro munosabatlar, institutlar faoliyati, uzoq vaqt davomida shakllangan qadriyatlar va mavjud hayot sifati orqali namoyon bo'ladi. Adabiyotlarni o'rganish natijasida ijtimoiy rivojlanishning asosiy xususiyatlarini aniqladik(2-rasmga qarang):

1)sifat jihatidan o'zgaruvchanlik – ijtimoiy rivojlanish faqat miqdoriy ko'rsatkichlar bilan emas, balki jamiyat hayotidagi sifat jihatidan ko'zga tashlanadigan o'zgarishlar (inson huquqlari, ijtimoiy tenglik, madaniy qadriyatlar) orqali belgilanadi;

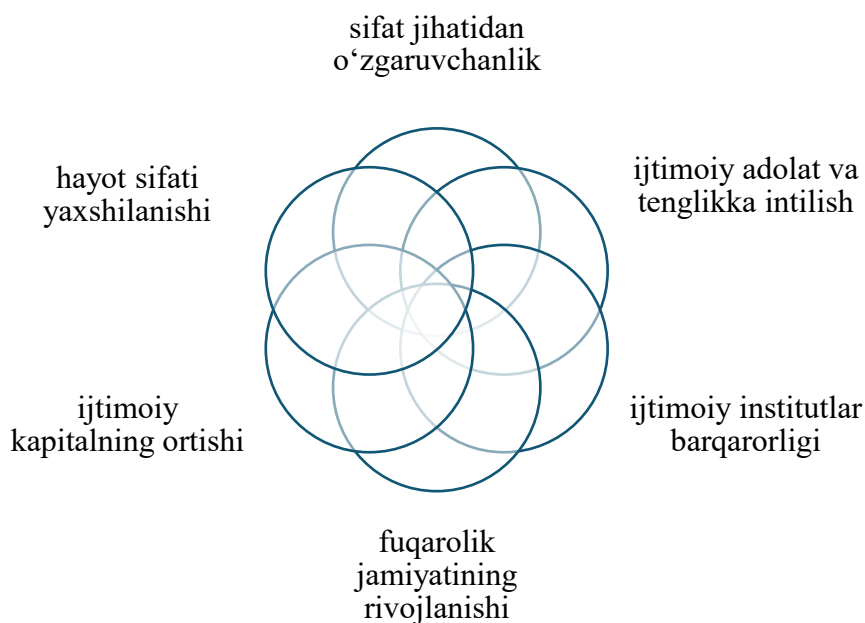
2)ijtimoiy adolat va tenglikka intilish – rivojlanish ijtimoiy adolat va barcha uchun teng imkoniyatlarni ta'minlashga qaratilib, kambag'allikni darajasini kamaytirish, gender tenglikni kuchaytirish va ijtimoiy to'siqlarni bartaraf etish singari jihatlarni o'z ichiga oladi;

3)ijtimoiy institutlar barqarorligi – ta'lim, sog'liqni saqlash, adliya, oilaviy institutlar kabi ijtimoiy institutlarning mustahkamligi va samaradorligi rivojlanishning muhim mezonlaridandir;

4)fuqarolik jamiyatining rivojlanishi – insonlarning jamiyat hayotidagi faol ishtiroki – nodavlat tashkilotlar, jamoat birlashmalari va ommaviy tashabbuslarning ko'payishi ijtimoiy yuksalishning muhim belgilaridir;

5)ijtimoiy kapitalning ortishi – odamlar o'rtasida o'zaro ishonch, birdamlik va hamkorlik darajasi oshib, ayniqsa, ijtimoiy integratsiya va ijtimoiy barqarorlik ta'minlanadi;

6)hayot sifati yaxshilanishi – ijtimoiy rivojlanish hayot darajasining emas, hayot sifati – sog'lom turmush tarzi, ma'naviy resurslardan qoniqish, xavfsizlik kabi omillar orqali baholanadi.



2-rasm. Ijtimoiy rivojlanishning asosiy xususiyatlari¹

¹ Muallif ishlanmasi

Mintaqaviy xususiyatlarning vaqt va makon bo'yicha rivojlanish xilma-xilligi maxsus ijtimoiy-iqtisodiy muammolar paydo bo'lishining asosini tashkil etib, shu bilan birga ularni hal qilishning turli yo'llarini ham taqdim etadi. Ushbu yo'nalishda markazlashgan va markazlashtirilmagan boshqaruv usuli o'rtasidagi muvozanatni qayta ko'rib chiqish va ularning xilma-xilligini hisobga olishda jiddiy muammolar yuzaga keladi. Demak, ushbu murakkabliklarni hal qilish, mintaqalarni boshqarishning tuzilmaviy transformatsiyasini optimallashtirish asosida ta'minlanishi mumkin [19].

Tadqiqotlar natijasida "Ijtimoiy-iqtisodiy rivojlanish" tushunchasini chuqur va tizimli tahlil qilish uchun "7 o'lchovli vosita" (yoki "7 mezon asosida qiyosiy tahlil")sini taklif etamiz. Mazkur taklif metodologik yondashuv sifatida qo'llanilishi mumkin bo'lib, turli mamlakatlar, hududlar yoki davrlarda ijtimoiy-iqtisodiy rivojlanish darajasini taqqoslash va baholash imkonini beradi (1-jadval).

1-jadval

Ijtimoiy-iqtisodiy rivojlanishning 7 mezon asosidagi qiyosiy tahlili¹

T/r	O'lchov yo'nalishi	Tavsifi	Asosiy ko'rsatkichlar	Izoh va tahliliy imkoniyat
1	Iqtisodiy o'sish	Iqtisodiyot hajmi va faoliyat ko'lamining kengayishi	YaIM o'sish sur'ati, investitsiyalar, sanoat va xizmatlar ulushi	Milliy iqtisodiyotning miqdoriy o'sishi darajasi va barqarorligi baholanadi
2	Ijtimoiy farovonlik	Aholi hayot darajasi va ehtiyojlarining qondirilish holati	Real daromad, kambag'allik darajasi, sog'liqni saqlash, umr ko'rish davomiyligi	Insonlarning farovonlik darajasi va ehtiyojlarga qondirilish imkoniyati o'lchanadi
3	Ta'lim va inson kapitali	Inson resurslarining rivojlanishi va mavjudligi	Savodxonlik, oliy ta'lim qamrovi, kadrlar sifati	Ijtimoiy-iqtisodiy salohiyatni ta'minlovchi kadrlar sifati va ta'lim tizimi baholanadi
4	Ijtimoiy tenglik va adolat	Aholining turli guruhlar o'rtasida imkoniyatlar va resurslar taqsimoti	Gender tengligi, boyluk taqsimoti, ijtimoiy adolat darajasi	Barqaror rivojlanishda barcha qatlamlar ishtiroki va teng imkoniyatlar mavjudligi tahlil qilinadi
5	Atrof-muhit va barqarorlik	Ekologik barqarorlik va resurslardan oqilona foydalanish	Chiqindilar, qayta tiklanuvchi energiya manbalari ulushi, ekologik siyosat	Uzoq muddatli ijtimoiy-iqtisodiy barqarorlikka mo'ljallangan ekologik muvozanatni ko'rsatadi
6	Ijtimoiy kapital va institutlar	Jamiyatda o'zaro ishonch, hamkorlik va boshqaruv sifati	Ijtimoiy ishonch, fuqarolar faolligi, korrupsiya darajasi	Ijtimoiy tizimlar samaradorligi va ishtirok etuvchanlik darajasi tahlil qilinadi
7	Innovatsion salohiyat	Yangi texnologiyalar va ilmiy rivojlanish darajasi	Raqamli infratuzilma	Innovatsiyalarga asoslangan iqtisodiy modelga o'tish salohiyati baholanadi

Ijtimoiy-iqtisodiy rivojlanish mavzusiga doir adabiyotlarni tadqiq etish jarayonida, ayni mavzuga a)hududlar ijtimoiy-iqtisodiy rivojlanishi, b)AKT va ijtimoiy-iqtisodiy rivojlanish, c)milliy siyosat ta'lim va ijtimoiy-iqtisodiy rivojlanish, d)ijtimoiy-iqtisodiy rivojlanish va barqaror rivojlanish, e) turizm va ijtimoiy-iqtisodiy rivojlanish, f)ijtimoiy-iqtisodiy rivojlanish strategiyalari, g)ijtimoiy-iqtisodiy rivojlanish o'lchovlari, h)madaniy meros va ijtimoiy-iqtisodiy rivojlanish, i)ijtimoiy-iqtisodiy rivojlanish va statistik samaradorlik, j)bioenergetika bozorlari va ijtimoiy-

¹ Muallif ishlanmasi

iqtisodiy rivojlanish, k)migratsiya va ijtimoiy-iqtisodiy rivojlanish yondashuvlari mavjudligi aniqlandi. Tadqiqot natijalari 2-jadvalda keltirilgan.

2-jadval

IIRga oid ilmiy tadqiqotlarning ilmiy yondashuvga ko'ra tizimlanishi¹

Tadqiqot yondashuvi	Tadqiqotchi olim
Hududlar ijtimoiy-iqtisodiy rivojlanishi(IIR)	1.Das A. Socio-economic development in India: A regional analysis //Development and Society. – 1999. – T. 28. – №. 2. – C. 313-345. 2.Szirmai A. The dynamics of socio-economic development: an introduction. – Cambridge University Press, 2005. 3.Litwiński M. The evolution of idea of socio-economic development //Ekonomia I Prawo. Economics and Law. – 2017. – T. 16. – №. 4. – C. 449-458.
AKT va IIR	1. A. Hardy, The role of the telephone in economic development, Telecommun. Policy 4 (1) (1980) 278–286. 2. T. Irawan, ICT and economic development: comparing ASEAN member states, Int. Econ. Econ. Policy 11 (1–2) (2014) 97–114. 3. E.J. Liew, S. Vaithilingam, M. Nair, Facebook and socio-economic benefits in the developing world, Behav. Inf. Technol. 33 (4) (2014) 345–360. 4. Palvia P., Baqir N., Nemati H. ICT for socio-economic development: A citizens' perspective //Information & Management. – 2018. – T. 55. – №. 2. – C. 160-176.
Milliy siyosat ta'lim va IIR	1.R. Kozma, National policies that connect ICT-based education reform to economic and social development, Hum. Technol. 1 (2) (2005) 117–156. 2. Meso P. et al. Information infrastructure, governance, and socio-economic development in developing countries //European Journal of Information Systems. – 2009. – T. 18. – №. 1. – C. 52-65.
IIR va barqaror rivojlanish	1. Fuseini I., Kemp J. A review of spatial planning in Ghana's socio-economic development trajectory: A sustainable development perspective //Land use policy. – 2015. – T. 47. – C. 309-320.
Turizm va IIR	1. Akama J. S., Kieti D. Tourism and socio-economic development in developing countries: A case study of Mombasa Resort in Kenya //Journal of sustainable tourism. – 2007. – T. 15. – №. 6. – C. 735-748.
IIR strategiyalari	1.Shedyakov V. Socio-economic development strategies'selection: opportunities and limitations //Publishing House "Baltija Publishing". – 2021.
IIR o'lchovlari	1. Kislitsyna V. V. et al. Formation of the integrated approach to the assessment of the socio-economic development of regions //Ekonomika Regiona= Economy of Regions. – 2017. – №. 2. – C. 369–380.
Madaniy meros va IIR	1. Loulanski T. Cultural heritage in socio-economic development: local and global perspectives //Environments. – 2006. – T. 34. – №. 2. – C. 51.
IIR va statistik samaradorlik	1.Narain P., Rai S. C., Sarup S. Statistical evaluation of development on socio-economic front //Journal of the Indian Society of Agricultural Statistics. – 1991. – T. 43. – №. 3. – C. 329-329.
Bioenergetika	1. Emerging international bio-energy markets and opportunities for

¹ Muallif ishlanmasi

bozorlari va IIR	socio-economic development
Migratsiya va IIR	1.Lupak R. et al. Migration processes and socio-economic development: interactions and regulatory policy //Agricultural and Resource Economics: International Scientific E-Journal. – 2022. – T. 8. – №. 1. – C. 70-88.

Xulosa va takliflar. Ijtimoiy-iqtisodiy rivojlanishning konseptual, nazariy-metodologik asoslari tadqiqotlari natijasida quyidagi ilmiy amaliy tavsiyalar ishlab chiqdik va xulosalarga keldik:

Iqtisodiyot va jamiyat rivojlanishi bilan bog'liq jarayonlarni to'laqonli tushunishda muhim ahamiyatga ega bo'lgan bir qator atamalar mavjud bo'lib, iqtisodiy muhokama mavzulari rivojlanish kosnepsiyasi doirasida asosan 8 yo'nalishda olib borilayotganligini aniqladik. Bular: iqtisodiy o'sish, iqtisodiy rivojlanish, ijtimoiy-iqtisodiy rivojlanish, ijtimoiy rivojlanish, texnologik rivojlanish, inson kapitalining rivojlanishi, barqaror rivojlanish hamda hududiy rivojlanish yo'nalishlari.

Ijtimoiy rivojlanishning asosiy xususiyatlari jamiyatdagi sifat jihatdan ijobiy o'zgarishlarni o'zida ifodalab, rivojlanish jarayoni insonlar o'rtasidagi o'zaro munosabatlar, institutlar faoliyati, uzoq vaqt davomida shakllangan qadriyatlar va mavjud hayot sifati orqali namoyon bo'ladi. Adabiyotlarni o'rganish natijasida ijtimoiy rivojlanishning 6 ta asosiy xususiyatlarini aniqladik.

Tadqiqotlar natijasida "Ijtimoiy-iqtisodiy rivojlanish" tushunchasini chuqur va tizimli tahlil qilish uchun "7 o'lchovli vosita" (yoki "7 mezon asosida qiyosiy tahlil")si ishlab chiqildi.

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O'ZBEKISTONDA INKLYUZIV ZIYORAT TURIZMINI RIVOJLANTIRISH BO'YICHA CHORA-TADBIRLAR TAHLILI

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***Annotatsiya.** Ushbu maqolada O'zbekistonda inklyuziv ziyorat turizmini rivojlantirish bo'yicha davlat siyosati, huquqiy-me'yoriy baza va amaldagi dasturlar tahlil qilinadi. Ziyorat turizmining iqtisodiy-ijtimoiy ahamiyati, maxsus ehtiyojli guruhlar (nogironligi bo'lgan shaxslar, keksalar) uchun yaratilayotgan sharoitlar hamda "To'siqsiz turizm" dasturining dastlabki natijalari ko'rib chiqildi. Statistik ma'lumotlar 2019–2023 yillar oralig'ida xorijiy palomniklar soni besh baravar o'sganini tasdiqlaydi. Infratuzilma modernizatsiyasi, kadrlar salohiyati va raqamli texnologiyalar joriy etilishidagi kamchiliklar ham tahlil qilinib, ularni bartaraf etish bo'yicha takliflar berildi.*

***Kalit so'zlar:** inklyuziv turizm, ziyorat maskanlari, "To'siqsiz turizm", nogironligi bo'lgan shaxslar, infratuzilma, O'zbekiston.*

***Аннотация.** Статья посвящена анализу мер по развитию инклюзивного паломнического туризма в Узбекистане. Рассматриваются правовые и стратегические основы отрасли, государственные программы («Туризм без барьеров»), а также динамика*

экономических и социальных показателей. Приведённые данные свидетельствуют о пятикратном росте числа иностранных паломников в 2019–2023 гг. Особое внимание уделено созданию безбарьерной инфраструктуры для лиц с ограниченными возможностями и пожилых туристов, выявлены существующие проблемы и предложены рекомендации по их решению.

Ключевые слова: инклюзивный туризм, паломничество, Туризм без барьеров, люди с инвалидностью, инфраструктура, Узбекистан.

Abstract. *This paper examines Uzbekistan's policies, legal framework and programmes aimed at developing inclusive pilgrimage tourism. It assesses the economic and social significance of the sector, the initial outcomes of the nationwide "Barrier-Free Tourism" initiative and the facilities being created for persons with disabilities and senior travellers. National statistics reveal a fivefold increase in inbound pilgrims between 2019 and 2023. The study highlights infrastructure upgrades, capacity-building efforts and digital solutions, identifies remaining obstacles and proposes actionable recommendations for further improvement.*

Keywords: *inclusive tourism, pilgrimage sites, barrier-free tourism, persons with disabilities, infrastructure, Uzbekistan.*

KIRISH

Ziyorat turizmi – bu mahalliy va xorijiy sayyohlarning diniy va tarixiy qadamjolarga safarlarini o'z ichiga oluvchi turizm sohasi bo'lib, u O'zbekiston iqtisodiyoti va jamiyatida muhim o'rin tutadi. Bugungi kunda ziyorat turizmi jahon bozorida tez sur'atlar bilan rivojlanayotgan tarmoqlardan biriga aylangan. Ko'plab davlatlar singari, O'zbekiston ham bu yo'nalishda katta salohiyatga ega. Mamlakatimiz azaldan boy tarixiy va madaniy merosga ega bo'lib, Imom al-Buxoriy, Imom at-Termiziy, Bahouddin Naqshband kabi buyuk allomalar yashab ijod etgan yurt sifatida musulmon olamida obro' qozongan. Shu bois, bu ziyorat maskanlari nafaqat mahalliy, balki xorijlik sayyohlar uchun ham katta qiziqish uyg'otadi. Yurtimizda turli dinlar va millatlar o'rtasidagi tinchlik, bag'rikenglik muhiti hukm surayotgani ham ziyorat turizmini rivojlantirish uchun mustahkam ijtimoiy zamin yaratadi – O'zbekistonning boy tabiati, tarixi va me'moriy obidalari dunyoning turli burchaklaridan odamlarni jalb etmoqda.

ADABIYOTLAR TAHLILI

Mavzu bo'yicha ilmiy adabiyotlar tahlili shuni ko'rsatadiki, O'zbekistonda ziyorat turizmi bo'yicha tadqiqotlar asosan iqtisodiy ko'rsatkichlar (Mustaeva, 2024; ISRS, 2019) va marketing yondashuvlariga (Abdumominov, 2025) qaratilgan bo'lib, inklyuzivlik masalasi cheklangan miqdorda yoritilgan. Xalqaro manbalarda (UNWTO, 2021; Darcy & Buhalis, 2020) "Accessible Tourism for All" konsepsiyasi infrastrukturadan tashqari kadrlar va raqamli yechimlarni ham qamrab olishi ta'kidlanadi. Mahalliy tadqiqotlar turistik obyektlarning 80 % dan ortig'i nogironlar uchun mos emasligini ko'rsatadi, ammo ularning bartaraf etish mexanizmlari bo'yicha amaliy tavsiyalar kam uchraydi. Shu bois maqola milliy va xalqaro ishlanmalarni integratsiyalagan holda inklyuziv yondashuvlarni kompleks ko'rib chiqadi.

METODOLOGIYA

Tadqiqotda aralash metod yondashuvi qo'llanildi: birinchi bosqichda 2019–2023 yillarga oid Davlat statistika qo'mitasi va Turizm vazirligining rasmiy ma'lumotlari ko'p tavsifli tahlil usuli bilan qayta ishlanib, xorijiy ziyoratchilar oqimi, daromadlar va inklyuziv dasturlarda ishtirok etgan nogiron shaxslar soni dinamikasi chiqarildi. Ikkinchi bosqichda sifat kontent-tahlil orqali 12 ta normativ hujjat va 15 ta media hamda ilmiy manba kodlanib, asosiy siyosiy chora-tadbirlar, infratuzilma muammolari va kadrlar masalalari tematik kategoriyalarga ajratildi.

ASOSIY QISM

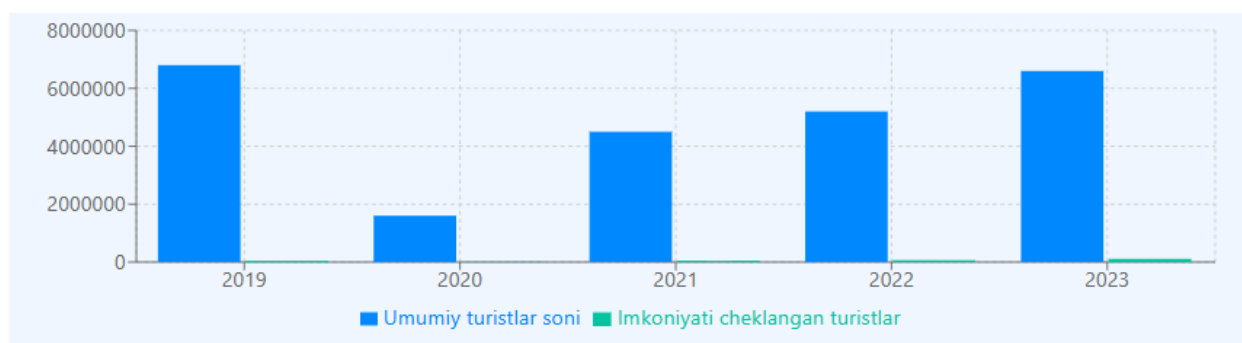
Ziyorat turizmining iqtisodiy ahamiyati sezilarli darajada namoyon bo'lmoqda. 2022 yilda O'zbekistonga 313,9 mingga yaqin ziyoratchi-sayyoh tashrif buyurgan bo'lib, bu umumiy xalqaro turistlar oqimining qariyb 6 foizini tashkil etdi. Shu yili ziyorat turizmidan olingan daromad 125,6 million AQSh dollariga baholangan. Bu ko'rsatkich hali umumiy turizm daromadlarida katta ulush egallamasa-da, sohaning ulkan o'sish salohiyatini ko'rsatadi. Masalan, 2019 yilda O'zbekistonga jami 6,7 million sayyoh tashrif buyurib, turizm xizmatlari eksporti 1,3 milliard dollarga yetdi.

