



**Twinning Project AZ/15/ENP/OT/35**

Support to the Ministry of Culture and Tourism of the Republic  
of Azerbaijan for the modernization of its policy and  
management system in the culture sector

## **Component 2 – Institutional Development of cultural heritage management**

### **Activity 5.3: Setting up integrated territorial management plans for MCT's Regional Culture and Tourism Departments**

## **Regional Culture and Tourism Departments Integrated Management Planning**

**- *Shamkir* –**



<b>FOREWORD.....</b>	<b>4</b>
1.1 INSTITUTIONAL CONTEXT .....	6
<b>IN THE STATUS, DEPARTMENTS' COMPETENCES RELATED TO URBAN PLANNING HAVE NOT BEEN DEFINED.....</b>	<b>7</b>
1.2. REFERENCES TO EU-FUNDED TWINNING PROJECT " <i>STRENGTHENING THE CAPACITY OF THE DEPARTMENT OF TOURISM IN THE MINISTRY OF CULTURE AND TOURISM OF THE REPUBLIC OF AZERBAIJAN</i> " AZ12/ENP- PCA/OT/22 (2013-2015).....	8
1.3 AZERBAIJAN IN THE INTERNATIONAL NETWORK OF CULTURAL TOURISM DEVELOPMENT PROGRAMMES.....	9
1.3.1 Council of Europe "Cultural Routes" .....	9
1.3.2 The European Route of Jewish Heritage (2004) .....	9
1.3.3 Iter Vitis Route (2009).....	9
1.3.4 Prehistoric Rock Art Trails (2010) .....	9
1.3.5 European Route of Historic Thermal Towns (2010) .....	10
1.4 WORLD TOURISM ORGANIZATION (UNWTO) PROGRAMMES.....	10
1.4.1 Silk Road Programme.....	10
1.4.2 Western Silk Road Tourism Development Initiative .....	10
1.5 UNESCO SILK ROAD PROJECT .....	11
1.5.1 Definition.....	11
1.5.2 The Silk Road online platform .....	11
1.5.3 Azerbaijan in the Silk Road UNESCO Project.....	11
<b>2. SHAMKIR SITUATIONAL ANALYSIS.....</b>	<b>12</b>
2.1 DESCRIPTION.....	12
2.1. NATURAL HERITAGE .....	14
2.1.1 Specially Protected Nature Areas .....	15
2.1.1.1 Offered services and amenities .....	16
2.1.1.2 Tourism activity .....	16
2.1.1.3 Stakeholders.....	16
2.2 CULTURAL HERITAGE .....	19
2.2.1 Tangible.....	19
2.2.1.1 Monuments and archaeological/ historical sites.....	19
Helenendorf.....	20
Annenfeld.....	20
Village of Slavyanka .....	21
2.2.1.2 Museums, Memorials, Libraries .....	21
2.2.1.3 Printing houses .....	22
2.2.1.4 Contemporary art .....	22
2.2.1.5 Stakeholders of tangible heritage.....	23
2.2.2 Intangible .....	23
2.2.2.1 Performing arts (Theatres, dance,concerts), Events, Festivals.....	24
2.2.2.2 Folklore .....	24
2.2.2.3 Chovken .....	25
2.2.2.4 Stakeholders of intangible heritage .....	25
2.3 FOOD AND BEVERAGES.....	26
2.3.2 Wine production.....	26
2.3.3 Stakeholders.....	27
2.4 CRAFTS AND TRADITIONAL PRODUCTIONS.....	28
2.4.2 Handicrafts .....	28
2.4.3 Stakeholders.....	28
2.5 TOURISM SECTOR.....	29
2.5.1 Institutional framework and offer .....	29
2.5.1.1 Travel agencies and other intermediaries.....	29
2.5.1.2 Transportation services .....	30
2.5.1.3 Accommodations and hospitality .....	31
2.5.1.4 Stakeholders.....	32
2.6 CULTURE CLUBS .....	33
<b>SHAMKIR REGIONAL DEPARTMENT OF CULTURE AND TOURISM.....</b>	<b>34</b>
2.6.1 Current situation .....	34
2.6.2 Culture Clubs proposed for not to be privatized.....	35
2.6.3 Culture Clubs data collection for the Integrated Management Plan.....	38

<b>3. SHAMKIR REGIONAL CULTURE AND TOURISM DEPARTMENT KEY ATTRACTORS AND DEVELOPMENT OPPORTUNITIES.....</b>	<b>39</b>
<b>3.1 IDENTIFICATION OF DEPARTMENT’S KEY ATTRACTORS.....</b>	<b>39</b>
3.1.1 Shamkir district.....	39
3.1.2 Goygol district .....	40
3.1.3 Gadabay district .....	40
3.1.4 Dashkasan district .....	41
<b>3.2 SUMMARY OF THE DATA COLLECTED .....</b>	<b>43</b>
3.2.1 Natural heritage .....	43
3.2.2 Cultural heritage .....	43
3.2.3 Food and beverages.....	44
3.2.4 Crafts and traditional productions .....	44
3.2.5 Tourism sector .....	45
<b>3.3 MAIN NEEDS RESULTING FROM THE ANALYSIS .....</b>	<b>46</b>
<b>4. SHAMKIR REGIONAL CULTURE AND TOURISM DEPARTMENT INTEGRATED MANAGEMENT PLAN.....</b>	<b>48</b>
<b>4.1 INTEGRATED MANAGEMENT PLAN GOVERNANCE MECHANISM .....</b>	<b>48</b>
4.1.1 Methodology and goals of the Integrated Management Plan .....	48
4.1.2 Governance coordination .....	49
4.1.3 Improved functions of Culture Clubs .....	50
<b>4.2 OBJECTIVES AND ACTIONS FOR AN INTEGRATED MANAGEMENT OF SHAMKIR CULTURAL RESOURCES .....</b>	<b>51</b>
4.2.1 Accessibility and welcoming .....	52
4.2.1.1 Actions for improving accommodation infrastructures.....	52
4.2.1.2 Actions for improving transportation and tourism mobility.....	53
4.2.2 Cultural offer and reputation of the area.....	54
4.2.2.1 Start the Application Process to the UNESCO Global Geoparks Network.....	54
4.2.2.5 Improve the cultural offer: the heritage railway.....	56
4.2.2.2 Actions for the knowledge management of the region: risk map.....	57
4.2.2.3 Establishing a common communication brand of the place.....	59
4.2.2.4 Actions to widen the scope of current cultural events, broadening the duration of time and translating them into a permanent activity .....	62
4.2.3 Communication and capacity building.....	63
4.2.3.1 Realization of touristic materials .....	63
4.2.3.2 Creation of a web based portal for promotion and tourism services (including e-commerce services).....	64
4.2.3.3 Setting-up a capacity building program for operators in the culture and tourism sectors .....	65
<b>4.3 POSSIBLE CULTURAL ROUTES AND THEMATIC ITINERARIES .....</b>	<b>67</b>
4.3.1 The Silk Road (Caucasian segment) .....	68
4.3.2 The Gold Rush - a Caucasian Mining Cultural Route.....	70
4.3.3 Göygöl gel Göygöl (Come to Goygol) .....	75
<b>4.4 EXAMPLES OF GOOD PRACTICES IN TOURISM AND CULTURAL/NATURAL RESOURCES MANAGEMENT .....</b>	<b>78</b>
<b>4.5 MAIN TOURISTIC TARGETS .....</b>	<b>85</b>
<b>4.6 JOB CREATION .....</b>	<b>87</b>
4.6.1. Touristic targets .....	88
4.6.2. Professional profiles needed .....	88
4.6.2.1 Cultural manager.....	88
4.6.2.2 Communication professional .....	88
4.6.2.3 Destination manager.....	89
4.6.2.4 Ecotourist and monuments guide .....	89
4.6.2.5 Adventure travel guide .....	89
4.6.2.6 Monuments, historic buildings and archaeological areas maintainer .....	89
4.6.3 Current situation of the related educational and vocational offer .....	90
4.6.3.1 Cultural manager, Destination manager .....	90
4.6.3.2 Ecotourist and monuments guide, Adventure travel guide.....	90
4.6.3.3 Communication professional .....	90
4.6.3.4 Monuments, historic buildings and archaeological areas maintainer .....	90
4.6.4 Educational and vocational opportunities to be introduced .....	90
<b>4.7 MONITORING AND EVALUATION MECHANISMS .....</b>	<b>91</b>
<b>4.8 FOLLOW-UP AND FURTHER RECOMMENDATIONS FOR THE DEVELOPMENT OF THE PLAN.....</b>	<b>92</b>
<b>ANNEXES.....</b>	<b>94</b>
<b>ANNEX 1 - ITEMS LISTED IN TERRITORY OF SHAMKIR REGIONAL CULTURE AND TOURISM DEPARTMENT.....</b>	<b>94</b>

**ANNEX 2 - OUTPUTS OF ENQUIRY ON SELECTED CULTURE CLUBS OF THE SHAMKIR REGIONAL CULTURE AND TOURISM DEPARTMENT..... 102**

**ANNEX 3 - SHAMKIR REGIONAL CULTURE AND TOURISM DEPARTMENT CULTURAL RESOURCES SUMMARY TABLES..... 105**

## Foreword

The following document consists of two parts:

- Chapters 1 is devoted to analysis of the *Institutional context* of the newly set up Regional Culture and Tourism Departments and on *Azerbaijan in the international network of cultural tourism development programmes*, to be referred to the whole country
- Chapters 2 to 4 are devoted to collection of data on the Shamkir Regional Culture and Tourism Department territory and to description of the initiatives necessary for the integrated planning of the natural and cultural resources

The overall aim of the document is the setting up of an integrated management plan of Shamkir cultural resources structured according to the most updated international addresses for governing culture and, namely, to the cultural-touristic districts model.

The plan includes a deep analysis of the current situation (with specific reference to the cultural and natural heritage, traditional arts and crafts, food productions and tourism sectors) (Chap.2), and a synthetic evaluation of the potential key attractors and related development opportunities for the Department (Chap.3). The following part (Chap. 4) addresses the governance improvement question, and a detail of objectives and actions to be implemented.

Specific reference is given to the definition of measures to operate in relation to: accessibility and welcoming; cultural offer and reputation of the area; communication and capacity building. In addition, a specific deepening on the setting-up of cultural routes and thematic itineraries, of the main interested targets and of job creation opportunities for the area, are described. Indications on the monitoring and follow-up complete the plan.

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## 1. INTRODUCTION

### 1.1 Institutional context

The *Culture Concept of the Republic of Azerbaijan* and *Law on Culture* of the Republic of Azerbaijan assume the broadest current definition of cultural heritage: movable and immovable, tangible and intangible, literary, archaeological, artistic, architectural, natural, handicraft, folklore, music, food and gastronomy, living traditions, festivals. The culture sector of Azerbaijan is characterized by a centralized management system with the Ministry of Culture and Tourism (MCT) as leading institution.

The most relevant local authorities in Azerbaijan are city and district's Executive Powers, led by a chief appointed by the President. Thus, Municipalities, led by elected mayors are present and have different competences.

Following the Order of the President of the Republic dated on 29 March 2016 on *Upgrading organizational structure of the Ministry of Culture and Tourism of the Republic of Azerbaijan* the decision to upgrade the organizational structure of the Ministry of Culture and Tourism was taken in conformity with the *Culture Concept of the Republic of Azerbaijan* (Order no.273 on February 14, 2014). On the base of this Order:

- a) Baku City Main Department of Culture and Tourism has been established in place of Baku City Culture and Tourism Department.
- b) the 84 culture and tourism departments and offices of MCT have been grouped and reduced to 15 Regional Culture and Tourism Department as follows:
  - 1) **Sumgayit** (former offices of Sumgayit city, Absheron, Khizi, Zangilan, Qubadli and Shusha regions)
  - 2) **Khachmaz** (former offices of Khachmaz, Quba, Qusar, Shabran and Siyazan regions)
  - 3) **Shamkir** (former offices of Shamkir, Aghsu, Shamakhi, Gobustan and Qabala regions)
  - 4) **Shaki** (former offices of Shaki city, Oghuz, Qakh, Zaqatala and Balaken regions)
  - 5) **Kurdamir** (former offices of Kurdamir, Imishli, Fuzuli, Beylagan and Khocavand regions)
  - 6) **Aghstafa** (former offices of Aghstafa, Kazakh and Tovuz regions)
  - 7) **Shamkir** (former offices of Shamkir, Goygol, Gadabay and Dashkesen regions)
  - 8) **Ganja** (former offices of Ganja and Naftalan cities, Samukh, Goranboy, Kalbajar and Khojali regions)
  - 9) **Barda** (former offices of Yevlakh and Mingachavir cities, Barda and Tartar regions)
  - 10) **Aghjabadi** (former offices of Aghjabadi, Aghdam and Lachin regions)
  - 11) **Aghdash** (former offices of Aghdash, Ujar, Zardab and Goychay regions)
  - 12) **Sabirabad** (former offices of Shirvan city, Sabirabad, Saatli and Hajigabul regions)
  - 13) **Bilasuvär** (former offices of Bilasuvar, Salyan, Neftchala and Jabrayil regions)
  - 14) **Masalli** (former offices of Masalli, Yardimli and Jalilabad regions)
  - 15) **Lankaran** (former offices of Lankaran city, Astara and Lerik regions)

Differently from the past situation, now Regional Culture and Tourism Departments of MCT are solely under the balance and subordination of ministry. Financing by the local executive powers was

suspended according to the Decree of President dated on March 29, 2016. In this regard, two amendments are adopted on the Statute of Local Executive Power bodies: 1) Now the heads of Regional Culture and Tourism Departments are appointed and or dismissed by the Minister (in the past it was within the joint consent of the Minister and the Chief of local executive authority). 2) Now the protection of cultural and historical monuments in the districts are provided jointly by local executive power body and the Ministry of Culture and Tourism (their involvement should be interpreted as the support for the Ministry).

Competences of Regional Culture and Tourism Departments are defined in their statutes confirmed by the decision of the Ministry (26 December 2016, N°9). Current competences for different task are as follows:

- Museums

Regional Departments are responsible for coordinating and supervising the museums situated in their territory as well as protecting, promoting and enriching their collection. Director (with permission of the Ministry) and staff of the museum are appointed/dismissed by the head of the Regional Department.

- Protection of historical and cultural monuments

In the statutes, departments' competences related to protection of monuments have not been defined. This task is mainly carried out by the *State Service of Cultural Heritage Conservation, Development and Rehabilitation under the Ministry of Culture and Tourism of the Republic of Azerbaijan* with the help of monument guardians.

- Urban planning

In the Status, departments' competences related to urban planning have not been defined.

- Tourism management

Competences of the Departments in the field of tourism management are as follows:

- to participate in preparation of programs to improve international and domestic tourism, development of tourism industry and infrastructure, attracting investments for rendering new tourism services in the area
- to assist the preparation of various printed materials to advertise local tourism in domestic and international market
- to coordinate the work of tourism information centers located in the regions and to prepare plan of actions together with them
- to participate in preparation of tourism development strategy of the region
- to represent the region in tourism exhibitions
- to organize information/press tours in the region
- to participate in the creation of the brand of the region



- to maximize the use of historical, cultural and natural heritage of the region for tourism purposes, to promote local cultural and historical heritage, cultural values
- to participate in the preparation of tourist routes together with the relevant Departments of the Ministry (and with the Ministry of Ecology and Natural Resources)

## 1.2. References to EU-funded Twinning project "*Strengthening the capacity of the Department of Tourism in the Ministry of Culture and Tourism of the Republic of Azerbaijan*" AZ12/ENP-PCA/OT/22 (2013-2015)

The report *Marketing Strategy for Tourism 2014-2017*, drafted in 2014 in the framework of the above Twinning Project, set logic, strategies and objectives of the sector in Azerbaijan in the next period.

The main objectives for tourism sector in Azerbaijan have been identified in the following actions:

- **visibility:** to increase the number of visitors, length of stay and expenditure of visitors to Azerbaijan by raising its profile as a destination in key markets. This objective, among other actions, requires Azerbaijan to create cultural and activity products, develop an events program that offers visitors plenty things to do, improve tourist retailing
- **accessibility:** to improve access by boosting air carrier services (capacity), improving internal connectivity, and removing visa restrictions
- **seasonality:** to reduce seasonality by increasing the proportion of tourism arriving between October and March.
- **partnership:** to maximise marketing efficacy by working in closer partnership with the industry.

The present integrated management plan is in line with goals and actions set in the 2014 document, based on the logical framework of relationship between culture and tourism.

Furthermore, the project included, among the most important tourist sites in Azerbaijan, some sites in the district identified as pilot territory, such as Lahij and Shaki (for crafts) and Shahdag for skiing and mountain tourism and identified key activities such as skiing, special events like festival, wine tasting, carpet viewing, silk buying in Sheki or visiting the last functional Collective Farm in Ivanovka, that could be carried out in Ismaylli district.

These indications, including the short and medium-term objectives outlined in the conclusions of the work, are hereafter carefully considered so complying with the work already accomplished.

With respect to the general objectives, solutions will be proposed that can help in the development of:

- **visibility**, through the creation or valorization of cultural activities and products, to the development and promotion of the rich program of events already existing, and also linking them with those of Baku, and by identifying solutions that can lead tourists to become also buyers of the most significant typical products in the cultural field.
- **accessibility**, with particular attention to the infrastructure needed to reach and visit cultural sites
- **seasonality**, as cultural tourism is one of the tools to reduce seasonality.
- **partnership**, indicating some strategic guidelines of collaboration with the cultural and creative industries.

## 1.3 Azerbaijan in the international network of cultural tourism development programmes

Azerbaijan is currently involved, as a country member, in the network of the following international initiatives focusing on cultural tourism development:

### 1.3.1 Council of Europe “Cultural Routes”

The Cultural Routes of the Council of Europe are an invitation to travel and to discover the rich and diverse heritage of Europe by bringing people and places together in networks of shared history and heritage. Four certified Cultural Routes crossing Azerbaijan.

### 1.3.2 The European Route of Jewish Heritage (2004)

The Jewish people are an integral part of European civilisation, having made a unique and lasting contribution to its development through the millennia right up to today. The Cultural Routes programme, involving 19 countries, is an innovative and exciting way of bringing this remarkable story to the attention of a wider audience.

### 1.3.3 Iter Vitis Route (2009)

*The Iter Vitis Route in Europe, involving 18 countries, has its origins in the role of the agricultural landscape linked to wine production as an element of European identity. It brings together European citizens from the Atlantic to the Caucasus, and from the Mediterranean to the Baltic, representing the diversity of European identity. The aim of this Route is to focus on the wine-growing landscape as a sustainable tourism destination.*

### 1.3.4 Prehistoric Rock Art Trails (2010)

Prehistoric Rock Art is the art of the first Europeans. It appeared in Europe 42,000 years ago and continued until the Early Iron Age in some regions. Since the scientific recognition of the Cave of Altamira in 1902, Prehistoric Art has constituted an important cultural and tourism resource for Europe, as the first major cultural, social and symbolic expression of humankind.

### **1.3.5 European Route of Historic Thermal Towns (2010)**

Thermalism - the therapeutic use of hot springs - has been prevalent in Europe from ancient times to the present day. Many of the towns along this route were known during Roman times, and several have impressive ruins of baths and associated spa buildings. The most famous towns reached the height of their renown during the 18th and 19th centuries, when a wide range of new medical and health treatments were developed, and when travel became much easier with the arrival of the railways. The prestigious political and cultural elite travelling to Europe's spas, creating centres of cultural exchange in numerous cities, may be said to have launched modern tourism as we know it. These celebrities cemented the reputation of the thermal spa towns and gave birth to a real trend, the development of prestigious hotels and a variety of leisure activities, ranging from the first casinos to musical theatres, to covered promenades and landscaped gardens for the entertainment of fashionable tourists.

## **1.4 World Tourism Organization (UNWTO) programmes**

### **1.4.1 Silk Road Programme**

Collaborative initiative designed to enhance sustainable tourism development along the historic Silk Road route. It aims to maximize the benefits of tourism development for local Silk Road communities, while stimulating investment and promoting the conservation of the route's natural and cultural heritage. Additionally, it is working to foster greater co-operation between Silk Road countries and regions, with the established aim of creating a seamless and memorable Silk Road travel experience.

### **1.4.2 Western Silk Road Tourism Development Initiative**

Tourism project aimed at revitalizing the Silk Road heritage located in the European region, from the Caspian Sea, around the Black Sea and along parts of the Mediterranean basin. The project is designed to strengthen and diversify the tourism offer of Western Silk Road destinations as well as enhance regional cooperation and cross-border partnerships.

## **1.5 UNESCO Silk Road project**

### **1.5.1 Definition**

The Shamkir Department is located along one of the routes of the historical Silk Road network. UNESCO started in 1988 a comprehensive project on ‘Silk Road’ focused on the interchange of cultures. In close cooperation with international partners, UNESCO organized a wide range of activities (e.g., field studies, expeditions, symposia, publications, etc.) to enhance the understanding of the cultural interactions that forged the diverse identities and heritages of the peoples concerned. Azerbaijan is one of the 55 State Parties involved in this project.

The term ‘Silk Roads’ refers to a vast network of land and maritime trade and communication routes connecting the Far East, Central Asia, the Indian sub-continent, Iranian and Anatolian plateaus, the Caucasus, the Arabian peninsula and the Mediterranean region and Europe. The incessant movement of peoples and goods along these routes resulted in an unprecedented transmission and exchange of knowledge, ideas, beliefs, customs and traditions over three millennia.

### **1.5.2 The Silk Road online platform**

The Silk Road Online Platform has been set up by Kazakhstan, Germany, Oman, Azerbaijan to reopen dialogue along these historic lines of communication by collecting and making accessible worldwide scholarship about the Silk Roads and engaging a global audience in a deeper understanding of the diversity and interdependency of the cultures and peoples along these routes. Regional and local communities from more than 55 countries are involved in this collective endeavour by sharing and promoting their Silk Road archives, publications, photographs and audio-visual documents.

### **1.5.3 Azerbaijan in the Silk Road UNESCO Project**

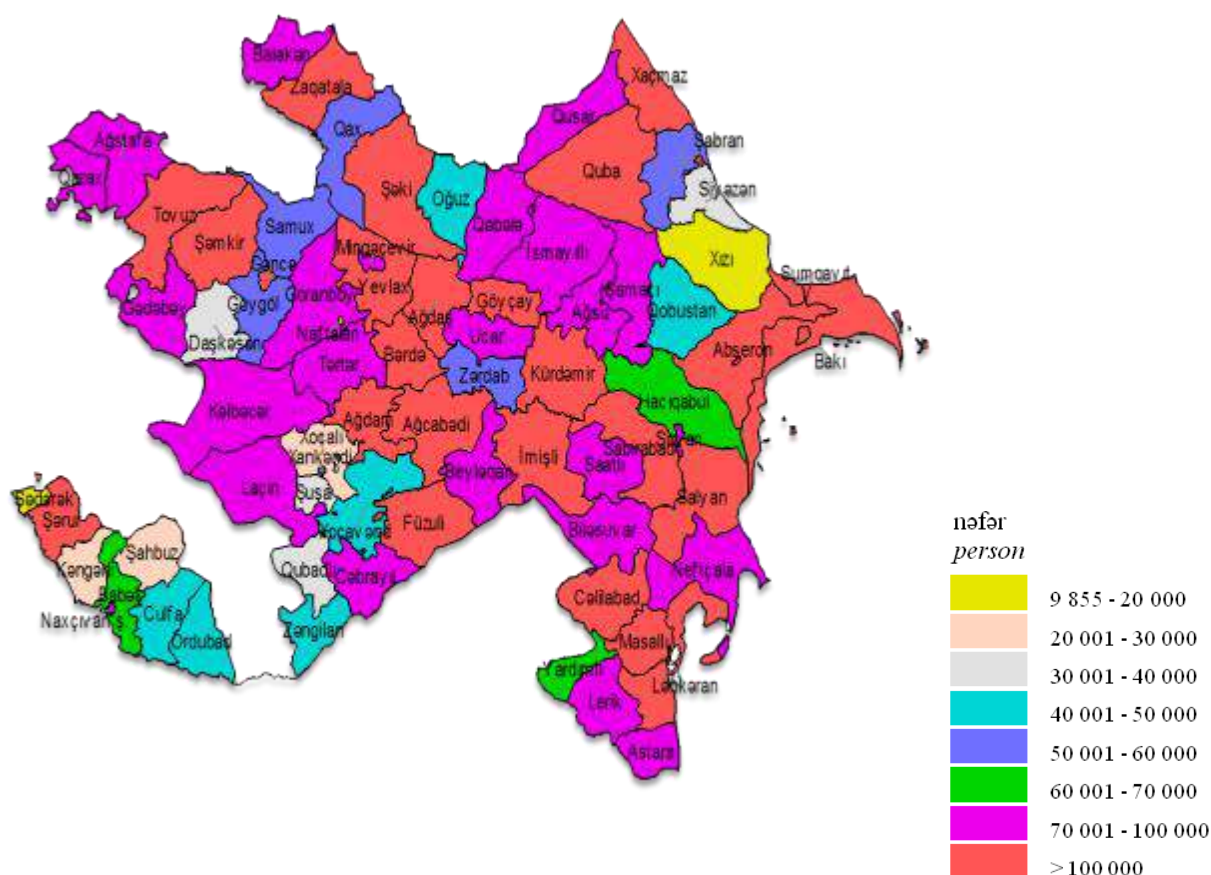
Azerbaijan was on the path of the Roads and made a significant contribution to the development of this global transit network. The goods and products of Azerbaijani towns and settlements spread along the Silk Roads with great success, and its towns had long been known to act as centres of culture, science and education. Oil, carpets, raw silk, silk fabrics, cotton, weapons, dried fruits, salt, precious stones, jewellery, alum, saffron, natural dyes, polychrome pottery, wooden utensils, non-ferrous metals, sturgeons, caviar and ironwood were the main exports of Azerbaijan. Bilateral land and sea routes linked Azerbaijan with China, Syria, India, Asia Minor, Iran, Egypt, Russia, the Arabian Peninsula, North Africa and Europe. The British used to lay their routes to India via Azerbaijan, Indian merchants traded in spices and cashmere fabrics with Baku and Shamakhi.