Ziyorat turizmi ana shu ko'rsatkichlar ichida tobora muhim ulushga ega bo'lib bormoqda. Xususan, keyingi yillarda qo'shni va musulmon davlatlaridan kelayotgan diniy sayyohlar oqimi keskin oshmoqda.

Ziyorat turizmining ijtimoiy ahamiyati ham beqiyosdir. Ushbu yo'nalish mahalliy aholi uchun yangi ish o'rinlari yaratadi, ayniqsa tarixiy shaharlarda yashovchi aholining turmush darajasini oshiradi. Ziyoratchilar oqimi zanjirli ravishda xizmat ko'rsatish sohasini – mehmonxonalar, transport, umumiy ovqatlanish, gidlik xizmatlari va boshqalarni rivojlantiradi. Masalan, ziyorat turizmining rivojlanishi natijasida hududlarda yangi mehmonxonalar qurilib, qo'shimcha ish o'rinlari yaratilmoqda, kichik biznes (shu jumladan oilaviy mehmon uylari, hunarmandchilik savdolari) jadallashmoqda. Bundan tashqari, ziyoratchilar oqimi tufayli mamlakatimizning xalqaro maydondagi ijobiy imiji mustahkamlanadi. Dinlar va madaniyatlararo muloqot kengayib, xalqimizning bag'rikenglik va mehmondo'stlik qadriyatlari namoyon bo'ladi. Ziyorat turizmi orqali chet ellik mehmonlar O'zbekistonning islom sivilizatsiyasiga qo'shgan hissasi bilan yaqindan tanishib, bu yerda mavjud tinchlik va totuvlik muhitini o'z ko'zlari bilan ko'rmoqdalar.

Umuman olganda, ziyorat turizmi O'zbekiston iqtisodiy va ijtimoiy hayotida strategik ahamiyatga ega. U milliy iqtisodga qo'shimcha valyuta tushumlarini ta'minlash barobarida, jamiyatda ma'naviy uyg'unlik va madaniyatlararo muloqotni kuchaytiradi. Shu bois so'nggi yillarda ziyorat (palomnik) turizmini rivojlantirish davlat siyosatining ustuvor yo'nalishlaridan biriga aylangan. Prezidentimiz tomonidan 2030 yilga borib ziyoratchi-turistlar sonini yiliga 3 million nafarga yetkazish maqsadi qo'yilgani ham buning yorqin dalilidir.

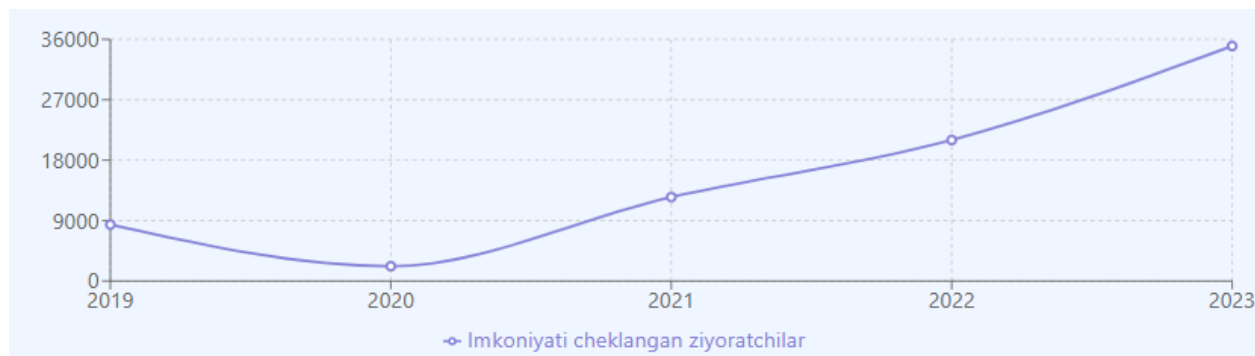
Inklyuziv turizm tushunchasi zamonaviy turizm sohasi rivojlanishida muhim ahamiyat kasb etmoqda. Inklyuziv turizm deganda, imkoniyati cheklangan (nogironligi bo'lgan) shaxslar, keksa yoshdagilar va boshqa maxsus ehtiyojli qatlamlar uchun hech qanday to'siqlarsiz sayohat qilish imkonini beradigan turizm tizimi nazarda tutiladi. Bu konsepsiya bo'yicha, turistik infratuzilma va xizmatlar jamiyatning barcha a'zolari uchun, ularning jismoniy imkoniyatlari yoki sog'lig'idagi cheklovlardan qat'i nazar, teng darajada ochiq va mos bo'lishi kerak. Inklyuziv turizm nogironlarning hayot sifatini yaxshilash, ularning ijtimoiy-psixologik moslashuvi va reabilitatsiyasiga yordam beradi. Turizmning bu turi barcha odamlar uchun hech qanday cheklovlarsiz turistik xizmatlar va mahsulotlardan foydalanishni ta'minlashni o'z ichiga oladi. Bunga erishish uchun sayyohlik joylarida vizual, eshitish, kognitiv va harakatlanish nuqtai nazaridan qulay muhit yaratish talab etiladi(1-rasm).



1-rasm. O'zbekistonda umumiy va imkoniyati cheklangan sayyohlar ko'rsatkichlar dinamikasi (2019-2025 yillar)

Inklyuziv turizmga bo'lgan ehtiyoj bir necha omillar bilan bog'liq. Birinchidan, jahon miqyosida aholining keksayishi va jismoniy imkoniyati cheklangan shaxslar sonining oshishi kuzatilmoqda. BMT ma'lumotlariga ko'ra, 2030 yilga borib sayyoramizda 1980 yilga nisbatan nogironligi bor va kamharakat insonlar soni 5 baravar ko'payadi. Shu sabab, sayohat qilishni istovchi nogiron va qariyalar soni ham ortib bormoqda. Ularning sayohatga bo'lgan ehtiyojlarini qondirish, boshqa sog'lom fuqarolar qatori erkin sayohat qilish huquqlarini ta'minlash dolzarb masalaga aylangan.

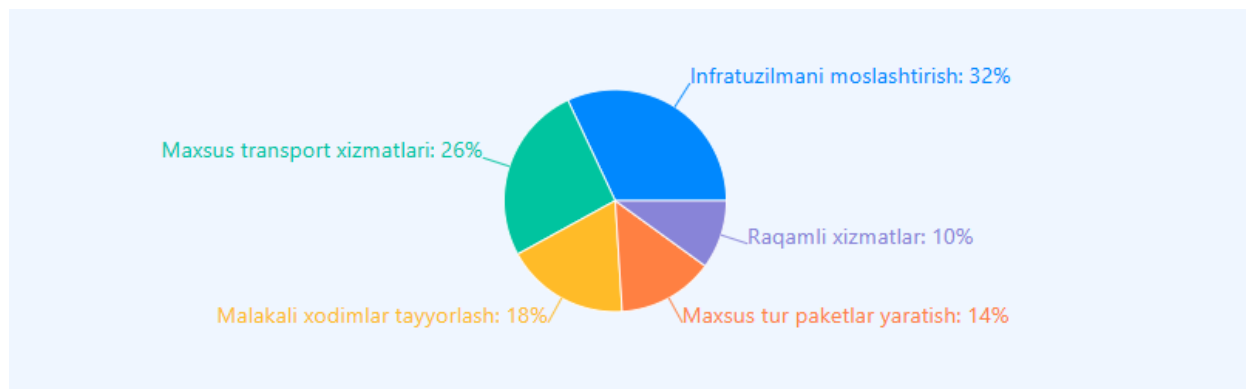
Ikkinchidan, inklyuziv turizm – bu faqat ijtimoiy himoya masalasi bo'lib qolmay, balki iqtisodiy nuqtai nazardan ham yangi imkoniyatlar demakdir. Nogironligi bo'lgan shaxslar uchun qulay sayyohlik xizmatlarini yo'lga qo'yish orqali turizm bozori kengayadi, qo'shimcha turistlar oqimi jalb qilinadi. Masalan, rivojlangan davlatlarda so'nggi yillarda inklyuziv sayohatlar bozori sezilarli o'sib, ulkan iqtisodiy foyda keltirayotgani kuzatilmoqda. Maxsus ehtiyojli sayyohlar odatda safarga o'z hamrohlari yoki oilasi bilan boradi, bu esa bir vaqtning o'zida bir necha kishilik qo'shimcha turist oqimini bildiradi. Shu bois, inklyuziv turizmni rivojlantirish orqali O'zbekiston o'z turizm salohiyatini oshirib, yangi daromad manbalarini shakllantirishi mumkin(2-rasm).



2-rasm. O'zbekistonda imkoniyati cheklangan ziyoratchilar dinamikasi (2019-2023 yillar ma'lumoti asosida).

Uchinchidan, inklyuziv turizm tushunchasi mamlakatimizning ijtimoiy adolat va bag'rikenglik tamoyillariga hamohangdir. Nogironligi bo'lgan fuqarolarga sayohat qilish uchun teng imkoniyatlar yaratish – ularning jamiyat hayotiga to'laonli integratsiyasini ta'minlash demakdir. Bu esa davlat siyosatining ustuvor yo'nalishlaridan biri bo'lgan "Inson qadri uchun" tamoyilining amaliy ifodasidir. O'zbekiston Respublikasida barcha fuqarolar uchun teng imkoniyatlar yaratish, jumladan turizm sohasida ham, davlat siyosatining muhim vazifasiga aylangan.

Shunday qilib, inklyuziv turizmga ehtiyoj nafaqat gumanistik sabablar, balki jiddiy iqtisodiy va ijtimoiy omillar bilan ham asoslanadi. Bu tushuncha imkoniyati cheklangan shaxslarning sayohat qilish huquqini ta'minlash, ularga qulay muhit yaratish va shu orqali jamiyatning barcha qatlamlarini turizm jarayonlariga jalb etishni anglatadi. Zamonaviy dunyoda turizm "hamma uchun" bo'lishi kerak degan tamoyil tobora keng e'tirof etilmoqda. O'zbekiston Prezidenti ham ana shu global trendga hamohang ravishda 2023 yilda Butunjahon Turizm Tashkiloti minbarida 2025 yilni "Butunjahon inklyuziv turizm yili" deb e'lon qilish taklifini ilgari surdi. Bu tashabbus nafaqat O'zbekiston, balki butun dunyoda inklyuziv turizm g'oyalarini targ'ib qilishga qaratilgan muhim qadam bo'ldi(3-rasm).



3-rasm. O'zbekistonda imkoniyati cheklangan ziyoratchilar uchun qilingan chora-tadbirlar tahlili (2023-yil).

O'zbekistonda turizm sohasini rivojlantirish davlat siyosatining ustuvor yo'nalishlaridan etib belgilangan bo'lib, ziyorat turizmi va uning inklyuzivligi masalalari alohida e'tibor qaratilayotgan mavzulardandir. So'nggi yillarda qator normativ-huquqiy hujjatlar qabul qilinib, ularda turizm infratuzilmasini imkoniyati cheklangan shaxslar uchun moslashtirish vazifalari belgilandi. Inklyuziv turizm siyosatining huquqiy asoslarini quyidagi yo'nalishlarda ko'rish mumkin:

– Ziyorat turizmini rivojlantirish bo'yicha davlat dasturlari. 2021 yil 9 fevralda O'zbekiston Respublikasi Prezidentining "Ichki va ziyorat turizmini yanada rivojlantirish chora-tadbirlari to'g'risida"gi Farmoni qabul qilindi. Ushbu hujjatda turizm bozorining turli segmentlariga yo'naltirilgan xizmatlarni diversifikatsiya qilish, ichki va xalqaro ziyorat turizmi uchun maqbul muhit yaratish, transport qatnovlarini kengaytirish va xizmat sifatini oshirish kabi qator vazifalar belgilab berildi. Xususan, farmonda ziyorat turizmini rivojlantirishni muvofiqlashtirish kengashini tashkil etish, har bir hududda ziyorat maskanlari bo'yicha ilmiy asoslangan ma'lumotlar tayyorlab targ'ib qilish, soha uchun kadrlar tayyorlash kabi choralar nazarda tutilgan. Bu farmon ziyorat turizmining huquqiy asoslarini mustahkamlab, uni strategik tarmoq sifatida e'tirof etdi.

– Turizm sohasidagi milliy strategiyalar. 2023 yil sentabr oyida e'lon qilingan "O'zbekiston – 2030" strategiyasida turizm alohida ustuvor yo'nalish sifatida belgilandi. Prezident Farmonida 2030 yilga borib xorijiy turistlar sonini 15 millionga, ichki sayyohlar sonini 25 millionga va ziyorat turizmi bo'yicha keluvchi turistlar sonini 3 million nafarga yetkazish maqsadi qo'yildi. Bu ko'rsatkichlar davlat miqyosida ziyorat turizmiga qanchalik katta e'tibor berilayotganini ko'rsatadi. Strategiyani 2023 yilda amalga oshirish bo'yicha hukumat qarorida esa "Inklyuziv-to'siqsiz turizm"ni rivojlantirish uchun sharoitlar yaratish alohida band sifatida kiritildi, ya'ni har bir viloyatdan yiliga 1000 nafardan nogironligi bo'lgan shaxslarning Samarqand, Buxoro va Xiva shaharlariga bepul sayohatini tashkil etish dasturi ishlab chiqilishi belgilandi. Bu tashabbus inklyuziv ziyorat turizmining amaliy huquqiy asosi bo'lib, maxsus ehtiyojli fuqarolar uchun tarixiy shaharlarni ziyorat qilish imkonini oshirishga qaratilgan.

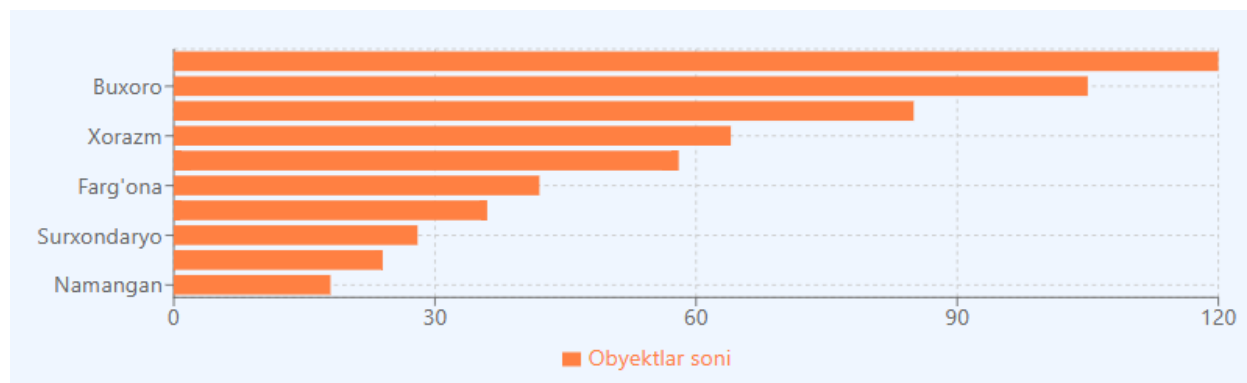
– Nogironligi bo'lgan shaxslar huquqlarini himoya qilish to'g'risidagi qonunchilik. 2020 yil oktabr oyida "Nogironligi bo'lgan shaxslarning huquqlari to'g'risida"gi Qonun (O'RQ–641) qabul qilindi. Shuningdek, O'zbekiston BMTning Nogironlar huquqlari to'g'risidagi Konvensiyasini ratifikatsiya qildi. Ushbu huquqiy hujjatlar barcha sohalarda, jumladan turizm ham, imkoniyati cheklangan fuqarolar uchun teng sharoitlar yaratishni davlat zimmasiga yuklaydi. Masalan, mazkur Qonunga ko'ra yangi qurilayotgan yoki rekonstruksiya qilinayotgan ijtimoiy infratuzilma obyektlari (mehmonxonalar, muzeylar, transport vositalari va b.) nogironligi bo'lgan shaxslar ehtiyojlariga moslashtirilishi shart. Ushbu talablar turizm infratuzilmasini ham qamrab oladi. Amaldagi qurilish me'yorlari va standartlarida jamoat joylarini panduslar, ko'tarma uskunalar, Brayl alifbosidagi yozuvlar kabi elementlar bilan jihozlash majburiyati belgilangani – inklyuziv turizmning huquqiy kafolatidir. Shuningdek, 2021 yil yanvar oyidan boshlab kuchga kirgan "Turizm to'g'risida"gi Qonunga kiritilgan qo'shimchalarda turistik xizmatlardan foydalanishda hech kim kamsitilmasligi tamoyili aks etdi.

– Davlat boshqaruv organlari islohoti. 2019 yilda Turizmni rivojlantirish qo'mitasi huzurida "Turizm xavfsizlikni ta'minlash va inklyuziv sharoitlar yaratish" bo'limi tashkil etildi (mazkur qo'mita 2022 yildan Turizm va madaniy meros vazirligi tarkibida faoliyat yuritmoqda). Ushbu bo'lim vazifasiga turizm obyektlarining pasportini tuzishda ularning nogironlar uchun moslashuvini nazorat qilish, yangi loyihalarda inklyuzivlik talablariga rioya etilishini ta'minlash kiradi. 2022 yilda Vazirlar Mahkamasi huzurida Turizmni rivojlantirish jamg'armasi faoliyatida maxsus ehtiyojli sayyohlar uchun infratuzilma loyihalarini moliyalashtirish uchun mablag' ajratish mexanizmi joriy qilindi. Bu ham huquqiy jihatdan inklyuziv turizmni qo'llab-quvvatlashga qaratilgan.

– Xalqaro tashabbuslar va hamkorlik. Yuqorida ta'kidlanganidek, O'zbekiston rahbariyati jahon miqyosida inklyuziv turizm masalalarini ilgari surmoqda. 2023 yilda BMT Jahon Turizm Tashkiloti Ijroiya kengashi sammitida Prezident Shavkat Mirziyoyev 2025 yilni "Butunjahon inklyuziv turizm yili" deb e'lon qilish va unga bag'ishlangan maxsus deklaratsiya

qabul qilish taklifini berdi. Bu tashabbus xalqaro huquqiy hujjat darajasida qo'llab-quvvatlanishi kutilmoqda. Ayni paytda O'zbekiston inklyuziv turizm bo'yicha dunyo tajribasini o'rganish maqsadida BMTning Jahon Turizm Tashkiloti hamda boshqa ekspert tashkilotlar bilan hamkorlikni yo'lga qo'ygan.

Yuqoridagi huquqiy asoslar O'zbekistonda inklyuziv ziyorat turizmini rivojlantirish uchun mustahkam zamin yaratmoqda. Albatta, qonun va farmoyishlarda belgilangan vazifalarning hayotga to'liq tatbiq etilishi muhim ahamiyatga ega – bu masala haqida maxsus to'xtalib o'tamiz. Ammo ayni paytda davlat siyosati darajasida inklyuziv turizm konsepsiyasi tan olingani va strategik hujjatlar bilan mustahkamlangani – soha rivojining garovidir(4-rasm).



4-rasm. O'zbekistonda viloyatlar bo'yicha inklyuziv ziyorat obyektlari soni (2023 yil ma'lumoti asosida).

Inklyuziv ziyorat turizmini amalda rivojlantirish uchun O'zbekistonda bir qator davlat va hududiy loyihalar yo'lga qo'yildi. Infratuzilmani moslashtirish, maxsus ehtiyojli sayyohlarga xizmat ko'rsatish sohasini yaxshilash va logistik qulayliklar yaratishga qaratilgan bu tashabbuslarni bir necha guruhga bo'lib ko'rib chiqish mumkin:

a) "Sayohat barcha uchun" va ijtimoiy loyihalar. 2019 yilda Turizmni rivojlantirish davlat qo'mitasi va O'zbekiston Nogironlar jamiyati hamkorligida "Sayohat barcha uchun" xayriya loyihasi boshlandi. Ushbu loyiha doirasida imkoniyati cheklangan fuqarolarga mamlakat ichida sayohat uyushtirishga kirishildi. Masalan, 2019 yil noyabr oyida XXV Toshkent xalqaro "Ipak yo'lida turizm" yarmarkasi doirasida Namangan viloyatidan 25 nafar nogironligi bo'lgan shaxsning Toshkent shahriga 2 kunlik sayohati tashkil qilindi. Barcha transport, ovqatlanish, mehmonxona va ekskursiya xarajatlari homiylik mablag'lari hisobidan qoplandi. Sayyohlik guruhiga poytaxtning Ko'kaldosh madrasasi, Hazrati Imom majmuasi, Humo Arena kabi diqqatga sazovor maskanlariga ekskursiyalar uyushtirildi. Ushbu tajriba davomida turizm infratuzilmasining nogironlar uchun qanchalik mos ekani o'rganilib, kelgusida zarur moslashmalar kiritish rejalashtirildi. "Sayohat barcha uchun" loyihasi doirasidagi bunday xayriya sayohatlari keyinchalik boshqa hududlarda ham o'tkazila boshlandi. Bu loyihalar imkoniyati cheklangan shaxslarning jamiyat hayotida faol qatnashuvi va turizm ne'matlaridan bahramand bo'lishiga ko'maklashmoqda.

b) "To'siqsiz turizm" dasturi va infratuzilma moslashtirish. 2023 yil yakunida O'zbekistonda maxsus "To'siqsiz turizm" dasturi tasdiqlandi. Prezidentimiz raisligida o'tkazilgan yig'ilishda madaniy meros obyektlari, muzeylar, teatrlarda va boshqa turistik joylarda imkoniyati cheklangan shaxslar uchun qulay sharoitlarni yaratish bo'yicha ko'rsatmalar berildi. Ushbu dasturga muvofiq, mehmonxonalardagi ma'lum foizdagi xona joylari nogironligi bo'lgan kishilarga moslashtirilishi, tarixiy obidalarga kirish joylariga panduslar o'rnatilishi, muzey va majmualarda Brayl alifbosidagi yo'riqnoma va eshitish qiyin bo'lganlar uchun audio-yo'riqnoma tizimi joriy etilishi belgilandi. Bundan tashqari, nogiron sayyohlar uchun transport, mehmonxona, muzey va ziyoratgohlarga haftalik va oylik maxsus chegirmalar joriy etish rejalashtirildi. Masalan, temiryo'l va aviachipta narxlarida, yirik muzey va qadamjolarga kirishda nogironligi bo'lgan shaxslarga 50% gacha chegirmalar berish grafigi ishlab chiqilmoqda. Ushbu dasturga muvofiq, 2024 yildan boshlab bir qator hududlarda sinov tariqasida "to'siqsiz turizm zonalari" tashkil qilinib, ularda barcha

turistik infratuzilma elementlari (avtovokzal, mehmonxona, muzey, hojatxonalar, restoran va h.k.) namunali ravishda moslashtirilmoqda.

Davlat rahbari topshirig'iga binoan, turizm obyektlarining pasportlashtirish tizimi yo'lga qo'yildi – bunda har bir turistik maskan nogironlar uchun qanchalik mosligi baholanib, maxsus belgi bilan tasniflanmoqda. Masalan, Samarqanddagi Imom Buxoriy majmuasi, Toshkentdagi Hazrati Imom va Minor masjidi kabi yirik ziyoratgohlarda 2022–2023 yillarda panduslar qurilib, nogironlar aravachasi uchun yo'lakchalar barpo etildi. Ba'zi yangi qurilgan maskanlar (masalan, Toshkent viloyatidagi "Navro'z" majmuasi) loyihasidan boshlab to'liq inklyuzivlik talablari asosida bunyod etilmoqda, ya'ni barcha zinalar yonida maxsus pandus, ichki yo'laklar kengaytirilgan, ko'zi ojizlar uchun relsli qo'llanmalar va Brayl yozuvli ko'rsatkichlar o'rnatilgan. Yana bir misol: 2022 yilda foydalanishga topshirilgan Samarqanddagi "Ipak Yo'li" turizm markazi hududida maxsus ehtiyojli shaxslar uchun elektromobilda ekskursiya xizmati yo'lga qo'yildi. Bunday ijobiy misollar inklyuziv infratuzilma shakllanayotganidan dalolat beradi.

c) Xalqaro hamkorlikdagi loyihalar va yangi marshrutlar. O'zbekiston inklyuziv ziyorat turizmini rivojlantirishda xorijiy sheriklar bilan ham ishlamoqda. Misol uchun, Malayziyada "Umra plus O'zbekiston" nomli ziyorat turpaketlari joriy qilinmoqda. Bu loyiha Malayziya musulmonlariga avval Saudiyada Umra (kichik haj) amalini ado etib, qaytish yo'lida O'zbekistonning muqaddas maskanlariga ham ziyorat qilish imkonini beruvchi kompleks marshrutni taklif etadi. Ushbu turpaket Malayziyada 2025 yildan boshlab keng targ'ib qilinishi rejalashtirilgan bo'lib, 2025–2026 yillarga borib Malayziyadan O'zbekistonga keluvchi ziyoratchilar sonini bir necha barobar oshirish ko'zda tutilgan me. Xuddi shuningdek, Indoneziya, Pokiston, Turkiya kabi davlatlar bilan ham hamkorlikda "ziyosat + sayyohlik" kombinatsiyalangan marshrutlari ishlab chiqilmoqda. Bular inklyuziv turizmga bilvosita ta'sir ko'rsatadi – ya'ni turpaketlar doirasida barcha qatnashchilarga, jumladan imkoniyati cheklanganlarga ham sharoitlar yaratish masalasiga e'tibor beriladi.

d) Maxsus transport va logistik yechimlar. Nogironligi bo'lgan sayyohlarning bimalol harakatlanishi uchun maxsus jihozlangan transport vositalari zarur. Bu borada "Turizm xizmat ko'rsatish markazi" DUK qoshida hayriya mablag'lari hisobiga bir nechta nogironlar aravachasi uchun liftli avtobuslar xarid qilindi. 2021 yilda sinov tariqasida bunday avtobuslar Samarqand va Buxoroda ekskursiya yo'nalishlarida ishlatildi. Yaqin kelajakda har bir turistik markaz – Xiva, Buxoro, Samarqand va Toshkent shaharlarida kamida bittadan shunday ixtisoslashgan avtobus doimiy qatnovga qo'yilishi rejalashtirilmoqda. Shuningdek, "O'zbekiston havo yo'llari" AJ aviaparkidagi samolyotlarda nogironlar aravachasida bimalol harakatlanishni ta'minlovchi uskunalar bilan jihozlash ishlari bosqichma-bosqich amalga oshirilmoqda. Temiryo'l vokzallarida esa nogironlar uchun alohida kutish zallari, sanitariya xonalari va yo'laklar barpo etilmoqda (masalan, 2022 yilda Toshkent markaziy vokzalida shunday qulayliklar ishga tushdi).

e) Hududiy tashabbuslar. Har bir viloyatda mahalliy hokimlik va tadbirkorlar tomonidan ham inklyuziv turizmga oid loyihalar kuzatilmoqda. Buxoro viloyatida "Buxoro – barchaga baraka" dasturi doirasida 2023 yilda 50 nafar nogiron fuqaro uchun Buxoro shahridagi muqaddas qadamjolariga bepul ziyorat uyushtirildi. Qashqadaryo viloyatida ko'zi ojiz va kar fuqarolar uchun yodgorlik joylarda maxsus audio va tasviriy ekskursiya dasturlari sinovdan o'tkazildi. Toshkent shahrida bir nechta yirik mehmonxonalar (masalan, Hyatt Regency) o'z xodimlarini nogiron mehmonlar bilan ishlash bo'yicha treninglardan o'tkazdi va binoni tegishli jihozlar bilan boyitdi. Bunday mahalliy tashabbuslar hali ko'p emas, lekin ularning ahamiyati katta – ular jamiyatda inklyuzivlik madaniyatini oshirishga xizmat qiladi.

Yuqoridagi davlat va mahalliy loyihalar O'zbekistonda inklyuziv ziyorat turizmining infratuzilmasini bosqichma-bosqich shakllantirmoqda. Logistik yechimlar (maxsus transport, marshrutlar), imkoniyati cheklanganlar uchun moslashmalar (panduslar, liftlar, audiogidlar) va ijtimoiy loyihalar (bepul sayohatlar, chegirmalar) orqali nogiron sayyohlar uchun yangi imkoniyatlar yaratilmoqda. Albatta, bu yo'nalishdagi ishlar endi boshlangani sabab, ayrim kamchiliklar ham kuzatiladi – ular haqida keyingi bo'limda so'z yuritamiz.

O'zbekistonda inklyuziv ziyorat turizmini rivojlantirish bo'yicha olib borilayotgan siyosat va loyihalar asta-sekin o'z samarasini bera boshladi. So'nggi yillarda bu yo'nalishda kuzatilgan amaliy natijalarni bir necha ko'rsatkichlar misolida tahlil qilamiz:

Xorijiy ziyoratchilar oqimi dinamika. Rasmiy statistikaga ko'ra, 2023 yilda O'zbekistonni 1,4 milliondan ortiq xorijiy ziyoratchi (palomnik) tashrif buyurdi. Bu juda yuqori ko'rsatkich bo'lib, 2022 yilga nisbatan bir necha barobar o'sish demakdir. 2022 yilda, yuqorida aytib o'tilganidek, chetdan kelgan ziyoratchilar soni qariyb 314 ming nafar edi. Demak, bir yil ichida ziyoratchilar oqimi qariyb 4-5 barobar oshgan. 2023 yildagi 1,4 mln palomnikning asosiy qismi qo'shni Markaziy Osiyo davlatlaridan kelgan: xususan, Tojikistondan 428 ming kishi (eng katta ulush), Qirg'izistondan 335 ming, Qozog'istondan 283 ming nafar ziyoratchi kelgan. Bu uch davlat hisobiga umumiy palomniklar sonining qariyb 75 foizi to'g'ri keldi. Shuningdek, Rossiya Federatsiyasidan 98 ming nafar, Xitoydan 8,2 ming, Yaponiyadan 3,2 ming, Isroildan 6,4 ming nafar diniy sayyohlar tashrif buyurgani qayd etilgan. Bu raqamlar O'zbekistonning faqat islomiy emas, balki boshqa din vakillari uchun ham ziyorat turizmiga ega manzilga aylanayotganini ko'rsatadi – masalan, Xivada yahudiylar uchun qadimiy sinagoga, Termiz va Farg'onada buddaviylik yodgorliklari mavjudligi hisobiga xristian, iudaist va buddist palomniklar ham kelmoqda.

Xorijiy turistlar oqimining umumiy ko'rsatkichlarida ham sezilarli o'sish bor. 2022 yilda O'zbekistonga jami 5,2 million xorijiy sayyoh kelgan bo'lsa, 2023 yilda bu raqam 7 millionga yaqinlashdi. Shundan diniy-ma'rifiy maqsadda tashrif buyurganlar ulushi 2022 yilda 6% atrofida bo'lgan bo'lsa, 2023 yilda 20% dan oshdi (taxminan har 5 xorijiy sayyohdan biri ziyoratchi). Bu o'sishga bir qancha omillar sabab bo'ldi: birinchidan, pandemiya cheklovlarining bekor qilinishi va chegaralarning ochilishi; ikkinchidan, hukumat tomonidan qo'shni davlatlar fuqarolari uchun viza rejimini yengillashtirish va ko'p kirishli viza joriy etilishi; uchinchidan, ziyorat turizmi salohiyatini xorijda targ'ib qilish bo'yicha faol kampaniyalar (ko'rgazmalar, B2B uchrashuvlar, musulmon davlatlaridagi marketing) olib borilgani. Masalan, 2023 yil davomida Malayziya, Indoneziya, Turkiya kabi mamlakatlarda O'zbekistonning ziyorat yo'nalishlari bo'yicha taqdimotlar o'tkazildi. Natijada, 2025 yil aprel oyida ilk bor bir oy ichida 1 milliondan ziyod xorijiy sayyoh (turli maqsadlarda) O'zbekistonga tashrif buyurdi – bu tarixiy rekord ko'rsatkichdir.

Ish o'rinlari va xizmatlar sektori. Turizm industriyasining rivojlanishi mamlakatda xizmatlar sohasini jadal kengaytirmoqda. Ayniqsa ziyoratchilar ko'p tashrif buyurayotgan hududlarda yangi ish o'rinlari yaratilayotgani kuzatilmoqda. Rasmiy ma'lumotlarga ko'ra, so'nggi besh yilda O'zbekistonda turizm sohasida band aholi soni 240 mingdan 370 ming nafarga oshdi, ya'ni 130 mingdan ortiq yangi ish o'рни tashkil etildi (bu raqamga mehmonxona xo'jaligi, umumiy ovqatlanish, transport va ekskursiya xizmatlari kiradi). Ziyorat turizmi rivoji bevosita ushbu ko'rsatkichlarga hissa qo'shmoqda. Misol uchun, Samarqand viloyatida Imom Buxoriy majmuasi va boshqa qadamjolar atrofida xizmat ko'rsatish uchun 2019–2022 yillarda 50 dan ziyod yangi oilaviy mehmon uylari va hunarmandchilik do'konlari ochilib, mahalliy yoshlar band bo'ldi. Xorazm viloyatida ziyoratchilar oqimi ortgani tufayli Xivada yangi restoran va kafe bizneslari ishga tushdi. Bundan tashqari, 2022–2023 yillarda "Ipak yo'li" turizm va madaniy meros xalqaro universiteti va boshqa o'quv yurtlari ilk inklyuziv turizm bo'yicha mutaxassislarni mehnat bozoriga yetkazishni boshladi – ushbu bitiruvchilar ham sohada bandlikni ta'minlashadi.

Mahalliy ziyoratchilar faolligi. Inklyuziv turizm faqat xorijliklar uchun emas, balki mahalliy fuqarolar uchun ham imkoniyatlarni kengaytiradi. 2021 yilda hukumat "Ichki turizmni rivojlantirish dasturi" doirasida sayohat xarajatlarining bir qismini kompensatsiya qilish tizimini joriy etdi. Natijada, yurtimiz bo'ylab o'z hisobidan ziyoratga boruvchi mahalliy fuqarolar soni ham oshdi. Masalan, 2022 yilda 15 mingdan ortiq fuqaro davlat subsidiyasi asosida mamlakat ichida ziyorat safarlarini amalga oshirdi (asosan Qoraqalpog'istondan Xorazmga, Surxondaryodan Samarqandga va h.k. yo'nalishlarda). Bu esa hududlararo turizmni jonlantirib, ichki turizm bozorida ham qo'shimcha ish o'rinlari va daromadlar keltirdi.

Ijtimoiy-iqtisodiy ta'sir. Ziyorat turizmining rivojlanishi natijasida quyidagi ijobiy o'zgarishlar kuzatilmoqda:

– Mahalliy aholining daromadi oshmoqda: Ziyoratchilar oqimi ko'paygan sayin, mahalliy tadbirkorlarning savdo va xizmat ko'rsatish hajmi ortmoqda. Misol uchun, Buxoroning qadimiy Ark qo'rg'oni yaqinidagi hunarmandlar rastasida 2018 yilda oyiga o'rtacha 200 million so'mlik savdo qilgan bo'lsa, 2023 yilda bu ko'rsatkich 500 million so'mdan oshdi, chunki ziyoratchilar oqimi sezilarli ko'paydi (ayniqsa qo'shni davlatlardan). Bu qo'shimcha daromadlar mahalliy byudjetga soliq tushumlarini ham oshirdi.

– Hududiy infratuzilma rivojlanmoqda: Ko'plab muqaddas qadamjolar joylashgan qishloq va shaharchalarda yo'l, kommunikatsiya, mehmonxona kabi infratuzilma ob'ektlari qurildi yoki ta'mirlandi. Masalan, Shahrisabz tumani Qorashina qishlog'idagi Hakim at-Termiziy ziyoratgohiga olib boruvchi 12 km yo'l 2021 yilda kapital ta'mirlanib, yoritish tizimi o'rnatildi – bu ishlar bevosita ziyoratchilar uchun qulaylik yaratish maqsadida qilindi va natijada mahalliy aholi uchun ham foyda bo'ldi.

– Madaniy meros ob'ektlari tiklandi: Ziyorat turizmi dasturlari doirasida Imom Moturidiy, Imam at-Termiziy, Abu Mansur Moturidiy, Baxouddin Naqshband kabi allomalar yodgorlik majmualarini rekonstruksiya qilish va obodonlashtirish ishlari amalga oshirildi. Bu obidalar atrofida yangi muzeylar, kutubxonalar tashkil etilib, ilmiy-ma'rifiy ishlar jonlandi. Natijada, ushbu obidalariga nafaqat sayyohlar, balki mahalliy aholi, talaba va tadqiqotchilar ham ko'proq borib, ularning ma'naviy va tarixiy bilimlari oshmoqda.

– Turizm xizmatlari diversifikatsiyasi: Ziyorat turizmi bilan bog'liq holda gastronomik turizm (ya'ni ziyoratchilarga milliy taomlarni tatib ko'rish xizmatlari), etnografik turizm (ularga mahalliy urf-odatlar bilan tanishtirish) ham rivoj topmoqda. Ko'pgina turoperatorlar ziyorat marshrutlariga qo'shimcha ravishda madaniy dasturlar qo'shmoqda: masalan, Samarqandga kelgan ziyoratchilar uchun uzoq yillik an'anaga ega "Samarkand pilovi"ni tayyorlash bo'yicha mahorat saboqlari yoki Buxoroda "Mavrigiy" maqom kechasida qatnashish taklif etilmoqda. Bu yangi xizmat turlari ham qo'shimcha daromad va ish joylari yaratmoqda.

Yuqoridagi fakt va raqamlar O'zbekistonda ziyorat turizmi rivoji ijobiy natijalar berayotganini ko'rsatadi. Albatta, inklyuziv turizm bo'yicha maxsus natijalarni ham qayd etish lozim: 2023 yilda "Sayohat barcha uchun" loyihasi doirasida 100 nafardan ortiq nogiron fuqaro bepul sayohat qildi, "To'siqsiz turizm" dasturi bo'yicha esa 2024 yildan boshlab har yili 14 ming nafar (har viloyatdan 1000 nafardan) nogiron shaxs bepul ziyorat safariga yuborilishi rejalashtirilmoqda. Bu kabi ko'rsatkichlar inklyuziv turizmning ijtimoiy samarasini o'lchashda muhim ahamiyatga ega bo'ladi.

Umuman olganda, ziyorat turizmi rivojining amaliy natijalari respublika iqtisodiy o'sishiga hissa qo'shmoqda, aholi bandligini ta'minlamoqda va O'zbekistonning jahon hamjamiyatidagi turistlik imijini yuksaltirmoqda. Endigi vazifa ushbu yutuqlarni mustahkamlash va mavjud kamchiliklarni bartaraf etishdan iborat.

Ziyorat turizmi hamda uning inklyuziv yo'nalishini rivojlantirish borasida O'zbekiston sezilarli yutuqlarga erishayotgan bo'lsa-da, sohaga to'sqinlik qilayotgan qator kamchiliklar mavjud. Davlat rahbari va parlament darajasida ushbu muammolar ochiq tan olinib, ularni hal etish choralari muhokama qilinmoqda. Asosiy kamchiliklar va ularni bartaraf etish yo'llarini quyidagicha umumlashtirish mumkin:

1. Infratuzilma va muhitning to'liq moslashmagani. Afsuski, hozirda mamlakatimizdagi ko'plab turistik obyektlar, transport vositalari va ijtimoiy infratuzilma nogironligi bo'lgan shaxslar uchun yetarlicha moslashtirilmagan. Masalan, Toshkent shahridagi ijtimoiy infratuzilma obyektlari va binolarining 85 foizi nogironlar uchun mos emasligi aniqlangan. Ko'plab turizm maskanlarida pandus va liftlar yo'q yoki noto'g'ri qurilgan. Senatning 2022 yil oktabrdagi yig'ilishida shu haqda keskin tanqid qilinib, misol tariqasida Toshkent metropolitenining ko'plab bekatlarida panduslar umuman yo'qligi yoki noto'g'ri o'rnatilgani ta'kidlandi – Qo'yliq bekatidagi pandus nishabligi me'yordagi 8° o'rniga 45° bo'lib, aravachada tushib-chiqish deyarli imkonsiz ekani aytilgan yoki Chilonzor metro stansiyasidagi hojatxonalar nogironlar foydalana olmasligi kabi kamchiliklar keltirib o'tildi. Bu muammo faqat poytaxtda emas, viloyatlarda ham bor: tarixiy obidalarining

aksariyatida (masalan, minora va masjidlarda) pandus yo'q, muzeylarda Brayl yozuvidagi tavsiflar yo'lga qo'yilmagan, ko'zi ojizlar yoki karlar uchun moslamalar joriy etilmagan.

Yechim sifatida infratuzilmani moslashtirish uchun qat'iy nazorat va mablag' zarur. Avvalo, yangi qurilayotgan barcha turistik obyektlarda inklyuzivlik me'yorlariga rioya etilishini shaharsozlik ekspertizasida majburiy tartibda ko'rib chiqish kerak. Mavjud pandus va liftlarni GOST standartlariga mos holga keltirish lozim. Bu borada hukumat 2023 yilda maxsus reja tasdiqlab, 2024–2026 yillarda har yili kamida 50 ta muhim turizm obyektni to'liq moslashtirish vazifasini qo'ydi. Moliyaviy jihatdan, Turizm jamg'armasi va mahalliy byudjetlardan mablag' ajratish belgilangan. Muhimi – nazorat: Bosh prokuratura huzurida bu jarayon monitoringi bo'yicha ishchi guruh tuzilib, har chorakda parlamentga hisobot kiritilishi yo'lga qo'yilmoqda. Demak, muammo og'ir bo'lsa-da, uni hal etish bo'yicha aniq choralar rejalashtirilgan.

2. Qonunchilik talablarining to'liq bajarilmayotgani. Nogironlar huquqlarini ta'minlashga doir qonun va qarorlar mavjud bo'lsa-da, ular "qog'ozda qolib ketmoqda" degan tanqidlar bor. Masalan, 2020 yilgi Qonunga muvofiq har bir yangi bino qurilishida loyiha Nogironlar jamiyati bilan kelishilishi shart edi, ammo amalda bu talab ko'p joyda bajarilmadi. Shuningdek, mavjud obyektlarni moslashtirish bo'yicha qat'iy muddat va javobgarlik mexanizmlari aniq belgilangan emas edi. Natijada ko'plab tashkilotlar ushbu ishlarni paysalga soldi. Bundan tashqari, ayrim joylarda nogironlar uchun mo'ljallangan qulayliklar formallik uchungina qilinib, real ehtiyojga xizmat qilmayotgani kuzatiladi (masalan, mehmonxona vestibuliga pandus o'rnatilgan-u, lekin xonalar eshigi aravacha sig'maydigan tor).