## 2. Shamkir situational analysis

### 2.1 Description

The territory of Shamkir Regional Culture and Tourism Department is 4,860 sq. km., its population amounted to 409.500 people at the beginning of 2017 (according to 2009 census the population was 375.000), with a relatively high population density especially in Shamkir (42,000 inhabitants), the eighth largest city in Azerbaijan (see the table below). The region has a 123 km border with Armenia along the west and southwest boundary of Gadabay district.

The Department includes the administrative districts of Shamkir, Goygol, Gadabay and Dashkasan; according to the national statistic system, they are part of the Ganja-Gazakh economic region. Ganja, Azerbaijan's second largest city, is deeply wedged into the Department's territory, but it is not part of it.



Number of Azerbaijani population per district

Towns and regions	Territory, thsd sq. km	Population, thsd person		Population density 01.01.2017(per 1sq. km, person)
		on the base of population census 2009	at the beginning of the 2017	
<b>Republic of Azerbaijan</b>	<b>86,6</b>	<b>8922,4</b>	<b>9810,0</b>	<b>113</b>
<b>Baku city - total</b>	<b>2,14</b>	<b>2045,8</b>	<b>2245,8</b>	<b>1049</b>
<b>Shamkir Department</b> (part of the Ganja-Gazakh economic region) including:				
Shamkir region	1,66	191,4	212,7	128
Gadabay region	1,23	93,7	99,2	81
Dashkasan region	1,05	32,7	34,8	33
Goygol region	0,92	57,2	62,8	68
<b>Total Shamkir Department</b>	<b>4,86</b>	<b>375</b>	<b>409,5</b>	<b>310</b>

In the Middle Ages, Arab and Persian sources mentioned the city name as Şəmkür (Shamkur), Turkish sources varied from Şəmkür (Shamkur) to Şəmkir (Shamkir). Historian Zeynaloğlu, who published a book on comprehensive history of Azerbaijan (Istanbul, 1924) argued that the name was translated as Şəms (Sun) - Kür (Rayed). Another theory is the name to derive from the dialectal Azerbaijani word sham, meaning a place covered in green. Another explanation refers to Şəm (Bank of) - Kür, i.e. on the bank of the Kura River.

The region has rich cultural and historical heritage, and well-developed infrastructure. The economy is mainly agricultural. Vineyards and vinemaking, livestock, poultry farming, potato, sunflower, vegetables and flowers are not only supplied to the market of the region, but also abroad. Construction materials production and electric energy production and distribution are the main non-agricultural sectors of economy. Shamkir Hydroelectric Power Plant is second large in Azerbaijan.

Starting from Soviet times, the Gadabay and Dashkasan areas were strategic centers for mining iron ore, aluminum, cobalt, marble. At the moment, gold, copper, cobalt, iron ore, marble are being mined. A strong point is also the position of the Department area, whose Northern border follows the Baku-Tbilisi-Kars railroad track (see the table below). The region is characterized by multiculturalism: in fact, since the first XIXth century, Shamkir and Goygol have hosted a German community of refugees.





Baku-Tbilisi-Kars railway

## 2.1. Natural heritage

Shamkir Regional Department area is situated at the foots of Small Caucasus. The highest mountain range is Murovdag located 3724 m. above sea level; Goshabulag peak is 3549 m., Gojadag peak is 3317 m. The region lies South of the course of the Kura River and is crossed by the Chirchay River, it shows a wide spectrum of landscaping and climatic zones, snowy peaks and mountain pastures, many treatment springs and richness of flora and fauna. Goygol lake is a well-known tourist site, and the Goygol National Park, the first established reserve in Azerbaijan, is called by its name.

Gadabay district is located in the median and high zones of the Small Caucasus mountains, and has a 123 km border with Armenia in the West and Southwest. The highest mountains are Goshabulag (3,549 m), Gojadagh (3,317 m) and Garaarkhaj (3,063 m). The district is rich in marble and iron reserves, and used to be a summer pasture for surrounding villages. There are numerous meadows, springs, waterfalls, mountains and forests, and mineral waters, such as “Narzan”, “Mor-Mor”, “Chaldash”, “Turshsu” and “Soyudlu narzani” (in Soyudlu village), with strong potential for tourism. Further, Gadabay is the country’s largest potato-growing district providing tonnes of potatoes every year. Clean air and healthy lifestyle, as well as hard work at farms have turned the district into a land of old-timers. In fact, in Gadabay, there are more than 100 centenarians. Most of the old-timers live in Gadabay’s Shinikh area.

The history of metal extraction goes centuries back in the district, which is known for its precious deposits. Archaeological excavations showed that residents of this region used copper in the 3rd and 2nd centuries BC. The rich iron reserves of the district were discovered in the 19th century, and all shares were bought by the German brothers Werner and Walter Siemens. Then, when a copper mine was put into operation here, the word “mine” became a geographical name in the language of the local population, so most of the old-age population still calls the settlement where mines and factories are located a “mine”. The new Soviet authorities failed to operate the copper-smelting factories, so the whole business collapsed. After a long break, the mines started operating again at the end of the 20th century.

Recently, the Anglo-Asian Mining p.l.c., a leading gold mining company in the country, discovered a new deposit of gold in the Gadabay. The company announced that the discovery has the potential to add significantly to the company's gold resources and reserves and hence the future production at Gadabay.

The region also covers the Dashkasan plateau of the Lesser Caucasian Mountain. The highest altitudes are at Hinaldag Peak (3,367 meters) and Qoshqar Peak (3,361 meters). Part of Bashkend-Dastafur lowlands also falls in Dashkasan area. This part of the region is rich with cretaceous chalk. The mountains are enriched with oak forests. The animal habitat is rich with roe deer, gazelle, deer, Caucasian goat, rabbit, marten, hedgehog, badger, wild bear, lynx, wolf, bear, fox, jackal.

There are plenty of treating plants used for curing various diseases, as well as so-called treatment springs:

- Yumurtalı spring - Qabaqtəpə village;
- Narzan spring - Yuxarı Daşkəsən settlement;
- Turşsu spring - Alaxançallı village;
- Qiblə spring - Qabaqtəpə kəndi;
- Qayğı spring - Qabaqtəpə kəndi;
- Böyrək spring - Alunitdağ settlement;
- İdris spring - Əmirvar village;
- Seyid spring - Xoşbulaq village.

### 2.1.1 Specially Protected Nature Areas

While Gadabay and Dashkasan areas remained out of sight both under tsarist and Soviet time, Goygol always attracted attention for its fascinating nature: the idea of the establishment of a reserve in the area dates back to 1910-1912. As the first reserve in Azerbaijan, *Goygol (Goygyol) State Nature Reserve* was established in 1925. Then it was abolished, and in 1965 it was re-established on the basis of the Order N. 475 of Azerbaijan SSR Soviet of Ministers. Goygol National Park was established in April 1, 2008 by the Order of the President of the Republic of Azerbaijan, on the base of Goygol State Nature Reserve in the administrative territory of Khanlar (present Goygol), Dashkasan and Goranboy districts. After having the status of National Park, the territory was enlarged from 6,739 ha up to 12,755 ha. It is one out of nine National Parks in Azerbaijan.

The longest river in Goygol National Park is the Aghsuchay, the biggest lake is Goygol – one of the most wonderful lakes in Azerbaijan. There are also small lakes, such as Maralgol, Garagol, Zeligol, Aggol, Shamligol. The main part of the park has a rich vegetation cover, such as mountain-forest, mountain-steppe, subalp and alpine mountain-meadow. Goygol National Park is also rich for its fauna: Caucasian red deer, roe deer, brown bear, billy goat, badger, forest cat, sable, lynx, hare, squirrel, fox, hedgehog, Caucasian mole; quail, stock dove, wood cock, bearded vulture, black vulture, Egyptian vulture, eagle owl, owl, swan, black woodpecker, golden oriole, wood lark, mistle thrush.

Goygol National Park, as all the Specially Protected Nature Areas, is managed by the Ministry of Ecology and natural resources of the Republic of Azerbaijan, Department of biodiversity protection and development of especially protected natural areas. The total number of workers in the Park is 66. In the National Statistical System there are no data at the level of every single protected area, but total amount of expenditures for the maintenance of the 9 national parks in 2016 was 2,235,100.



### 2.1.1.1 Offered services and amenities

Tourism activity is allowed in National Parks, while in other protected areas it is forbidden. Tourists can visit national parks on the basis of the “National Conception on organization of ecotourism in the National Parks of the Republic of Azerbaijan, current issues, and development perspectives”, confirmed by the Order N. 346 of the Ministry of ecology and natural resources of the Republic of Azerbaijan dated June 27, 2006. The order has the purpose of regulating operative and rational conduction of services in tourism and recreation zones, in accordance with the Law of the Republic of Azerbaijan on “Especially protected nature areas and objects and other regulations”.

Electronic services department of the Ministry of Ecology provides online ticket sale service.

Characteristics of Goygol National Park do allow to organize and develop ecotourism in the area by attracting tourists and visitors. There are 4 tourist routes:

- Goygol-Maralgol (14 km., on foot or by car);
- Zeligol-Galingayasi (23 Km., on foot, on horseback, or by car);
- Garagol (3 km., on foot or by car);
- Mountain of Kapaz (15 km., on foot, on horseback, or by car).

As for educational activities, an ecological summer camp took place in Goygol region on July 2016, involving over 70 school-children from Goranboy, Samukh, Gakh and Shaki regions. The camp “Let’s protect gazelles!”, organized within the framework of "Reintroduction of gazelles to their historical habitat areas in Caucasus" program, was held in cooperation with IDEA Campaign, the Ecological Training and Experience Center of the Ministry of Education and the representative office of the World Wildlife Fund for Nature (WWF) in Azerbaijan.

### 2.1.1.2 Tourism activity

Tourism activity in the territory of national parks		2015	2016
Number of museums, unit		6	6
Number of visitors, person		3302	3607
of which citizens of foreign countries		474	659
Number of ecoways and routes - total, unit		43	90
of which:			
water		-	-
horse		5	26
foot		28	42
Number of visitors, person		196.600	198.583
of which citizens of foreign countries		1540	2801

Source: State Statistical Committee of the Republic of Azerbaijan

Tourists in national parks are an important number, but that could grow a lot, because if it is places with a very high tourist potential, thanks to the great diversity of landscapes, untouched nature and the fauna that they host.

### 2.1.1.3 Stakeholders

Actor	Public	Private	Description	Interests and expectations
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Ministry of Ecology and Natural Resources	X		The Ministry manages all the protected areas as well as the staff	Necessity to build a connection between the Ministry of Ecology and the MCT Regional Department
Ministry of Education	X		The Ministry manages educational activities	Necessity to educate young people on a correct approach to natural resources
IDEA (International Dialogue for Environmental Action) Public Association		X	Devoted to the protection of environment and biological diversity, IDEA Campaign conducts various types of camps annually (like “Let’s protect gazelles!”), in partnership with WWF Azerbaijan and the Ministry of Education of the Republic of Azerbaijan.	Educated and protect the environment
WWF		X	WWF Azerbaijan office works in close cooperation with local governmental, non-governmental, scientific, and other organizations. Relations with the Ministry of Ecology and Natural Resources of the Azerbaijan Republic (MENR) are defined by a Memorandum of understanding between WWF International and MENR signed in 2002. Special attention is paid to the development of the Protected Areas (PAs) system, conservation of endangered species, and restoration of ecosystems	Conservation or reinstatement of protected species in Caucasian areas, increasing the resilience of forest ecosystems, implementation of sustainable tourism development strategy in national parks.
WorldBank		X	World Bank has a program in Environment and water supply	Protecting environment, solving pollution problems, water waste; Highway Project in West Azerbaijan

Hotels and Restaurants		X		Increase the number of customers, increase the average length of stay in the area
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## 2.2 Cultural heritage

### 2.2.1 Tangible

Shamkir has been known since the 5th century as a merchant and craft center of Persia. In 652 the city was occupied by the Arabian Caliphate. The times of major prosperity of Shamkir are attributed to 9th-12th centuries when it was conquered by Seljuqs; in the 12th century, when Shamkir was a part of Atabek Empire, special attention was given to the city. In the 12th century and in the beginning of the 13th century, Shamkir was under the Georgian reign.

In 1235, Shamkir, along with Ganja, was occupied and destroyed by the Mongols. Later a new city was built in this area, and the old one abandoned. Nowadays full-scale excavations are being carried out in old Shamkir, the ancient, medieval settlement sitting on left bank of the Shamkirchay River. During the existence of Azerbaijani Khanates, Shamkir was part of Ganja Khanate.

In 1803, Shamkir was occupied by and annexed to the Russian Empire. In the first half of the 19th century, Russian Tsar relocated a large number of German colonists to Caucasus, placing a big community in Shamkir: so, in 1817–1818, two German colonies resettled from Wurttemberg were established: Helenendorf and Annendorf (now Goygol and Shamkir cities). Later on, four more colonies came into the area. Since then, there still remains much historical evidence of German “footprints” in Shamkir region: whole streets with German-style houses, a beautiful Lutheran Church, parks and wineries.

#### 2.2.1.1 Monuments and archaeological/ historical sites

<b>Shamkir Regional Culture and Tourism Department</b> <i>Breakdown of listed historical and cultural monuments per district - 1</i>									
Shamkir MCT Department and Districts	Historical and cultural monuments of <b>world importance</b>		Historical and cultural monuments of <b>national importance</b>		Historical and cultural monuments of <b>local importance</b>				Total
Shamkir MCT Department (Total)		4	5	64	68	1	9		151
	Architectural monuments	Archeological monuments	Architectural monuments	Archeological monuments	Architectural monuments	Garden-park, monumentals and memorials	Archeological monuments	Decorative applied arts (folk stone sculpture monuments)	
Shamkir district	-	1	2	28	18	-	4	-	53
Goygol district	-	1	-	8	22	-	1	-	32
Gadabay district	-	1	2	18	18	-	3	-	42
Dashkasan district	-	1	1	10	10	1	1	-	24

Ancient monuments include 9th-12th century Shamkir city ruins, 9th-12th Shamkir bridge, 11th-12th century **Shamkir fortress** in Muxtariyyat village, Baydar city ruins in Bayramli village, 9th-12th century Maiden Tower in Seyfali village, 16th-17th-century mosque in Abbasli village, 11th century

Maiden Tower in Tatarli village, 16th-17th-century bridge in Tahnali village, 16th-17th century **Koroglu fortress in Shamkir**, Qalaboynu Fortress in Atabay village, Pir monument from early Middle Ages pertaining to Caucasian Albania in Dasbulaq village, 11th-12th century Oghuz cemetery in Yeni Seyfali village, 16th-18th-century bridge over Zayam River.

During archaeological excavations carried out by a joint Azerbaijani-German expedition since 2006, **ruins of an ancient Achaemenid palace with large columns and long corridors were discovered near Qaracamirli**. Archeologists believe that the place is comparable to those in the ancient Persian cities of Pasargadae and Persepolis of the Achaemenid Empire.

Among the modern monuments are the Victory Complex built in 1975 in Shamkir city, the Victory Complex in Cinarli settlement built in 1980, the mosques built in Duyarli, Kecili, Irmasli and Aliyaqublu village, many memorials and monuments built after the independence of the country.

The Germans who ran Gadabay copper mines for 50 years built dozens of bridges here. The bridges were built because of railways. The first 28 km Gadabay-Galakand railway was built in the Transcaucasia in 1879 in order to establish communications between the copper-smelting factory and the mines. Since the territory was mountainous, bridges were essential in many places, and only local stones were used to build them. Especially the Siemens brothers were very generous with regard to workers building the bridges, paying them high salaries. Now, most of the bridges have been destroyed, but the ones that survived are protected as historical monuments.

The Hummel brothers were another German colonist family that established a successful business in Western Azerbaijan, investing in wine and cognac production, factories and cellars. Now there are remnants of industrial buildings, both in Shamkir and Tazakand (Shamkir district), known as “Hummel Wine Factory”, possibly deserving of attention in terms of industrial archeology.

### *Helenendorf*

Goygol was once called Helenendorf, as it was the settlement of German immigrants built in the in the mid-1800s that decided to settle in the Caucasus, as a consequences of the political and economic situation in the southern German provinces after the Napoleonic wars.

The living conditions in these regions were very difficult, and many of the families died after moving, but a part of the immigrants managed to settle on the territory and give life to the agriculture and wine production. For example, the Vohrer Brothers, the Hummel family, whose wine companies and spirits are still in business. During the soviet period the Germans, like other ethnic groups, e.g. had been classified as “untrustworthy” and they were arrested and deported (especially from 1936 onwards) and just a few returned to the Caucasus.

The Schwaben houses built by German immigrants which are located in the heart of Azerbaijan in Khanlar / Helenendorf are now part of Azerbaijan's cultural heritage, and one of the houses, the house of Victor Klein, the last German inhabitant of Helenendorf, is currently being turned into a museum since it still has the original furniture from cherry and walnut trees.

Unfortunately, under the Soviet Union (1920-1991), Helenendorf chapel was converted to a Sports Hall where basketball and volleyball were played and now it has been converted into a museum.

### *Annenfeld*

In 1817–1818, colony of Germans resettled from Wurttemberg was established on the site of Shamkir under the name Annenfeld. The village that consisted of three long streets was a shelter for German colonists, who created a little Germany with houses built in German style and tidy streets, with pear

and plane trees along them. They also started to produce vine growing and winemaking, and the equipment installed at the time is still working.

The core of the modern Shamkir constitutes the quarters around 5 main streets constructed by German immigrants settled there since 1817. This urban setting has been restored and point of special interest represents a Lutheran church, which has been turned into a concert hall with organ. An independent centre for German Cultural Heritage is active in Shamkir.

### *Village of Slavyanka*

The village of Slavyanka, founded in 1844 by Russian “spirit wrestlers” (Doukhobors) members of a Pacifist dissenter Christian group resettled to Transcaucasia by Nicholas I from the Molochna River settlements. In 1895 Slavyanka’s villagers were among the masses of Doukhobors from across the Yelizavetpol, Tiflis and Kars regions to burn their weapons in protest against mandatory military service in the Tsar’s army. Shortly after, many of them emigrated to Canada with the financial support of Russian writer Leo Tolstoy, who donated some of the proceeds from Resurrection and others of his works. Today, few Russian villagers remain in the original village but the rustic izba-style houses evoke their fascinating past. Since 2004, a local spring has been supplying water under the brand Slavyanka.

#### *2.2.1.2 Museums, Memorials, Libraries*

Shamkir district hosts a Library System with 72 branches, a music school, 1 cultural centre, 28 culture houses, 5 town clubs, 24 village clubs. Recently, a number of parks and entertainment centres have been constructed or rehabilitated. At a newly constructed premises of the Heydar Aliyev Center, along with memorial exhibition devoted to the national leader, are available a concert hall, conference rooms, a cinema, a library and other facilities.

The National Flag museum exhibits flags of historical states and khanates and tells the story of modern National Flag of Azerbaijan; the History and Land-lore Museum has been newly renovated; Chanlibel Folk Art Museum is also located in the region. “Zeka” (Mind) Youth intellectual development and creativity Centre offers foreign languages, computer skills and drawing courses; a designated fully-equipped large TV pavilion, a modern art gallery, a library with books in different foreign languages are operational.

**Museums by economic and administrative regions and towns of the Republic of Azerbaijan at the end of 2016\***

<b>Economic and administrative regions and towns</b>	<b>Number of museums</b>	<b>Number of museum visitors</b>
The Republic of Azerbaijan	236	2.697.700
Baku city	36	636.600
<b>Total Shamkir Regional Department</b>	<b>9</b>	<b>70.600</b>
Shamkir district	3	18.000

Gadabay district	1	4.700
Dashkasan district	3	19.600
Goygol district	2	28.300

*\* data from Azerbaijani official statistics*

**Public libraries by economic and administrative regions and towns of the Republic of Azerbaijan at the end of 2016**

<b>Economic and administrative regions and towns</b>	<b>Number of libraries</b>	<b>library stocks</b>
The Republic of Azerbaijan	3088	32.469.700
Baku city	101	9.305.400
<b>Total Shamkir Regional Department</b>	<b>255</b>	<b>1.677.900</b>
Shamkir district	75	433.100
Gadabay district	75	347.700
Dashkasan district	38	425.800
Goygol district	42	311.300

*\* data from Azerbaijani official statistics*

### **2.2.1.3 Printing houses**

By law printing houses are private and independent agencies. *Azernashr* is a state publishing house, but does not have printing equipment. *Azernashr* publishes all documents related to policy of culture and governance, and collaborates with private agencies for printing out materials. There are more than 100 printing houses in Baku.

Historically every district of the country used to publish its newspaper in post-Soviet period. Therefore, each center of 64 districts of Azerbaijan had a press house. So, by this calculation, except the districts under occupation, 70% of those historic 64 printing houses are still existing.

### **2.2.1.4 Contemporary art**

A rare collection of Azerbaijanian painting from 1960-ies to 1990-ies donated to the Zeka Youth Centre in Shamkir is currently decorating the walls in the foyer and corridors of its premises.

<b>Shamkir Regional Culture and Tourism Department State Art Galleries</b>				
	<b>Foundation year</b>	<b>Staff</b>	<b>Exhibitions per year (permanent/temporary)</b>	<b>Exhibits sample</b>
Dashkasan State Art Gallery	-	1 director	-	-

### 2.2.1.5 Stakeholders of tangible heritage

Actor	Public	Private	Description	Interests and expectations
Shamkir Department and Municipalities	X			Heritage for quality of life of citizen and for tourism
World Bank		X	World Bank has a program in Cultural Heritage	Protecting Cultural Heritage, Fostering economic and social development base on Cultural Heritage
Asian Development Bank		X	Asian Development Bank is interested in Cultural Heritage protection	Safeguarding Cultural Heritage Ecotourism and cultural tourism positive role in Azerbaijan's development. Conservation of cultural heritage has attracted funding from unexpected sources.
Hotels, Restaurant, shops		X		Increase the number of customers, increase the average length of stay in the area

### 2.2.2 Intangible

The region contains evidences of cultural and historical heritage belonging to various periods and cultures. The folk culture includes strong tradition of story-telling, carpet-making and other crafts, ashyq tradition, poetry and music performance, although they are not well articulated in a comprehensive cultural offer.

In particular, Ahmed Javad, an outstanding Azerbaijanian poet author of the lyrics to the National Anthem of the Republic of Azerbaijan, was native of Shamkir region, and he is commemorated with a sculptural monument in Shamkir, and some local poetry events are organized in his memory.

Finally, Shamkir has a certain attention to the educational offer. In fact, it houses a Baku-Oxford School branch.

It is worth noting that in January 2017 Shamkir local administration submitted the application to the call of the “Creative Towns and Regions Initiative” launched in 2016 by the European Union-Eastern Partnership Culture and Creativity Programme. The Initiative aimed at introducing a practical approach for small and medium sized towns and regions in the Eastern Partnership countries, to use the local cultural and creative potential for social and economic development. Afterwards, Shamkir and 5 more towns and regions from EaP countries have been selected as pilots. The final report of the project, edited by Jahangir Selimkhanov with the assistance of the EU-Eastern Partnership Culture and Creativity Programme was published in November 2017, and it proved to be an important source of information for the purposes of the present report.



### 2.2.2.1 Performing arts (Theatres, dance,concerts), Events, Festivals

Along with different festivities, celebrations, and commemoration ceremonies, Shamkir has a positive experience of positioning itself as a hosting location for a premium-level international chess tournament.

Good quality facilities and venues creates necessary preconditions for launching festivals, idea fairs, meetings and cultural activities across the town. One positive example is a recent initiative of the Regional Culture Department to start an open stage for amateur musicians and poets in a park in Shamkir.

Shamkir Regional Culture and Tourism Department <i>Theaters, Festivals, Events*</i>				
	Folk Theaters	Theatre Shows	Festivals	Public/Year
Shamkir Chess			Shamkir Chess is a chess supertournament played in Shamkir, Azerbaijan in memory of Vugar Gashimov (1986–2014). The tournament's total prize fund is €100,000.	10 to 20 players at international level

\* *It is worth noting that many events are also managed by Culture Clubs*

### 2.2.2.2 Folklore

Folklore has an important place in cultural life of Azerbaijan, and many efforts have been done to recognize this value at national and international level. Within a few years, some expressions of intangible culture and folklore have been inscribed on the *Representative List of the Intangible Cultural Heritage of Humanity* by UNESCO, often as a local expression of practices in common with different countries and regions of the Caucasus.

The cultural expressions inscribed on the List of the Intangible Cultural Heritage of Humanity by UNESCO are here briefly described.

In particular, *Novruz* marks the New Year and the beginning of spring across a vast geographical area. It usually occurs on March 21 or the previous or following day, depending on where it is observed. The Republic of Azerbaijan has a seven days Novruz public holiday. Musical gatherings take place at Novruz. Minstrels and folk singers sing songs and public games are held; tightrope walkers demonstrate their skills, wrestlers test their strength and shows are performed in public squares, such as the comic show *Kos-Kosa*. Another Novruz custom concerns horses: at this time people take better care of them and dress them up; in the countryside take place equestrian competitions and people play *chovgan*, a game similar to polo.

The art of Azerbaijani *Ashiqs*, combination of poetry, storytelling, dance and vocal and instrumental music into a traditional performance art, stands as a symbol of Azerbaijani culture. Characterized by

the accompaniment of the saz, a stringed musical instrument, the classical repertoire includes 200 songs, 150 literary-musical compositions known as dastans, nearly 2,000 poems in different traditional poetic forms and numerous stories. Ashiqs take part in weddings, friendly parties and festive events throughout the Caucasus and appear on concert stages, radio and television, sometimes synthesizing classical melodies with contemporary ones.

Traditional wrestling, *Gulash* is a common sport activity among Silk Road's countries. Gulash is a competition in body force, as well as in willpower and spirit. The tournaments are accompanied by music, as in ancient times, normally by the sounds of the traditional wind instrument called zurna and rumbling of drums. The wrestlers of Gulash are known as pekhlevans.

### 2.2.2.3 Chovken

Horse-breeding culture has developed in Azerbaijan since ancient times. Further, farmers and cattle-breeders consider the national horse riding games as an integral part of their lifestyle. *Chovken* (Chomakh) took the main place among all other similar games; it has evolved jointly with Garabagh horse-breeding culture. It was mostly popular in the regions of Garabagh, Ganja-Gazakh, and North-West, where there are schools and teams. Currently, 16 regions of Azerbaijan have restored traditions to hold the Chovken National horse riding game, among them Dashkasan.

### 2.2.2.4 Stakeholders of intangible heritage

List of stakeholders of intangible heritage				
Actor	Public	Private	Description	Interests and expectations
Ministry of Culture and Tourism	X		Provides building and equipment for Folk Theaters	Maintaining and valorising tradition
MCT Department Culture Centers	X		Organize festival and events	Giving cultural opportunities to communities, preserving traditions
Culture Clubs	X		Organize theatre shows, celebrations, exhibitions, etc.	Preserving and valorising folklore and traditions, working for social inclusion and cohesion of the community
District Executive Powers	X		Support events at District level	Preserving and valorising folklore and traditions, working for social inclusion and cohesion of the community
ANAS Institute of Folklore	X		Supports folklore-related events	Preserving and valorising folklore and traditions
Heydar Aliyev Foundation	X		Supports major events	Preserving and valorising folklore and traditions

Hotels, Restaurants, Traditional shops		X		Increase the number of customers, increase the average length of stay in the area
Tour operators		X		Interested in developing specific tours.

## 2.3 Food and beverages

Shamkir is one of the top regions for agricultural production because it is exceptionally fertile. The climate is ideal for different kinds of fruit and vegetables, and half of the 3,000 ha of agriculturally fertile land in Azerbaijan is located in Shamkir. The region supply 50% of the vegetables sold in Azerbaijani markets. And export fruit and vegetables, mainly to Russia.

In the Shamkir Department area it is especially noteworthy that Gadabay is the homeland of the potato, which is regarded by inhabitants as second bread. After the collapse of the Soviet State and the almost total privatization of formerly state-owned land, the output of agricultural produce in the region has generally increased, but with some important changes in cultivation: areas used for cultivating grains declined, while the ones devoted to potatoes and vegetables significantly increased. Now, the country's largest potato-growing district provides tonnes of potatoes every year. A local sort of potatoes stands out for its sweet taste, and local Gadabay potatoes are twice more expensive than potatoes imported from abroad. Potatoes are used for cooking "kullama": small potatoes with thin peel are cleaned and placed in ashes. Then, they are sprinkled with salt to be eaten.

### 2.3.2 Wine production

Wine production is present since ancient times in Shamkir Department, in fact in Goygol distric archeologists have found jars with remains of wines which date back to the second millennium BC. The culture of wine-making was enriched with arrival of German immigrants to the region in the early 19th century. German immigrants from Württemberg – especially Vohrer Brothers and the Hummel family - enhanced the wine and cognac producing potential of the country by heavy investments into the industry in Goygol.

Currently, there are nearly 10 wineries and vineyards producing wine in Azerbaijan. The largest one is Vinagro, created in 2006. It uses the Goygol Wine Plant near Ganja founded in 1860 by German refugees – Shwabs, who founded Yelenendorf Settlement by settling down an area in Elizabetspol province, in Goygol Region. Now Goygol Wine Plant has 525 hectares of the vineyards transplanted in 2006-2008 where grow native and European high-quality selection variety of grapes: Merlot, Cabernet Sauvignon, Sira, Pino-Naur, Prima, Saperavi, Mattress, Shirvanshahi; Chaurdene, Sauvignon, Rkasiteli, Uni-Blan, Grenash white, the Bayan-Shirey, Sultani. Vinagro produces wines and cognac spirit, vintage wines, madeira, ports and cahors wine.

Due to growing demand (Russian and Chinese market), new grape plantations have been set up over 100 hectares in Shamkir region.

### 2.3.3 Stakeholders

Actor	Public	Private	Description	Interests and expectations
Ministries of Agriculture and Economy	X			Protect production, entering the international markets
Local producer		X	Wineries operating in the region are increasing production	Interest in developing the industry also in relation with tourism
Hotels, Restaurants		X		Increase the number of customers, increase the average length of stay in the area
Specialized tour operators		X		Interested in developing specific tours

## 2.4 Crafts and traditional productions

### 2.4.1 Stone carving

The region is famous for the Dashkesan (lit. “Stone Cutter”), i.e. masons and mast-carving in stone and wood. In this area there is the largest mining region in the Caucasus, rich in mineral resources such as iron ore, cobalt, white marble, limestone, quartz, bentonite clay and alunites. A feature which led to the region’s nickname as “the Urals of Azerbaijan.” The region’s iron ore deposit was used for centuries, while cobalt attracted the attention of prospectors in the 19th century (who included the Siemens brothers) and iron was smelted to produce weapons and farming tools up until the Russian Revolution in 1917. In the early 20th century the area was heavily prospected, but the two world wars prevented any production on an industrial scale. This finally began in 1954, when the Azerbaijan Mining and Refining Facility was built, and went on to serve the aluminium factories in Ganja and Sumgayit and the Rustavi metal works in Georgia. A 1991 booklet stated that the region extracted 2,150,000 tonnes of iron ore each year.

### 2.4.2 Handicrafts

The economy of Shamkir district is based on poultry raising, cattle breeding and silkworm breeding. Grape processing plants (winery) and agricultural related activities (wheat, barley, corn, grapes, onion, cabbage, tomato, cucumber, aubergine, sunflower, potato) constitute a big part of the economy.

Being known as the great trade and handicraft centre of Persia in the antiquity, folk handicrafts are still well radicated in the region, and include strong tradition of story-telling, carpet-making and other crafts.

### 2.4.3 Stakeholders

Actor	Public	Private	Description	Interests and expectations
Ministries of Agriculture and Economy	X			Protect production, entering the international markets
Local producer		X	Wineries operating in the region are increasing production, but complain about the difficulty in meeting the needs of their visitors	They have great interest in developing tourism.
Hotels, Restaurants		X		Increase the number of customers, increase the average length of stay in the area

Specialized tour operators		X		Interested in developing specific tours
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## 2.5 Tourism sector

### 2.5.1 Institutional framework and offer

The region is very rich in landscapes and monuments and has a diversified offer of natural, cultural and historical resources. Thanks to these assets it has a good tourist potential and it can increasing arrivals and presences, even with a work of de-seasonalization. Being close to Ganja and complementary to its offer (since there are many vineyards on the territory of the Shamkir region), it can also intercept the flows of wine tourism that the city attracts.

The *Culture Concept of the Republic of Azerbaijan* establishes, inter alia, the need for a modern touristic infrastructure, related to cultural assets suitable to be utilized as touristic objects and to be included in touristic itineraries. About this, merging culture and tourism in the same Ministry since 2006 had been a strategic move: in the last decade, cultural tourism has become a new priority for Azerbaijan, and it has been presented as a vector of mutual understanding with neighbour countries as well as an engine for growth.

The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, was AZN 8,091.3mn in 2016 (14.6% of GDP) and is expected to grow by 6.6% to AZN 8,622.8mn (15.3% of GDP) in 2017.

During 2017 1,9 million tourists visited Azerbaijan, and it is projected that 2.5m tourists will be visiting the country each year by 2020, as a result of tourism cooperation agreements with 28 nations. The simplification of the visa regime has been another important measure fostering touristic flows.

Lately, in March 2016 a *Presidential Decree on diversification of the economy* has identified tourism as one of eight priority sectors for development. Further, in connection with the implementation of the *Decree on Strategic road maps for the national economy and main economic sectors* from 6<sup>th</sup> December, 2016 and the *Order on additional measures related to the development of tourism in Azerbaijan* from 1<sup>st</sup> September, 2016, the Azerbaijani President signed a *Decree on additional measures related to development of tourism in Azerbaijan*, establishing the *Tourism Council of Azerbaijan*: the Council can consult independent experts and specialists and create working groups.

Moreover, to ensure further enhancement of the country's tourism potential has been established the *National Tourism Promotion Bureau* in the form of legal entity of public law, central and local executive power bodies, and proper governmental structures have received appropriate instructions to ensure and finance the activity of the Bureau.

On the territory, every district has a *Tourism Information Center* managed by the MCT Regional Department: Information Centers provide information on accommodations, transport, guide and interpreter service; they organize tours, excursions, horse riding and cycling tours, and they are on social media.

#### 2.5.1.1 Travel agencies and other intermediaries

Today, there are about 300 travel agencies (according to 2016 official statistics: 272).

*Azerbaijan Tourism Association (AZTA)* was established in 2009 with the help of the Ministry of Culture and Tourism. It is the biggest entity in the country which brings together all the leading tourism related companies. AZTA's main task is to force tourism and hospitality services development and facilitate attraction of foreign tourists to Azerbaijan. Additionally AZTA is responsible for interests lobbying of member-companies and coordination of their activities with those entities that are not directly involved in hospitality business but are able to make positive influence on its dynamic growth. AZTA includes 80 local tourism agencies and over 100 hotels/holiday villages around Azerbaijan.

*Azerbaijan Travel* (<http://azerbaijan.travel/>) is the official portal of tourism in the country. It offers quite structured, attractive information on arts and culture, history, gastronomy and leisure opportunities, as well as 4 thematic sector of travel proposal: "Nature", "Family holiday", "Outdoor activities", "Beach rest". On the portal it is possible to reserve an accommodation through *Booking.com*.

As for Shamkir Department area, Monuments Park in Shamkir (mini-replications of the most famous sights of Azerbaijan opened in 2013) is within the "Culture" proposal, Make Goygol is within the "Nature" proposals, and Shamkir City Park and Amusement Center ( with the only roller coaster in Azerbaijan) is within the "Family holiday" ones.

*Silk Way Travel* (<http://swtravel.az/en/about-us/about/>), as exclusive agent of the national carrier *Azerbaijan Airlines*, is one of the most important travel agencies in the country. *Silk Way Travel* offers five sort of tours within Azerbaijan: "Excursion", "Therapeutic" (to Nakhchivan, where the five-star Duzdag Hotel has a physiotherapy centre for salt therapy), "Beach rest", "Ecotourism", "Hunting in Azerbaijan". Among their tours no one is devoted to Shamkir Department.

#### **2.5.1.2 Transportation services**

At the beginning of 2017 President of the Republic of Azerbaijan Ilham Aliyev has signed an executive order establishing the *Ministry of Transport, Communications and High Technologies*, set up by merging the ministries of Transport and Communications and High Technologies.

Baku's international airport was renovated and upgraded several years ago. The airport has facilities for arriving and departing travellers and it is well connected by many airlines. The national airline is *Azerbaijan Airlines (AZAL)*. There are 6 other international airports located in Quba, Ganja - the nearest to Shamkir Department -, Nakhchivan, Lenkaran, Zaqatala and (since 2011) Gabala.

As for railways, there are in the country 2 major train routes, North-South and East-West, with other minor branches. Shamkir Department is served by the East-West railway and as a connection also to Dashkasan thanks to a minor branch. It is worth to note that the East-West railway connects Azerbaijan to Georgia.





There is an extensive bus network, both within major cities and throughout the whole country, including Shamkir area. The availability of taxis is more than adequate for an increase in tourism. It is also very common for foreigners to hire cars with drivers. There are rental car services both international brands (Ace rent-a-car, Hertz, Avis) and local.

Main highways carrying international traffic are the Baku-Alat-Ganja-Qazakh-Georgian border corridor with a length of 503 km, and the so-called North-South Transport Corridor that stretches out from the Russian to the Iranian border along 521 km. Road conditions are constantly improved, but there are difficulties (especially in winter months) to access some of the more remote villages and areas that could be interesting for tourists.

### ***2.5.1.3 Accommodations and hospitality***

There are more than 570 accommodation establishments in Azerbaijan. The number of hotels in Azerbaijan has increased from 93 in 2001 up to 548 in 2016. As a consequence of introduction of the hotel certifications, condition and quality of the services has strikingly improved.

The countries where most tourists come from are Turkey, Azerbaijan itself, Russian Federation, Iran, United Arab Emirates. While in terms of foreign tourism Azerbaijan is experiencing a real boom, it is worth noting that the tourist flow (especially abroad) generated by the Azerbaijani population has declined since 2015.

Accommodation network within the Shamkir region is given by different hotel types plus an estimated number of rented houses. There is also luxury five-star accommodations such as Excelsior Hotel in Shamkir. There are currently no more trustful/official estimates about quality of accommodation.



In the region there are no accommodations managed by CBT: CBT (Community based tourism). Since this is a growing trend throughout the world for travel because it provides an authentic experience for tourists and benefits for locals, it could be interesting to develop such sort of accommodations also in Shamkir Department. CBT Azerbaijan (<http://cbtazerbaijan.org/>) is designed around a management system that provides centralized advertising, organization and logistics help to locals that make their houses available for renting; the system has a little overhead, so local managers are able to keep 80% of generated income.

#### 2.5.1.4 Stakeholders

List of touristic sector stakeholders				
Actor	Public	Private	Description	Interests and expectations
Shankir Regional Department of Culture and Tourism	X			
Tourism Council of Azerbaijan	X		Consults independent experts, creates working groups	Enhancing tourism in the country
National Tourism Promotion Bureau	X		Legal entity of public law with central and local executive power bodies	Enhancing tourism in the country
Ministry of Ecology and Natural Resources	X		Manages all the Specially Protected Nature Areas, including Parks where tourism is allowed	
Ministry of Transport, Communications and High Technologies	X		Has recently merged the ministries of Transport and Communications and High Technologies	Bringing the country's state policy in the fields of transport and communications and high technologies to modern standards
State Committee for Standardization, Metrology and Patent	X		Realizes the State policy and regulation in the fields of technical regulation, standardization, metrology, conformity assessment, accreditation, quality management, as well as in the	Meeting international quality standards for products and services

			field of the protection of industrial property objects	
Azerbaijan Tourism Association (AZTA)	X		Brings together all the leading tourism related companies and coordinates them	Enhancing attraction of foreign tourists to Azerbaijan
Tour operators		X	realize and sell tourist packages for both domestic and foreign demand	Interested in enhancing tourism and developing specific tours
Hotels		X	Provide accomodations	Growing touristic business in the region
Private houses for rent		X	Private house owners aimed at raising their earnings and standard of living	Providing benefits for local communities
CBT (Community Based Tourism) Azerbaijan		X	Enterprise providing centralized advertising, organization, logistic help and quality control to local families that make their houses available for renting	Providing authentic experience for tourists, providing benefits for local communities
Restaurants		X		Increase the number of customers, increase the average length of stay in the area
Traditional shops		X		Increase the number of customers, increase the average length of stay in the area

## 2.6 Culture Clubs

The MCT owns under its structure more than 2,000 cultural houses and clubs, deriving from the “Dom Kulturi” net established during the past USSR period and spread all over the country within almost all the villages.

At central level, the network is managed by the Department of Cultural Institutions and Folk Arts of the Ministry of Culture and Tourism, Division of Folk Art and Intangible Cultural Heritage (Decision of the Minister nr. 01, 27 April 2015, *Statue of the Department of Cultural Institutions and Folk Arts*). The Department coordinates the activities of club institutions (cultural centers and branches, cultural

houses and clubs), cultural and recreation parks in the territory of republic and controls their activities.

At peripheral level, the clubs are managed by the District/City Cultural Centers and regulated by Decree N: 8/2012 of Minister of Culture and Tourism *Approval of the Exemplary Regulations of Urban (District) Cultural Centers*. These are under the subordination of the Regional Culture and Tourism Offices of the Ministry according to the Order of the President of the Republic dated on 29 March 2016 on “*Upgrading organizational structure of the Ministry of Culture and Tourism of the Republic of Azerbaijan*”.

Their mission is to support and preserve intangible cultural heritage of folk art, also from a management point of view, to protect and develop non-material cultural heritage, to support creativity, to support restoration and to organize special conditions for the population to spend their leisure time. They could also work to create favorable conditions for private institutions and to support non-governmental organizations involved in the valorization of the intangible cultural heritage of Azerbaijan.

The Decree N. 1003/2016 of the President of the Republic of Azerbaijan on *Several measures for accelerating privatization and increasing management efficiency of state property* started the process of privatization of the Culture Clubs.

Before the decree the numbers of Culture Clubs in the Department were as follows:

#### **Shamkir regional department of culture and tourism**

Economic and administrative regions and towns	Number of clubs	Number of Cultural houses
Shamkir district	18	27
Goygol district	7	13
Gadabay district	12	25
Dashkasan district	36	3
<b>Total</b>	<b>73</b>	<b>68</b>

#### **2.6.1 Current situation**

In the *Culture Concept of the Republic of Azerbaijan*, approved by the Decree of the President of the Republic of Azerbaijan No. 273 dated 14<sup>th</sup> February 2014, the following task has been set: *Use of the available personnel at city (district) culture clubs – using their assistance for the development of subsidiaries for country studies, folklore and crafts as well as the foundation of culture parks utilizing modern technologies, creation of crafts workshops and their integration into the existing touristic route*, within the larger subject related to the Protection of immaterial culture heritage.

According to Decree N: 8/2012 of Minister of Culture and Tourism *Approval of the Exemplary Regulations of Urban (District) Cultural Centers* the clubs are at the present local entities supervised and coordinated by the Regional Departments of Culture and Tourism.

Cultural Centers' mission is as follows:

- a) to support the subject of folk art, to protect non-material cultural heritage, restoration and to organize special conditions for the population to spend their leisure time
- b) to support intangible cultural heritage of folk art in the legal, administrative, financial, methodical, informational, personal, material-technical and cultural-political points, for the improvement of international cooperation and non-material cultural heritage, regional history to preserve
- c) to preserve folklore and crafts creations, to develop non-material cultural heritage
- d) to support folk art and the application of modern methods in the management of the intangible cultural heritage
- e) to create favorable conditions for private institutions
- f) to support non-governmental organizations involved in the creation of the intangible cultural heritage of Azerbaijan
- g) to support creativity, to implement training, to detect young talents.
- h) to support infrastructure repair and construction works in the premises of the units
- i) to protect Azerbaijan's historical and cultural experience of life (traditions, holidays, ritual, symbol-secret) folk art, ethnography, folklore and crafts
- j) to organize local, national and international celebrations, concerts / performances / game, festival / competition, fairs / exhibitions, excursions / tours, conferences / seminars / lectures, cultural tour / info-tour and the cultural and educational leisure time other measures aimed at the organization;
- k) to support the documentary film, publication of books and booklets, tourist-information materials, visual aids and souvenirs.

## 2.6.2 Culture Clubs proposed for not to be privatized

	Name of institution	Location
<b>Shamkir district</b>		
1	City Cultural house named after A.Javad	Shamkir city
2	Kur settlement Cultural house	Kur settlement
3	Duyarlivillage Cultural house	Duyarli village
4	ZayamJirdaxanvillage Cultural house	ZayamJirdaxan village
5	Chanlibel village Cultural house	Chanlibel village
6	Narimanlivillage Cultural house	Narimanli village
7	Bayramlivillage Cultural house	Bayramli village
8	Sabirkandvillage Cultural house	Sabirkand village
9	Kechilivillage Cultural house	Kechili village
10	Shishtapavillage Cultural house	Shishtapa village
11	Garajamirlivillage Cultural house	Garajamirli village
12	Chaparlivillage Cultural house	Chaparli village
13	Konulluvillage Cultural house	Konulluvillage
14	Mukhtariyyatvillage Cultural house	Mukhtariyyatvillage

15	GapanlivillageCultural house	Gapanlivillage
16	DallarDashbulaqvillageCultural house	DallarDashbulaq village
17	İrmashlivillageCultural house	İrmashlivillage
18	AlasgarlivillageCultural house	Alasgarlivillage
19	TatarlivillageCultural house	Tatarli village
20	GunashlivillageCultural house	Gunashlivillage
21	AtabayvillageCultural house	Atabay village
22	AliyaqubluvillageCultural house	Aliyaqubluvillage
23	YukhariSeyfalivillageCultural house	YukhariSeyfali village
24	ChinarlisettlementCultural house	Chinarlisettlement
25	ZayamsettlementCultural house	Zayam settlement
26	AshaghiSeyfalivillageCultural house	AshaghiSeyfali village
27	City club N: 2	Shamkir city
28	Gilinjbayli village club	Gilinjbayli village
29	Dallarsettlement club	Dallar settlement
30	City club N: 5	Shamkir city
31	YukhariChaykendvillage club	YukhariChaykend village
32	Garalarvillage club	Garalar village
33	Talishvillage club	Talish village
34	DallarJirdakhanvillage club	DallarJirdakhan village
35	Fuzulivillage club	Fuzuli village
36	Zayamsettlementclub	Zayam settlement
37	Gasimİsmayilovvillage club	Gasimİsmayilov village
38	Mahmudluvillage club	Mahmudlu village
39	Gasimalilarvillage club	Gasimalilar village
40	Saritapavillage club	Saritapa village
41	Yeni Hayat village club	Yeni Hayat village
42	MashadiOrujluvillage club	MashadiOrujlu village
43	Technicians unionvillage club	Technicians union village
<b>Goygol district</b>		
1	District Cultural Centre	Goygol city
2	Dozular village Folklore house	Dozular village
3	Gizilja village Folklore house	Gizilja village
4	ChaykendAshugs House	Chaykend village
5	Zurnabad village Cultural Ethnographic House	Zurnabad village
6	YeniZod village Folklore House N: 2	YeniZod village
7	Goychakand village Ashugs House	Goychakand village
8	Qushchu village Folklore house	Qushchu village
9	Chayli village Folklore house	Chayli village
10	Balchili village Folklore house	Balchili village
11	Panahlilar village Folklore house	Panahlilar village
12	Shahriyar village Folklore house	Shahriyar village
13	Girigli village Folklore house	Girigli village
14	Ashigli village Craftsmanship club	Ashigli village
15	Nadil village Folklore club	Nadil village
16	Sarisu village Folklore club	Sarisu village
17	Karamli village Craftsmanship club	Karamli village
18	Mollajalilli village Craftsmanship club	Mollajalilli village
19	Mikhaylovka village Craftsmanship club	Mikhaylovka village

<b>Gadabay district</b>		
1	Gadabay District Cultural Centre	Gadabay city
2	KharKhar village Craftsmanship house	KharKhar village
3	Zahmat village Folklore house	Zahmat village
4	Slavyanka village Folklore house	Slavyanka village
5	Samanlig village Craftsmanship house	Samanlig village
6	Narimankand village Cultural Ethnographic House	Narimankand village
7	Soyudlu village Cultural Ethnographic House	Soyudlu village
8	Dayargarabulag village Cultural Ethnographic House	Dayargarabulag village
9	Miskinli village Folklore house	Miskinli village
10	Arisu village Folklore house	Arisu village
11	Plankand village Folklore house	Plankand village
12	Chaldash village Folklore house	Chaldash village
13	Sabatkechmaz village Folklore house	Sabatkechmaz village
14	Chalburun village Folklore house	Chalburun village
15	Kichik Garamurad village Folklore house	KichikGaramurad village
16	Boyuk Garamurad village Cultural Ethnographic House	BoyukGaramurad village
17	Garamammadli village Cultural Ethnographic House	Garamammadli village
18	Parakand village Folklore house	Parakand village
19	Alnabat village Craftsmanship house	Alnabat village
20	DuzRasullu village Folklore house	DuzRasullu village
21	Goyalli village Cultural Ethnographic House	Goyalli village
22	Gadabay city Craftsmanship club	Gadabay city
23	Chanagchi village Craftsmanship club	Chanagchi village
24	Arigdam village Craftsmanship club	Arigdam village
25	Gar Gar village Cultural Ethnographic club	Gar Gar village
26	Daryurd village Folklore club	Daryurd village
27	Arigiran village Cultural Ethnographic club	Arigiran village
28	ChayRasullu village Craftsmanship club	ChayRasullu village
29	İsali village Folklore club	İsali village
30	İnakboghan village Cultural Ethnographic club	İnakboghan village
<b>Dashkasan district</b>		
1	District Cultural Centre	Dahskasan city
2	Amirvar village club	Amirvar village
3	Gushchu village Cultural house	Gushchu village
4	Garagullar village club	Garagullar village
5	Khoshbulag village club	Khoshbulag village
6	Kamargaya village club	Kamargaya village
7	Chanagchi village club	Chanagchi village
8	Zaylik village club	Zaylik village
9	Ahmadli village Cultural house	Ahmadli village
10	YukhariDashkasan settlement club	YukhariDashkasan settlement
11	AshaghiDashkasan settlement club	AshaghiDashkasan settlement
12	Gushchu settlement club	Gushchu settlement
13	Alunitdagh settlement club	Alunitdagh settlement
14	Tazakand village club	Tazakand village
15	Davralli village club	Davralli village
16	Pirverdilar village club	Pirverdilar village
17	Galingaya village club	Galingaya village

18	Alakhanchallar village club	Alakhanchallar village
19	Shahkaram village club	Shahkaram village
20	Amirvar-Gazakhli village club	Amirvar-Gazakhli village
21	Almali village club	Almali village
22	Zinzahal village club	Zinzahal village
23	Sugovushan village club	Sugovushan village
24	Kollu village club	Kollu village
25	Chirakhli village club	Chirakhli village
26	Gurbulag village club	Gurbulag village

### 2.6.3 Culture Clubs data collection for the Integrated Management Plan

A question form has been proposed to the cultural clubs listed below, identified by the Shamkir Regional Culture and Tourism Department, in order to collect the following information:

- how many activities/events they organize and the number of attendees on an annual basis, the number of population potentially served, the opening times.
- the condition of the premises and the infrastructure facilities (internet, mobility etc.)
- which level their activity is oriented to (local, district, regional, national, etc.) and which is their main targeted public.
- what kind of cultural activities they usually offer (related to publishing, cinema, art, music etc.)
- the real level of implementation of duties established by the current rules;
- what are the major cultural asset in the area served, the situation of tourism
- how they arrange activities (either autonomously or by hosting activities arranged by other organizations)
- how many people are involved in the organization (structured staff/volunteer staff; age)
- the approximate annual budget of the organization, where it is mainly coming from (public or private funds, ticketing, supply of services, etc.) and an evaluation of cost convenience.
- possible cooperation with other institutions
- what kind of activities are the most requested ones
- the main present gaps and needs of the organization, as perceived by the staff

### 3. Shamkir Regional Culture and Tourism Department key attractors and development opportunities

#### 3.1 Identification of Department's key attractors

Within a local cultural system, key attractors are territorial assets that due to their significance have the highest potential to drive cultural demand or be iconic components contributing to a territory image for both the local community or external visitors.