Yechim sifatida huquqiy mexanizmlarni kuchaytirish talab etiladi. Bu borada 2023 yil dekabr oyida Oliy Majlis Senati tomonidan qabul qilingan qarorga binoan, 2024 yildan boshlab davlat inspeksiyalari ijtimoiy infratuzilma obyektlarining inklyuzivlik talablariga mosligini tekshirish huquqiga ega bo'ldi. Ya'ni, endilikda mehmonxona, restoran, muzey kabi subyektlar uchun ham majburiy sertifikatni joriy qilinib, ularning nogironlar uchun sharoitlari baholanadi va belgilangan mezonlarga javob bermasa, jarima va litsenziyani to'xtatib turish choralarigacha qo'llaniladi. Shuningdek, Qurilish kodeksiga o'zgartirish kiritilib, loyiha hujjatlarini nogironlar tashkilotlari bilan kelishmasdan ekspertizadan o'tkazgan mansabdor shaxslarga ma'muriy javobgarlik belgilandi. Ushbu chora-tadbirlar qonun talablarini bajarishga intizomni oshiradi.

3. Kadrlar va xizmati ko'rsatish sifati muammolari. Inklyuziv turizm faqat jismoniy infratuzilma emas, balki maxsus tayyorgarlik ko'rgan xodimlar – gidlar, ekskursovodlar, mehmonxona administratorlari, transport haydovchilari faoliyatini ham talab qiladi. Hozirda O'zbekistonda bunday kadrlar yetishmaydi. Ko'plab gidlar imo-ishora tilini bilmaydi, ko'zi ojiz yoki kar sayyohlarga qandoq xizmati ko'rsatishni tasavvur ham qilolmaydi. Tibbiy bilimlar (masalan, nogironligi bor sayyoh to'satdan sog'lig'i yomonlashsa birinchi yordam ko'rsatish) ham ko'pchilikda yo'q. Natijada, ayrim holatlarda nogiron sayyohlar o'zlarini noqulay his etishi yoki xizmatdan to'liq foydalana olmasligi kuzatiladi. Masalan, kar fuqarolar uchun tarjimon yo'qligi sababli muzey ekskursiyasidan deyarli ma'no yo'qotadi, yoki autizm spektridagi mehmonlarga individual yondashuv bo'lmagani uchun ular safardan bosh tortadi. Bu kabi nozik masalalar kadrlar malakasiga borib taqaladi.

Yechim sifatida kadrlar tayyorlash va xodimlarni o'qitishni tizimli yo'lga qo'yish lozim. 2022 yilda "Ipak yo'li" turizm va madaniy meros xalqaro universitetida "Faol va inklyuziv turizm" maxsus kursi joriy etilib, gidlik yo'nalishi talabalari uchun inklyuziv turizm bo'yicha darslar berila boshlandi. Kelgusida bu universitetda "inklyuziv turizm menejmenti" mutaxassisligini ochish reja qilingan. Shuningdek, 2023 yilda Turizm vazirligi tomonidan 200 nafarga yaqin amaldagi gid va sayyohlik subyekti xodimlari uchun nogiron sayyohlar bilan ishlash bo'yicha qisqa treninglar o'tkazildi. Bunday treninglarni muntazam va ommaviy qilish zarur – bunda xalqaro tashkilotlar grantlari jalb etilmoqda (masalan, Yaponiyaning JICA tashkiloti Toshkent metropoliteni xodimlari uchun yo'lovchilarni evakuatsiya qilish bo'yicha maxsus o'quv o'tkazgan). Yana bir taklif – bu sohada xizmat ko'rsatayotgan xodimlar uchun rag'batlantirish tizimini joriy etish, masalan, sertifikatlangan "inklyuziv gid" unvonini olgan gidlarga litsenziya to'lovlarida chegirma berish

yoki ularni reytinglarda ko'rsatish. Kadrlar masalasini hal etmay turib, inklyuziv turizmni to'laqonli yo'lga qo'yib bo'lmaydi.

4. Axborot va marketingdagi yetishmovchiliklar. Inklyuziv turizm infratuzilmasi yaratilgan joylarning o'zini reklama qilish, axborot yetkazish masalasida ham muammolar bor. Nogironligi bo'lgan potensial sayyohlar uchun O'zbekiston haqida maxsus qo'llanmalar deyarli yo'q. Masalan, xalqaro nogiron sayyohlar forumi – Accessible Travel Forum ma'lumotlar bazasida O'zbekiston haqidagi ma'lumotlar juda cheklangan. Yoki Uzbekistan.travel rasmiy sayti inklyuzivlik bo'yicha alohida bo'limga ega emas, undan nogiron foydalanuvchilar uchun kerakli axborotni topish qiyin. Maxsus ehtiyojli sayyohlar guruhlarini jalb qilishga ixtisoslashgan turoperatorlar hali shakllanmagan, mavjud sayyohlik firmalari bu segment bilan faol ishlamaydi. Buning oqibatida, aslida sharoit bor joylarga ham nogiron sayyohlar kelmay qolishi mumkin – chunki ular bu imkoniyatlar haqida xabardor emas.

Yechim sifatida targ'ibot va marketingga e'tiborni oshirish kerak. Turizm va madaniy meros vazirligi qoshida yaqinda tashkil etilgan "Impuls" marketing agentligiga inklyuziv turizm bo'yicha alohida vazifa yuklanishi mumkin – masalan, "O'zbekiston – to'siqsiz turizm manzili" nomli xalqaro axborot kampaniyasini uyushtirish. Bunda internetda, ijtimoiy tarmoqlarda va maxsus nashrlarda O'zbekistondagi imkoniyatlar targ'ib qilinadi. Shuningdek, nogiron sayyohlar uchun O'zbekistonda sayohat qo'llanmasini (masalan, Brayl alifbosida va audiokitob shaklida) chop etish lozim. Yurtimizdagi barcha turfirmalar uchun yo'riqnoma ishlab chiqilib, ularga maxsus ehtiyojli mijozlar bilan ishlash tartibi tushuntirilishi zarur. Ba'zi xorijiy ilg'or tajribalarni ham joriy qilish kerak – masalan, Yevropadagi kabi mehmonxonalarning saytida "nogironlar uchun qulayliklar" bo'limini standart qilish, muzeylar va bog'larda "inclusive" belgilarini o'rnatish kabi.

5. Moliyaviy va iqtisodiy cheklovlar. Inklyuziv turizmni rivojlantirish albatta qo'shimcha xarajatlar talab qiladi: panduslar qurish, lift o'rnatish, maxsus avtobus xaridi va h.k. Ko'plab tadbirkorlar va byudjet tashkilotlari bunga qo'l siltab qarashi, moddiy yetishmovchilikni ro'kach qilishi mumkin. Ayni paytda, davlat hammasini to'liq moliyalashtira olmaydi – xususiy sektorning hissasi zarur. Hozircha esa xususiy biznes bu borada faollik ko'rsatmayapti.

Yechim sifatida iqtisodiy rag'batlar berish. Masalan, 2024 yildan boshlab nogironlar uchun qulaylik yaratgan tadbirkorga soliq imtiyozlari berish tizimi joriy qilindi – agar mehmonxona o'z mablag'i hisobidan pandus va lift o'rnatasa, uning yer solig'i stavkasini 50% kamaytirish kabi. Bundan tashqari, turli grantlar va xalqaro moliyaviy yordam jalb qilinmoqda: 2023 yilda Islom hamkorlik tashkiloti Taraqqiyot banki Samarqand va Buxoro shaharlarida tarixiy obidalarda inklyuzivlikni yaxshilash loyihasiga 10 mln dollar kredit ajratdi. Mahalliy budjetlarga esa inklyuziv infratuzilma uchun alohida band kiritildi.

Xulosa qilib aytganda, kamchiliklar jiddiy bo'lsa-da, ularni bartaraf etish uchun davlat ham, jamiyat ham safarbar bo'lmoqda. "Ko'rilayotgan choralarga qaramay, nogironligi bo'lgan shaxslar uchun inklyuziv sharoitlar yaratish masalasida qator muammolar saqlanib qolyapti", – deyiladi rasmiy bayonotlarning birida. Muhimi, shu muammolar ochiq tan olinib, yechim yo'llari belgilangan. Endi amaliyotda qat'iyat va tizimli ish olib borish orqali ulardan

Yuqoridagi tahlillar asosida, O'zbekistonda inklyuziv ziyorat turizmini yanada rivojlantirish uchun bir qator taklif va tavsiyalar shakllantirish mumkin. Quyida soha mutaxassislari va xalqaro tajribaga asoslangan eng muhim takliflar keltiriladi:

– Raqamli texnologiyalarni joriy etish. Zamonaviy IT-yechimlar inklyuziv turizm rivojida katta yordamchi bo'la oladi. Masalan, maxsus mobil ilova yoki veb-platforma yaratish lozim, unda nogironligi bo'lgan sayyohlar O'zbekiston bo'yicha to'siqsiz marshrutlarni, mehmonxonalarni, pandusli restoranlarni va boshqa qulay obyektlarni osongina topa oladi. Bunday platformada har bir turizm maskanining inklyuzivlik darajasi ko'rsatilishi, real foydalanuvchilar fikr-mulohazalari (feedback) joylashtirilishi kerak. Bundan tashqari, virtual gid va audiogid xizmatlarini kengaytirish lozim – masalan, ko'zi ojiz sayyohlar uchun smartfon orqali ishlaydigan audiotur dasturlari, eshitish bo'yicha nogironlar uchun esa matnli subtitrlar yoki imo-ishora video-tarjima funksiyalari. Jahon amaliyotida allaqachon shu kabi texnologiyalar bor va O'zbekiston ulardan foydalanishni yo'lga qo'yishi zarur. Bu, bir tomondan, nogiron sayyohlarning o'z-o'ziga

xizmat ko'rsatish imkoniyatini oshirsa, ikkinchi tomondan, xizmat ko'rsatuvchilarga tushadigan yukni ham yengillashtiradi.

– Kadrlar malakasini oshirish va tayyorlash. Yuqorida qayd etilganidek, maxsus tayyorgarlikdan o'tgan xodimlarsiz inklyuziv turizmga erishib bo'lmaydi. Shuning uchun turizm kollejlari, oliy o'quv yurtlari va malaka oshirish markazlarida "inklyuziv turizm" modulini majburiy o'quv dasturiga kiritish kerak. Masalan, gid-ekskursovodlar kursida nogironlar psixologiyasi va ularga xizmat ko'rsatish usullari o'rgatilishi zarur. Mehmonxona menejmenti yo'nalishida esa infratuzilmani moslashtirish standartlari haqida bilim berilishi lozim. Amaldagi xodimlar uchun ham muntazam treninglar yo'lga qo'yilishi kerak – bu bo'yicha, masalan, Yevropa Ittifoqining Erasmus+ dasturlari yoki BMTning Jahon turizm tashkiloti ko'magida trenerlarni jalb etish mumkin. Maxsus ehtiyojli sayyohlarga xizmat ko'rsatish bo'yicha milliy qo'llanma va protokollarni ishlab chiqish ham muhim taklifdir. Masalan, aeroportda nogiron yo'lovchini kutib olishdan boshlab, uning mehmonxonada joylashishi va sayohati davomida yuzaga kelishi mumkin bo'lgan vaziyatlar bo'yicha standart amaliyotlar bo'lishi kerak (evakuatsiya rejasi, tibbiy yordam chaqirish, imo-ishora tilida tezkor tarjima va h.k.). Bunday protokollar xodimlarga aniq yo'riqnoma bo'lib xizmat qiladi.

– Xalqaro tajribadan o'rganish va hamkorlik qilish. Inklyuziv turizm sohasida ilg'or tajribaga ega davlatlar bilan hamkorlik aloqalarini yo'lga qo'yish zarur. Masalan, Yaponiya – 2020 yilgi Paralimpiya o'yinlariga tayyorgarlik doirasida Tokio shahrini to'liq to'siqsiz muhitga aylantirish tajribasiga ega; Ispaniya – "Turismo para Todos" (Barcha uchun turizm) dasturi orqali tarixiy obidalarni nogironlar uchun moslashtirishda katta ish qilgan; Turkiya – istirohat bog'lari va qadamjolarda nogironlar uchun maxsus yo'laklar va taktil plyonkalar joriy etgan. Shu davlatlar mutaxassislarini jalb etib, O'zbekistonda trening va seminarlar o'tkazish, qo'shma loyihalar boshlash mumkin. Xususan, 2024 yilda Toshkentda rejalashtirilayotgan "Inkluziv turizm va madaniy meros" xalqaro konferensiyasiga dunyoning eng yaxshi ekspertlarini taklif qilib, tajriba almashish ko'zda tutilmoqda. Jahon Turizm Tashkilotining maxsus qo'llanmalari bor – masalan, "Accessible Tourism for All" deb nomlangan yo'riqnomasida mehmonxonadan tortib avtobus bekatigacha barcha jihatlar qamrab olingan. Ushbu hujjatlarni o'zbek tiliga tarjima qilib, turizm sohasiga tatbiq etish kerak. Shuningdek, dunyo miqyosidagi reyting va indekslarda ishtirok etish ham foydali – masalan, CrescentRating Global Muslim Travel Index yoki boshqa xalqaro indekslarda O'zbekiston ko'rsatkichlarini yaxshilashga intilish. Bu bilan biz o'zimizni chet ellik sayyohlarga jozibadorroq ko'rsata olamiz.

– Moliyaviy rag'bat va imtiyozlar. Xususiy sektorni inklyuziv turizmga jalb etish uchun rag'batlantiruvchi choralar taklif etiladi. Jumladan, mehmonxonalar, restoranlar va transport kompaniyalarining nogironlar uchun qulayliklar yaratishga sarflagan xarajatlarini qisman davlat tomonidan qoplab berish mexanizmini (subsidiya) joriy etish mumkin. Masalan, bir mehmonxona pandus o'rnatasa yoki liftni kengaytirsas, xarajatning 30 foizini Turizm jamg'armasi qoplab beradi – bunday amaliyot ayrim davlatlarda bor. Yoki yana bir taklif: "Inklyuziv turizm belgisi"ni ta'sis etish va uni talabga javob bergan obyektlarga berish. Bu belgi marketing nuqtai nazaridan obyektida qo'shimcha reklama bo'ladi, davlat tomonidan esa bunday belgi egalariga soliq imtiyozi berilishi mumkin. Masalan, Ispaniyada "Qulay mehmonxona" sertifikatiga ega otellarga QQS stavkasi pasaytirilgan. Bunday imtiyoz bizda ham joriy etilsa, tadbirkorlar inklyuzivlikka intiladi.

– Shahar muhitini yaxshilash (urban inklyuzivlik). Faqat alohida obyektlarni emas, balki turistik shaharlarda umuman urbanistik muhitni nogironlar uchun qulay qilish ustuvor vazifa bo'lishi kerak. Ko'chalardagi yo'lakchalarni pastlatish, svetoforlarga ovozli signal o'rnatish, jamoat transportini 100% to'siqsiz qilish – bular sayyoh nogiron bo'ladimi yoki mahalliy nogiron fuqaro, baribir hayot sifatini oshiradi. Misol uchun, Amsterdam shahri dunyodagi eng inklyuziv shahar deb topilgan – u yerdagi jamoat transporti, mehmonxona va ko'chalardagi belgilar nogiron sayyohlar ehtiyojiga mos ekani uchun yuqori baholangan. Toshkent, Samarqand kabi yirik shaharlarimiz ham shu yo'nalishda rivojlanishi kerak. Buning uchun shaharlarda inklyuzivlik auditini o'tkazib, qaysi joylarda muammolar ko'p ekani aniqlanadi va manzilli choralar belgilanishi lozim.

Yuqoridagi takliflarni amalga oshirish O'zbekistonda inklyuziv ziyorat turizmi rivojini yangi bosqichga olib chiqishi mumkin. Eng muhimi – “turizm hammaga” degan tamoyil jamiyat ongiga singishi lozim. Shundagina infratuzilma ham, xizmat sifati ham, madaniyat ham shunga mos taraqqiy etadi. Davlat siyosati va xalqaro hamjamiyat ko'magida, sohani innovatsion yondashuvlar bilan boyitgan holda, O'zbekiston yaqin yillarda nafaqat mintaqada, balki jahon miqyosida ham inklyuziv turizm namunasini ko'rsata olishi mumkin.

XULOSA

Inklyuziv ziyorat turizmini rivojlantirish – bu O'zbekiston uchun ijtimoiy adolat tamoyillariga mos va iqtisodiy jihatdan samarali yo'nalishdir. Yuqoridagi tahlillardan ko'rinib turibdiki, so'nggi yillarda mamlakatimizda ziyorat turizmini rivojlantirish bo'yicha keng ko'lamli islohotlar amalga oshirilmoqda, bu jarayonda imkoniyati cheklangan shaxslar manfaatlarini hisobga olish masalasi ham kun tartibiga chiqmoqda. Davlat siyosati darajasida qabul qilingan strategiya va dasturlar (2030 Strategiyasi, “To'siqsiz turizm” dasturi va boshqalar) inklyuziv turizmni huquqiy jihatdan mustahkamladi. Dastlabki loyihalar – xayriya sayohatlari, panduslar o'rnatish, chegirmalar joriy etish kabilar – ijobiy samara berayotganini ko'rsatmoqda. Ayniqsa, 2023 yilda 1,4 mln xorijiy ziyoratchining kelgani va ularda nogiron sayyohlar ulushi ham ortib borayotgani o'ziga xos yutuqdir.

Shu bilan birga, yechimini kutayotgan muammolar haligacha talaygina: infratuzilma to'liq moslashmagan, qonunlar ijrosi sust, kadrlar malakasi yetarli emas va boshqalar. Bularni bartaraf etish uchun davlat, xususiy sektor va nodavlat tashkilotlar hamkorligini kuchaytirish talab etiladi. Xususan, nogironlar tashkilotlarini bevosita loyihalarga jalb qilish, jamoatchilik nazoratini yo'lga qo'yish muhim. Chunki aynan hayotning o'zida yashayotgan nogiron fuqarolar qaysi joyda qanday muammo borligini chuqurroq his etadi va to'g'ri yechimlarni taklif eta oladi.

Xalqaro tajribalar shuni ko'rsatadiki, inkluziv turizm nafaqat nogironlar, balki butun jamiyat uchun qulay va foydalidir. Biror shahar yoki maskan nogironlar uchun qulay bo'lsa, u aslida hamma uchun qulay bo'ladi – yosh bolali ota-onalar, keksa kishilar, vaqtinchalik jarohati bor odamlar va hokazo. Demak, bugun pandus qurish yoki eshikni kengaytirish uchun sarflanayotgan mablag' ertaga jamiyatning barcha qatlamlariga xizmat qiladi.

O'zbekistonning boy ziyorat turizm salohiyati uni nafaqat mintaqada, balki dunyoda yetakchi palomnik turizm markaziga aylantirishga imkon beradi. Buning uchun “hech kim chetda qolmasin” tamoyili ostida harakat qilishimiz lozim. So'nggi paytlarda davlat rahbari tashabbuslari ham aynan shu g'oyani ilgari surayotgani bejiz emas – masalan, BMT minbarida ko'tarilgan “Butunjahon inklyuziv turizm yili” tashabbusi jahon jamoatchiligi e'tiborini tortdi. Bu O'zbekistonning ushbu sohada global liderlikka da'vogarligini ko'rsatadi.

Xulosa o'rnida ta'kidlash joizki, inklyuziv ziyorat turizmi rivoji – bu uzluksiz jarayon. U bir necha yil bilan cheklanmaydi, doimiy takomillashtirib borishni talab qiladi. Shu yo'lda boshlangan ishlar bardavom bo'lishi, qabul qilingan hujjatlar amalda to'laqonli ishlashi, jamiyatda esa ong va madaniyat darajasi yuksalishi kerak. Shundagina O'zbekiston chin ma'noda “barcha uchun turizm” maskaniga aylanishi va ziyorat turizmida o'z ulug' ajdodlariga munosib ravishda dunyoga o'rnak ko'rsata oladi.