As those assets are usually the primary resources able to attract tourism or sustain cultural participation by the local community their role in an integrated approach is relevant as they can be addressed with actions to generate, through proper linkages, positive spill over effects on the enhancement of other resources within the local cultural system.

It is important to notice that key attractors in a given area can be found simultaneously in various sectors of the local cultural system. For example, in a given region we can have a monument of outstanding value that already attract visitors, but at the same time a renowned traditional craft production which strongly characterize the cultural image of the place. Equally, the analysis may end up acknowledging that in a given area the local cultural system does not express any key attractor.

A first identification based on the situation analysis, on the cultural significance of the single assets, on the perception of their relevance by locals, their touristic appeal and on the mapping of each cultural resources present in the area (see Chapter 2 and Annex 3) allowed to identify the potential key attractors listed in the following tables. The presence and radication of local traditions and of institutions like Culture Clubs has also been considered as an asset in the evaluation of the potential key attractors.

##### 3.1.1 Shamkir district

The main potential attractors of the area are mainly recognized in the followings:

- city of Shamkir, for the diffuse presence of different cultural expressions: the archaeological remains (ruins of an ancient Achaemenid palace), the medieval settlements (with the fortresses and churches), and the old German street that constituted the German settlement of Annenfeld with the Lutheran church;
- Shamkir Chess: dedicated to the memory of late Azerbaijani chess grandmaster Vugar Gashimov;
- Diffused presence of archaeological remains from the early Christian period (from IV century a.C.)

More in general, the concerend area present the following elements of cultural interest:

<b>Shamkir</b>	<b>Tangible heritage</b>	<b>Museums / libraries</b>	<b>Intangible heritage</b>	<b>Food and beverage</b>	<b>Culture clubs</b>	<b>Natural heritage</b>
<b>Shamkir</b>	Achaemenid palace		Shamkir Chess		City Cultural house	



	medieval settlements (fortresses and churches)					
	Annenfeld streets					
	Lutheran church					

### 3.1.2 Goygol district

The main potential attractors of the area are recognized in:

- The Goygol National Park, the first established natural reserve in Azerbaijan, and the lake (200.000 visitors in 2016).
- Helenendorf, the settlement of German immigrants built in the in the mid-1800s with the house of Victor Klein (now a museum).
- The traditional wine production

Other elements having a cultural significance and potential attractivity are presented in the following table:

<b>Goygol</b>	<b>Tangible heritage</b>	<b>Museums/libraries</b>	<b>Intangible heritage</b>	<b>Food and beverage</b>	<b>Culture clubs</b>	<b>Natural heritage</b>
<b>Goygol</b>	Helenendorf Goygol city	Victor Klein House		Wine production, Goygol Plant	Goygol District Cultural Center	Goygol National Park

### 3.1.3 Gadabay district

The main potential attractors of the area are recognized in:

- the remnants of mining system and infrastructure (ex. the bridges and railways built by the Germans)
- the village of Slavyanka.
- the archaeological remains of the first Christian period.
- the fortress and castles (like Koroglu Castle and Namerdgala fortress).

- The meadows, springs, waterfalls (like the Shahzada, 18-20 height meters ice waterfall ), mountains and forests, mineral waters, such as “Narzan”, “Mor-Mor”, “Chaldash”, “Turshsu” and “Soyudlu narzani” (in Soyudlu village), with strong potential for tourism.
- The wilderness of the natural landscape and the presence of some panoramic view points.

Other diffused elements of cultural significance are presented in the following table:

Location	Tangible heritage	Museums/libraries	Intangible heritage	Food and beverage	Culture clubs	Natural heritage
	Koroglu Castle		hand embroidery, carpet weaving, wood and metal carving		Gadabay District Cultural Centre	meadows, springs, waterfalls
	Namerdgala fortress					
Slavyanka	Russian village				Slavyanka village Folklore house	
Duzyur	Bridge built by the Siemens brothers					
	Christian villages and churches					

### 3.1.4 Dashkasan district

The main potential attractors of the area are recognized in:

- The mining system: this was the largest mining region in the Caucasus, rich in mineral resources such as iron ore, cobalt, white marble, limestone, quartz, bentonite clay and alunites. The system also includes the infrastructures, like roads, bridges, the railway that were realized for the functioning of the mine, constituting a relevant and rather unique, for this area, example of industrial archaeology.
- Diffused remains of the Early Christian period (like the Targmanchats monastery)
- Interesting landscape and panoramic values.

Other diffused elements of cultural significance are presented in the following table:

<b>Dashkasan</b>	<b>Tangible heritage</b>	<b>Museums / libraries</b>	<b>Intangible heritage</b>	<b>Food and beverage</b>	<b>Culture clubs</b>	<b>Natural heritage</b>
	marble quarry beyond the town of Dashkasan					
<b>Bayan</b>	Bayan Christian village (Monastery)					
	Christian villages and churches					

## 3.2 Summary of the data collected

The following tables present the main strenghts and weaknesses per each of the sectors analized in the situation analysis together with the opportunities for future development to improve the area potential through an integrated approach to territorial resources.

### 3.2.1 Natural heritage

<i>Strenghts</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"><li>• Presence of high valuable areas with natural significance</li><li>• Presence of authentic natural landscapes</li><li>• Presence of protected areas</li><li>• Presence of a various climatic spectre</li></ul>	<ul style="list-style-type: none"><li>• Lack of informations and communication material</li><li>• Lack of infrastructures to reach some areas</li><li>• Lack of data regarding the natural environment conservation activities</li></ul>

#### *Opportunities for development related to natural heritage*

- ✓ Valorization of natural areas through outdoor and sport activities
- ✓ Possibility to develop slow tourism and eco tourism
- ✓ Possibilities to better develop the accessibility of the natural areas
- ✓ Possibilities to use natural areas and scenarios to valorize the cultural heritage of the area as well the cultural activities and events

### 3.2.2 Cultural heritage

<i>Strenghts</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"><li>• Presence of historic and cultural sites</li><li>• Presence of historic industrial heritage</li><li>• Well preserved authentic villages</li><li>• Variety of the cultural heritage resources in the area</li><li>• Presence of active cultural centers at local level</li></ul>	<ul style="list-style-type: none"><li>• Inadequate coordination among the cultural initiatives of the different areas</li><li>• Lack of information materials about cultural heritage</li><li>• Inadequate visitor management initiatives and systems</li><li>• Difficult accessibility to the majority of interesting sites</li><li>• Intangible heritage and Story telling tradition of story-telling, poetry and music performance is not well articulated in the cultural offer;</li></ul>

### ***Opportunities for development in the cultural heritage sector***

- ✓ Improvement of the information related to cultural heritage areas
- ✓ Creation of connections to reach the areas with cultural significance and potential attractivity
- ✓ Creation of cultural routes to connect the different cultural significant areas and communities
- ✓ Improvement of the coordination among the different stakeholders and operators
- ✓ Creation of partnerships between the public and the private sectors for the valorization and management of cultural heritage resources

### **3.2.3 Food and beverages**

<b><i>Strenghts</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"><li>• Presence of historical cellars</li><li>• Good quality level of the raw materials</li><li>• Presence of active entrepreneurs in the agricultural sector</li><li>• Presence of a diffused gastronomic tradition in the local communities</li></ul>	<ul style="list-style-type: none"><li>• Limited awareness of the potential market of products</li><li>• Inadequate valorization and recognisability of products</li><li>• Limited quality standards of products</li></ul>

### ***Opportunities for development related to the food and beverages sector***

- ✓ Creation of collaborative networks among the different traditional food and beverages producers present in the area
- ✓ Tourism valorization of rural areas through the realization of a new offer of accommodation services
- ✓ Development of the organic food production and “0Km” productions
- ✓ Development of proper tools for protecting the local know how and promoting the local productions

### **3.2.4 Crafts and traditional productions**

<b><i>Strenghts</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"><li>• Well radicated traditional knowledge</li><li>• Variety of artisanal products</li><li>• Production located and radicated in small villages communities</li><li>• Presence of rooted know how</li><li>• Presence of active NGO</li></ul>	<ul style="list-style-type: none"><li>• Inadequate promotion and valorization of local traditional crafts and products</li><li>• Very limited openness to external markets</li><li>• Decreasing number of local craftsmen and of local <i>savoir faire</i></li></ul>

	<ul style="list-style-type: none"> <li>• Limited awareness of the potential market of products</li> <li>• Poor innovation level of the craft productions</li> </ul>
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### ***Opportunities for development in relation to crafts and traditional productions***

- ✓ Possibility to recognise and better valorize high quality local products
- ✓ Possibility of intercept new audiences and markets for local arts and crafts products
- ✓ Opportunity to innovate the product design and enlarge the interested public
- ✓ Opportunity to encourage the demand of residents and visitors for the local traditional productions
- ✓ Strengthening creativity, openness and entrepreneurship of the local community in the productive and craft sectors and promoting innovation

### **3.2.5 Tourism sector**

<b><i>Strenghts</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"> <li>• Variety of touristic resources</li> <li>• Adequate offer for high level targets</li> <li>• Strong interest of the government to develop a “Touristic corridor” from Baku to Georgia</li> <li>• Proximity to Ganja and its tourist</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate infrastructure and communication channels</li> <li>• Inadequate tourist accomodations and facilities</li> <li>• Inadequate touristic informations and communication material at international level</li> <li>• Unsufficient touristic campaigns to promote the area</li> </ul>

### ***Opportunities for development in the tourism sector***

- ✓ Valorize the opportunities deriving from the project of realizing a Tourist Corridor between Baku and the border with Georgia
- ✓ Create international touristic guides and touristic promotion material addressed to different targets
- ✓ Create connections between tourism and other economic sectors and activities in the area
- ✓ Possibility of attraction of new international tourism networks and to develop the existing audience
- ✓ Create new cultural routes to connect the different attractors and to allow a deeper experience of the area

### 3.3 Main needs resulting from the analysis

Starting from the evaluation of all the data and information collected in the previous paragraphs, the main questions to address in terms of objectives and actions for an integrated management of the cultural resources of Shamkir Department can be briefly summarized as follows:

**i. Physical accessibility and connections:**

There is a clear need to improve the physical accessibility and the connections among the different potential attractors of the area. If in fact the main arteries are of good quality, often the heritage sites and, above all, the naturalistic ones suffer from the low level of the roads to reach them and the total lack of public transport

**ii. Coordination among the different actors**

There is a need to improve the coordination connections among the different actors responsible for managing the cultural and natural resources of the area. A fundamental aspect to address is the improvement of the coordination among the different public sectors concerned by the cultural/natural activities and between the public and private operators, in order to achieve a large convergence of interests among all the potential stakeholders and to activate all the possible resources to sustain the valorization process.

**iii. The role of Culture Clubs**

To sustain the general organization and governance of the cultural activities in the area, together with the need to improve the coordination of the different actions, there is the need and opportunity to valorize and refunctionalize the culture clubs, largely diffused in all the territory, which represent, aside their symbolic value, an important asset to promote education, cultural activities, connections, informations, and in general, a very useful vehicle to a proper coordination and integration of the cultural activities in the interested area.

**iv. Improve the general attractiveness of the natural offer**

In order to improve visitors number, there is a need to valorize the natural offer, and more in general, the experience of the Shamkir Department natural areas, starting from the identification of the existing assets (attractors) and their potential, the proper coordination of the different players, and a efficace integrate promotion through valuable and targeted channels.

**v. Information and communication**

The need to valorize – using a different set of information channels like physical signage, information materials, web, images, media and social media campaigns - the general image of the area, of its attractors, starting for a proper information about its identity, its assets and its potential, in terms of cultural and touristic offer, and including the varitety of cultural expressions it offers, from tangible heritage to intangible and cultural based productions.

**vi. Improve local capacities towards culture and touristic activities**

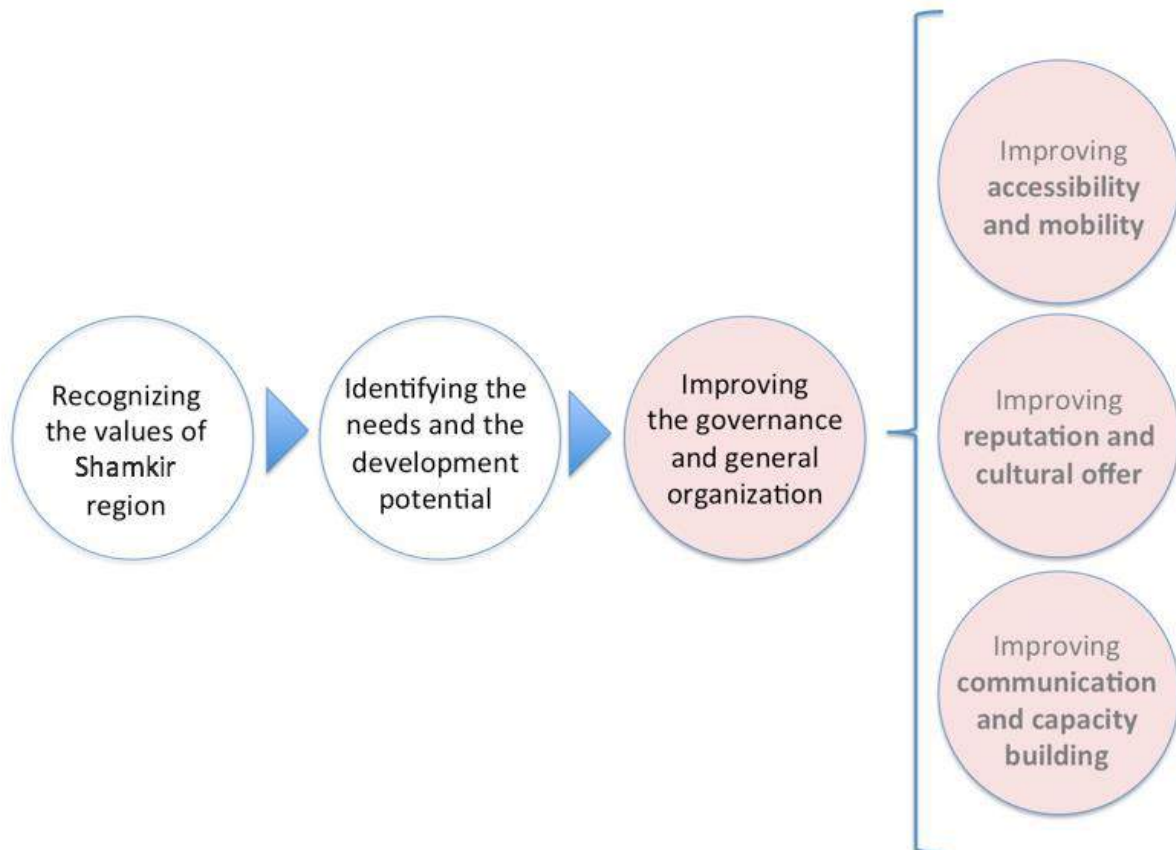
The need to empower the capacities of the local actors involved in cultural activities and the touristic offer, in order to set-up a long lasting and radicated valorization process.

In the next chapter, objectives and actions are defined on the basis of the needs here identified.



## 4. Shamkir Regional Culture and Tourism Department Integrated Management Plan

### 4.1 Integrated Management Plan governance mechanism



The logic chain of the plan for the integrated management of the cultural resources of Shamkir Department

#### 4.1.1 Methodology and goals of the Integrated Management Plan

The implementation of the integrated management plan for the Shamkir Department is intended to put in place a shared method of planning and integrated planning, which considers the territorial context not only a "continuum" between archaeological parks, museums, monuments and nature reserves, but also a vehicle for the production and enjoyment of high-value goods and services of intangible value. An effective integrated management system should thus be able to add value to the single cultural and natural resources of the whole area, in particular through:

- contributing to the knowledge of local cultural heritage, both inside and outside the district;

- creating integration between different cultural products and services, making them attractive, economically and environmentally sustainable and geared towards socio-economic development;
- improving the mobilization of cultural development potential and contribute to the creation of employment and well-being;
- strengthening biodiversity and the development of agricultural and natural systems, creating a dynamic and innovative agro-food sector in terms of knowledge and quality of the food chain;
- strengthening the visibility and recognition of Shamkir Department and its products to the outside;
- developing a shared programming and integrated planning mode that can handle the creation of further organic interventions consistent with cultural themes in the medium and long term;
- enhancing the role of cultural heritage spread in the territory as a great generator of stimuli and a flyer of immaterial knowledge hidden in the landscape, monuments, villages and squares, thus returning to be a source of inspiration for the creative class;
- considering each site as a cultural, current or potential system, and therefore as an active place of knowledge, research and production;
- encouraging and support the cultural demand of residents and visitors by using a wide range of offers ranging from music festivals to exhibitions, from traditional events to parks, from libraries to museums.

#### 4.1.2 Governance coordination

The optimal characteristics of a well established and functioning cultural-touristic integrated management plan for the region include the necessity to reach:

- a good level of cooperation among the different cultural (tangible and intangible) and natural resources present in the Shamkir Department, and of the reciprocal concerned actors;
- the collaboration and participation by both the public and private sectors;
- the capacity to integrate cross cutting functions;
- a dense interaction between the tourist site and the surrounding areas;
- a significant development of increasing returns of scale and returns of scope;
- a progressive accumulation of savings;
- the capacity to consolidate a positive territorial image and to enter the international markets;
- the ability to produce positive externalities.

Implementing the plan for an integrated management of the cultural resources of the area needs thus to enhance the governance capability by public and private actors. The suggested measures should in fact be realized under the lead and rule of the government, with the overall scope to maximize the effects on the concerned territories, monitor the achieved results and coordinate the follow up of the process.

The involvement and partnership with the private sector for maximising the integration of the cross cutting functions also represents a resource. Private sector could be engaged in the following forms: (see the report: Component 1 - Cultural Sector Policy and Governance Reform, Activity 1.5: Supporting in elaboration of a roadmap for full implementation of a new culture sector governance

model and of an Administrative Reform Plan with 'milestones' and timetable, par 1.1.3 Possible Public/Private/Partnership figures):

- **Consortium**  
Combination of companies and governmental bodies formed to undertake an enterprise beyond the respective resources
- **Public-Private Company**  
Limited Liability Company set up jointly by public and private parties (PP-LC), with public majority capital. Figure used for managing local public services of economic importance, and related instrumental activities.
- **Foundation**  
Private legal entity established through a strict tie between the endowment and the institutional objectives
- **Sponsorship**  
Offer to private entities to publicize name, logo, brand or products, upon payment in goods, services or other benefits
- **Service Concession**  
Entrustment of services management to private concessionaires

The Culture clubs (5.1.3) present in the area could also serve the purpose to support the governance system, acting as data collection points and local focal points of the central government as well as information points to the visitors and citizens.

#### **4.1.3 Improved functions of Culture Clubs**

The existing Culture Clubs can play a crucial role in reaching an integrated management of the cultural resources of the area, playing as resources to accompany the modernization process towards the development of the Cultural District of Shamkir.

Culture Clubs, whose presence is highly diffused in the territory, could in fact play as territorial and community references, to facilitate the integration of function, the information about the ongoing initiatives, and a focal point for visitors as well.

Beyond the functions presently enforced on the basis of the current legal framework, the selected Culture Clubs will constitute points of reference for the implementation of the Integrated Management Plan.

To this purpose, Clubs will serve as desk and infopoint for providing information and interpretation services to the guests coming in the region, to facilitate and support visitors' experience in the respective spot of interest. In particular these will:

- present their own activity in safeguarding non-material cultural heritage traditions, holidays, ritual, symbol-secret, ethnography, folklore and crafts of the spot of interest;
- inform visitors orally and by distributing printed materials about the naturalistic, archaeological and historical features of the spot and its surroundings;
- support the visitors in arranging accommodation in hotel, guesthouses, as well as booking in restaurants, or reserving transportation services;
- showcase and sell local traditional handicrafts and agricultural products;

- organize guided tours and excursions;
- develop and promote education and educational programs addressed to the locals.

In addition, the spaces of Culture Clubs could serve as places to organize meetings, events, laboratories open to inhabitants and visitors. Being organized on a mix of functions, they could in fact act as a stimolous for disseminating the culture values of the area, providing information to tourists and collecting information from tourists, promote cultural activities, plan educational and capacity building activities, actively involving the locals towards the integrated management of cultural resources logic, implementation and monitoring.

## **4.2 Objectives and actions for an integrated management of Shamkir cultural resources**

A number of measures are proposed to implement the strategy for achieving an integrated management of the territorial resources present in the Shamkir area. Such measures should facilitate the conditions for the valorization of the key attractors of the area, for start up of the process and for accompanying the different phases of the program, in order to make every component of the district work in synergy with the others and to create a long lasting valorization process. To become and function as touristic destination, a place should present the following basic characteristics:

- to have accessible information about the places and its life and activities;
- to be physically accessible;
- to offer an attractive credible image;
- to offer accomodation structures and services;
- to promote his attractions and offer events.

The following measures are thus proposed to comply with these basic requirements. The measures, divided per sectors, are finalized at reaching the following objectives, defined on the basis of the needs identified at par. 4.3:

Sport on Goygol lake

### ***Accessibility and welcoming***

- Actions for improving accomodation infrastructures;
- Actions for improving accessibility of the area;

### ***Cultural offer and reputation of the area***

- Actions for starting the Application Process to the UNESCO Global Geoparks;
- Actions for the knowledge management of the region: Risk Map;
- Actions for establishing a common communication brand of the place;
- Actions to widen the scope of current cultural events, broadening the duration of time and translating them into a permanent activity;

## ***Communication and capacity building***

- Actions for the realization of touristic materials;
- Actions for the creation of a web based portal for promotion and tourism services (including e-commerce services);
- Actions for the setting-up a capacity building program for operators in the culture and tourism sectors.

Each of the proposed actions is analyzed by defining:

- objective, to define the main goals of the proposed action, with reference to the needs identified at par. 4.3;
- activities to implement, to concretely identify the operational activities that should be implemented for achieving the objective;
- main expected results, to highlight the main impacts expected by the action implementation
- expected impacts at the country level, to identify the capacity of the action proposed to create effects also at the national scale and in the long term;
- main interested sites/areas, to identify the possibly main components of the area interested by the proposed action;
- good practices/references, as a reference to already implemented experiences in other realities (the full list of the mentioned good practices is presented in Chapter 4.4);
- indicators of achievement, as first indications for the monitoring and evaluation of the plan;

### **4.2.1 Accessibility and welcoming**

The main actions able to improve accessibility, welcoming, attractivity and the overall reputation of the area can be shortly elaborated as follows:

#### **4.2.1.1 Actions for improving accommodation infrastructures**

##### **Objective:**

The aim of this action is to integrate the existing accommodation offer with additional hospitality dedicated to experience tourism and responsible tourism in particular, for instance incentivating forms of diffused hotel and rural houses, in order to complete and diversify the touristic services to different targets. Incentivate the multifunctionalism of agricultural farms, to provide services dedicated to the visitors could also be proposed. The “diffused hotel” model, already experimented in rural and mountain areas in different countries, could be a way to improve the accommodation offer by valorizing the local traditions.

##### **Activities to be implemented:**

- analyze the tourism potential, implementing surveys to understand the trends and targets (eg: number of visitors/tourists; age; gender; national/International visitor/tourist; motivation of the visit (type of tourist); lifestyle (educational background, professional activity, income); number of day staying in the city; money invested on the visit; means of transportation.

- provide incentives to the privates to set-up new accommodation facilities;
- incentive rural houses owner to offer accommodation services (“diffused hotel”);
- incentive to farms to multifunctionalize their space towards visitors accommodation;
- provide an offer of local traditional products (“0Km”) in the accommodation structures;
- equip the accommodation facilities with spaces for tourist experience (eg. gourmet and cooking lessons; craft making);

#### **Main expected results:**

- ✓ to have an improved accommodation offer tailored on specific target groups of tourists and visitors;
- ✓ to offer a renovated and modern set of accommodation services for visitors;
- ✓ to improve the touristic infrastructure in the region;

#### **Expected impacts at the country level:**

Given the relevant extension of the concerned area, this action would have a relevant impact also in the overall improvement of the touristic infrastructure of the whole country.

#### **Main interested sites/areas:**

- all the Department, in particular historic settlements and villages;
- rural compounds;
- areas along the thematic itineraries;
- Shamkir district;
- Gadabay district;
- Dashkasan district;
- Goygol district.

#### **Good practices/references (refer to Chapter 4.4):**

- 5) S. Stefano di Sessanio diffused hotel (Abruzzo, Italy)
- 11) Sweet Mountains (North Italy)

#### **Indicators of achievement:**

- Number of new accommodation facilities (hotels, restaurants, coffee shops,...) realized;
- Number of rural houses opened;
- Number of rooms available;
- Number of farms which activated multifunctional activities;
- Number of new tours proposed;

#### **4.2.1.2 Actions for improving transportation and tourism mobility**

##### **Objective:**

This proposal aims at improving the transportation and mobility services in order to facilitate the movements of the visitors to reach Shamkir key attractors. Possible actions include dedicated and coordinated signage to relevant places and info point to access mobility services. A great potential would come, in the long term, from the opportunity of realizing connecting services between the key

attractors of the area and the new planned railway line connecting Baku-Tiblisi-Kaers and crossing the region.