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MAMLAKATIMIZ SUG'URTA BOZORIDA INNOVATSION MARKETING STRATEGIYALARIDAN FOYDALANISHDA XORIJ TAJRIBASI: MUAMMO VA YECHIMLAR

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Annotatsiya. *Ushbu maqolada O'zbekiston sug'urta bozorida innovatsion marketing strategiyalaridan foydalanish darajasi, mavjud muammolar hamda xorijiy ilg'or tajriba asosida taklif etilayotgan yechimlar tahlil qilinadi. Global raqobat kuchayib borayotgan bir paytda, marketing strategiyalarining zamonaviy modelga asoslanganligi sug'urta kompaniyalarining muvaffaqiyati va mijozlar ishonchini ta'minlashda hal qiluvchi ahamiyat kasb etadi. AQSH, Germaniya, Fransiya va Xitoy kabi rivojlangan davlatlarning tajribasi asosida mobil texnologiyalar, sun'iy intellekt, shaxsiylashtirilgan xizmatlar, omnichannel yondashuvlar kabi innovatsion amaliyotlar o'rganildi. Maqolada shuningdek, O'zbekiston sug'urta tizimining bugungi holati, mavjud to'siqlar, raqamli transformatsiya ehtiyoji va marketing strategiyasini qayta ko'rib chiqish zaruriyati asoslantirildi. Yakuniy qismda mamlakatimiz sharoitiga mos keluvchi taklif va tavsiyalar tizimli tarzda ishlab chiqilgan.*

Kalit so'zlar: *Sug'urta bozori, innovatsion marketing, raqamli transformatsiya, xorij tajribasi, mijozga yo'naltirilgan yondashuv, sun'iy intellekt, Big Data, marketing strategiyasi, O'zbekiston, moliyaviy xizmatlar.*

Globallashuv, raqamli transformatsiya va mijoz ehtiyojlarining dinamik o'zgarishi sharoitida sug'urta bozori oldida yangi chaqiriqlar va imkoniyatlar paydo bo'lmoqda. Bugungi kunda sug'urtalash tizimi nafaqat moliyaviy barqarorlikni ta'minlovchi vosita, balki iqtisodiy xavfsizlik, investitsion muhitni rag'batlantirish va aholi farovonligini oshirishga xizmat qiluvchi strategik soha sifatida namoyon bo'lmoqda. Ayniqsa, rivojlangan mamlakatlar tajribasi shuni ko'rsatmoqdaki, sug'urta sohasida innovatsion marketing strategiyalarini joriy etish nafaqat kompaniyalarning raqobatbardoshligini oshiradi, balki mijozlar bilan mustahkam aloqa o'rnatish, yangi xizmatlar dizayni va raqamli texnologiyalarni jadal tatbiq etish orqali bozor salohiyatini kengaytiradi. O'zbekistonda sug'urta bozorini liberallashtirish, raqobatni kuchaytirish va xalqaro standartlarga mos infratuzilma yaratish borasida tizimli islohotlar olib borilayotgan bo'lsa-da, ushbu yo'nalishda marketingning innovatsion yondashuvlari yetarlicha joriy etilmagan. Mahsulot va xizmatlar turlarining cheklangani, marketing strategiyalarining an'anaviy model asosida qurilgani, raqamli imkoniyatlardan foydalanishning sustligi sohaning rivojlanishida jiddiy to'siqlarga sabab bo'lmoqda. Shu munosabat bilan ushbu maqolada xorijiy mamlakatlar (jumladan, AQSh, Germaniya, Singapur, Xitoy) sug'urta kompaniyalarining ilg'or marketing amaliyotlari tahlil qilinadi, mamlakatimiz sug'urta bozorida ushbu yondashuvlarni tatbiq etishdagi mavjud muammolar ochib beriladi hamda ularni bartaraf etish bo'yicha aniq taklif va tavsiyalar ishlab chiqiladi.

Bugungi globallashtirish va raqamli transformatsiya davrida sug'urta bozori nafaqat moliyaviy barqarorlikni ta'minlovchi tizim, balki iqtisodiyotning muhim tayanchlaridan biri sifatida maydonga chiqmoqda. Jahon tajribasi ko'rsatadiki, raqobatbardosh sug'urta sohasi samarali marketing strategiyalariga, ayniqsa innovatsion yondashuvlarga tayanadi. Xalqaro amaliyotda mijozga yo'naltirilgan xizmatlar, raqamli texnologiyalar integratsiyasi va sun'iy intellekt imkoniyatlaridan foydalanish sug'urta kompaniyalarining o'sish sur'atini sezilarli darajada tezlashtirmoqda. O'zbekiston sug'urta bozorida so'nggi yillarda liberallashtirish, xorijiy investorlar uchun imkoniyatlar yaratish, raqobat muhitini kengaytirish borasida ijobiy islohotlar olib borilmoqda. Biroq, innovatsion marketing strategiyalarini amaliyotga joriy etish borasida hanuzgacha muayyan tizimli muammolar mavjud. Ushbu maqolada xorijiy tajriba asosida mazkur muammolar tahlil qilinib, ularni bartaraf etish bo'yicha aniq takliflar ilgari suriladi. Dunyoning yetakchi sug'urta kompaniyalari innovatsion marketing strategiyalarini faol joriy etmoqda.

1-jadval

Dunyoning yetakchi sug'urta kompaniyalarining innovatsion marketing strategiyalari

Mamlakat / Kompaniya	Amaliyot / Innovatsiya	Marketing afzalligi
AXA (Fransiya)	Real vaqtda moslashuvchan tarif tizimi	Mijozga moslashtirilgan xizmat
Allianz (Germaniya)	Omnichannel yondashuv (onlayn+oflayn)	Har doim bir xil xizmat sifati
MetLife (AQSH)	Sun'iy intellekt asosida tavsiyalar	Shaxsiy xizmatlar va ishonchli prognozlar
Ping An (Xitoy)	Big Data + AI asosidagi risk baholash	Dinamik va shaxsiylashtirilgan polislar

Jadvalda dunyoning yetakchi sug'urta kompaniyalari — AXA (Fransiya), Allianz (Germaniya), MetLife (AQSH) va Ping An (Xitoy) tomonidan qo'llanilayotgan ilg'or amaliyotlar va innovatsion marketing yondashuvlari bayon etilgan. Ushbu tajribalar sug'urta sohasida mijoz markaziga asoslangan, raqamli texnologiyalarga tayanadigan va moslashuvchan xizmat ko'rsatish modelining shakllanayotganini ko'rsatadi. AXA tomonidan joriy etilgan real vaqtda moslashuvchan tarif tizimi mijozga individual xizmat ko'rsatish imkonini beradi. Allianz kompaniyasi omnichannel (onlayn va oflayn) yondashuvi orqali xizmat ko'rsatish sifatini har doim bir xil darajada saqlab qolmoqda. MetLife sun'iy intellekt asosida mijoz ehtiyojini oldindan tahlil qilib, shaxsiy xizmat va aniq prognozlar bilan ta'minlaydi. Ping An esa Big Data va sun'iy intellekt integratsiyasi orqali dinamik va shaxsiylashtirilgan sug'urta polislarini taklif etmoqda. Mazkur kompaniyalar tajribasi shuni ko'rsatadiki, sug'urta marketingida innovatsion yondashuvlar orqali:

- mijozlar ishonchini oshirish,
- xizmat sifati va tezligini yaxshilash,
- bozordagi raqobatbardoshlikni kuchaytirish mumkin.

Ushbu ilg'or tajribalarni o'rganish va O'zbekiston sug'urta bozoriga moslashtirish orqali milliy sug'urta tizimini modernizatsiya qilish, raqamli xizmatlar salohiyatini kengaytirish va mijoz ehtiyojiga yo'naltirilgan xizmatlar portfelini shakllantirish mumkin bo'ladi.

O'zbekistonda sug'urta sohasining rivojlanishini sekinlashtirayotgan asosiy omillarga an'anaviy marketing yondashuvlaridan foydalanish, mijozlar segmentatsiyasi va ehtiyoj tahlilining sustligi, Raqamli platformalar, mobil ilovalar va onlayn xizmatlarning cheklangani, moliya savodxonligi darajasining pastligi, innovatsion xizmatlar uchun qonunchilikdagi to'siqlar. Shu bilan birga, mavjud kompaniyalar asosan "sotishga yo'naltirilgan" marketing usullariga tayangan bo'lib, xizmatlar tizimi mijoz markazida emas, mahsulot markazida qurilgan.

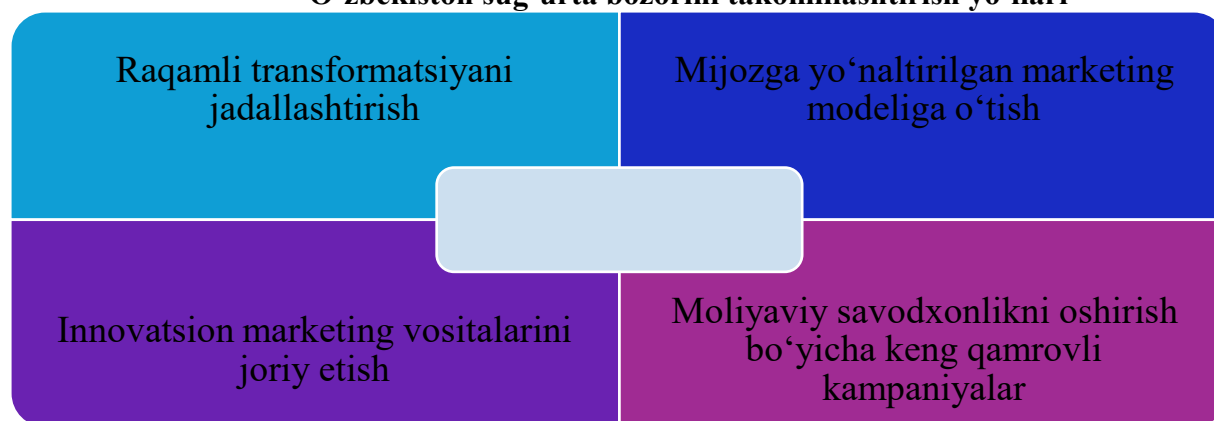
Innovatsion marketing strategiyalarini joriy etish bir qator tavsiyalar mavjuddir. Raqamli transformatsiyani jadallashtirish, mobil ilovalar, sun'iy intellekt, mijozlarga xizmat chatbotlari joriy etilishi, CRM tizimlar orqali mijoz tarixini boshqarish, mijozga yo'naltirilgan yondashuvni kuchaytirish, shaxsiylashtirilgan tariflar, mijoz ehtiyojiga asoslangan xizmat paketlari ishlab

chiqish, marketing tahlil va prognozlash vositalarini kengaytirish, Big Data asosida marketing kampaniyalari, AI orqali tavsiyalar tizimini joriy etish, moliyaviy savodxonlikni oshirishga qaratilgan kampaniyalar, onlayn kurslar, ommaviy axborot vositalari orqali keng ko'lamli targ'ibot ishlari, xalqaro kompaniyalar bilan hamkorlikni kuchaytirish, innovatsion texnologiyalar transferi, O'zbekistonga moslashgan xizmat modellarini import qilish shular jumlasidagi asosiy tavsiyalarga kiradi.

Sug'urta bozorida innovatsion marketing strategiyalaridan foydalanish — bu nafaqat kompaniyalar daromadini oshirish vositasi, balki butun sektorning raqobatbardoshligini ta'minlash, mijozlar ehtiyojini qondirish va moliyaviy xizmatlar bozorini modernizatsiya qilishda muhim omildir. Xalqaro amaliyotlar shuni ko'rsatadiki, raqamli texnologiyalar va mijozga yo'naltirilgan xizmatlar sug'urta sohasida muvaffaqiyatning eng muhim garovidir. O'zbekiston sug'urta bozorida bunday strategiyalarni joriy etish orqali sohaga yangi bosqichda impuls berish, jamoatchilik ishonchini mustahkamlash va iqtisodiy o'sishga hissa qo'shish mumkin.

O'zbekiston sug'urta bozorining raqobatbardoshligini oshirish, mijozlar ehtiyojini qondirish va sohani innovatsion rivojlantirish maqsadida quyidagi tizimli takliflar ishlab chiqilishi zarur:

O'zbekiston sug'urta bozorini takomillashtirish yo'llari



Raqamli transformatsiyani jadallashtirish. Sug'urta kompaniyalarining marketing faoliyatini raqamli texnologiyalar bilan uyg'unlashtirish zarur. Buning uchun, sug'urta xizmatlarini mobil ilovalar va veb-platformalar orqali taklif etish, sun'iy intellekt (AI) va Big Data asosida mijoz xatti-harakatlarini tahlil qilish, onlayn polis rasmiylashtirish, raqamli to'lov tizimlari va masofaviy xizmatlarni kengaytirish lozim. Bu yechimlar nafaqat xizmat ko'rsatish tezligini oshiradi, balki mijoz tajribasini sezilarli darajada yaxshilaydi. Mijozga yo'naltirilgan marketing modeliga o'tish. An'anaviy "mahsulot markazli" yondashuvdan voz kechib, "mijoz markazli" marketing modeliga o'tish tavsiya etiladi. Mijozlar ehtiyojlari asosida moslashtirilgan sug'urta paketlarini ishlab chiqish, hayot tarzi, daromad darajasi va xavf omillari asosida shaxsiylashtirilgan tariflar yaratish, sug'urta xizmatlari foydasini tushunarli va oddiy uslubda yetkazish lozim bo'lib hisoblanadi. Innovatsion marketing vositalarini joriy etish. Zamonaviy bozor sharoitida interaktiv va yaratib beruvchi marketing usullaridan foydalanish lozim. Kontent marketing (bloglar, video tushuntirishlar, ijtimoiy tarmoqlarda izohli roliklar), mijoz sodiqligini oshirish uchun bonus tizimlari, cashback, va elektron ball yig'ish tizimlari, CRM tizimlari orqali mijozlar bazasini chuqur tahlil qilish va segmentatsiya qilish.

Moliyaviy savodxonlikni oshirish bo'yicha keng qamrovli kampaniyalar. Sug'urta xizmatlari bo'yicha aholining xabardorligi past bo'lgani sababli. Mahalliy telekanallar, ijtimoiy tarmoqlar va maktab-o'quv yurtlari orqali ma'lumot beruvchi dasturlar tashkil qilish, interaktiv onlayn kurslar va vebinarlar orqali moliyaviy savodxonlikni oshirish, yoshlar va yangi ishga kirayotganlar orasida "sug'urtaning iqtisodiy rolini" tushuntiruvchi loyihalarni amalga oshirish zarur. Xalqaro tajriba va texnologiyalarni mahalliyashtirish. Dunyo sug'urta gigantlarining ilg'or tajribalaridan o'rganish va ularni O'zbekiston sharoitiga moslashtirish jarayonida xalqaro kompaniyalar bilan qo'shma loyihalar va texnologik transferlarni yo'lga qo'yish, sug'urta mahsulotlarini dizaynlashda xalqaro standartlarga asoslanish, bozor monitoringi uchun benchmarking uslublaridan foydalanish maqsadga muvofiq hisoblanadi.

Innovatsiyalarni qo'llab-quvvatlovchi qonunchilik muhitini yaratish. Innovatsion marketing vositalari va xizmatlarini huquqiy jihatdan kafolatlovchi mexanizmlarga sug'urta sohasidagi raqamli xizmatlar uchun maxsus litsenziya jarayonlarini soddalashtirish, elektron shartnomalar, onlayn tekshiruv va verifikatsiya jarayonlarini qonuniy asosda tartibga solish, sug'urta mahsulotlarining innovatsion sinov bosqichlari (sandbox)ni joriy etish kabilar kiradi. Ushbu yechimlar bir-biri bilan uzviy bog'langan bo'lib, ularni kompleks joriy etish orqali mamlakat sug'urta bozorining innovatsion salohiyatini oshirish, mijozlar ishonchini tiklash va raqobatbardoshlikni ta'minlash mumkin. Natijada, sug'urta sohasi nafaqat iqtisodiyotda muhim o'rin egallaydi, balki aholining moliyaviy himoyasini mustahkamlovchi barqaror tizimga aylanadi.

2-jadval

Mamlakatimiz sug'urta bozorida innovatsion marketing strategiyalaridan foydalanishda xorij tajribasi: muammo va yechimlar

№	Muammo sohalari	Taklif etilayotgan yechimlar	Kutilayotgan natijalar
1	Raqamli infratuzilmaning yetarli emasligi	Mobil ilovalar, onlayn polis rasmiylashtirish, sun'iy intellekt asosidagi xizmatlarni joriy etish	Xizmatlar tezlashadi, mijozlar uchun qulaylik oshadi
2	Mahsulot markazli yondashuv	Mijozga yo'naltirilgan xizmat paketlari, shaxsiylashtirilgan tarif tizimlarini ishlab chiqish	Mijoz ehtiyojlari qondiriladi, sodiqlik va ishonch ortadi
3	An'anaviy marketing usullaridan foydalanish	Kontent marketing (blog, video, ijtimoiy tarmoq), CRM tizimlari, sodiqlik dasturlari	Zamonaviy va samarali marketing tizimi shakllanadi
4	Aholining moliyaviy savodxonligining pastligi	Onlayn darslar, teleko'rsatuvlar, maktab va OTMLar bilan hamkorlikda ma'rifiy loyihalar	Aholi xabardorligi oshadi, sug'urtaga bo'lgan ishonch kuchayadi
5	Xalqaro tajriba bilan yetarli integratsiya yo'qligi	Ilg'or xorijiy tajribalarni lokal sharoitga moslashtirish, qo'shma loyihalarni joriy etish	Texnologik yang

Yuqoridagi jadvalda O'zbekiston sug'urta bozorida innovatsion marketing strategiyalarini joriy etish bo'yicha dolzarb muammolar va ularga nisbatan taklif etilgan amaliy yechimlar tizimli tarzda bayon etildi. Har bir yechim aniq bir muammoga yo'naltirilgan bo'lib, ular o'zaro uzviy bog'liq va kompleks tarzda amalga oshirilsa, sug'urta sohasining raqobatbardoshligi, mijozlar ishonchi va xizmat sifati sezilarli darajada oshadi.

Xususan:

- Raqamli texnologiyalarni joriy etish sug'urta xizmatlarini avtomatlashtirish va mijozlar uchun qulaylik yaratish imkonini beradi.
- Mijozga yo'naltirilgan yondashuv marketing strategiyalarining samaradorligini oshiradi.
- Aholining moliyaviy savodxonligini oshirish orqali sug'urtaga bo'lgan ijtimoiy ishonch mustahkamlanadi.
- Xalqaro tajriba asosida ishlangan innovatsiyalar sohaning jahon standartlariga yaqinlashishiga xizmat qiladi.
- Qonunchilikni liberallashtirish esa raqamli xizmatlarning huquqiy asosini mustahkamlashga zamin yaratadi.

Shunday qilib, ushbu yechimlar majmui sug'urta bozorini modernizatsiya qilish, aholining moliyaviy himoyasini kuchaytirish va iqtisodiy barqarorlikka hissa qo'shishda hal qiluvchi rol o'ynaydi.

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DEVELOPMENT OF INCLUSIVE TOURISM IN UZBEKISTAN: CURRENT CHALLENGES AND OPPORTUNITIES

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Abstract: inclusive tourism plays a vital role in achieving sustainable and equitable development in the modern world. It aims to ensure that travel experiences are accessible to all individuals, including persons with disabilities, elderly travelers, pregnant women, and those with temporary health conditions. This paper analyzes the current state of inclusive tourism in Uzbekistan through a SWOT analysis framework. The study draws on national legislative measures, international conventions, and global best practices promoted by organizations such as the UNWTO

and WHO. While policy advancements and international cooperation have laid a strong foundation, challenges such as regional disparities, insufficient personnel training, limited data, and low public awareness remain persistent. The findings suggest that inclusive tourism has significant potential to contribute to Uzbekistan's development goals if supported by targeted strategies and intersectoral collaboration.

Keywords: inclusive tourism, persons with disabilities, accessibility, barrier-free travel, sustainable tourism, policy development, Uzbekistan, SWOT analysis, regional development, universal design.

1. Introduction

Tourism is recognized globally as one of the fastest-growing economic sectors, contributing significantly to employment, foreign investment, and infrastructure development. In Uzbekistan, recent years have seen increased government attention toward the tourism industry as a strategic driver of socio-economic growth. As part of this shift, the concept of inclusive — or barrier-free — tourism has emerged as a key priority.

Inclusive tourism refers to the creation of environments and services that accommodate all travelers, regardless of their physical abilities, health conditions, or age. According to the World Health Organization (WHO), over 1.3 billion people worldwide live with disabilities. However, inclusive tourism extends beyond individuals with disabilities to encompass a broader range of travelers, such as the elderly, pregnant women, individuals with temporary health limitations, and those traveling with children or heavy luggage.

The origins of inclusive tourism can be traced to global discourse in the 1970s, gaining institutional backing with documents such as the 1980 Manila Declaration by the UN World Tourism Organization (UNWTO), which recognized tourism as a universal right. Further support came from the 1991 UNWTO resolution, “Creating Tourism Opportunities for Handicapped People in the Nineties,” which reinforced the importance of inclusive practices in the tourism sector.

In Uzbekistan, inclusive tourism has garnered attention as both a human rights imperative and an opportunity for market diversification. Legislative progress includes Presidential Decree No. 20 (January 12, 2024) and Law No. 641 (October 15, 2020), both aimed at improving access to tourism infrastructure and services for people with special needs. However, despite these initiatives, the implementation of inclusive tourism remains uneven across regions and sectors. This paper seeks to assess the current landscape of inclusive tourism in Uzbekistan and identify strategic opportunities and barriers to its development.

2. Methods

This study adopts a **qualitative research approach** to examine the current status and development prospects of inclusive tourism in Uzbekistan. The research methodology is based on document analysis, supported by a SWOT (Strengths, Weaknesses, Opportunities, Threats) framework to assess internal and external factors influencing the inclusivity of the tourism sector.

Primary data sources included:

- Legislative documents issued by the Government of Uzbekistan (e.g., Presidential Decrees and national laws).
- International legal frameworks such as the **UN Convention on the Rights of Persons with Disabilities** (ratified by Uzbekistan in 2021).
- Official reports and resolutions from international organizations including the **UN World Tourism Organization (UNWTO)** and the **World Health Organization (WHO)**.

Secondary sources consisted of academic literature, scholarly articles, policy papers, and statistical reviews related to inclusive tourism and sustainable development.

The **SWOT analysis** method was selected for its effectiveness in identifying and categorizing strategic factors relevant to policymaking. It allows for a systematic evaluation of:

- **Strengths:** Institutional support and legal foundations,
- **Weaknesses:** Gaps in implementation, training, and data collection,
- **Opportunities:** Innovations in digital technology and partnerships,
- **Threats:** Societal attitudes, financial constraints, and regional disparities.

Data collection and review focused on:

- National laws: Law No. 641 (October 15, 2020), Law No. 695 (June 7, 2021),
 - Government programs: Presidential Decree No. 20 (January 12, 2024),
 - Proceedings and statements from the 25th General Assembly of the UNWTO held in Samarkand (October 2023),
 - International conventions and resolutions concerning accessible tourism and human rights.
- This structured approach ensures a multidimensional analysis of inclusive tourism development and supports evidence-based recommendations tailored to Uzbekistan's socio-political context.

3. Results and Discussion

This study conducted a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to examine the current status of inclusive tourism in Uzbekistan. The analysis is based on legal documents, international standards, and field observations and highlights the key drivers and challenges of implementing inclusive practices across the tourism sector.

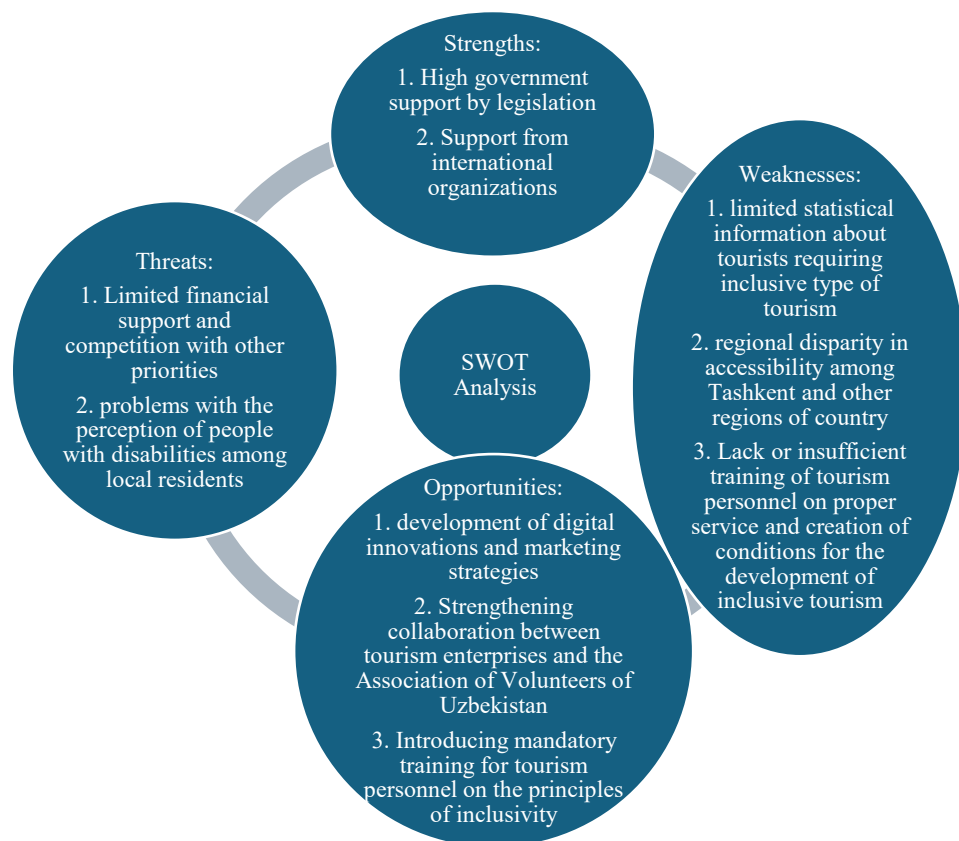
Strengths

High Government Support by Legislation

The Government of Uzbekistan has shown strong and strategic support for the development of inclusive tourism. Legislative backing and official state initiatives reflect an evolving national vision for equitable access to travel services. Key legal measures include:

- **Presidential Decree No. 20**, dated January 12, 2024, which outlines accessibility standards for public tourism facilities
- **Law of the Republic of Uzbekistan No. 641**, dated October 15, 2020, which mandates inclusive infrastructure development in Articles 23, 24, 25, and 27
- **Law No. 695**, dated June 7, 2021
- The Republic of Uzbekistan **ratified the Convention on the Rights of Persons with Disabilities** (New York, December 13, 2006), reinforcing its commitment to international human rights standards in tourism

Figure 1. SWOT Analysis of Inclusive Tourism Development in Uzbekistan



Furthermore, during the **25th session of the General Assembly of the UN World Tourism Organization (UNWTO)** held in Samarkand in October 2023, the President of Uzbekistan proposed designating **2025 as the World Year of Inclusive Tourism**. This high-level diplomatic initiative reflects Uzbekistan's ambition to shape the global agenda on barrier-free tourism.

Weaknesses

Limited Statistical Information

Currently, the National Statistics Committee does not systematically collect data on tourists requiring accessible services. The absence of such information hinders evidence-based policy planning, obstructs the development of targeted services, and limits the ability to evaluate the effectiveness of inclusive initiatives. A coordinated approach involving the Committee, border services, and migration centers is essential to track the number, needs, and travel motivations of individuals with disabilities visiting Uzbekistan.

Regional Disparities in Accessibility

Despite national legislation requiring inclusive practices, actual implementation varies across the country. In Tashkent, accessibility improvements such as wheelchair ramps, adapted hotel rooms, and public transport systems have been introduced. However, many regions outside the capital lack even the most basic accessible infrastructure. This disparity threatens to weaken the development of a unified, inclusive tourism brand for Uzbekistan. To bridge this gap, decentralization of funding and administrative power is necessary. Local governments should receive state funds to develop inclusive infrastructure and submit regular implementation reports to central authorities.

Lack of Staff Training

Another major issue is the insufficient level of inclusivity training among tourism personnel. Many staff members remain unfamiliar with the service standards and ethical considerations required when assisting travelers with special needs. This can result in unintentional exclusion, inconsistent service quality, and reputational damage to Uzbekistan as a barrier-free destination.

Opportunities

Digital Innovation and Technology

The digital transformation of the tourism sector offers promising opportunities to advance inclusivity. Mobile applications, AI-based travel assistants, and interactive maps can help tourists with limited mobility access accurate and personalized information about accessible routes, services, and infrastructure. Financial support for such innovations would allow Uzbekistan to position itself as a modern and technologically inclusive destination.

Volunteer-Based Partnerships

Travel companies can collaborate with civil society groups such as the **Association of Volunteers of Uzbekistan** to enhance inclusive service delivery. Volunteers trained in accessibility support can assist tourists with disabilities, improving service quality and ensuring a more welcoming environment. Incentivizing these volunteers through educational scholarships or social benefits can help sustain long-term engagement.

Mandatory Training for Tourism Workers

The institutionalization of mandatory training programs in inclusive tourism would raise the competence of staff across public and private tourism organizations. Such training would improve service consistency, elevate visitor satisfaction, and promote Uzbekistan's global image as an inclusive and ethical tourism hub.

Threats

Limited Financial Support and Budget Competition

Inclusive tourism still receives less attention in national budget allocations than sectors such as defense, education, and healthcare. Without consistent and sufficient funding, inclusive infrastructure projects risk stagnation. Strengthening ties with international organizations like the **UNWTO** and **ECOSOC** could unlock new funding sources. Additionally, introducing tax incentives for private companies investing in accessibility measures would boost public-private cooperation.

Stereotypes and Public Perception

Societal attitudes toward individuals with disabilities continue to pose challenges. Travelers may experience discomfort or exclusion due to lack of awareness or insensitive behavior from local communities. Long-term strategies should include cooperation with educational institutions, national media, and youth organizations to launch public awareness campaigns about the benefits of inclusive tourism and the rights of all travelers.

Case Study: Best Practice from Spain

Spain — especially the city of Barcelona — provides a valuable reference point for inclusive tourism. The city is recognized globally for its accessibility infrastructure and inclusive travel services. A dedicated website, Accessible Tourism, available in six languages, offers detailed information about 19 destinations adapted for elderly and disabled travelers. Features include:

- High-contrast visuals
- Audio descriptions
- Adapted public buses and metro systems
- Wheelchair-friendly city design
- Specially equipped hotel rooms

Barcelona's success demonstrates how a combination of inclusive design, digital support tools, and public education can make a destination truly accessible — offering a practical roadmap for Uzbekistan to follow.

4. Discussion

The findings of this study underscore both the progress and persistent gaps in the development of inclusive tourism in Uzbekistan. Legislative and institutional frameworks have been established, reflecting a clear political will to ensure accessibility and equity in tourism services. The enactment of national laws and Uzbekistan's commitment to international conventions provide a solid legal basis for advancing inclusive tourism.

However, despite these strengths, practical implementation remains a challenge. The absence of comprehensive data collection mechanisms limits the ability to assess demand and develop evidence-based solutions. In particular, the lack of statistics concerning tourists with disabilities or special needs prevents effective resource allocation and service design.

Moreover, regional disparities hinder national consistency in accessibility standards. While Tashkent has made visible progress in inclusive infrastructure, other regions lag behind due to limited funding, awareness, or enforcement. This imbalance not only affects service equity but also weakens Uzbekistan's potential as a cohesive and universally welcoming travel destination.

The limited training of tourism professionals further exacerbates this issue. Without proper knowledge and sensitivity toward inclusivity, staff members may inadvertently create unwelcoming experiences for tourists with disabilities or health conditions. Introducing standardized, mandatory training on inclusive service principles would help elevate industry competence and customer satisfaction.

On the positive side, the rapid advancement of digital technologies presents transformative opportunities. Mobile apps, interactive portals, and AI tools can empower travelers with accessibility needs by providing real-time information on infrastructure, transport, accommodations, and tourist attractions. Government support for digital innovation could position Uzbekistan as a technologically adaptive and accessible destination.

Partnerships also offer scalable solutions. Collaboration with volunteer organizations, educational institutions, and international bodies can support capacity building and amplify outreach. Programs involving volunteers trained in inclusive service delivery could strengthen the human infrastructure required for sustainable inclusive tourism.

Lastly, the role of public perception must not be underestimated. Persistent stereotypes and social stigmas regarding individuals with disabilities create psychological and social barriers. A multi-tiered public awareness campaign involving media, schools, and civil society organizations is essential to cultivating a supportive and empathetic environment.

Conclusion

Inclusive tourism holds considerable promise as a contributor to Uzbekistan's sustainable development agenda. Legal frameworks, international engagement, and early infrastructure efforts provide a foundational base for progress. However, meaningful implementation requires more than policy — it demands data, decentralized investment, workforce education, and cultural transformation.

Key recommendations include:

- Establishing a national data system to track tourists with accessibility needs;
- Decentralizing funding to empower regional administrations;
- Mandating inclusivity training for all tourism personnel;
- Supporting digital innovations tailored to people with disabilities;
- Partnering with volunteer organizations and NGOs;
- Promoting public education campaigns to reshape societal attitudes.

By addressing these structural and social challenges, Uzbekistan can strengthen its position as a leader in inclusive tourism in Central Asia. With continued commitment and multi-stakeholder collaboration, the country can ensure that travel experiences are not only enjoyable — but accessible — for everyone.

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AGROTURIZM SOHASIGA INVESTITSİYALARNI JALB ETISHNI BOSHQARISH MEXANIZMINI TAKOMILLASHTIRISHNING USTUVOR YO'NALISHLARI

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Annotatsiya: maqolada agroturizm sohasiga investitsiyalarni jalb qilishning xorij tajribasi, uning ijtimoiy-iqtisodiy samarasi qayd etilgan. Agroturizmga investitsiyalarni jalb etish bo'yicha hududiy dasturlar doirasida hal qilinishi lozim bo'lgan vazifalar belgilangan. Belgilangan maqsad va vazifalardan kelib chiqqan holda, agroturizmni rivojlantirishning hududiy dasturini amalga oshirishning 3 darajasi keltirilgan. Xorijiy tajribani o'rganish asosida, O'zbekiston sharoitida hududlarda agroturizm faoliyatini tashkil etishning quyidagi yo'nalishlarini belgilangan.

Hududlarda agroturizmni tashkil etish va faoliyat yuritishini boshqarishning samarali modelini ishlab chiqilgan. Agroturizmni rivojlantirishni boshqarishga imkon beruvchi hamda sohaga investitsiyalarni yo'naltirishni rag'batlantiruvchi davlat va hududiy dasturlarni 3 bosqichda amalga oshirish taklif etilgan.

Kalit so'zlar: turizm, agroturizm, investitsiya, hududiy dasturlar, qishloq turizmi, boshqaruv, mexanizm, ekologik faoliyat, qishloq xo'jaligi, sayyoh, aholi daromadlari

Adabiyotlar tahlili

Turizmning agroturizm shakli, ekoturizm, sport turizmi, tog' va ekstremal turizm, etnik turizm kabi muvaffaqiyatli turizm biznesini yuritishning bir shakli sifatida, atrof-muhitga g'amxo'rlik qilish, qishloq joylarida resurslarni tejash va ko'paytirish, sayyohlik hududlarining ijtimoiy, madaniy va iqtisodiy farovonligini ta'minlashda ustuvor ahamiyat kasb etadi.

Qishloq joylarining agrar, tabiiy, tarixiy, ijtimoiy-madaniy, tijoriy va boshqa resurslaridan foydalanish orqali sayyohlik mahsulotini yaratish "agroturizm", "yashil turizm", "etnoturizm", "ekoturizm", "qishloq turizmi" kabi tushunchalar bilan ifodalanadi. Shu sababli, ko'plab mualliflar agroturizmning ayrim turlarini, yo'nalishlarini ifodalovchi ta'riflarni qo'llashadi.

Butunjahon turizm tashkiloti (UNWTO) rasmiy saytida agroturizmga: "sayyohlarning hordiq chiqarishi, odatda ekologik faoliyat, qishloq xo'jaligi, qishloq turmush tarzi, madaniyati, baliq ovlash va sayr qilish kabi keng turdagi xizmatlarni ko'rsatish bilan bog'liq bo'lgan turizm faoliyati turi" deb ta'rif berilgan. Shuningdek, tashkilotning rasmiy saytida agroturizm:

- aholi zichligi kam bo'lgan;
- o'rmon va qishloq xo'jaligi ustuvor bo'lgan;
- an'anaviy ijtimoiy tuzilish va turmush tarziga ega bo'lgan qishloq joylarida amalga oshirilishi lozimligi to'g'risida ma'lumotlar keltirilgan¹.

Mashhur tadqiqotchi J.W.Kloeze qishloq turizmi ta'rifiga hududiy asosda yondashadi. Uning fikricha "qishloq turizmi qishloq sharoitida rivojlanayotgan barcha turistik faoliyatlarni o'z ichiga oladi"².

P.Nistureanu tadqiqotlarida J.W.Kloeze tadqiqotlari bilan umumiy jihatlar ko'zga tashlansada, u nisbatan kengroq ta'rifni ishlatadi. Uning fikricha, "qishloq turizmi – bu mahalliy aholi tomonidan qishloq joylarida tashkil etilgan va boshqariladigan hamda insonning atrof-muhit bilan yaqin munosabatlariga asoslangan sayyohlik faoliyatidir"³.

M.Kaluina o'z tadqiqotlarida shunga o'xshash, ya'ni "qishloq joylaridagi turizm deganda dehqonlarning o'z xo'jaliklarida sayyohlarga xizmat ko'rsatishi tushuniladi" degan ta'rifni keltiradi.

H.Marquez agroturizmni qishloq turizmining o'ziga xos turi sifatida ko'rsatib o'tadi. Uning tadqiqotlarida sayyohlarning turar joyi fermerning yashash manzili atrofida tashkil etiladi hamda sayyohlarga bevosita qishloq xo'jaligi hamda unga bog'liq faoliyatlar bilan shug'ullanishga ruxsat beriladi⁴.

Bizning fikrimizcha, "agroturizm – shaxsiy uy, tomorqa, dehqon va fermer xo'jaliklari, qishloq xo'jaligi sohasida ishlab chiqarish faoliyati bilan shug'ullanuvchilar, shuningdek, turli investorlar tomonidan sayyohlarga qishloq hayoti, turmush tarzi, madaniyati bilan bog'liq bo'lgan xizmat turlarini taklif etishda ifodalanuvchi iqtisodiy faoliyat turidir"⁵. O'z ta'rifimizda agroturizm xizmatlarini ko'rsatishi mumkin bo'lgan subyektlarni hamda sayyohlarga aynan qanday turdagi xizmatlar ko'rsatilishi lozimligini ochib berdik. Shuningdek, agroturizmga investitsiya obyekti sifatida yondashdik.

Materiallar va metodlar

¹Butunjahon turizm tashkiloti (UNWTO) sayti ma'lumotlaridan foydalanildi. <https://www.unwto.org/rural-tourism>

²Bartmann B., Baum T. Promoting the particular as a niche cultural tourism development strategy in small jurisdictions //CAUTHE (8th: 1998: Gold Coast, Qld.). – Canberra, ACT : Bureau of Tourism Research, 1998. – C. 691-699.

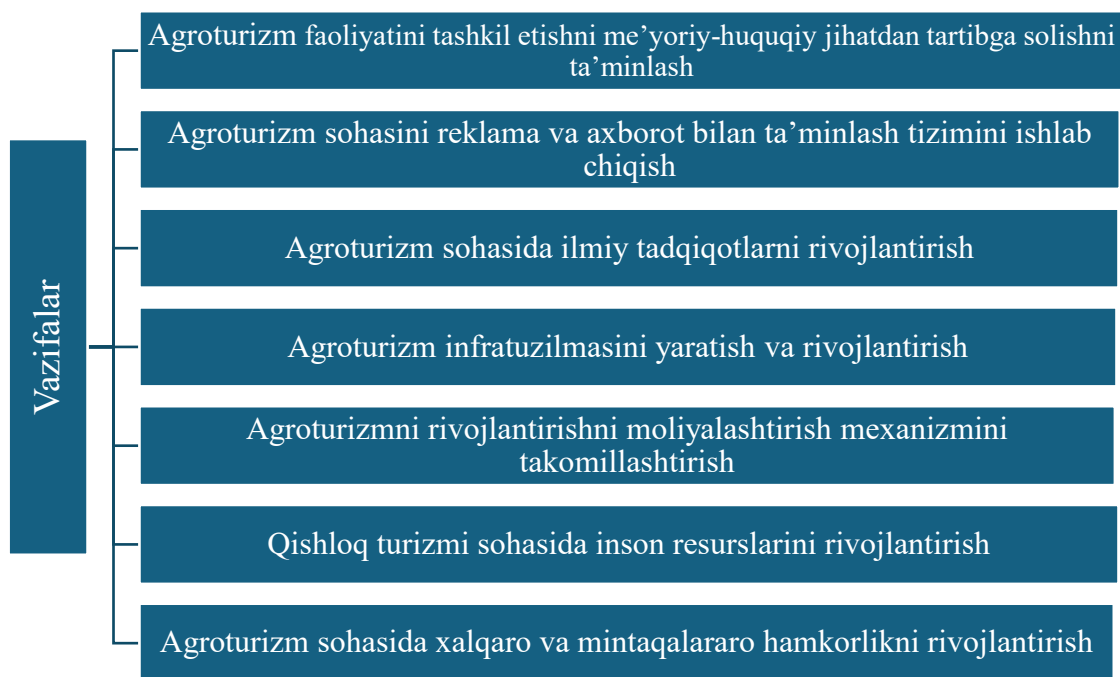
³Europe in figure.Eurostate yearbook. Luxembourg: Publications Office of the European Union, 2010 y. 17 p.

⁴Marques H. Searching for complementarities between agriculture and tourism—the demarcated wine-producing regions of northern Portugal // Tourism Economics. – 2006. – Vol. 12. – No. 1. – P. 147– 155.

⁵ Muallif tomonidan ishlab chiqilgan.

Agroturizm sohasiga investitsiyalarni jalb etish jarayonlarini samarali boshqarish mexanizmlarini tanlash, agroturizmga innovatsion faoliyatni faollashtirishini ta'minlaydi. Agroturizm rivojining 1-to'liqini yuz bergan G'arbiy agroturizmga investitsiyalarni jalb qilishni faol qo'llab-quvvatlashning asosiy sabablaridan biri qishloq xo'jaligini tarkibiy jihatdan qayta qurishda namoyon bo'ldi. Ushbu mamlakatlar tomonidan agroturizmni rag'batlantirish qishloq hududlaridagi ortiqcha mehnat resurslarini xizmatlar va ishlab chiqarishning muqobil sektoriga yo'naltirish, kichik biznesni rivojlantirish va qishloq joylarda yangi ish o'rinlari yaratishga ko'maklashishga asoslangan. Natijada, ushbu siyosat katta ijtimoiy-iqtisodiy samaraga olib keldi. Mamlakatlar agroturizmni qo'llab-quvvatlashning makroiqtisodiy va mezoiktisodiy dasturlari bilan qishloq aholisi va fermerlariga qishloq xo'jaligiga oid an'anaviy bilimlarni yo'qotmasdan, o'z kapitalini tejashga, investitsiya shaklida turizmga yo'naltirishga hamda uni ko'paytirishga, doimiy yashash joyini va odatdagi turmush tarzini saqlab qolishga yordam berdi. Yevropa fermerlari hamda qishloq aholisi uchun davlat tomonidan tashkil etilgan imtiyozli kreditlash (yoki subsidiyalash) tizimining yaratilganligi, agroturistik obyektlar egalariga turar-joy binolarini qayta jihozlash uchun imtiyozli soliq solish tizimining ishlab chiqilganligi, asosiy faoliyatdan tashqari to'g'ridan-to'g'ri daromad olish imkoniyatining yaratilganligi sababli agroturizmga investitsiya kiritish jozibador bo'lib bordi.