**Activities to be implemented:**

- realize or complete trails to reach the areas identified as key attractors for tourism;
- realize signages in the most significant areas of the region;
- set-up infopoints in every village (eg in the local Culture clubs premises);
- set-up mobility services (touristic bus, shuttles, cars, bikes rentals...) to reach the most attractive and remote places;

**Main expected results:**

- ✓ to improve the area accessibility;
- ✓ to improve the internal mobility of the area;
- ✓ to set new opportunities for the fruition of the area;

**Expected impacts at the country level:**

The implementation of this action would be extremely relevant for improving mobility and accessibility at the country scale.

**Main interested sites/areas:**

- Areas along the thematic itineraries;
- Key attractors;
- Shamkir district;
- Gadabay district;
- Dashkasan district;
- Goygol district.

**Good practices/references (refer to Chapter 4.4):**

- 9) Jiuzhangou (China)

**Indicators of achievement:**

- Number of signages and infopoints realized and located;
- Number of mobility services realized;
- Number of connection services per each key attractor of the area;

#### **4.2.2 Cultural offer and reputation of the area**

Together with the accessibility questions, the image, narrative and attractiveness of the area is fundamental to develop a tourist market, and needs to be designed starting from the core and projected values expressed in this area. The main actions to improve the cultural offer, the attractiveness and the overall reputation of the area can be shortly elaborated as follows.

##### **4.2.2.1 Start the Application Process to the UNESCO Global Geoparks Network**

**Objective:**



The scope of this action is start the process of involvement of local communities and awareness needed to propose the wide mining territory of the Department as a Geopark recognized by UNESCO.

Starting from Soviet times, the Gadabay and Dashkasan areas were strategic centers for mining iron ore, aluminum, cobalt, marble. At the moment, gold, copper, cobalt, iron ore, marble are being mined. In addition to the mines and quarries (some of which are still in use), the region presents a branched system of infrastructures for the transportation of minerals and industrial facilities for their processing, most of which can be classified as industrial heritage.

The general goal of setting up an integrated management system of the cultural resources of the Shamkir department and using it for sustainable economic development can be assisted by creating a Global Geopark in Gadabay and Dashkasan districts, as a mean of involvement of local communities, of conservation of the integrity and diversity of nature, of sustainable use of natural resources and of support of economic and cultural development of local communities through the valorisation of their unique heritage and identity. It seeks to enhance the value of such sites while at the same time creating employment and promoting regional and local economic development.

The implementation of this action would be strategic at international level.

#### **Activities to be implemented:**

- Contact with the UNESCO Global Geoparks Secretariat at UNESCO Headquarters for advice;
- Contact with other UNESCO Global Geoparks as well as the Global Geoparks Network for discussion and exchange on the planning phase. Seminars and field visits;
- Participation in international or regional Geopark meetings, conferences, or short courses;
- Involvement of local communities;
- Preparation of the expression of interest via the official channel as set out in the Statutes and Operational Guidelines for UNESCO Global Geoparks;
- Effective constitution of the Geopark, which must demonstrate that the area has already been functioning as a de facto Global Geopark for at least one year before the submission of the application. The aspiring UNESCO Global Geopark must have geological heritage of international value and be managed by a body having legal existence recognized under national legislation that has a comprehensive management plan, covering governance, development, communication, protection, infrastructure, finance, and partnership issues.
- Submission of comprehensive and carefully formatted application dossier via the official channel as set out in the Statutes and Operational Guidelines for UNESCO Global Geoparks.

#### **Main expected results:**

- ✓ to protect geological heritage of international value and valorize industrial heritage
- ✓ to manage local resource in an integrated perspective
- ✓ to gain visibility at international level
- ✓ to enter a very active international network
- ✓ to improve tourist flows
- ✓ to provide distributed economic benefits for local communities;



- ✓ to stimulate entrepreneurial initiatives based on natural and cultural resources;
- ✓ to attract economic operators improve private sectors participation in sustaining natural heritage

### **Expected impacts at the country level:**

The process of creating the Geopark will have very important impacts at national level, both on the economic side and the international visibility side. The action would be effective and durable in the long term, in supporting the local economies, through the creation of specialized jobs and the incentive to create business in the field of tourism, naturalistic and cultural services that it will give.

This action will also be crucial in positioning Azerbaijan more and more at the tourism level as a country dominated by man-respected nature, which offers very different landscapes and which over the centuries has supported and shaped the life of local communities.

### **Main interested sites/areas:**

- Gadabay district;
- Dashkasan district;
- the historical industrial heritage linked to the mining system and the bridges built by the Germans;
- actual mines and quarries and historical ones.

### **Good practices/references (refer to Chapter 4.4):**

- 26) Magma UNESCO Global Geopark (Norway);
- 27) Tuscan Mining Park UNESCO Global Geopark (Italy);

### **Indicators of achievement:**

- Constitution of a team to involve communities, identify the territory of the Global Geopark, identify the feasibility plan
- Preparation of the expression of interest;
- Effective constitution of the Geopark;
- Admission in the network;

#### ***4.2.2.5 Improve the cultural offer: the heritage railway***

##### **Objective:**

During the industrialization of the area, a railway was used to transport the ore from the mines and then on to the metal works in nearby Rustavi, until this was closed after the fall of the USSR. Small quantities were then sent to Turkey and other countries but it seems that this was the point when Dashkesan went into decline. Nevertheless, interesting built elements remain to document that historical period and the extractive activity, including roads, bridges (among the others, the covered bridge in Bayan), factories and the railway connecting Shamkir and Bayan. This last infrastructure has an interesting potential in developing the construction of a heritage touristic train for exploring

the area, and valorizing –through recreating the scenes of the past- the documentary value of the mines and improving the cultural and touristic offer of the area. This activity could involve private operators in the management of the service.

**Activities to be implemented:**

- Realize a requalification plan for the historic railway
- Plan a touristic product for visitors
- Promote locally the attraction and gradually add services
- Promote the tours through international media and tour operators in other countries;
- Organize tours, excursions, camps at the local level;

**Main expected results:**

- ✓ to improve the attractivity of the area
- ✓ to improve the touristic flows in the area;
- ✓ to improve the accessibility of the area;
- ✓ to meet new possible audience for cultural activities and heritage places;
- ✓ to increase the average length of stay in the area.

**Expected impacts at the country level:**

The adoption of such mechanism could constitute an interesting and rather unique offer at the country level, to be complemented with the touristic services of the other regions.

**Main interested sites/areas:**

- all the components of the mining site

**Good practices/references (refer to Chapter 4.4):**

- 30) “Scopriminiera”-Mine ecomuseum Piedmont
- 31) Wielizcka Salt Mine, Poland
- 21) Danube slow food Cruise (Serbia);
- 23) Cultural Route of Napoleon (France);
- 32) Rjukan Notodden industrial site (Norway);
- Cultural itineraries of the Council of Europe (see par. 3.1);

**Indicators of achievement:**

- increase of visitor flows in the region;
- number of tickets and tours sold/distributed;
- number of tours operators proposing tours;
- number of producers and institutions offering services for the route;
- number of materials produced to promote the route;
- number of presences in the media;
- number of special events organized along the route.

**4.2.2.2 Actions for the knowledge management of the region: risk map**

**Objective:**

The aim of the proposed action is to build an archaeological, monuments and risk map of the Department. In fact, many of the monuments present in the region are not adequately recorded either in the perspective of management in case of natural destructive events, in that of the restoration and maintenance of monuments, nor in the perspective of tourism development.

The construction of an archaeological map, monuments and risk would have three main results:

- 1) Above all, it is an indispensable instrument of knowledge, especially if we consider the current low level of detail of the lists of monuments held by the MCT, and of the fact that the historical memory of some of them is lost. It will provide precision of positioning, depth of discoveries, date and methods of excavation or consistency of the remains
- 2) The information collected and made available to the MCT will have the function of orienting the choices of territorial planning and interventions in the infrastructural, urban, building field, giving to the MCT an instrument to build a dialogue with the Ministers who have ownership of these types of intervention
- 3) The information will allow the MCT and the Department to plan the restoration and maintenance interventions, based on updated, geolocalized data and the priorities that will be established during the survey phase
- 4) Being a pilot action, it will be the basis for building guidelines for the national map.
- 5) This action will also allow to develop a connection with the tourism sector, throughout its implementation, as it will a) permit to identify the most relevant sites, b) identify those to be excavated, c) identify the most interesting from an educational point of view, d) identify which facilities and services to build for tourism exploitation.

In particular, this action could be effective in:

- ✓ providing knowledge about the monuments of the Department
- ✓ supporting capacity building in conservation at the national level;
- ✓ supporting urban and infrastructural actions;
- ✓ signalling to a tourists the most preserved important sites;

#### **Activities to be implemented:**

- Carry out the detection campaign via satellite
- Carry out the on-site exploration campaign when necessary
- Connect to the survey data all the important information for the purposes of the MCT and tourism
- Build the card
- Present the card as a useful tool at the levels mentioned above
- Present the instrument internationally
- Write the guidelines for the national level

#### **Main expected results:**

- ✓ to gather knowledge on the monumets of the Department
- ✓ to foster the use of the map as a programming tool

- ✓ clarify the maintenance and restoration objectives
- ✓ promote international cultural tourism linked to archaeological discoveries in this area

#### **Expected impacts at the country level:**

The action is expected to be a basis for all future actions on local heritage: conservation, restoration, maintenance, cultural valorization and tourist development. In addition this tool should be able to enforce government policies towards conservation of historic places in Azerbaijan. In the long term, this action could contribute to a significant growth of the touristic reputation and of touristic business in the country.

#### **Main interested sites/areas:**

- Department of Shamkir;
- Gadabay district;
- Dashkasan district;

#### **Good practices/references (refer to Chapter 4.4):**

29) SIT, “Carta del Rischio” (Italy)

#### **Indicators of achievement:**

- number of surveyed sites
- amplitude of the information collected
- number of surveyed endangered sites
- number of surveyed infrastructures and projects
- number of registered unknown sites

#### **4.2.2.3 Establishing a common communication brand of the place**

##### **Objective:**

As well as products and services, also territories were found to be the object (and subject) of competition in an increasingly large and diverse market. Place branding for Shamkir region can thus be an useful tool to strengthen the touristic positioning of the whole area, using marketing strategies to promote the image of the destination together with its whole attractiveness. The Shamkir brand is thus proposed to complete the Global Geopark, in order to create a new touristic product to propose to the international market.

It would be worth to build the brand message around the concepts of a land of nature and multiculturalism, thus being able to narrate the Geopark on one side and on the other the numerous settlements of non-native communities that dot the region, from the German villages of Helenendorf and Annendorf, to the Christian villages, to Russian communities. Furthermore, the theme of the great capacity of hospitality and multiculturalism characterizes all the country and could become a tourist leitmotiv to promote at international level.

This action implies identifying an image and adequately represent Shamkir as a cultural touristic destination. This image should be clear-but appealing, it must communicate information not only out

of the area but also generate a motivation amongst tourists in search of an experience to come to the department. This task should be assigned to a specialized international company which will provide a number of versions suitable to be utilized in different contexts.

This action should be planned in parallel and in strict coordination with the development of the image of the Global Geopark and also in strict coordination with national level image.

#### *A possible communication brand for the historic villages of Azerbaijan*

A possible declination (or separate action) to be implemented as complementary to the communication brand is the setting-up of a brand specifically dedicated to the historic villages of the entire country (eg. "Treasures of Azerbaijan") to be set up and managed by the government institutions. The cultural diversity and authenticity of historic villages in Azerbaijan is in fact one of the most interesting features in the view of promoting cultural tourism. Creating a brand to enhance and valorize the most interesting historic places (eg based on integrity of the historic compounds; presence of specific communities; presence of vernacular heritage; use of local materials; use of traditional techniques; etc...), could play an effective role to provide visibility, mobilize resources and possibly attract investments.

In particular, this brand could be effective in:

- ✓ signalling to a wider public the most preserved historic villages, settlements and communities;
- ✓ supporting capacity building in conservation at the national level;
- ✓ cooperating towards the improvement of quality in conservation practices in all the country;
- ✓ giving incentives to private companies for specializing their technical capacities in operating in historic environments;
- ✓ functioning as attractor for cultural tourism, orienting the visitor choices and preferences, based on the capacity to improve the cultural offer of the place and its perception, together with the capacity to enhance visibility and attractiveness of places;
- ✓ enforce the cultural process for those sites enlisted in the national tentative list to enter in the UNESCO world heritage list;
- ✓ supporting policies against abandon and towards livability of places.

#### *Possible new nominations to UNESCO programs*

Explore the possibilities for further UNESCO program nominations, to improve the overall value and image and perceived value of the area. Possible cases to consider for further nominations to UNESCO are for instance:

- the nomination of the remains of the German villages of Helenendorf and Annendorf, to the Intangible World Heritage List as remaining example of last centuries migration and resettlements

#### **Activities to be implemented:**

- identify the image of Shamkir to communicate to the interested target (see par. 5.4);
- design the brand;
- define and select the operators and realities to use the brand;
- promote a campaign to incentive the use of the brand;

- explore the possibility of establishing a mark signalling the most historic villages of Azerbaijan;
- explore the possibilities for further UNESCO program nominations (eg: Intangible Cultural Heritage);

### **Main expected results:**

- ✓ to promote the image and the development of the area;
- ✓ to foster the cultural image of the Shamkir Department;
- ✓ to build an international reputation of the region;
- ✓ to strengthen the sense of identity and pride of the locals;
- ✓ to provide visibility to the outstanding cultural heritage of the area;
- ✓ to enhance the attraction of foreign tourists to the region;
- ✓ to link the conservation best practices in the country with local economic and entrepreneurial development opportunities;

### **Expected impacts at the country level:**

The action is expected to complement the current offer of cultural tourism proposed by the country destinations, to provide visibility to the cultural heritage of the country and to enhance the attractivity of cultural tourism at the national level. In addition this tool should be able to enforce government policies towards conservation of historic places in Azerbaijan. In the long term, this action could contribute to a significant growth of the touristic reputation and of touristic business in the country.

### **Main interested sites/areas:**

- Department of Shamkir;
- Shamkir district;
- Gadabay district;
- Dashkasan district;
- Goygol district

### **Good practices/references (refer to Chapter 4.4):**

- 17) Trentino quality mark (Trentino, Italy);
- 18) Tu, Langhe and Roero (Piedmont, Italy);
- 6) Bandiere Arancioni (Italy);
- 7) Borghi più belli d'Italia (Italy);
- 28) Walser and Occitan communities and villages (Piedmont, Italy)

### **Indicators of achievement:**

- Brand(s) designed;
- brand used in promotional campaigns and materials;
- brand used in festival and cultural events;
- brand used in labelling products and services;
- number of quotation in the tourist guides, in tour operators catalogues;

- number of quotations on the media (newspapers, webpages, tv);
- number of quotations in social media;

#### ***4.2.2.4 Actions to widen the scope of current cultural events, broadening the duration of time and translating them into a permanent activity***

##### **Objective:**

The action aims at proposing a dynamisation strategy for some cultural events in the region, so that they become permanent activities, able to connote the territory at an international level.

A pilot action is proposed with the Shamkir Chess tournament. Given the international scope of the event and the chess tradition of the country, we recommend structuring a series of collateral activities, functional to expand the knowledge of the event on one side and to turn it into a permanent activity on the other.

The first of these actions is a program of summer schools, masters, international level chess seminars, to be held in Shamkir. They should be promoted in the frame of the communication brand of Shamkir. At the local level the Culture Clubs could effectively act as vehicle for organizing seminar and courses for children and teenagers thus keeping the local chess tradition.

##### **Activities to be implemented:**

- organize events like summer schools, masters, international level chess seminars;
- organize chess courses for beginners / lovers
- plan minor chess competitions;
- improve the role of Culture Clubs in offering educational activities related to chess;

##### **Main expected results:**

- ✓ to improve the attractivity of the area for fans, players and chess schools;
- ✓ to mobilize people attention on the area;
- ✓ to motivate the demand and attract new possible audience for cultural activities;
- ✓ to improve visitor flows in the area;
- ✓ to increase the average length of stay in the area;
- ✓ to have a mediatic impact.

##### **Expected impacts at the country level:**

Dynamizing the cultural offer of the area could serve as attractor for international experience tourists at the country level.

##### **Main interested sites/areas:**

- Shamkir city;
- Culture Clubs

##### **Good practices/references (refer to Chapter 4.4):**

- 22) Obidos creative city (Portugal);

#### **Indicators of achievement:**

- Number of courses implemented;
- Number of people attending the courses;
- Number of new initiatives planned;
- Number of children attending the courses at Culture Clubs.

### **4.2.3 Communication and capacity building**

Communication and capacity building are very relevant components of the overall valorization process and to create the most proper conditions for its start-up and development. The main actions identified to improve communication and capacity building to support an integrated effective management of the area can be shortly elaborated as follows

#### **4.2.3.1 Realization of touristic materials**

##### **Objective:**

The aim of this action is to fill the gap in the availability of touristic guides for domestic and international visitors to the Shamkir region. It proposes to realize a series of touristic materials such as guides, brochures, maps, videos and documentaries, to be marketed and promoted through different channels, including local and national TV, radio, papers, and social media, according to the different interested targets.

A presence on the social media is also suggestable to attract visitors, especially young targets.

A further action that could be extremely effective in attracting mediatic attention and visitors, is represented by the possible enrollment in promotional campaigns about Shamkir of popular contemporary figures born or linked to the region, e.g. from sport, show-business, performing arts, tv, cinema, as testimonials of its value. Among the possible names, Shamakhi Mugham (folk music); Alim Gasimov, Malak-khanum Ayyubova, Elnara Abdullayeva, Sevda Alakbarzade, Nazpari Dostaliyeva (singers); Novruz Aslan (Song Composer); Baba Vaziroglu, Musa Yagub (poets); Bahram Bagirzade, Rasim Balayev (actors); Ayaz Mirzayev (TV journalist). Local people telling their authentic history should also be involved in the mediatic campaigns.

##### **Activities to be implemented:**

- realize a tourist guide of Inland Azerbaijan;
- distribute the guide through international channels;
- realize tourstic materials (printed, web, social media, ...) of Shamkir region and its attractors;
- promote informative campaigns during major festival or events in Baku and the country (eg. Silk Road Festival; Novruz Festival; etc.);
- promote information material in the major cultural attractions and institutions in Baku as well as in accomodation structures;
- enroll popular figures in promotional campaigns;
- realize video making of traditional food making and restaurant, craft making (copper, silk, carpets,...), traditional music;



- periodically monitor the touristic reputation on the media (eg. Tripadvisor; Youtube, Facebook);

### **Main expected results:**

- ✓ to improve consumer awareness on Shamkir cultural activities and touristic experience offer;
- ✓ to improve the visibility of the area;
- ✓ to improve the information possibilities to potential visitors;
- ✓ to improve local people awareness and commitment towards local cultural values and potential;

### **Expected impacts at the country level:**

Improving information about Shamkir targeted on international visitors could allow to improve the overall capacity of attractiveness of the country, complementing the existing offer of cultural tourism mainly concentrated in Baku.

### **Main interested sites/areas:**

- All the department;
- Selected culture clubs;
- International tour operators;
- Local tour operators;
- Key attractors;
- TVs and radio;

### **Good practices/references (refer to Chapter 4.4):**

3) Dolomites documentary

### **Indicators of achievement:**

- Presence of promotional materials about Shamkir in the touristic information offices in Azerbaijan;
- Number of guides and other materials realized;
- Number of tours in the region offered by guides and tour operators;
- Number of quotation in tourist guides, in tour operators catalogues;
- Number of quotation in websites.

#### ***4.2.3.2 Creation of a web based portal for promotion and tourism services (including e-commerce services)***

### **Objective:**

The action proposes the creation of a web portal for the promotion of the area, of its cultural activities and events, and for the commercialization (e-commerce) of local products (gastronomy and crafts)

and touristic services. The platform is intended for the domestic and especially for the international markets. It will become a reference for the local producers and for the international distributors, as well as a tool to reinforce the collaboration among different local economic operators.

**Activities to be implemented:**

- check and improve the existing “Go to Shamkir” portal (eg. translation in English of all the sections) and eventually realize a new portal coordinated with the national portal on culture and tourism;
- the sections of the portal should include information related to the place attractions, to the area accessibility, information contacts, hotel reservation system, touristic services reservation systems, selling of products (e-commerce);
- the portal should contain a calendar of all the proposed cultural activities events, festivals, and should be updated on regularly basis;

**Main expected results:**

- ✓ to create a web based portal;
- ✓ to increase the number of services to the visitors;
- ✓ to increase the number of customers;

**Expected impacts at the country level:**

This activity should be strictly integrated with the national portal on culture and tourism and could constitute a relevant factor to improve the country international tourism attractivity.

**Main interested sites/areas:**

Shamkir MCT Department;

**Good practices/references (refer to Chapter 4.4):**

- 2) In lombardia (Italy);
- 18) Tu, Langhe e Roero (Italy);

**Indicators of achievement:**

- web platform created;
- web platform regularly updated;
- number of access to the portal;
- presence of the portal in media and marketing campaigns;

**4.2.3.3 Setting-up a capacity building program for operators in the culture and tourism sectors**

**Objective:**

This action aims at enforcing the capacities of the local actors in the sectors of accommodation, touristic services gastronomic production, cultural professions, to be developed in cooperation with local universities and international universities working in cultural heritage management and cultural

economics. Agreement with local and international universities could represent an opportunity to implement this action.

The main professional figures and the trainings required are presented in the chapter 5.6 (Job creation).

**Activities to be implemented:**

- prepare an infokit as a guide for quality standard accommodation to provide to the tourist operators of the region and to use for capacity building sessions;
- plan ad-hoc vocational and professional courses targeted on professionals and economic activities in the culture and tourism sector operating in Shamkir;
- define a periodic training calendar;
- promote the courses among the different subjects interested and incentivate their participation;
- promote international learning camps (visit in other countries);
- enforce Erasmus programs;
- establish a UNESCO Chair in the Baku University dedicated to experience tourism, creative tourism, culture based development;

**Main expected results:**

- ✓ to create of ad-hoc courses targeted on touristic and cultural operators;
- ✓ improved capacities to develop professional and economic activities in the cultural and touristic sector;
- ✓ to stimulate society attention towards culture and its value to properly and effectively manage as a vehicle of development;
- ✓ to stimulate administrations and operators towards a proper management of culture as a resource for development;
- ✓ to stimulate new initiatives and creative approaches towards culture.

**Expected impacts at the country level:**

This action is expected to generate know-how on culture resource management at the country level and to accompany the gradual modernization process towards cultural management as resources for development and to enforce the connections among the different concerned economic sectors.

**Main interested sites/areas:**

- Department of Shamkir;
- Shamkir district;
- Gadabay district;
- Dashkasan district;
- Goygol district;
- Selected Culture Clubs;

**Good practices/references (refer to Chapter 4.4):**

- 12) European Charter for Sustainable Tourism in protected areas (EUROPARC);
- 11) Sweet mountains (North Italy);

**Indicators of achievement:**

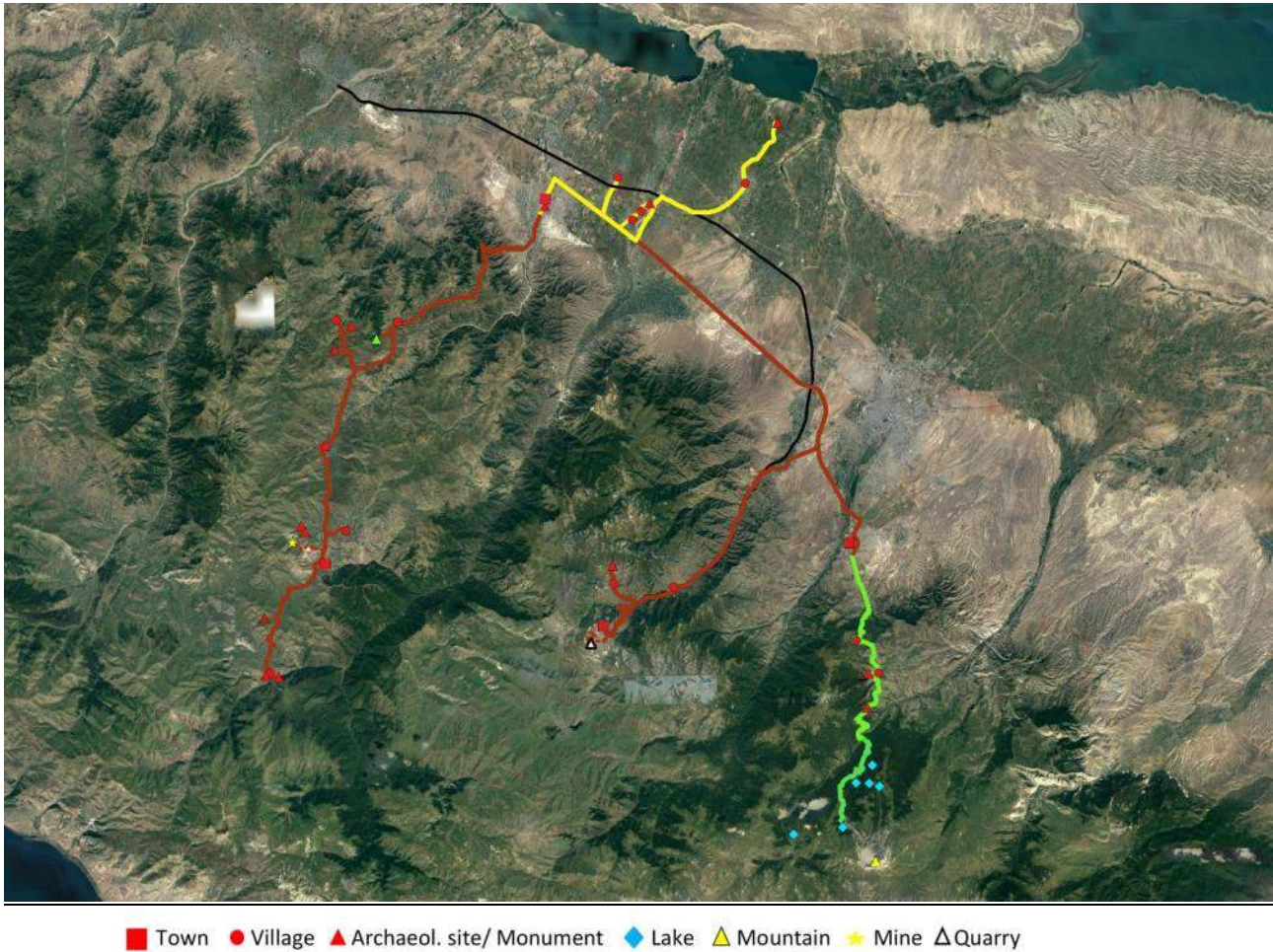
- number of courses realized;
- number of invited experts for training activities;
- number of infokit realized;
- number of infokit distributed;
- number of international learning visits realized;
- number of persons and institutions/companies participating in the courses;
- establishment and operativity of the Unesco Chair at Baku University;

### 4.3 Possible Cultural Routes and thematic itineraries

“Most travellers' memories of the main highway across Central Azerbaijan are likely to be of monotonous flat steppe. However, on very clear days, high distant mountains rise like ghostly apparitions on both north and south horizons”. As perfectly described in the Lonely Planet tourist guide, the big and extended plain that characterizes the central area of the country does not have a great naturalistic appeal. The real - but undeveloped - tourist potential of this region, and particularly of the Shamkir MCT Department, is in the mountains of the Lesser Caucasus and on its characteristic villages and landscapes, especially in Gadabey and Dashkasan districts. Their proximity with the frontline has hindered tourism development until recent years, but now the Azerbaijani government has expressed a willingness to promote tourism as a key factor for economic growth and poverty reduction.