O'zbekistonda agroturizm rivojida mavjud bo'lgan muammolarni samarali hal qilish uchun agroturizmni rivojlantirishni boshqarishga imkon beruvchi hamda sohaga investitsiyalarni yo'naltirishni rag'batlantiruvchi davlat va hududiy dasturlarni qabul qilish zarur. Agroturizmni rivojlantirishning davlat va hududiy dasturlari bozorning turli subyektlari - xususiy sektor, davlat, mahalliy davlat hokimiyati va vakolatli organlar o'rtasidagi yaqin hamkorlikni o'z ichiga olishi lozim, chunki O'zbekiston sharoitida agroturizmga investitsiyalarni jalb qilishni boshqarishning aynan shu shakli eng samarali hisoblanadi. Dasturning maqsadi O'zbekistonda qishloq xo'jaligi va turizmning maqbul kombinatsiyasi asosida tashkil etiluvchi agroturizmni rivojlantirish, uning bugungi kunda sezilarli darajada kam baholangan salohiyatini ochib berish, sohaga investitsiyalarni faol jalb qilishni rag'batlantirishdan iborat. Fikrimizcha ushbu maqsadga erishish uchun bir qancha vazifalarni hal etish lozim bo'ladi (1-rasm):



1-rasm. Agroturizmga investitsiyalarni jalb etish bo'yicha hududiy dasturlar doirasida hal qilinishi lozim bo'lgan vazifalar¹

¹ Muallif tomonidan ishlab chiqilgan.

Qishloq turizmi sohasida xalqaro va mintaqalararo hamkorlikni rivojlantirish, bu hukumatlararo munosabatlar, mahalliy davlat hokimiyati organlari, xususiy sektor va jamoat birlashmalari orqali xalqaro agroturizm tashkilotlari bilan aloqalarni o'rnatishni ta'minlaydi.

Belgilangan maqsad va vazifalardan kelib chiqqan holda, agroturizmni rivojlantirishning hududiy dasturini amalga oshirish 3 darajani o'z ichiga oladi:

1-daraja – davlat miqyosida, agroturizmga investitsiyalarni jalb qilish bo'yicha shart-sharoitlar yaratilishini ta'minlaydi, shu jumladan: qonunchilik bazasini mustahkamlash, moliyaviy qo'llab-quvvatlash, kadrlar bilan ta'minlash va global axborot ta'minotini amalga oshirish kabilar.

2- daraja – viloyat miqyosida, bu bir vaqtning o'zida mintaqada agroturizm bilan shug'ullanadigan ko'plab tadbirkorlar manfaatlari uchun ishlaydigan agroturistik klasterlarni, shu jumladan murakkab agroturistik diqqatga sazovor joylarni shakllantirishni ta'minlaydi.

3-daraja – hudud (tuman yoki investitsiya loyihalari amalga oshirilishi belgilangan hudud) miqyosida, ushbu darajada agroturizm xizmatlarini potensial taklif etuvchisi va investori bo'lgan fermer, dehqon va qishloq xo'jaligi mahsulotlarini qayta ishlashga ixtisoslashgan xo'jaliklarning manzilli ro'yxatini shakllantirish, shuningdek, mahalliy madaniy, moddiy va tabiiy merosning turistik jozibadorligini oshirish bo'yicha ishlar olib boriladi. Bu darajada agroturizm sohasida o'z-o'zini tashkil etish va hamkorlik muhim o'rin tutadi.

Tahlil va natijalar

Hududlarda agroturizmni muvaffaqiyatli rivojlantirishning eng muhim sharti qishloq aholisini ushbu faoliyat turiga faol jalb etish, agroturizmining foydali va nufuzli faoliyat turi sifatidagi ahamiyatini yoritib berish, ularning taqdim etilayotgan xizmatlarning yuqori sifati uchun sohani aniq tushunishi va mehmonlarni qabul qilishga tayyorligi va intilishidir. Ushbu shartning bajarilishi o'z-o'zini tashkil etishda tashabbuskorlik, tadbirkorlik, o'z ishiga hurmat va an'anaviy o'zbek qishlog'ining insonparvarlik salohiyatini namoyon etish kabi ijtimoiy-psixologik omillarga ham asoslanadi. Shuningdek, hududiy dasturning muvaffaqiyatli amalga oshishi qishloq joylarining resurs imkoniyatlaridan to'la foydalanish uchun sharoitlar yaratishni ham o'z ichiga oladi.

Mamlakatimiz hududlarining o'ziga xos xususiyatlarini, mahalliy sharoitlarning xilma-xilligini, hududlarning agroturizm bo'yicha investitsion jozibadorligini hisobga olgan holda, hududiy dasturlarni qabul qilishda agroturizmni tashkil etishning turli yo'nalishlarini ko'rib chiqish zaruriyati yuzaga keladi.

Xorijiy tajribani o'rganish asosida, O'zbekiston sharoitida hududlarda agroturizm faoliyatini tashkil etishning quyidagi yo'nalishlarini belgilash tavsiya etiladi:

a) hududlardagi tarixiy va an'analar saqlanib qolgan qishloq joylarida mavjud ijtimoiy-madaniy muhitga qisman o'zgartirishlar kiritish orqali kichik oilaviy mehmonxona uylari va hududning mavjud agroturistik resurslari asosida agroturizmni tashkil etish.

Ushbu yo'nalishda agroturizm faoliyatini tashkil etish qishloq aholisini qishloq xo'jaligi ishlab chiqarish sohasidan parallel ravishda xizmat ko'rsatish sohasiga o'tkazish bo'yicha davlat siyosatini amalga oshirishni, belgilangan qishloq hududlarini qo'llab - quvvatlashga qaratilgan strategiyani milliy darajada qabul qilishni nazarda tutadi. Ushbu strategiya mavjud qishloq uy-joylari va qishloq xo'jaligida faoliyat olib boruvchilar (dehqon va qishloq xo'jaligi mahsulotlarini qayta ishlashga ixtisoslashgan xo'jaliklar va boshqalar) asosida turar joylar tarmog'ini (xususiy mini-mehmonxonalar, oilaviy mehmon uylari, namunaviy qishloq uylari) va sayyohlar uchun ixtisoslashtirilgan ko'ngilochar muassasalarni (sport markazlari, umumiy ovqatlanish shoxobchalari, otxonalar va boshqalar) rivojlantirishni qo'llab-quvvatlashni o'z ichiga oladi.

b) qishloq joylarida yirik va o'rta xususiy agroturizm obyektlarini barpo etish.

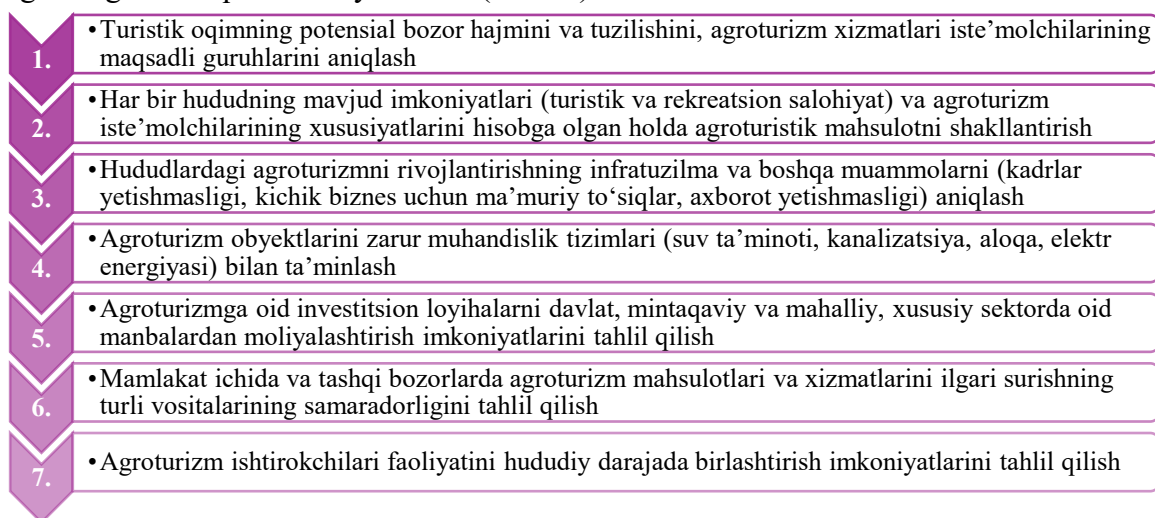
"Tarixiy yoki milliy qishloqlar" ko'rinishidagi ixtisoslashgan xususiy mehmonxonalar, tarixiy qishloq zodagoni, savdogari, dehqon uylari, madaniy-etnografik markazlar, hududga xos bo'lgan meva-sabzavotlar yetishtiriladigan bog'lar barpo etish, milliy taomlar tayyorlash, qishloq xo'jaligi ishlarida birgalikda ishtirok etish imkoniyatini yaratib berish va boshqalar. Agroturizm faoliyatini tashkil etishning ushbu yo'nalishidan foydalanish qishloq joylarda uy-joy fondining qulayligi va xizmat sifati past bo'lgan, ammo yaxshi sayyohlik salohiyatiga ega bo'lgan hududlar uchun xosdir. Ushbu yo'nalish maxsus loyihalarni ishlab chiqishni, katta investitsiyalarni jalb

qilishni va keng qamrovli ilmiy tadqiqot va marketing ishlarini muvaffaqiyatli amalga oshirishni talab qiladi.

c) agroturizm parklarini barpo etish.

Agroturizmni rivojlantirishdan tashqari, ushbu yo'nalish ma'lum bir mamlakat yoki hududning qishloq xo'jaligi yutuqlarini ommalashtirish va targ'ib qilish, tarixiy ko'nikmalarni saqlash va milliy (an'anaviy) qishloq xo'jaligi ishlab chiqarish texnikasi va usullarini, milliy taomlarni tatib ko'rish va tayyorlashni namoyish etishga qaratilgan bo'ladi. Agroturizm parklari ko'p funksiyali markazlar bo'lib, sayyohlar uchun ko'ngilochar obyektlar, doimiy ko'rgazma va ekspozitsiya markazlarini barpo etish bilan birgalikda bir vaqtning o'zida ilmiy-tadqiqot va naslchilik ishlari olib borilishi mumkin. Ushbu yo'nalish ham yirik davlat yoki xususiy investitsiyalarni amalga oshirishni talab qiladi.

Hududlarda yuqoridagi yo'nalishlar bo'yicha agroturizmni tashkil etish va faoliyat yuritishini boshqarishning samarali modelini tanlash zaruriyati ham yuzaga keladi. Samarali modelni tanlashda ushbu algoritmgga amal qilish tavsiya etiladi (2-rasm).



2-rasm. Hududlarda agroturizmni tashkil etish va faoliyat yuritishini boshqarishning samarali modelini tanlash algoritmi¹

Xulosa va takliflar

Ushbu algoritm asosida tadqiqot doirasida hududlarda agroturizmni tashkil etish va faoliyat yuritishini boshqarishning 3 xil modelini taklif etishni maqsadga muvofiq deb hisoblaymiz. Bu boshqarish modellari quyidagilardan iborat bo'lishi mumkin:

1-model. Poli investor boshqaruv modeli.

Bunda hududlarning agroturizm bo'yicha tabiiy, investitsion va boshqa parametrlar bo'yicha salohiyati tahlil qilingan holda maqbul bo'lgan hududlar aniqlanadi. Ushbu hududlarda vakolatli organlar tomonidan maxsus yer maydonlari ajratiladi yoki qishloqlar tanlanadi. Ilmiy-tadqiqot muassasalari tomonidan jahon tajribasi tahlil qilingan holda agroturizm xizmatlari ko'rsatish uchun maqbul bo'lgan yer maydoni miqdori, ularda joylashadigan xizmat ko'rsatuvchilar xaritasi ishlab chiqiladi. Tanlangan hududlarda ishlab chiqilgan agroturizm kompleksi xaritasi asosida 3 ta: qishloq xo'jaligi faoliyati olib borish, sayyohlarga turizm xizmatlarini taklif qilish, sayyohlarga boshqa yondosh xizmatlarni taklif qilish yo'nalishlari bo'yicha ko'plab ixtisoslashgan investorlar jalb qilinadi. Alohida loyihalarga investorlarni jalb qilish uchun yagona investitsiya platformasi yaratiladi. Ta'kidlash lozimki, ushbu modelning o'ziga xos ustunlik hamda zaif tomonlari mavjud (1-jadval).

¹ Muallif tomonidan ishlab chiqilgan.

Poli investor boshqaruv modelining ustun va zaif tomonlari¹

Ustun tomonlari	Zaif tomonlari
✓ agroturizm kompleksida jalb qilinadigan investorlar o'zlarining ixtisosliklari bo'yicha faoliyat turi bilan band bo'lishadi; ✓ har bir subyekt o'zi ixtisoslashgan hamda yaxshi tushunadigan faoliyatni olib borishi natijasida sayyohlarga sifatli xizmat turlari taklif qilinadi; ✓ agroturizm kompleksida ko'rsatiladigan xizmat turlarining diversifikatsiyasi ro'y beradi; ✓ qishloq xo'jaligida faoliyat olib boruvchilar bilan sheriklik aloqalarini o'rnatish va ularning mahsulotlaridan mehmonxona biznesini rivojlantirish uchun foydalanish imkoniyati yaratiladi.	✓ agroturizm kompleksida bir-biridan mustaqil bo'lgan ko'plab subyektlar jalb qilinishi natijasida murakkab munosabatlar tizimi shakllanadi; ✓ faqatgina qishloq xo'jaligi faoliyati bilan shug'ullanuvchi xo'jaliklar uchun agroturizm xizmatlaridan umumiy daromad miqdorining taqsimlanishi zaruriyati yuzaga keladi; ✓ yer bilan bog'liq munosabatlarning murakkabligi; ✓ cheklangan ishlab chiqarish va xizmat ko'rsatish ko'lami hamda biznesni kengaytirish imkoniyatlarining yuqori emasligi; ✓ agroturizm xizmatlariga talabning mavsumiy o'zgarishi mavjudligi, bu esa daromadlarning beqarorligiga olib kelishi mumkin.

2-model. Mono investor boshqaruv modeli.

Bunda ham 1-model singari maqbul bo'lgan hududlar aniqlanadi, ilmiy-tadqiqot muassasalari tomonidan jahon tajribasi tahlil qilingan holda agroturizm xizmatlari ko'rsatish uchun maqbul bo'lgan yer maydoni miqdori hamda ularda joylashadigan xizmat ko'rsatish obyektlari xaritasi ishlab chiqiladi. Farqi, tanlangan hududlarda ishlab chiqilgan agroturizm kompleksi xaritasi asosida har bir hudud uchun yagona investor jalb qilinadi. Qishloq xo'jaligi faoliyatini olib borish, turizm va unga yondosh bo'lgan xizmatlarni ko'rsatish yagona investor tomonidan amalga oshiriladi. Miqtaqada tanlangan hududlardagi barcha investorlar yagona agroturizm klasterida birlashishadi. Agroturizm komplekslarini turli xil ko'rinishlarda, bir-birini takrorlamaydigan hamda bir-birini to'ldiruvchi shaklda loyihalashga alohida e'tibor beriladi. Zarur tashqi infratuzilma vakolatli organlar tomonidan ta'minlanadi. Ushbu modelning ham o'ziga xos ustunlik hamda zaif tomonlari mavjud (2-jadval).

Mono investor boshqaruv modelining ustun va zaif tomonlari²

Ustun tomonlari	Zaif tomonlari
✓ hududdagi barcha agroturizm xizmatlari bitta investor tomonidan tashkil etilishi natijasida boshqaruv jarayonlarining soddalashuvi ro'y beradi; ✓ bozor sharoitidan kelib chiqib, klasterning strategiyasi va taktikasida o'zgarishlar oson yuz beradi; ✓ klasterga a'zo agroturizm komplekslari orasida ularning rivojlanishiga sabab bo'luvchi sof raqobat yuzaga keladi;	✓ yirik investorlarni jalb qilish muammosi yuzaga keladi; ✓ muvaffaqiyatli agroturistik kompleksini yaratish uchun investorning katta mablag' sarflashiga to'g'ri keladi; ✓ investordan bir vaqtda qishloq xo'jaligi hamda turizm sohasida bilim va tajribaga ega bo'lish talab etiladi; ✓ barcha faoliyat turlari bir investor tomonidan olib borilishi natijasida xizmatlar

¹ Muallif tomonidan ishlab chiqilgan.² Muallif tomonidan ishlab chiqilgan.

✓ agroturizm istiqbolli soha bo'lganligi sababli boshqa raqobatchilarga nisbatan oldinroq bozorga kirib kelish imkoniyati yaratiladi.	sifatining pasayish ehtimoli mavjud.
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3-model. Klassik boshqaruv modeli.

Bu model hududlarning mavjud agroturistik salohiyatidan foydalanishga asoslangan. Bunda vakolatli organlar tomonidan birinchi navbatda o'ziga xos bo'lgan, an'analar saqlanib qolgan, agroturistik potentsiali yuqori bo'lgan hududlar (qishloqlar) tanlanadi. Ushbu hududlarda agroturizm bo'yicha ma'lumotlar berish, ijtimoiy va iqtisodiy ahamiyatini yoritib berishga asoslangan chora-tadbirlar amalga oshiriladi. Sohaga o'z mablag'larini yo'naltirish istagini bildirgan qishloq xo'jaligi faoliyati bilan shug'ullanuvchi subyektlar hamda qishloq aholisi ro'yxati shakllantiriladi. Potensial investorlar tanlanadi. Ularga har tomonlama yordam ko'rsatiladi. Qishloq aholisi uchun oilaviy mehmon uylari, qishloq xo'jaligi faoliyati bilan shug'ullanuvchi subyektlar uchun agroturizm komplekslari loyihalarining namunaviy shakllari taklif qilinadi. Barcha subyektlar umumiy agroturizm klasterida birlashishadi. Zarur infratuzilma obyektlari yaratiladi. Ushbu modelning ham o'ziga xos ustunlik hamda zaif tomonlari mavjud (3-jadval).

3-jadval

Klassik boshqaruv modelining ustun va zaif tomonlari¹

Ustun tomonlari	Zaif tomonlari
✓ o'ziga xos turizm qishloqlari shakllanadi; ✓ qishloq aholisining ijtimoiy-iqtisodiy ahvoriga ijobiy ta'sir ko'rsatadi; ✓ qishloqlarda zaruriy infratuzilma shakllanadi; ✓ mahalliy ishlab chiqarish rivojlanadi hamda aholi tomonidan yetishtirilgan qishloq xo'jaligi mahsulotlarining faol savdosi yo'lga qo'yiladi; ✓ mahalliy an'analar va madaniy qadriyatlar uzoqroq saqlanib qoladi.	✓ qishloqlarda xizmat ko'rsatishning past darajasi tufayli sayyohlik bozorining yo'qotishlarga uchrashi ehtimoli; ✓ tashrif buyurgan sayyohlar mahalliy aholining kundalik hayotida ma'lum bir noqulayliklarga sabab bo'lishi; ✓ sayyohlar uchun infratuzilmani yaratish zarurati qishloq xo'jaligida faoliyat olib boruvchilar uchun qo'shimcha moliyaviy xarajatlarni talab qilishi, bu esa ularning iqtisodiy barqarorligiga ta'sir qilishi mumkin; ✓ agroturizm qishloq joylariga tashrif buyuruvchilar sonining ko'payishi va tabiiy resurslarga bo'lgan talabning oshishi bilan bog'liq ekologik muammolarni yuzaga keltirishi mumkin.

Hududiy dasturlar asosida taklif etilayotgan hududlarda agroturizmni tashkil etish va faoliyat yuritishini boshqarish modellarining asosiy vazifasi hududlarda agroturizmni rivojlantirish uchun qulay investitsiya muhitini yaratishdir.

Agroturizm sohasiga investitsiyalarni jalb etishda investitsion jozibadorligini baholash tizimi asosida turli boshqaruv modellarini qo'llash mumkin. Agroturizmni rivojlantirishni boshqarishga imkon beruvchi hamda sohaga investitsiyalarni yo'naltirishni rag'batlantiruvchi davlat va hududiy dasturlarni 3 bosqichda amalga oshirish taklif etiladi.

1-bosqich. Agroturizmni rivojlantirish bazasini shakllantirish (2025-2026-yillar).

Ushbu bosqich qonunchilikni optimallashtirish, kadrlar tayyorlash tizimini yaratish va ularning zaxirasini shakllantirish, agroturizmni rivojlantirish va davlat tomonidan qo'llab-quvvatlash bo'yicha davlat va hududiy dasturlarni ishlab chiqish, agroturizm infratuzilmasini rivojlantirish, mavjud agroturizm obyektlarining muvaffaqiyatli tajribasini targ'ib qilish va yangi

¹ Muallif tomonidan ishlab chiqilgan.

loyihalarni boshlash muammolarini hal qilishni nazarda tutadi. Shuningdek, agroturizmga doir loyihalarni hududlar kesimida amalga oshirish mexanizmlarini yaratish, investorlar bazasini shakllantirish, ilmiy-tadqiqotlar olib borish hamda jahon tajribasini o'rgangan holda hududlarning xususiyatidan kelib chiqib qayd etilgan agroturizmni tashkil etish yo'nalishlari va turli boshqaruv modellarini qo'llash asosida loyihalarni amalga oshirishga erishish. Agroturizm sohasiga investitsiyalarni jalb etishda hududlarning investitsion jozibadorligini baholash tizimi asosida "istiqboli" tumanlarda dastlabki agroturizm komplekslarini barpo etish.