To revitalize the image of the region as a whole, and give a new momentum to the tourism industry, a good idea would be to create new cultural routes and thematic itineraries, linking attractions and others natural and cultural resources that independently would not have the potential to attract visitors. The integration of attractions and activities of the whole region into a unified touristic route network can stimulate cooperation and partnership between communities and can act as a vehicle for the development of the tourism industry.

Three main itineraries are here proposed as examples: “the Silk Road (Caucasian segment)”, “The Gold Rush: a Caucasian Mining Cultural Route” and “Göygöl gel Göygöl / Come to Goygol”. All are based on factual historic data and connect outstanding attractions with others natural and cultural resources. The three itineraries develop in all the four districts of the Department.



--- The Silk Road (Caucasian segment)

--- The Gold Rush: a Caucasian Mining Cultural Route

--- Göygöl gel Göygöl / Come to Goygol

In order to ensure a sustainable form of tourism development, according to UN World Tourism Organization (UNWTO), the following steps are recommended:

- to make optimal use of environmental resources, maintaining essential ecosystems and helping to conserve biodiversity;
- to respect socio-cultural authenticity, conserving built and living cultural heritage, and contributing to cross-cultural understanding and tolerance;
- to ensure long-term socio-economic benefits, fairly distributed to all community stakeholders, including stable employment and income-earning opportunities, social services, and poverty alleviation.

#### 4.3.1 The Silk Road (Caucasian segment)

Recent archaeological excavations carried out in the outskirts of Shamkir city (Mukhtariyat, Garajiamirli, and Chaparli villages) have brought to light important evidences ranging from the Achaemenid (6<sup>th</sup> cent. BC) to the Early Medieval periods (9<sup>th</sup>-13<sup>th</sup> centuries AD). These archaeological sites, conceptualized as open-air museums, can act as a driving force for tourism development in the Shamkir region.

- Cultural Route of Reference: Silk Road



- Theme: Due to its strategic position along the caucasian segment of the Silk Road, the historical Shamkir was one of the medieval Azerbaijani towns experiencing intensive life and playing specific role in the 9-13th centuries. Late in the 9th century and early in the 10th century, the city underwent considerable development and became a focus of handicraft (especially woollen clothes and knife's production) and trade, as well as an important centre for the Shaddadid dynasty and, later, for the Atabey states. In 1235, Shamkir was destroyed by Mongols and left in ruins. About six hundred years later, at the beginning of the 19<sup>th</sup> century, this ancient segment of the Silk Road was crossed by a group of German families in search of work and bread. With the colony of Annenfeld, set up just to the South of the impressive ruins of the medieval fortress, the history of the modern Shamkir begins.
- Itinerary: Shamkir City - Chaparli Village - Mukhtariyat and Miskinli Villages - Garajiamirli Village



- Attractions: Archaeological landscape (Achaemenid Palace near Mukhtariyat village and Shamkir Medieval City near Garajiamirli village); Shamkir city's German legacy; wine production; chess tradition
- Natural and Cultural Resources:

Itinerary stops	Natural Landscape	Tangible Heritage	Intangible Heritage	Educational	Food and wine	Culture Club
Shamkir City	Urban landscape	Koroglu fortress; Lutheran Church; ancient bridges		Zeka Youth Center; Heydar Aliyev Center; National Flag Museum; History and Lare Lore Museum	Vineyards (AZ-Rus Dostluk)	City Cultural house named after A.Javad; City Club n. 2; City Club n. 5
Chaparli Village		Early Christian Chapel				Chaparli Village Cultural House
Mukhtariyat and Miskinli Villages		Medieval Shamkir town				Mukhtariyyat village Cultural house; Miskinli Village Folklore House
Garajiamirli Village	Rural landscape	Achaemenid Palace (North to the village); Girzalı-tapa ancient settlement; Dereyataghi ancient settlement; Zeynalbey ancient settlement; Munjuqlu ancient settlement; Aliqoja ancient settlement				Garajiamirli Village Cultural House

#### 4.3.2 The Gold Rush - a Caucasian Mining Cultural Route

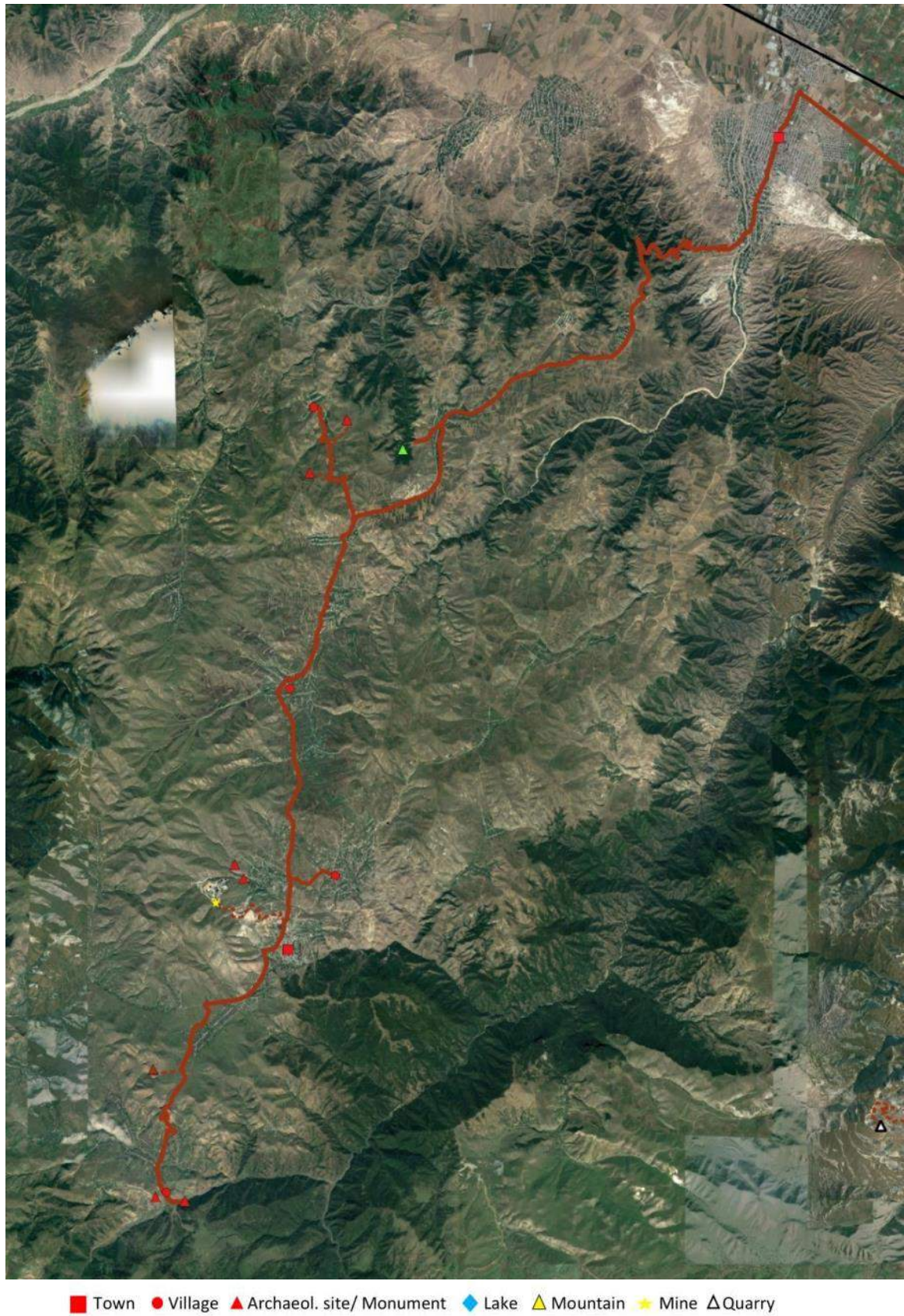
The Shamkir MCT Department's region is distinguished with its complex geological structure, diversity and manifoldness of minerals. In particular Gadabay ore region is one of the most perspective regions in terms of geological-structural system, intensity of geophysical and geochemical anomalies, as well as richness of copper-porphyry, copper-pyrite, copper-gold ores. Exploitation works were conducted in Gadabay field from antiquity to the middle 19th century. The mining heritage as tourism potential is still undeveloped in the region. In relation to other products, it can present one of the key factors in the future tourism development of both the Gadabay and Dashkasan districts. To plan and design the best tourism product it's of course important to perform an accurate inventory of post-mining resources.

- Cultural Route of Reference: The Cultural Mining Route
- Theme: The "Gold Rush" in the region has very ancient origins: both excavations and archaeometallurgical studies suggests that the minery resources of Gadabay mountains, especially copper, were exploited from at least Chalcolitic period (second half of 5<sup>th</sup> millennium. Medieval historical sources report existence and exploitation of copper, gold, silver, and lead mines in the region. In the middle 19<sup>th</sup> century foreign companies and entrepreneurs rushed to the Caucasus to exploit natural resources, One of such enterprise was Siemens & Halske AG, founded in Germany in 1847 by Werner von Siemens and Johann Georg Halske. Siemens built the Galakend copper-smelting plant and a narrow railway from Gedebe to Galakend in 1883. In the same year Tsarist Russia constructed the first water power

plant in Galakend and carried out copper smelting electrolysis in the Galakend copper-smelting plant. During the Gold Rush the word “mine” became a geographical name in the language of the local population, so most of the old-age population still calls the settlement where mines and factories are located a “mine”. The post-mining heritage and the fascinating legacy left by German settlers in the region make this itinerary a real cultural treat.

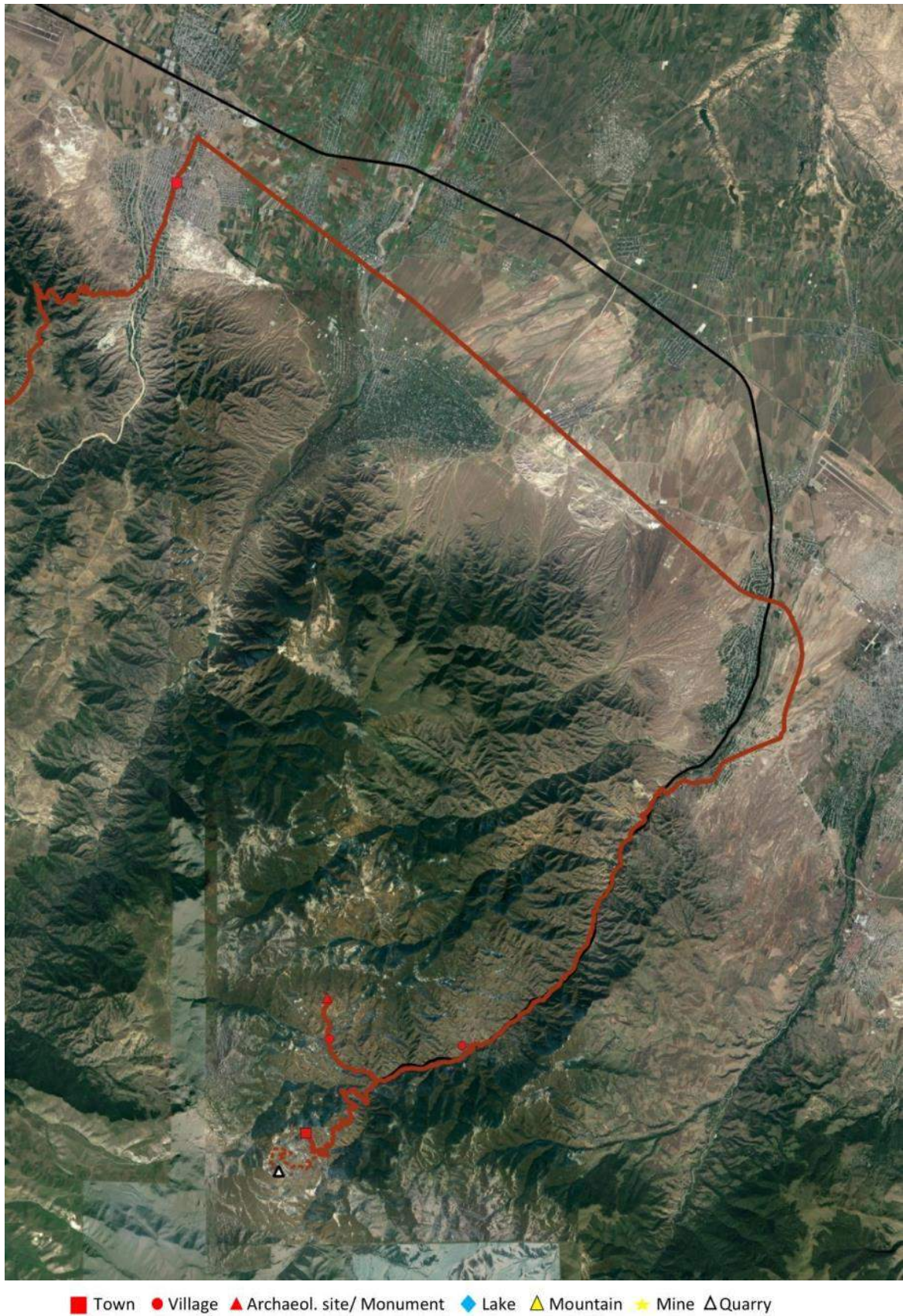
- Itinerary 1 (Shamkir and Gadabey districts): Shamkir City - Chanlibel village - Atabay village - Slavianka village - Soyudlu village - Arigdam village - Gadabey City – Qalakend village





- Itinerary 2 (Shamkir and Dashkasan districts): Shamkir City - Bayan village - Qushku village - Dashkasan City





■ Town  
 ● Village  
 ▲ Archaeol. site/ Monument  
 ◆ Lake  
 ▲ Mountain  
 ★ Mine  
 △ Quarry

- Attractions: Natural landscape; post-mining heritage; legacy left by German settlers
- Natural and Cultural Resources:

	Itinerary stops	Natural Landscape	Tangible Heritage	Intangible Heritage	Educational	Food and wine	Culture Club
1	Shamkir City (starting point)	Urban landscape	Koroglu fortress; Lutheran Church; ancient bridges		Zeka Youth Center; Heydar Aliyev Center; National Flag Museum; History and Lare Lore Museum		City Cultural house named after A.Javad; City Club n. 2; City Club n. 5
	Chanlibel Village	Mountain landscape	Hajiallı tower; trench; Sarkhan trench; Big trench (in the south from the village); Andi trench; trench (in the South from the village); Chakhiryolu castle (3,5kmsouth east from the village); ShamlıTurk trenchtower (3,5 km South-East from the village); Achalı trench tower (7 km North-East- fromthe village); Ziyadalı tower; Quzghun tower; Greek Cemetery; old cemetery (8 km South-East from the village)		Chanlibel Folk Art Museum (verificare)		Chanlibel Village Folklore House
	Atabay Village	Mountain landscape	Galaboynu tower				Atabay Village Cultural House
	Slavyanka Village	Mountain landscape		Molokan community			Slavyanka village Folklore house
	Soyudlu Village	Mountain landscape	Maiden Tower (Namardgala)				Soyudlu village Cultural Ethnographic House
	Arigdam Village	Mountain landscape	Arigdam and Khichik towers (not in the national list of monuments)				Arigdam village Craftsmanship Club
	Gadabey City	Mountain landscape, Foest			"Qardaşlıq" Ukrayn Theater		Gadabay city Craftsmanship club

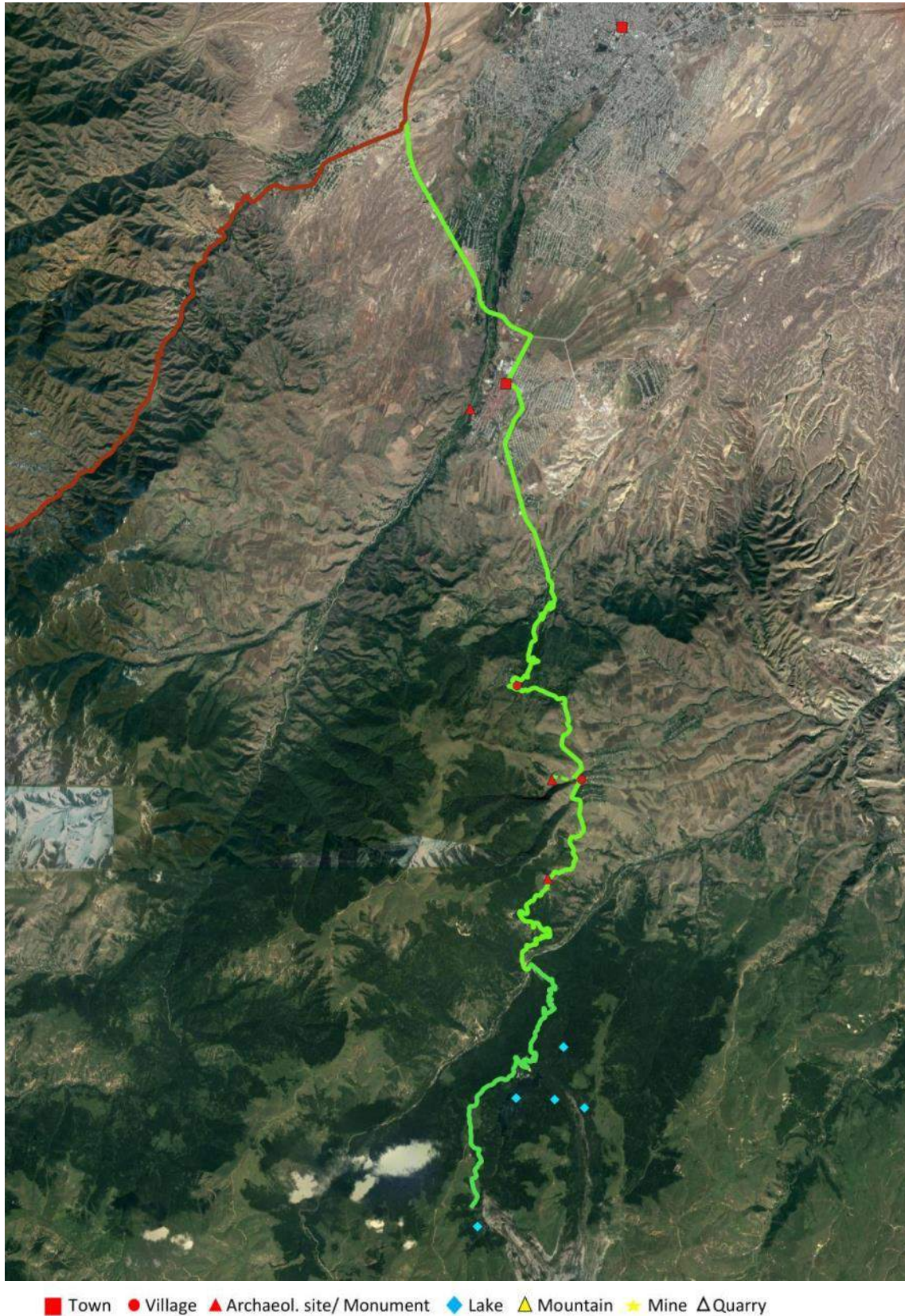
	Qalakend Village	Mountain landscape	Koroglu Castle; remains of the first hydroelectric power station made in 1883 by Imperial Russia				
2	Bayan Village	Mountain landscape	"Temple"; bridge (on the river Gushgara); Christian Church and Monastery (3 km From the village)				
	Qushku Village	Mountain landscape	Christian Monastery (Targmanchats Monastery)				Qushchu Cillage Cultural House; Qushku Settlement Club
	Dashkasan City	Mountain landscape	"Bridge"; Memorial Monument devoted to Great Partriotic War martyrs;		Dashkasan Historical Museum of Local Lore; Heydar Aliyev Center; Dashkasan Art Gallery		Dashkasan District Cultural Centre

#### 4.3.3 Göygöl gel Göygöl (Come to Goygol)

The Goygol National Park, with its beautiful landscapes and biodiversity, can act as a driving force for tourism development in the region and increase awareness towards the conservation of natural and cultural assets, both among locals and tourists.

- Thematic Itinerary: ecotourism in protected area
- Theme: From the small town of Goygol, founded by German colonists in 1819, the road winds its way gently up the slopes of the lesser Caucasus Mountains until you reach some of western Azerbaijan's finest scenery: the Goygol National Park, at the foot of Mount Kapaz. The park includes one of the most beautiful and cleanest lakes in Azerbaijan, Lake Göygöl ("Blue Lake"). Due to an earthquake which hit the area on 25 September 1139, parts of the Kapaz Mount collapsed and blocked the path of the Kurakchay River. As a result of diversion of water flow, a lake with pure mountain water was created, hence the name given signifying the pureness of the water.
- Itinerary: Goygol City - Hajikend village – Yeni Zod village - Goygol National Park





- Attractions: Natural landscape (lakes, Kapaz Mountain) and biodiversity; legacy left by German settlers (Goygol City); Wine production

- Natural and Cultural Resources:

Itinerary stops	Natural Landscape	Tangible Heritage	Intangible Heritage	Educational	Food and wine	Culture Club
Goygol City	Urban landscape	Saint Johannis Lutheran Church; Teador Saray (historic palace); Champagne wine manufacture; old bridge ; kurgan (2 km south-west from Goygol city); necropolis (In the south from Goygol city)	Legacy left by German settlers	Historical and Local Lore Museum; Heydar Aliyev Museum; Heydar Aliyev Center; Goygol Central Library	Göygöl şərab zavodu (Goygol Wine Factory)	Goygol District Cultural Centre
Hajikand Village	Mountain landscape					
Yeni Zod Village	Mountain landscape	Albanian Church				Yeni Zod village Folklore House n. 2
Goygol National Park	Mountain landscape; Goygol, Ordagol, Qamisligol, Qaragol, Cilligol, Samliqgol, Maralgol, Kichik ayi gol, Zaligol (lakes); Kapaz Mountain			Goygol National Park Visitor Center		

## 4.4 Examples of good practices in tourism and cultural/natural resources management

The following pages contain short descriptions and web links of international good practices in tourism and cultural/natural resources management, presented as benchmarks for the actions proposed in the integrated management plan of the Shamkir Regional Culture and Tourism Department.

### 1) Name: Val Camonica

Location: Lomdardia region, Italy

Description: the mountain valley called Val Camonica, 140.992 inhabitants, has developed a touristic management project, funded by the Cariplo bank foundation, with the aim of valorizing all the main cultural resources and local products. The results of the project are: a web touristic portal that includes all the information needed to plan a visit, and a Visitor Card of the valley, that permits to have discounts, museums entrance and public transportation facilities.

Link: <http://www.turismovallecamonica.it/en>

### 2) Name: In Lombardia

Location: Lombardia region, Italy

Description: the Lombardia region culture and tourism government, with the local chamber of commerce, has developed a web touristic portal that enable the tourists to have all the informations and facilities needed to visit the all region. This web portal is also a communication tool, based on the brand “InLombardia”, and is actively updated, with connections to social networks.

Link: <http://www.in-lombardia.com/>

### 3) Name: UNESCO Dolomites Foundation

Location: Veneto region, Italy

Description: The Dolomites are nine mountainous systems (142,000 hectares) each separated by valleys, rivers and other mountains, that make up the UNESCO World Heritage Site form a sort of archipelago spread over a vast Alpine area and falling within the boundaries of five Italian provinces of considerable institutional and administrative diversity.

The Foundation is the single point of contact with the Italian Ministry for the Environment and with the UNESCO World Heritage Site Committee and its job is to encourage communication and collaboration between the local authorities that manage and administer, the territory recognised by UNESCO as a World Heritage Site.

Link: <http://www.dolomitiunesco.info/?lang=en/>

### 4) Name: Bard Fortress

Location: Valle D'Aosta region, Italy

Description: the Bard Fortress is a monumental complex, entirely restored and refunctionalized to host 5 small museums and temporary exhibitions space. The Bard complex is an innovative cultural institution, thanks to the multifunctional approach of management, including not only museal functions, but also educational activities, events and festival organization and effective communication strategy (especially linked with being a perfect filming location, for example it has been part of the American film “ The Avengers”).

Link: <https://www.fortedibard.it/en/>

### 5) Name: Santo Stefano di Sessanio diffused hotel

Location: Santo Stefano di Sessanio, Abruzzo region, Italy

Description: Sextantio diffused hotel, is a cultural historical project and a business touristic activity, which recreates a medieval village in the centre of Italy hosting visitors, offering accommodations

and various experiences, from how the villagers lived their lives to the food they ate and the crafts they practiced along with the skills they possessed, recreating a true-life experience of being there hundreds of years ago.

Link: <http://santostefano.sextantio.it/en/>

#### **6) Name: Bandiere Arancioni (Orange flags)**

Location: Italian small villages

Description: the “Bandiera Arancione” is the mark of quality tourism environment of the Italian Touring Club, is aimed at small inland villages which are distinguished by an excellent service and a welcoming atmosphere.

The brand intends to stimulate social and economic growth through the development of sustainable tourism. In particular, the objectives are: the use of local resources, the development of the local culture, the stimulus of crafts and local products, boost local entrepreneurship.

For tourists, the orange flag is an element of choice that provides the opportunity to live a quality experience to discover places of culture and traditions, outside the traditional tourist flows. To date, the TCI has awarded the Orange Flag 180 villages spread across 20 regions.

Link: [www.bandierearancioni.it](http://www.bandierearancioni.it)

#### **7) Name: Borghi più belli d'Italia**

Location: Italian small historical towns

Description: the “Borghi più belli d'Italia” (the “most beautiful villages” in Italy) is a club that collects small Italian towns of keen interest in art and history. He was born in March 2001, on the initiative of the Council for Tourism of the National Association of Italian Municipalities (ANCI), with the aim of helping to protect, preserve and revitalize small groups, common but sometimes individual fractions, which, being at the outside the main tourist routes, risk, despite the great value of being forgotten with consequent degradation, depopulation and abandonment. Initially, the group consisted of a hundred villages, then increased up to 209 (June 2012). The criteria for admission to the club to meet the following requirements: integrity of the urban fabric, architectural harmony, living in the village, as the art history of the building public and private services to citizens.

Link: <http://www.borghitalia.it/>

#### **8) Name: Iter Vitis cultural route**

Location: 18 countries in European area

Description: the aim of this cultural route, involving 18 countries from Atlantic ocean to Caucasus, including Azerbaijan, is to focus on the wine-growing landscape as a sustainable tourism destination. This entails narrating the history and the life of the people, big and small local histories, through characteristic features: those that are visible (small walls, species of vine, mountains, hills, etc.) and those that are less perceptible (production conditions, vintages, use and consumption, savoir-faire, conflicts, and so on). These tourism activities help to create a "living landscape". They generate economic opportunities for the local population and for what is produced in the vineyards.

Link: <http://www.culture-routes.net/routes/the-iter-vitis-route>

#### **9) Name: Jiuzhangou Biosphere Reserve**

Location: China, Tibet

Description: Jiuzhangou, in Tibet, is a Biosphere Reserve of 72,000 square kilometres, where significant investments have been made on economic development, above all, focusing on ecotourism and eco-protection. Among the most interesting projects, the construction of a visitor centre, the setting up of "green" buses running on natural gas, the creation of small, family-run hotels. The adoption of integrated management is among the factors that have contributed most to the realization of these projects.



Link: <http://www.unesco.org/mabdb/br/brdir/directory/biores.asp?mode=all&code=CPR+14>

**10) Name: Torino Musei visitor card**

Location: Piedmont region, Italy

Description: Torino Musei visitor card is a communication and cultural public project, based on a tool which permits to visit freely or with discounts almost all the main museums and historical buildings of Turin and part of Piedmont Region, buying an annual promotional card. It is conceived especially for local people, aiming their commitment in culture and local identity.

Link: <https://www.abbonamentomusei.it/>

**11) Name: Sweet Mountains**

Location: Italian mountain villages

Description: Sweet Mountains is a collective mark linking small touristic businesses and activities diffused in mountain villages, expressing a sustainable way of mountain tourism.

The mark is managed by an NGO that provides capacity building for the associated, verify the quality of the touristic offer and assure communication and promotion.

Link: <http://www.sweetmountains.it/eng/>

**12) Name: European Charter for Sustainable Tourism in Protected Areas**

Location: European parks

Description: The European Charter for Sustainable Tourism in Protected Areas is a practical management tool that enables Protected Areas to develop tourism sustainably. It is a process divided in 3 parts:

becoming a Sustainable Destination – Charter Part I, this is awarded to the protected area authority and covers a specifically defined Charter Area;

sustainable Partners in Charter Areas – Charter Part II, for sustainable local tourism businesses within the Charter Area and capacity building for local operators in tourism;

Sustainable Tour Operators in Charter Areas – Charter Part III, for sustainable tour operators bringing visitors to protected areas.

Link: <http://www.euoparc.org/sustainable-tourism/>

**13) Name: “Enoteche regionali” and “Botteghe del vino” (Wine workshops)**

Location: Piedmont Region, Italy

Description: since the sixties Piedmont regional government has introduced public wine shops, and workshops, working as show-up for the best wines belonging to a particular area. One of them, “Enoteca regionale di Cavour”, is promoted by the Regional authority and located in a castle recognized in the World Heritage List. It sells high quality local wine, strictly selected, organizing prices, e-commerce and events. Another recent good example, promoted by the local community and the local municipality is the Grignolino wine shop (“Bottega del Grignolino”), in Portacomaro d’Asti, acting as focal point both for visitors and producers, and privately managed in connection with the other accommodation services (restaurants and hotels) present in the village.

Links: <http://www.castello.com/en/enoteca>; <http://www.bottegaedelgrignolino.it/Pages/pag05.htm>

**14) Name: VinNatur**

Location: Italian and international wineries

Description: The VinNatur Association brings together, using VinNatur collective mark, winemakers from around the world who want to defend the integrity of their territory, while respecting the history, culture and art which has been handed down over time. Producing natural wine means respecting the soils, the environment, the natural cycle of life, and eliminating the use of invasive and toxic agents, first in the vineyard and then in the cellar.

To enter the association and use the mark on bottles, winemakers have to sign and respect the mark guidelines for natural and organic wine production.

Link: <http://www.vinnatur.org/en/>

**15) Name: Paniere dei prodotti tipici della provincia di Torino**

Location: Turin department, Piedmont region, Italy

Description: the Typical Products Basket of the Province of Turin is a public quality mark which contains and promotes the agricultural products of the provincial territory, that, based on technical-scientific tests: are handcrafted by local producers, belong to the local historical tradition, are made from local raw materials, constitute a potential for local development.

Link: <http://www.prodottidelpaniere.it/>

**16) Name: Cammini d'Italia**

Location: Italian pathways

Description: Cammini d'Italia is a culture ministry project, which constitutes the atlas of paths through Italy: a slow mobility network giving the country a veritable green infrastructure and offering the ability to travel throughout Italy on foot. The project is restoring historical pathways, such as the St Francis' way or some roman ways, in order to promote Italian territory through sustainable mobility.

Link: <http://www.turismo.beniculturali.it/en/home-cammini-ditalia/>

**17) Name: Trentino Quality mark**

Location: Trentino Alto Adige region, Italy

Description: Trentino quality mark is a public owned mark, created in order to promote the region and its productions.

It is based on a disciplinary and strict guideline, used to verify the quality of applying products and businesses.

Link: <http://www.marchiotrentino.it/>

**18) Name: TU, Langhe e Roero**

Location: Piedmont region, Italy

Description: TU, Langhe and Roero is a tourism promotion public project for the rural area of Langhe and Roero (vocated for wines such as Barolo, truffles, cheese).

The Langhe-Roero vineyard region in Italy, recognized as UNESCO world heritage site together with Monferrato, is an example of how a place brand based on the local cultural resources and associated with the collective trademark "Tu, Langhe e Roero" can be used to promote tourism.

Link: <http://www.langheroero.it>

**19) Name: Ecomuseo del Casentino**

Location: Tuscany Region Italy

Description: EcoMuseo del Casentino is a project promoted and coordinated by the Union of Municipalities, is a network of exhibition spaces, museums, testimonies and cultural experiences spread in the valley in close contact with local communities. They all contribute to the knowledge, interpretation and enhancement of the local cultural heritage in its material and immaterial expressions.

Link: <http://www.ecomuseo.casentino.toscana.it/>

**20) Name: Alto Adige wine road**

Location: Trentino Alto Adige region, Italy

Description: Alto Adige Wine road is a foodway, connecting public and private stakeholders committed in local wine and food production.

They propose tastings, experiences and discounts on the products with a promotion card.  
Link: <http://www.suedtiroler-weinstrasse.it/en.html>

### **21) Name: Danube Slow food cruise**

Location: Italy, Balcani

Description: Viaggiare i Balcani (travel in Balkans) is a private tour operator which organizes travels for tourists wanting to visit and experience the real and authentic Balkans. An example is a cruise on the Danube river, organized with Slow Food International, proposing tastings and cultural experiences in the villages around the river.

Link: <http://www.viaggiareibalcani.it/>

### **22) Name: Obidos Creative city**

Location: Portugal

Description: Located on the western central coast of Portugal, Óbidos is an ancient fortified city that remains a well-preserved example of medieval architecture. In recent years, Óbidos has distinguished itself through a wise combination of heritage preservation and creative innovation, which led in 2015 to the inclusion in the Creative city network for literature. The transformation of the Gothic Saint Peter Church into a library and a bookshop best illustrates the city's commitment to following a sustainable urban revitalisation and development path. Above all, creativity, and literature in particular, are seen in Óbidos as enablers of social inclusion, job creation and a knowledge-based economy. In 2015, the city launched the first edition of the International Literary Festival of Óbidos (FOLIO), which gathers writers, editors and publishers in a conducive environment for networking and the exchange of ideas, as well as development of professional cooperation.

Link: <http://obidosvilaliteraria.com/en/a-estrategia-obidos-vila-literaria/>

### **23) Name: Cultural Route Napoleon**

Location: Haute Provence region, France

Description: The road called the Route Napoléon is that taken by the Emperor from Golfe-Juan to Grenoble in 1815 on his return from Elba exile. This 350-km route has today become a tourist attraction, marked all the way along with commemorative plaques and monuments. And in addition to the historical interest, it passes through the beautiful scenery of the Alpes-Maritimes, Alpes-de-Haute-Provence, Hautes-Alpes and Isère departments.

Link: <https://www.route-napoleon.com/>

### **24) Name: Festival Nuovi Mondi**

Location: Cuneo province, Italy

Description: festival Nuovi Mondi (new worlds festival) is a small film festival, based in mountain villages around Cuneo (Piedmont Region). It has an international scale and participation.

It contributes to the promotion and valorisation of the territory through the invitation of famous experts and discussion of high level topics.

Link: <http://www.nuovimondifestival.it/>

### **25) Name: Borghi Autentici d'Italia**

Location: small villages in Italy

Description: Borghi Autentici d'Italia (authentic villages of Italy) is an association and a mark that brings together small and medium-sized municipalities, local authorities and local development bodies, around the objective of a sustainable, fair, respectful local and people-friendly model of development, linked to the valorisation of local identities. The goal: to rediscover Italian villages as places to live, sustain and preserve.

Link: <https://www.borghiautenticiditalia.it/>

## **26) Name: Magma UNESCO Global Geopark**

Location: Bjerkreim, Lund, Eigersund, Sokndal and Flekkefjord located in south-west Norway

Description: Magma Geopark is a unique geological area of approx. 2320 km<sup>2</sup> which can be visited all year round. The area is called geopark because the geology in Magma Geopark is rather special: a moon landscape composed by very hard modeled rocks called anorthosite. The geopark is a member of the Global Geopark Network supported by UNESCO (2010), rewarded with Rogaland Tourism Prize in September 2015. The geopark offers a wide range of outdoors activities to tourists, as hiking, biking, canoeing, climbing and fishing. In connection with the geopark, a series of economic activities have been developed by the inhabitants of the communities on which the park area stands.

Link: <http://magma-geopark.no/en/>

## **27) Name: Tuscan Mining Park UNESCO Global Geopark**

Location: northern sector of the Grosseto province in Tuscany, central Italy.

Description: The park coincides with the territory of the Colline Metallifere (Metalliferous Hills), the most important mining district in Italy together with some zones of Sardinia. **Tuscan Mining Park** is born as a Park focused on mining and metallurgical sites abandoned at the present time. In this frame, it is equipped with an instrument, the Masterplan through which it has been taken a census of the technological and archaeological heritage of the Colline Metallifere, has been documented its historical, cultural and environmental value, have been identified strategies for the recovery, preservation, management and development of the archaeological, geological and industrial goods.

Link: <http://www.parcocollinemetallifere.it/>

## **28) Name: Walser and Occitan communities and villages**

Location: the Walser community is located in several Alpine settlements between Piedmont and Valle d'Aosta, around the Monte Rosa massif (Italy)

Description: The Walser settlements of Piedmont and Valle d'Aosta date back roughly to the 13th century, an era during which favorable climatic conditions made many high-altitude crossings accessible, then became impassable again from the so-called small 16th-century glaciation.

In the seventies of the last century there was a progressive Walser rebirth, a reappropriation of their ancient culture, of the language and of the traditions. In addition to a cultural regeneration of the community, this operation has allowed, over time, to develop a series of welcoming and tourist activities.

Link: <https://www.alagna.it/en/the-walser-today/>

## **29) Name: SIT, Carta del Rischio**

Location: Italy

Description: SIT, Carta del Rischio is a territorial information system of scientific and administrative support to the state and territorial bodies responsible for the protection of cultural heritage. Developed by the Istituto Superiore per Conservazione (formerly ICR) is a system of experimentation and research on the territory, for the knowledge of the risk of damage to real estate. The website of SIT permit to: view the region's cartography with the positions of the immovable properties and data on territorial danger; consult the index of movable and immovable properties; consult the original copies of the restrictive decrees on immovable properties issued as per Italian laws 364/1909, 1089/1939 and 490/1999, and Italian Law Decree 42/2004; consult the vulnerability sheets of the movable and immovable properties; insert new vulnerability sheets of the movable and immovable properties.

Link: <http://www.cartadelrischio.it/>

**30) Name: “Scopriminiera” - Mine Ecomuseum in Piedmont**

“Scopriminiera” is one of the most interesting ecomuseums in Italy. Born in 1998 to enhance the rich mineral heritage of the Germanasca Valley, in the first 10 years of activity it has welcomed over two million visitors in the underground of the two mines.

The ecomuseum aims to propose an educational experience to the school and families. The child becomes the protagonist of unique and stimulating experiences that, through play and discovery, will lead him to the construction of their knowledge. The visit can therefore be conceived as a free discovery of the exhibition elements or as a deepening of some specific themes, always with the support of specialized personnel.

Link: <http://www.ecomuseominiere.it/ecomuseo/progetto-ecomuseo-val-germanasca/>

**31) Name: Wieliczka salt mine (Poland)**

The „Wieliczka” Salt Mine is one of the largest tourist attractions in Poland, registered on the UNESCO list and visited by over a million tourists every year

Link: <https://www.wieliczka-saltmine.com/>

**32) Name: Rjukan Notodden industrial world heritage site (Norway)**

the site comprises hydroelectric power plants, transmission lines, factories, transport systems and towns. The complex was established by the Norsk-Hydro Company to manufacture artificial fertilizer from nitrogen in the air.

<https://www.visitrjukan.com/de/theme/rjukan-and-notodden-on-unesco-s-world-heritage-list>

## 4.5 Main touristic targets

In the following paragraph the main targets or types of tourists, assumed as potentially interested by the Shamkir cultural touristic district, are described. In particular:

### **Cultural and creative tourist**

Cultural tourism is the subset of tourism concerned with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, crafts, architecture, religion. Cultural tourism includes tourism in urban areas, particularly historic cities and their cultural facilities such as museums and theatres. It can also include tourism in rural areas showcasing the traditions of indigenous cultural communities, and their values and lifestyle. This form of tourism is also becoming generally more popular throughout the world, (some examples could be the historic cities and villages in Italy such as Cremona, Milano, Florence, Venice) especially linked with creative tourism: that is the need of experience the practices, such as copper craft creation or see how carpets are made. Cultural tourism could be promoted for all season, but is more active in spring and summer.

Main characteristics:

- local or international people;
- every age;
- high willingness to pay;

Expectations:

- see and experience the culture, art and history of a place;
- appreciate art and craft productions;
- learn more about that;
- buy crafts;

Needs:

- high level accommodations;
- good infrastructures and facilities;
- prepared guides and operators;
- detailed information;

### **Ecologic tourist**

It is tourism based on the natural attractions of an area. Examples include birdwatching, photography, camping, hiking, biking, and visiting parks (see Val Camonica and Sweet Mountains good practices). Experiential tourists are interested in a diversity of natural and cultural resources. They want what is real, and they want to be immersed in a rich natural experience.

From the standpoint of conservation, nature-based tourism provides incentives to conserve wildlife and habitats upon which the industry depends.

Nature tourism could be promoted in summer and spring season, depending on the climate.

Main characteristics:

- local and international tourists;
- young/middle age;
- medium willingness to pay;

Expectations:

- see and experience the nature and environment of the place;

- do sport (trekking, hiking, biking);
- discover authentic places;
- relaxing;

Needs:

- different levels of accommodations;
- good infrastructure and facilities;
- prepared guides and operators;
- assistance during the trips;
- detailed information;

### **Eno gastronomic tourist**

It is the form of tourism aimed at exploring the food and beverage culture of a particular region (among the good practices see Tu, Langhe e Roero, Val Camonica, Danube Cruise). Among other activities, this type of tourist pays special attention to restaurants that offer dishes, typical products and wines of the territory and visits cellars and agro-food companies open to the public. An important role is played by the experiencing of the production of typical dishes and food.

Eno gastronomic tourism could be promoted for all seasons, paying attention to the seasonality of different local products.

Main characteristics:

- international people;
- middle/old age;
- high willingness to pay;

Expectations:

- discover local typical food and beverages;
- experience tastings;
- discover authentic places;
- learn more about preparation of food and beverages;
- buy products;

Needs:

- high level accommodations;
- authentic accommodations;
- high quality food and wine;
- good infrastructure and facilities;
- prepared guides and operators;
- detailed information.

### **Adventure tourist**

Adventure tourism is a type of niche tourism involving exploration or travel to remote areas, where the traveller should expect the unexpected. Adventure tourism is rapidly growing in popularity, especially among young people, as tourists seek unusual holidays, different from the typical vacation. It involves extreme sports, long trekking in the nature (for example see the Appalachian trail in North America, 3.510 Km length), and the experience of real local life, using simple accommodations, such as bed and breakfasts, hostels and camping. It is possible in summer and spring, depending on the climate of the selected area.

Main characteristics:

- international people;
- young age;

- low/medium willingness to pay;

Expectations:

- experience the authentic real life of the place;
- see and experience the nature and environment of the place;
- challenge themselves;
- meet local people;

Needs:

- cheap accommodations;
- authentic accommodations;
- basic assistance during the trip.

### **Genealogy and roots tourist**

It is a segment of cultural tourism involving the research of family roots and traditions, visiting the area of origin of the family ancestors, or where they used to live.

Genealogy tourists want to experience the local way of life and see or discover the places linked to their origins. An example could be the German tourism in Helenendorf. It isn't linked with seasonality.

Main characteristics:

- local or international people;
- every age;
- high willingness to pay;

Expectations:

- see and experience their roots;
- experience the authentic life of their origin place;
- learn more about history and culture;
- explore their families' origins;

Needs:

- different level accommodations;
- good infrastructures and facilities;
- prepared guides and operators;
- detailed information.

## **4.6 Job creation**

The debate on the role of cultural heritage for sustaining livability, job creation, and local economic development have been increased over the last few decades. According to that debate, heritage is now largely considered a sector of activity that has economic impact and generates social benefits by creating, producing and distributing goods and services, in different economic sectors.

The effects in terms of job creation and increased value added with reference to the valorized image, renovated attractiveness and livability and efficient management of the Shamkir Department, are coming mainly from an increased demand for the existing products and services as well as from the establishment of new entrepreneurial activities and businesses. A long lasting valorization as a result of the plan implementation should be properly associated also to the potential increase in property values and rental yields.



Based on such considerations, the implementation of the plan for the integrated management of Shamkir cultural and natural resources could work as instrument for the generation of additional income and for creating new job opportunities, mainly in the cultural, artisanal and tourist sectors, as briefly described in the followings.

#### **4.6.1. Touristic targets**

A properly managed and protected cultural heritage, including natural environment and intangible assets, can attract larger sectors of visitors and engage their interest in the long term. In fact, the link between culture and tourism is the most visible aspect of the contribution of culture to local development. According to recent studies, 37% of the global tourism has a cultural motivation; heritage visitors stay longer, visit twice as many places, and so spend two and half times more than other visitors. In order to maximize the positive effects on the local economy, the overall objective will be to set up a diversified tourist offer, responding to the modern demand for cultural tourism as well as to that of creative-experiential tourism and ecotourism, in a general framework of sustainability. To accompany this process it would be very important to rely on well qualified and specialized human resources with specific competences and capacities in the sectors identified in the followings paragraphs.

#### **4.6.2. Professional profiles needed**

##### **4.6.2.1 Cultural manager**

Cultural managers are responsible for the policies, projects and programs related to arts and heritage in a community. They identify common interests around the town, city or region and provide opportunities for groups and individuals to learn about and celebrate their culture. Cultural managers might also be known as cultural arts coordinator or cultural programs managers. They may work for museums, theatres, galleries, departments of cultural affairs, non-profit organizations or art councils. Cultural managers handle all aspects of researching, preparing and promoting community events or programs related to heritage or arts, including lectures, classes, camps, concerts and performances. They present program ideas to commissions, councils and community organizations in order to gather sponsorships, grants and funding sources. Cultural managers issue informational materials such as brochures, newsletters or press releases. They book visual, performance or literary artists for events and typically collaborate with other event stakeholders to go over important details.

Cultural managers take care of organizing and managing the promotional campaign using all available channel to reach the chosen target; their duties include information on television, press journalists/agencies, internet sites, hypertext building and exchange with external web resources, according to communication professionals.

##### **4.6.2.2 Communication professional**

Communication professionals draw on theories from fields as different as rhetoric and science, psychology and philosophy, sociology and linguistics. Communication professionals evaluate all communication materials, vehicles, stakeholders, targeting and more to determine if outreach is reaching the right audience in the right way. They select the communication channels and content (articles, blog posts, social media activity, press releases, annual reports) that will appeal to the audience. Communication analysis requires several skills, including: the ability to collect data

quantitatively and qualitatively; the knowledge of tools used to evaluate that data; the understanding of communication theories.

#### *4.6.2.3 Destination manager*

Reasonably, once the valorization process will start, a remarkable amount of job demand will come up in the accommodation sector. Specific competences in accommodation and welcoming of visitors in heritage destinations, restaurants, hotels and rural houses will be necessary for a complete and attractive service offer to the future visitors of the area. Destination managers develop and promote tourism in order to attract visitors and generate income for a particular region or site. Destination managers, also known as tourism officers, work for a range of employers, including public and private destination management organizations, public agencies or partnerships and local authorities. Their role is varied and may include many different types of work. Key areas include marketing, visitor management and development of tourism products, services and facilities. Tourism officers could mainly deal with the handling of bureaucratic and administrative duties and all customs and administrative formalities in travel abroad. Depending on the level of the role, the job may also involve strategic planning, particularly in local authorities.

#### *4.6.2.4 Ecotourist and monuments guide*

Tour guides accompany individuals or groups in visits to artworks, museums, galleries, archaeological excavations, national parks, illustrating their historical, artistic, monumental, landscape and natural features. Tour guides must have a basic understanding of the history of art, and they must be able to retain historical facts, dates and anecdotes, and then relay that information to visitors in an entertaining, informative way.

#### *4.6.2.5 Adventure travel guide*

Outdoor adventure guides organize and conduct expeditions for sports enthusiasts, adventurers, tourists or resort guests. They work for specialized adventure tourism companies, resorts, parks, lodges or campgrounds, or they operate their own small businesses. They might take clients with water rafting, fishing, hunting, or mountain climbing, depending on the season and on their skills. Adventure guides must know the characteristics of the territory, must be able to assess the risk in relation to customer experience, must have first aid knowledge and experience.

#### *4.6.2.6 Monuments, historic buildings and archaeological areas maintainer*

Maintainers are skilled workers with a good knowledge of traditional building materials and technique: masons, stonecutters, carpenters, plumbers, capable to deal with historic fabric and the different building elements. They are specialized workers who provide small work on masonry, wood, metal and other materials, on the green areas of monumental buildings and archaeological artefacts, in order to ensure the continuity of satisfactory conservation conditions and contain the processes of degradation – provided that for artistic works, such as mural painting, carvings and decorated surfaces, professional conservators-restorers are needed.

### **4.6.3 Current situation of the related educational and vocational offer**

#### ***4.6.3.1 Cultural manager, Destination manager***

ATMU - Azerbaijan Tourism and Management University provides both bachelor (4 years) and master (2 years) in “Tourism and Hotelier”: the curriculum foresees (inter alia) Azerbaijani history, languages, management, economy, finance, marketing, mathematics, accounting, legal basis of tourism business, destination management – with the prominent lack of art history. So, the resulting professional figure does not exactly match the “cultural manager” one, but it gathers many of its competences. The same course seems quite suitable for training “Destination managers” as well. Tourism and hotel management specialization are also provided at a lower level (Mingachevir Tourism College).

#### ***4.6.3.2 Ecotourist and monuments guide, Adventure travel guide***

Vocational training centers provide training opportunities (1 year for students with full secondary education, 3 years otherwise) for “tourist guide” position – as well as for “tourist agent”.

#### ***4.6.3.3 Communication professional***

ATMU - Azerbaijan Tourism and Management University provides both bachelor (4 years) and master (2 years) in “Marketing”: the curriculum foresees (inter alia) “Information communicational technologies”, “Social media and marketing communication”, “Marketing channels”, “Advertisement management”, “Product and brand management”. So, the resulting professional figure quite matches the required one.