2-bosqich. Agroturizm bozorining o'sishiga erishish (2027-2028-yillar).

Oldingi bosqichda ishlab chiqilgan mexanizm va tajriba asosida kumulyativ samarani yaratish va hududlarga o'z yo'nalishiga ega bo'lgan agroturizm obyektlari sonining, ularga tashriflar sonining tez o'sishini ta'minlash va shunga mos ravishda hududlarda agroturizmni rivojlantirishdan bevosita moliyaviy samaraga erishish. Fermer xo'jaliklari faoliyatini diversifikatsiyalash. Qishloq aholisida qo'shimcha daromad olish imkoniyatini yaratish. Mavjud tajriba asosida agroturizm sohasiga investitsiyalarni jalb etishda hududlarning investitsion jozibadorligini baholash tizimi asosida "barqaror" va "o'suvchi" tumanlarda ham agroturizm komplekslarini barpo etish choralari ko'rish.

3-bosqich. Rivojlangan va raqobatbardosh agroturizm bozorini yaratish (2029-2030-yillar).

Fermer xo'jaliklarining moliyaviy barqarorligini ta'minlash, qishloq aholisining hayot va iste'mol sifatini oshirish, agroturizm tufayli mamlakat fermerlarining mahsulotlarini yetishtirish texnologiyasini, o'z yo'nalishiga ega bo'lgan qishloqlarning an'analari va madaniy hayotini saqlab qolish hamda jahon bozorida tan olinishiga erishish. Mavjud tajriba barcha tumanlarda agroturizm komplekslarini barpo etish choralari ko'rish. Ushbu bosqichda agroturizm bozorining rivojlangan va raqobatbardosh bosqichiga o'tishi tufayli agroturizm obyektlari soni biroz kamayishi mumkin, ammo shu bilan birga mavjud obyektlarning rentabelligi, ulardagi tunab qolishlar soni va umumiy daromad o'sishda davom etadi. O'z brendiga ega bo'lgan agroturizm obyektlari yuzaga chiqadi. Agroturizm aholining sayohat qilishida mashhur yo'nalishga aylanadi. To'plangan tajriba agroturizmga investitsiyalarni jalb qilishni davlat tomonidan qo'llab-quvvatlash va tartibga solishning mavjud mexanizmlariga qo'shimcha ta'sirchan o'zgartirishlar kiritish imkonini beradi. Bundan tashqari, ushbu bosqichda agroturizmni rivojlantirishning uzoq muddatli ta'siri namoyon bo'ladi.

O'zbekiston Respublikasi Prezidentining 2023-yil 11-sentyabrdagi "O'zbekiston — 2030" strategiyasi to'g'risida"gi PF-158 sonli farmonida turizm xizmatlari eksportini 2030-yilga borib 5 milliard AQSH dollariga yetkazish vazifasi belgilangan¹. Agroturizmni rivojlantirishni boshqarishga imkon beruvchi hamda sohaga investitsiyalarni yo'naltirishni rag'batlantiruvchi davlat va hududiy dasturlarni muvaffaqiyatli amalga oshirish natijasida 2030-yilga kelib umumiy turizm eksporti hajmida agroturizm ulushini 5 foizga yoki 250,0 mln. AQSH dollariga yetkazish mumkin deb hisoblaymiz.

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МЕТОДЫ ПРОЕКТИРОВАНИЯ И ОСОБЕННОСТИ КОНСТРУКЦИИ ДОМОВ Г. БУХАРЫ В XVI-XIX ВВ.

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Аннотация: В настоящем тезисе рассматриваются исторические, архитектурные и функциональные особенности жилых домов Бухары, представляющих собой значимую составляющую наследия Бухарской архитектурной школы. Проведён сравнительный анализ традиционного жилого строительства и современных форм жилой застройки, с акцентом на их планировочные, конструктивные и стилевые различия. Обоснована роль традиционной жилой архитектуры как фактора, способствующего развитию внутреннего туризма. Выявлена необходимость комплексной реставрации исторических жилых объектов с учётом их культурно-исторической ценности. Отмечено недостаточное применение традиционных строительных технологий и материалов в рамках современных восстановительных работ, что может приводить к утрате аутентичности архитектурной среды.

Ключевые слова: Бухара, традиционное жильё, архитектурное наследие, реставрация, туризм, историческая застройка

Анализ источников, относящихся к теме исследования

История Бухары включает в себя разнообразные аспекты исследований, осуществленных различными археологами, включая Я.Г. Гуломова, В.А. Шишкина¹, Г.А. Пугаченкова, Л.И. Ремпель², М.Э. Массона³, А.А. Аскарлова⁴, Бартольд В.В.⁵, Шубинский П.П.⁶ и других ученых. Их исследования оказали значительное влияние на наше понимание истории этого региона. Тем не менее, текущая историческая реконструкция Бухары часто ограничивается представлением информации только об определенных аспектах или периодах времени.

Ранние работы по архитектуре Бухары, такие как те, что принадлежат В.А. Шишкину, Б.Н. Засыпкину и др., в свое время привнесли в науку в основном новый фактический материал, который впервые был представлен научному сообществу. Однако в работах некоторых исследователей, таких как Б.Н. Засыпкин (1936 г.), архитектура Бухары XVI века рассматривалась как "упадочная, с явными признаками увядания"⁷. Это, вероятно, было связано с недостаточным уровнем ее изученности на тот момент. С последующим выявлением конструктивных, композиционных, типологических и других особенностей этого периода архитектуры, появляются более благоприятные оценки, а в некоторых исследованиях даже превосходные характеристики.

Материалы и методы

¹ В.А. Шишкин Варахша. Опыт исторического исследования. - М., 1963. - 250 с

² Г.А. Пугаченкова, Л.И. Ремпель Очерки искусства Средней Азии. Древность и средневековье. // М.: «Искусство». 1982. 288 с.

³ М.Э. Массон Из воспоминаний среднеазиатского археолога. - Ташкент, 2023 - 193 с

⁴ История города Бухары <http://www.bukhara.uz/istoriya-bukhary/> (дата обращения 18.03.2024)

⁵ Бартольд В.В. Места домусульманского культа в Бухаре и её окрестностях. Соч. в 9- томах. Том 2. часть 2. – М.: Наука, 1964.

⁶ Шубинский П.П. Очерки Бухары. СПб, 1892.- 118 с

⁷ Засыпкин Б.Н. Архитектура Бухары XVI века. – Ташкент, 1936. - с.64

В 30-х годах XVI века столицей государства вновь стала Бухара. Она стала центром политической и культурной жизни обширного государства, опорой суннитского богословия всего Ближнего Востока и средоточием его святынь. Быстро растущая застройка не вмещалась в кольцо стен домонгольского времени. К середине XVI века территория города была расширена в основном к западу и востоку, отчасти к северу, и вновь окружена стеной. При Абдулла-хане в городскую черту была включена местность Джуйбар.

Бухара выросла примерно на одну треть и достигла своих нынешних размеров. Столица ханства Бухара оставалась крупным торгово-ремесленным городом и заметным центром мусульманского богословия с многочисленными культовыми учреждениями, такими как медресе, мечети и ханака. В XIX веке она стала фокусом религиозной реакции. Бухара с её средневековыми стенами и воротами, высокими арками и резиденцией эмира, представляет собой грандиозный музей истории зодчества. Основой для разбивки зданий на участки служил план, вычерченный по модульной сетке.

Сохранились чертежи бухарского зодчего XVI века, составленные для ханаки, караван-сарая и других сооружений. В планировке зданий зодчие смело отступали от принятых канонов. Вместе с типом ханаки, вытянутым в продольной оси, возникал интересный центрально-купольный вариант. Также изменялась планировка медресе: углы двора срезались для обеспечения независимого доступа в угловые помещения. Галерея главного фасада не только связывала кельи этой части здания, но и открывала доступ к помещениям второго этажа, расположенным за порталом.

С начала XIX века до наших дней сохранились хрупкие произведения народного зодчества.¹ Плоскостроения жилища в Бухаре и других городах Средней Азии часто строились на прямоугольных участках с делением на внешний и внутренний дворы, что типично для средневекового Востока. Внутри внутреннего двора обычно располагались жилые комнаты, в то время как традиционная гостиная, известная как михманхана, находилась во внешнем дворе. Если места не хватало для михманханы, она иногда размещалась на втором этаже над воротами. Хозяйственные помещения обычно также были размещены как во внутреннем, так и во внешнем дворах. Эти комнаты часто дополнялись крытыми террасами-айванами, поддерживаемыми деревянными колоннами.

Характерной чертой для жилищ в Бухаре было четкое разделение на высокие летние комнаты, ориентированные на север, и более низкие зимние комнаты, с фасадом, обращенным на юг или запад. В михманхане, или гостиной, типичном для архитектуры Бухары, часто можно наблюдать двусветное пространство, в которое вливаются дополнительные объемы антресолей, называемые шахнишин, расположенные над передней частью. Вокруг жилого двора не только обычно находятся айваны, но и открытые, мощеные кирпичом террасы. На крыше же создавались узкие навесы для отдыха и сна, известные как айванчи.

Традиционные жилые дома Средней Азии, в том числе Бухары, строились по каркасной технологии с заполнением из сырцового кирпича. Однорядные и двухрядные каркасы формировали структуру стен, часто дополнявшихся арочными нишами и декоративными элементами. Украшение интерьеров включало резьбу по ганчу, многоцветную роспись стен и потолков, резные двери и ставни, а также фрамуги с ажурными решётками.

Климатические и сейсмические условия региона существенно влияли на конструктивные решения: увеличение толщины стен и кровли обеспечивало прочность и устойчивость построек. Архитектурная композиция домов ориентировалась на внутреннюю приватность, что выражалось в закрытости фасадов и разделении территории на внутренний и внешний дворы. Планировка часто зависела от социального статуса владельца: более состоятельные семьи имели двух- и трёхдворовые дома с отдельными зонами для приёма гостей и проживания женщин.

¹ История архитектуры стран Азии и Африки // <https://east.totalarch.com/>

В городах, таких как Ташкент, Коканд и Самарканд, была распространена Г-образная планировка, при которой все помещения ориентировались во внутренний двор. Наружные стены оставались глухими, что подчёркивало замкнутый характер традиционного жилья. Таким образом, архитектура жилища в исторических центрах Узбекистана представляет собой гармоничное сочетание функциональности, культурной идентичности и адаптации к природным условиям.

При этом главный фасад многокомнатных домов практически отсутствовал, так как примыкающие стены также были закрытыми. Внешний фасад имелся только у дома, выходящего на улицу, а у домов, к которым доступ был устроен через коридор (тагхона, долон), фасад, обращенный на улицу, едва просматривался. Таким образом, жилые помещения располагались вокруг двора и выходили во двор. Закрытость фасада традиционного бухарского жилья — их отличительная черта по сравнению с жилыми домами других регионов (рис.3)

Элементы фасада можно наблюдать на втором этаже жилых домов Хивы и на первых этажах жилых построек в городе Коканде. Кроме того, в жилищах предусматривалось использование крыши. В состав полезной площади входила не только нижняя сторона крыльца, но и открытые участки крыши. В Бухаре такие места называются «рои-шабга».

Традиционный жилой дом в основном состоял из двухэтажной каркасной коробки (существовали даже трехэтажные строения), внешние стены которого были оштукатурены соломенной глиной. Поверхность стен в основном была ровной.¹ Из-за того, что жилище было переполнено окружающими постройками, его наружный контур было практически невозможно четко определить, создавая объем с замкнутой формой. Вход обычно выделяли козерегами или резными деревянными столбами, между которыми располагались резные двери. На ровном фасаде были видны балки перекрытия первого и второго этажей, что придавало единый ритм для ровного и простого фасада.

Конструктивные особенности жилых домов Бухары определялись климатическими условиями, дефицитом древесины и традициями местного зодчества. В отличие от построек Хивы и Коканда, где на фасадах нередко присутствовали открытые веранды и лоджии, бухарские дома отличались замкнутой структурой и плоскими кровлями на балках — адаптацией к засушливому климату и ограниченными природными ресурсам.

Формирование объёмно-пространственной композиции во многом зависело от ориентации на солнце, что позволяло эффективно использовать солнечную энергию для отопления и вентиляции помещений. Строительные элементы — стены, кровля, проёмы — выполняли не только конструктивные, но и художественные функции, воплощая эстетические принципы зодчества. Пропорции помещений, их масштаб и соотношения служили основой для архитектурного образа, хотя в условиях плотной застройки и ограниченного доступа к материалам идеальные пропорции нередко адаптировались.

Народные мастера Бухары вырабатывали гибкие архитектурные решения, основанные на опыте, традициях и знании местных условий. К XVI–XIX векам традиционное домостроение в регионе переживает новый этап развития, достигая высокого уровня художественной выразительности. Архитектурные стили Средней Азии в этот период демонстрируют разнообразие, связанное с географией, образом жизни и историко-культурными особенностями северных и южных регионов.

Анализ и результаты

В архитектурных традициях городов Бухары, Самарканда, Ташкента, Хивы и Ферганы формировались различные типы жилых построек, отражающие как особенности местных архитектурных школ, так и природно-климатические условия региона. Аналогичные вариации наблюдаются в горных и степных зонах, где жилищные типологии формировались под влиянием уклада жизни и окружающей среды. Несмотря на разнообразие, все эти формы объединяет наличие двора как центрального элемента планировочной структуры.

¹ Архитектура Средней Азии конца XIV—XV вв // <https://east.totalarch.com>.

Дворы представляют собой замкнутое пространство, окружённое жилыми и хозяйственными помещениями, соединёнными верандами и крытыми переходами. Пространственная организация двора, размещение комнат и летних помещений формируют уникальный региональный облик традиционной застройки.

Характерным примером является бухарский тип дома, отличающийся наличием долона — крытого коридора, начинающегося от входных ворот. Этот элемент выполнял ряд функций: служил пространственным буфером между улицей и внутренним двором, защищал от погодных условий и обеспечивал дополнительную приватность. Долон также усиливал композиционную глубину жилища и нередко переходил в помещение для охраны или съезда.

Принцип разделения жилого пространства на внешний и внутренний двор в традиционном бухарском доме носил как утилитарный, так и культурно-религиозный характер. С одной стороны, такая структура обеспечивала соблюдение исламских норм, предписывающих ограничивать видимость женской части семьи извне. С другой — отражала социально-экономическую организацию быта: внешний двор использовался для хозяйственных нужд, тогда как внутренний служил зоной проживания и отдыха.

Помещения, ориентированные исключительно во внутренний двор, обеспечивали защиту от уличного шума, пыли и климатических факторов. Такой подход к пространственной организации способствовал созданию уединённой и безопасной среды, соответствующей местным культурным установкам и условиям жизни. Окна и двери, не выходящие на улицу, подчеркивали замкнутость и приватность жилища, что соответствовало как религиозным требованиям, так и требованиям комфорта в условиях жаркого и пыльного климата.

Архитектурные принципы зонирования, сформировавшиеся в Средней Азии, варьировались по регионам, но сохраняли общую тенденцию к изоляции жилого пространства от внешней среды, подчеркивая приоритет внутренней гармонии и защиты семейного уклада.

Исторические и климатические основы организации традиционного жилища в Средней Азии

Архитектурная организация традиционного жилища в Средней Азии имеет глубокие историко-культурные корни, прослеживающиеся ещё до арабского завоевания. Уже в раннесредневековых домах обеспечивалась пространственная изоляция: за сторожкой нередко располагалась поперечная стена — *Гулам гард* («место для возвращения слуг»), ограничивавшая доступ во внутренний двор и усиливавшая приватность дома.

Сезонное использование помещений тесно связано с двухэтажной структурой жилья. Первый этаж, благодаря массивным стенам и хорошей изоляции, обеспечивал прохладу в дневную жару и тепло в зимние ночи. Верхние этажи, террасы и плоские кровли, в свою очередь, использовались для ночного отдыха в тёплое время года. Археологические данные, в частности лестничные конструкции древнего Пенджикента, подтверждают распространённость этого подхода.

Таким образом, структура жилища в Средней Азии отражает не только климатические требования, но и религиозные, социокультурные нормы, направленные на обеспечение уединённости, безопасности и комфорта в условиях экстремального климата. Эти принципы сохраняют актуальность и в современном проектировании зданий в регионах с жарким и сухим климатом.

Раннесредневековые жилые дома Средней Азии демонстрируют высокую степень адаптации к климатическим условиям региона. Их архитектура, в том числе планировка и декоративная отделка, сохраняла актуальность вплоть до XIX — начала XX веков. Наружные фасады жилых дворов чаще всего покрывались простой штукатуркой, в то время как дома зажиточных горожан украшались цветной штукатуркой и гипсовой резьбой, особенно в интерьерах и на айванах. Стиль и качество отделки различались в зависимости от мастерства и художественного почерка ремесленника.

Архитектурная организация традиционного дома в Бухаре формировалась под значительным влиянием исламской философии. Основными признаками такого подхода стали:

1. Разделение на бирун и дарун — мужскую и женскую части двора, соответствующее нормам шариата и предписаниям хадисов, обеспечивающее приватность семейной жизни.

2. Функциональная дифференциация помещений — во дворах могли размещаться производственные зоны и хозяйственные постройки в зависимости от социального статуса владельца.

Особое внимание в архитектуре уделялось устройству входа во двор. Пространственные барьеры — *долон* (крытый коридор), *тагхона* (подвал), холлы, коридоры, даже конюшни — выполняли функцию визуального экрана, предотвращая случайный взгляд с улицы на внутреннее пространство. Такой подход обеспечивал соблюдение норм скромности и уединённости, предписанных исламом.

Эти особенности демонстрируют, как религиозные установки, климатические реалии и социокультурные нормы органично интегрировались в архитектурные решения традиционного жилища Бухары.

Религиозные и социальные аспекты планировки традиционного дома в Бухаре

Одной из уникальных архитектурных деталей жилого дома в Бухаре была **мадон** — небольшое двухуровневое помещение шириной, равной прилегающей комнате, и длиной от 1 до 3 метров. В одном из углов мадоны размещался *ташинау* — выгребная яма, выложенная мусульманским кирпичом и углублённая на 20–25 см ниже уровня пола. Планировочное деление мадоны на сухую и влажную зоны обеспечивало необходимые условия для омовения перед намазом. Таким образом, мадоны отражали интеграцию религиозных требований ислама в архитектурную практику.

Наибольшее внимание в доме уделялось **гостевой комнате** — самой просторной и хорошо освещённой. При наличии открытого и закрытого дворов в доме часто устраивались отдельные гостевые помещения для каждого. Эта практика подчёркивает значение гостеприимства и соблюдение религиозных и культурных норм в мусульманской среде.

Провозглашение Бухары столицей в XVI веке сыграло ключевую роль в её архитектурном развитии. Город стал крупным религиозным и культурным центром исламского мира, что отразилось как в строительстве общественных зданий, так и в характере жилой архитектуры. Современный архитектурный облик Бухары несёт в себе черты, сложившиеся в этот период.

Выводы и предложения (в туристическом контексте)

Архитектура традиционного бухарского жилища представляет собой не только ценный элемент историко-культурного наследия, но и значительный ресурс для развития культурно-познавательного туризма. Сформированное под влиянием исламской философии, климатических условий и местных строительных традиций, жилое пространство Бухары олицетворяет уникальную модель устойчивой и функциональной архитектуры.

Жилые дома старой Бухары — это целые микромиры, в которых гармонично сочетаются утилитарность и эстетика. Их внутренняя структура — с айванами, долонами, мадонами, внутренними дворами — может стать основой для создания новых туристических маршрутов. Этнокультурное разнообразие, при этом сохраняющее архитектурное единство, делает такие дома особенно интересными для туристов, желающих понять специфику жизни в Центральной Азии.

Туристическая ценность бухарского дома проявляется в следующем:

- Визуальная аутентичность и атмосфера, сохранившие дух XVI–XIX веков;
- Наличие уникальных архитектурных элементов, редко встречающихся в других регионах;
- Возможность интеграции традиционных домов в культурные, этнографические и гастрономические туры;

• Интерес к домам разных этнических общин (еврейских, таджикских, узбекских), отражающим межкультурное сосуществование.

Предложения:

1. Создание музейных домов и культурных центров в пределах старых махаллей с сохранённой исторической застройкой. Это позволит туристам ознакомиться с традициями быта и архитектурой изнутри.

2. Разработка авторских экскурсионных маршрутов, посвящённых традиционному жилому строительству, с посещением действующих или восстановленных домов, включая рассказы о символике интерьеров и архитектурных решениях.

3. Интеграция частных домовладений в сферу устойчивого туризма через программу «живой дом» — организация проживания гостей в традиционных домах с участием хозяев (гестхаусы в историческом стиле).

4. Поддержка и обучение местных мастеров, способных реставрировать дома с сохранением традиционных технологий и декоративных форм (гипсовая резьба, росписи, айваны и т.д.), с возможностью проведения мастер-классов для туристов.

5. Создание информационных материалов (буклетов, мультимедиа-гидов, мобильных приложений), в которых бухарский дом будет представлен как объект нематериального культурного наследия и живого быта.

Таким образом, традиционное жилище Бухары способно не только укрепить культурную идентичность региона, но и стать основой для устойчивого развития туризма, способствующего сохранению архитектурного наследия.

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