At a lower level, vocational training centers only provide training opportunities for “Advertising worker”, which does not match the “Communication professional” position.

#### ***4.6.3.4 Monuments, historic buildings and archaeological areas maintainer***

Existing technical schools in Azerbaijan may be relevant about this worker profile (see Activity 1.5 Supporting document, Chapt. 4.3.2.1), although they might also be not sufficiently practice-oriented. Vocational training centers provide relevant courses such as “Carpenter”, “Furniture fitter”, “Electrician” and “Turner”; vocational training of mason, plaster-maker, decorator and stonecutter does not seem to be envisaged.

### **4.6.4 Educational and vocational opportunities to be introduced**

Along with the existing educational offer, some vocational training, undergraduate training and post graduate training could be introduced into the current national education system to improve the general level of skills in the culture and tourism sector. Educational and vocational paths can be introduced, also in form of “recurrent training” both to improve the skills of existing professionals and to train new figures of cultural managers, destination managers and communication professionals.

Regarding the figure of the “Destination manager” – pivotal for the tourism promotion of the territory – it is worth to refer to the “VECTOR” Project (<http://www.vector-tourism.net/>). VECTOR project has been funded with support of the European Commission and co-funded by Erasmus+ Programme. The project aims at defining a high skilled professional profile of Destination Manager (DM), that is able of proposing strategies aiming at managing, enhancing and promoting tourist destinations in an integrated perspective. Secondly, it aims at developing a joint training curriculum for DM, defining the minimum requirements of the course according with the *European credit System for Vocational Education and Training (ECVET)* standards (learning outcomes, units of learning outcomes approach, etc.) with the objective to decrease the shortage of qualified professionals in the tourism sector. The project started in November 2015 and last for 3 years.

VECTOR objectives are the following:

- Explore the skills needs in tourism and exchange good practices, knowledge and experience among partners, regarding the Destination manager ability to conceive, enhance and promote tourist destinations;
- Develop an innovative and joined training curriculum related to the Destination manager profile using the ECVET approach and *European Quality Assurance Reference (EQAVET)* principles to be included in an online course (e-learning platform);
- Organize a pilot phase in Spain and Italy involving 24 trainees to test some of the most crucial and innovative modules included in the DM training curriculum. Other units/modules of the e-learning platform will be tested at distance with the support of tutors;
- Draft an *European Qualifications Framework for Lifelong Learning (EQF)*-based set of educational standards for destination managers based on project findings, on current European *Vocational education and training (VET)* developments (with a strong focus on labor market needs), on the characteristics of this occupation and, consequently, define a qualification profile for this occupation describing knowledge, skills and competencies in the tourist field achieving a 5th level in the related EQF system;
- Validate the Destination manager profile and related training curriculum.

VECTOR has produced and made available online useful documentation: <http://www.vector-tourism.net/documentation>.

#### 4.7 Monitoring and Evaluation mechanisms

To complete the plan for the integrated management of the area, the establishment of a monitoring and evaluation system to assess the effective implementation of the proposed actions and of the generated impacts, in cultural and economic terms, is needed. To that purpose, it is necessary to elaborate a control model based on specific indicators and analytical parameters. Some possible indicators are already identified per each of the proposed measures (see par. 5.2).

Other indicators to monitor the performance of the plan are two categories of economic and cultural indicators, as follows:

Economic indicators:

- the value added of tourism and cultural activities in the country;

- the variation in tourist expenditure (primarily hospitality) in the region;
- the personal income of citizens in the concerned area and villages;
- employment created in the tourism and cultural sectors;
- the number of visits to festivals and events;
- the number of tourists visiting Shamkir Department;
- the number of entrepreneurial initiatives based on cultural resources activated in the area;
- the increase of investment of private sector in heritage assets or cultural activities;
- the increase of funding of the public in the culture sector;

Cultural indicators:

- the number of cultural initiatives, projects and events, activated in the area;
- the number of restoration and recovery projects in the area;
- the variation of the perception of the Shamkir region at the country and at the international level;
- the increase of the cultural exchanges among the different municipalities and communities interested;
- the increase of capacities of cultural and touristic operators;
- the increase of the preference of tourist towards the services offered in the region in comparison with the other attractions of the country;
- the quality improvement of the local cultural based productions (craft and agriculture);
- the trends in the tourist reputation on the international media;

To ensure an effective monitoring, once the operative phase will start, single indicators identified in the plan will need to be detailed according to:

- the real capacity to collect and elaborate data from the region;
- the availability of data to periodically update the indicators;
- the reliability of the information sources.

The periodic collection of data through the selected indicators would allow to implement efficiently the proposed actions and the overall scopes of the plan, and to introduce corrective measures, when necessary, on the basis of the results obtained during time.

## **4.8 Follow-up and further recommendations for the development of the plan**

A few developments, to be furtherly explored and detailed, could be identified for a future implementation agenda, in order to maximise the efficacy of this plan and its impact on the concerned territory. These possible steps have been identified in:

### **1) Accompanying measures**

Some accompanying and supporting measures –with special regard to capacity building and to the

possible implementation of pilot projects to start-up the plan, would be strongly advisable for ensuring a reasonable implementation of the proposed actions through the overall valorisation process.

## **2) Extend the analysis to other Departments**

As a possible follow up of the plan and its proposed actions, it could be considered the possibility to apply the analysis, over the time, also in other areas of the country to enforce the cultural policies and more efficiently improve the overall organization of the cultural sector in Azerbaijan. The enlargement of the actions to the districts of Oghuz, Shaki, Gakh, Zagatale, Balakan, interested by the Tourist corridor from Baku to Georgia, under implementation by the government, but also other departments could be a first concrete possibility of extension of the plan. This possible action should be based also on the feedbacks data coming from the monitoring of the activities implemented for the Shamkir Department. Comparing the approaches and the measures with the two World Heritage Sites of Gobustan and Baku Old Town, which are required by UNESCO to implement an integrated management plan, could be interesting and effective in harmonizing the governance approach and the managing capacities at the country level.

## **3) Detail the plan through a focus on local economic development planning**

Another possible development of the present plan could be to set up local economic development plans. This action would complete the integrated approach proposed by the plan by defining specific economic and financial measures to support the creation of a cultural-touristic district in the Shamkir Department, and to accompany the economic diversification at the country level as well.

## **4) Develop targeted new forms of collaboration**

The development of targeted networking among single institutions (e.g. between museums, historic villages, festivals with similar realities in other countries) at the international level could be an effective additional measure to improve the efficacy of the plan by facilitating the raising the interest of the public towards the Ismayilli Department and its attractors.

## Annexes

### Annex 1 - Items listed in territory of Shamkir Regional Culture and Tourism Department

	Approved by the order N: 132 dated 2 <sup>nd</sup> August 2001 by the Cabinet of Ministers of the Republic of Azerbaijan  <b>Appendix1</b>
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List of immovable historical and cultural monuments of world importance

#### Architectural monuments

Inventory N: of monument	Name of monument	History	Location
	No architectural monument of world importance		

#### Archeological monuments

Inventory N: of monument	Name of monument	History	Location
42.	Temple	Last bronze-first iron period	Goygol district, west side of Zazalivillage
47.	Great Castle	Bronze-first iron period	Gadabay district, Soyudlu village
51.	Khoshbulag kurgans	Last bronze-first iron period	Dashkasan district, Khoshbulag village
62.	Ancient Shamkir town	medieval centuries	Near Shamkir city

	Approved by the order N: 132 dated 2 <sup>nd</sup> August 2001 by the Cabinet of Ministers of the Republic of Azerbaijan <b>Appendix 2</b>
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**List of immovable historical and cultural monuments of national importance**

**Architectural monuments**

<b>Inventory N: of monument</b>	<b>Name of monument</b>	<b>History Year</b>	<b>Location</b>
	<i>Dashkasan district</i>		
211.	Monastery	487	Gushchuvillage
	<i>Gadabaydistrict</i>		
216.	Fortress	XVI century	Gala village
217.	Maiden Tower (Namardgala)	IX century	Soyudluvillage
	<i>Shamkir district</i>		
335.	Shamkirfortress	XVII century	Nearby Shamkircity
336.	Koroglufotress	XVII century	Nearby Shamkircity

**Archeological monuments**

<b>Inventory N: of monument</b>	<b>Name of monument</b>	<b>History</b>	<b>Location</b>
	<i>Goygol district</i>		
1084.	Kurgan	iron age	In 2 km south-west from Goygol city
1085.	Necropolis	lastbronze-earlyiron age	In the south from Goygol city
1086.	Steppe of kurgans	bronze and iron age	YenikandandMirzikvillages, on the bank of river Kura
1087.	Necropolis	lastbronze-earlyiron age	In the east of Gushgaravillage
1088.	Necropolis	lastbronze-earlyiron age	In the east of Bolchalivillage
1089.	Necropolis	lastbronze-earlyiron age	In the north from Chaylivillage



1090.	Open camp	mesolit-neolit	In the west from New Ali Bayramlıvillage
1091.	Open camp	mesolit-neolit	Kilikdagmount
	<i><b>Shamkir district</b></i>		
1742.	Hajiallıtower	lastbronzeage	Chanlibelvillage
1743.	Trench	lastbronzeage	Chanlibelvillage
1744.	Sarkhantrench	last bronze age	Chanlibelvillage
1745.	Bigtrench	lastbronze—early iron age	In the south from Chanlibel village
1746.	Anditrench	last bronze	Chanlibelvillage
1747.	Trench	last bronze — early iron age	In the south from Chanlibelvillage
1748.	Chakhıyolu castle	iron age	3,5kmsouth east from Chanlibel village
1749.	ShamlıTurk trenchtower	iron age	3,5 km north east- from Chanlibelvillage
1750.	Achalıtrenchtower	iron age	7 km north east- from Chanlibelvillage
1751.*	Ziyadalıtower	lastbronze—early iron age	Chanlibelvillage
1752.*	Quzghuntower	lastbronze—early iron age	Chanlibelvillage
1753.	SeyfaliNecropolis	lastbronze—early iron age	AshagıSeyfalivillage
1754.	OsmanbozuNecropolis	Early and middle bronze age	At the confluence of Kura and Shamkirrivers
1755.	Kurgans	bronzeage	At the confluence of Kura and Shamkir rivers
1756.	Russian hill	bronzeage	At the confluence of Kura and Shamkir rivers
1757.	KechiliNecropolis	bronzeage	At the confluence of Kura and Shamkir rivers
1758.	GaramusaNecropolis	last bronze—early iron age	On the left bank of Kura river
1759.	Galaboynutower	iron age	Nearby Atabayvillage
1760.*	Seyidlartower	last bronze—early iron age	Seyidlarvillage
1761.	Gala valley	last bronze—early iron age	Seyidlarvillage
1762.*	Gurudaghtrench	last bronze—early iron age	Seyidlarvillage
1763.*	Shamlıgtrench	last bronze—early iron age	Seyidlarvillage
1764.*	Girzalı-tapasettlement	bronze age—middle-age centuries	Garajamırlıvillage

1765.*	Dereyataghisettlement	Bronzeage— middle-age centuries	Garajamirlivillage
1766.*	Zeynalbeysettlement	Bronze age— middle-age centuries	Garajamirlivillage
1767.*	Munjuqlusettlement	bronze age— middle-age centuries	Garajamirlivillage
1768.*	Aliqojasettlement	Bronze age— middle-age centuries	Garajamirlivillage
1769.	Tomb		Atabayvillage
	<i>Dashkasan district</i>		
4180.	Bridge		Dashkasancity
4181.	Temple	XV century	Bayan village
4182.	Bridge	XV century	Bayan village, on the river Gushgara
4183.	Bridge	XIX century	Bayan village, on the river Gushgara
4184.	Church	1863	3 km from Bayan village
4185.	Monastery	1823	3 km from Bayan village
4186.	Tomb		Ahmadlivillage
4187.	Church	1869	Chovdarvillage
4188.	Castle	1891	5km from Chovdarvillage
4189.	Church	1850	Gushchuvillage
	<i>Gadabay district</i>		
4241.	Bridge	XIX century	Gadabaycity
4242.	Church		3km from Gadabay city
4243.	Bridge		Gala village
4244.	Bridge No 1	XIX century	Sabatkechmazvillage
4245.	Bridge No 2	XIX century	Sabatkechmazvillage
4246.	Bridge No 3	XIX century	Sabatkechmazvillage
4247.	Temple	1535	Novosaratovkavillage
4248.	Bridge		Soyudluvillage
4249.	Temple		Soyudluvillage
4250.	Temple	1634	BoyukGaramuradvillage
4251.	Bridge	XIX century	Ghizilgayavillage
4252.	Temple	XIX century	Chanakhchivillage
4253.	Church		Chanakhchivillage
4254.	Bridge		Chanakhchivillage
4255.	Temple		Ayrivanhvillage
4256.	Temple		Kilselivillage
4257.	Bridge	XIX century	Alinaghilarvillage
4258.	Temple		“Ghendere” territory

Approved by the Order N: 132 dated  
2<sup>nd</sup> August 2001 by the Cabinet of  
Ministers of the Republic of Azerbaijan

**Appendix 3**  
**List of immovable historical and cultural monuments of local importance**

**Architectural monuments**

<b>Inventory N: of monument</b>	<b>Name of monument</b>	<b>History</b>	<b>Location</b>
	<i>Daşkasan district</i>		
4180.	Bridge		Daşkasan city
4181.	Temple	XV century	Bayan village
4182.	Bridge	XV century	Bayan village, on Gushgar river
4183.	Bridge	XIX century	Bayan village, on Gushgar river
4184.	Church	1863	3 km from Bayan village
4185.	Monastery	1823	3 km from Bayan village
4186.	Tomb		Ahmadli village
4187.	Church	1869	Chovdar village
4188.	Castle	1891	5 km from Chovdar village
4189.	Church	1850	Gushchu village
	<i>Gadabay district</i>		
4241.	Bridge	XIX century	Gadabay city
4242.	Church		3 km from Gadabay city
4243.	Bridge		Gala village
4244.	bridge no 1	XIX century	Sabatkechmaz village
4245.	bridge no 2	XIX century	Sabatkechmaz village
4246.	bridge no 3	XIX century	Sabatkechmaz village
4247.	Temple	1535	Novosaratovka village
4248.	Bridge		Soyudlu village
4249.	Temple		Soyudlu village
4250.	Temple	1634	Boyuk Garamurad village
4251.	Bridge	XIX century	Gizilgay village
4252.	Temple	XIX century	Chanakhchivillage
4253.	Church		Chanakhchivillage
4254.	Bridge		Chanakhchivillage
4255.	Temple		Ayrivanh village
4256.	Temple		Kilseli village
4257.	Bridge	XIX century	Alinaghlar village
4258.	Temple		"Ghendere" territory

	<i><b>Goygoyoldistrict<sup>62</sup></b></i>		
4275.	Champagne wine manufacture	XIX century	Goygoyolcity, S.Hajiyev str.
4276.	Lutheran church	1854	Goygoyolcity, Garabaghstr., 39
4277.	Mətbəəbinası	XIX century	Goygoyolcity, S.Hajiyev str.,17
4278.	Administrative building	XIX century	Goygoyolcity, S.Hajiyev str.,22
4279.	Administrative building	XIX century	Goygoyolcity, S.Hajiyev str.
4280.	Administrative building	XIX century	Goygoyolcity, S.Hajiyev str.,25
4281.	Musiqiməktəbininbinası	XIX century	Goygoyolcity, S.Hajiyev str.,34
4282.	Poliklinikanınbinası	XIX century	Goygoyolcity, S.Hajiyev str.,38
4283.	Mehmanxanabinası	XIX century	Goygoyolcity, S.Hajiyev str.,40
4284.	Administrative building	XIX century	Goygoyolcity, S.Hajiyev str.,56
4285.	Residential house	1750	Chaykendvillage
4286.	Residential house	1889	Chaykendvillage
4287.	İkigyozybridge	XVI century	Goygoyolcity
4288.	Uchgyozybridge	1896	Goygoyolcity, lower part
4289.	Whitebridge	XII century	Goygoyolcity, south part
4290.	Castle	XII century	Zurnabadvillage
4291.	Tomb	XVI century	Sarıgayavillage
4292.	AnahidTemple		Chaykendvillage
4293.	Saint Mary church		Chaykendvillage
4294.	Gabriel church	1674	Shahriyavillage
4295.	Birkyozybridge	XVI century	Dozularvillage
4296.*	Two-archedstonebridge		Topalhasanlivillage
	<i><b>Shamkirdistrict</b></i>		
4997.	Bridge	XVII century	Nearby Shamkircity
4998.	Bridge		Nearby Shamkir city
4999.	Lutheran church	1909	Shamkircity
5000.	Bridge		Shamkirdərəsi
5001.	Bridge		Tahnalivillage
5002.	Mosque	XVII century	Tahnalivillage
5003.	“Didvan” tower	XVIII century	AshaghiSeyfalivillage
5004.	Maiden tower		AshaghiSeyfalivillage
5005.	Mosque	XVIII century	AshaghiSeyfalivillage
5006.	Mosque		Abbaslivillage
5007.	Maiden tower	XVIII century	Tatarlivillage
5008.	Karvanbridge	XI century	on Zayam river
5009.	Church		Narimanlivillage
5010.	Church		Narimanlivillage
5011.	Vangmainchurch		YukhariChaykendvillage
5012.	Church		YukhariChaykendvillage
5013.	Church		Gunashlivillage
5014.	Church		DaghJayirvillage

### Garden-park, monumentals and memorials

Inventory N: of monument	Name of monument	History	Location
5631.	Memorial Monument devoted to Great Patriotic War martyrs		Dashkasancity

### Archeological monuments

Inventory N: of monument	Name of monument	History	Location
	<i>Gadabaydistrict</i>		
5810.	Old cemetery	Middle agecenturies	Novosaratovkavillage
5811.	Koroghlu cave	Middle agecenturies	5 km south-west from Novosaratovkavillage
5812.	Galacha	Middle age centuries	3 km north-west from Novosaratovkavillage
	<i>Goygyoldistrict</i> <sup>69</sup>		
5819.	Old cemetery	Middle age centuries	Zurnabadvillage
	<i>Dashkasandistrict</i>		
5867.	Dashkasansettlement	Last middle age centuries	South-east from Yengijavillage
	<i>Shamkirdistrict</i>		
6039.	Greek cemetery	Middle age centuries	South-eastern part of Chanlibel village
6040.	Old cemetery	Middle age centuries	8km south east from Chanlibelvillage
6041.	Old cemetery	Middle age centuries	YukhariSeyfalivillage
6042.	Üchgultower	Middle age centuries	Nearby AshaghiSeyfalivillage



## Annex 2 - Outputs of enquiry on selected Culture Clubs of the Shamkir Regional Culture and Tourism Department

Name of club	Year of foundation	Population potentially served	Activities (1, 2, 3, 4, 5, 6, 7)	Cultural sectors (1-11)	Presence of major cultural asset in the area	Activities (A= autonomous C= in collaboration B= both)	Number of events/year	Structured staff (number)	Volunteers (number)	Under35 staff (number)	Budget (AZN)	Provenience of funds (1 - 6)	Cooperation level (1- 4)	Territorial level of activities (1 - 4)	Served public per age (1 -4)	Served public / year	Most attended activities	Opening times (1 - 6)	Needs (1 - 7)
Ashigli village craftsmanship club	1976	1535	1,2,3,4,6,7	2,9,11		B	12	2	11			1		1	1,2,3		exhibitions	4.5	
Balchili village cultural folklore house	1971	4090	1,2,3,4,6,7	7,8,9,11	Yes	B	16	2	12			1	1.2	2	1,2,3		concerts	4.5	
Chaykand village cultural house of Ashugs	1968	2408	1,2,3,4,6,8	7,8,9,11	Yes	B	16	4	10			1	1.2	2	1,2,3		concerts	4.5	
Chayli village cultural folklore house	1969	939	1,2,3,4,6,9	7,8,9,11	Yes	B	12	4	12	1		1	1		1,2,3		concerts	4.5	
Goygol district cultural center	1946	20000	1,2,3,4,5,6,7	3,4,7,8,9,11	Yes	B	126	12	20	1		1	1		1,2,3	1295	concerts	4.5	6
Girigli village cultural folklore house	1962	1762	1,2,3,4,6,7	7,8,9,11	Yes	B	12	2	9			1	1	4	1,2,3		concerts	4.5	
Gizilja village cultural folklore house	1976	1755	1,2,3,4,6,7	7,8,9,11	Yes	B	17	4	12			1,3,4,	1.2	2	1,2,3		concerts	4.5	3
Goychahkand village cultural house of Ashugs	1976	707	1,2,3,4,6,7	7,8,9,11	Yes	B	14	4	14			1	1		1,2,3		concerts	4.5	
Goychahkand village cultural house of Ashugs	1976	444	1,2,3,4,6,7	7,8,9,11	Yes	B	16	4	12			1	1.2	2	1,2,3		concerts	4.5	
Karamli village craftsmanship club	1968	370	1,2,3,4,6,7	2.9		B	14	2	12			1	1		1,2,3		exhibitions	4.5	
Mikhaylovka village craftsmanship club	1975	154	1,2,3,4,6,7	3.11		B	14	2	12			1	1		1,2,3		exhibitions	4.5	
Nadil village folklore clu	1972	1331	1,2,3,4,6,7	2,9,11		B	12	2	10			1	1		1,2,3		concerts	4.5	
Panahlilar village cultural folklore house	1980	1235	1,2,3,4,6,7	7,8,9,11	Yes	B	16	4	12			1	1.2	2	1,2,3		concerts	4.5	
Sarisu village folklore club	1976	452	1,2,3,4,6,7	2,9,11		B	13	2	10			1	1		1,2,3		concerts	4.5	
Shahriyar village cultural folklore house	1968	1175	1,2,3,4,6,7	7,8,9,11	Yes	B	12	2	11	1		1	1		1,2,3		concerts	4.5	
Yeni Zod N-2 village cultural house of handicrafts	1976	1246	1,2,3,4,6,7	2,8,9,11	Yes	B	13	2	10			1	1		1,2,3		exhibitions	4.5	
Zurnabad village Cultural house of history and ethnography	1968	1516	1,2,3,4,6,7	2,8,11	Yes	B	13	2	10			1	1		1,2,3		exhibitions	4.5	

Name of club	Year of foundation	Population potentially served	Activities (1, 2, 3, 4, 5, 6, 7)	Cultural sectors (1-11)	Presence of major cultural asset in the area	Activities (A= autonomous C= in collaboration B= both)	Number of events/year	Structured staff (number)	Volunteers (number)	Under35 staff (number)	Budget (AZN)	Provenience of funds (1 - 6)	Cooperation level (1- 4)	Territorial level of activities (1- 4)	Served public per age (1 -4)	Served public / year	Most attended activities	Opening times (1 - 6)	Needs (1 - 7)
Shamkir city club N.2		42000	1	7	Yes	A	10 +	3		1	0	1	1	4	4	100+	concerts	4	1
Shamkir city club N.5		42000	1	7	Yes	A	10+	3		1	0	1	1	4	4	100+	concerts	2	1
Cultural House named after Ahmad Javad		42000	1,3,6,	9,11	Yes	B	15+	9	5	5	0	1	2	2	4	300+	national events	2	5
Alasgarli village cultural club	1965	800	1	7	Yes	A	10+	3			0	1	1	4	4	100	concerts	2	1
Aliyagublu village cultural club	1959	2443	1	7	Yes	A	10	3			0	1	1	4	4	100+	concerts	2	1
Ashagi Seyfali village cultural house	1952	2883	1	7	Yes	A	10+	5			0	1	1	4	4	100+	concerts	2	1
Bayramli village club		3000	1	7	Yes	A	10+	3			0	1	1	4	4	50+	concerts	2	1
Chanlibel village cultural club	1956	3287	1	7	Yes	A	10+	3			0	1	1	4	4	100+	concerts	2	1
Chaparli village culture house	1952	5000	1	7	Yes	A	10+	5			0	1	1	2	4	100+	concerts	2	1
Chinarli village culture house	1949	10000	1	7	Yes	A	10+	5			0	1	1	4	4	150+	cultural education	2	1
Dallar Jirdakhan village club	1965	3856	1	7	Yes	A	10+	3			0	1	1	4	4	100+	concerts	2	1
Dallar settlement village club	1951	1000	1	7	Yes	A	10+	3			0	1	1	4	4	100+	concerts	2	1
Duyarli village cultural house	1950	9950	1	7	Yes	A	15+	5			0	1	1.2	4	4	100+		2	2
Fuzuli village club	1969	400	1	7	Yes	A	10+	3			0	1	1	4	4	50+	education	2	1



Gapanli village club	1957	3164	1	6.11	Yes	A	10+	4		1	0	1	1	4	4	50+	Days of historic importance	2	1
Garajamirli village club	1957	6000	1	7	Yes	A	10+	3		2	0	1	1	4	4	150+		2	1
Garalar village club	1969	1000	1	7	Yes	A	10+	3		1	0	1	1	4	4	150+	concerts	2	1
Gasim Ismayilov village club	1947	2320	1	7	Yes	A	10+	4		2	0	1	1	4	4	100+	concerts	2	2
Gasimalilar village club	1987	2000	1	7	Yes	A	10+	3		2	0	1	1	4	4	50+	concerts	1	1
Gilinjbayli village club	1991	1000	1	7	Yes	A	10+	4		3	0	1	1	4	4	100+	concerts	2	1
Gunashli village club	1951	480	1	7	Yes	A	10+	3		1	0	1	1	3	4	50+	Holiday festivities	2	1
Irmashli village club	1950	5200	1	7	Yes	A	10+	3		1	0	1	1	4	4	50+	patriotism	2	1
Kechili village cultural house	1978	7000	1	7	Yes	A	10+	3		1	0	1	1	4	4	50+	patriotism	2	1
Konullu village cultural house	1958		1	7	Yes	A	10+	3		2	0	1	1	4	4	100+	concerts	2	1
Mahmudlu village club	1965	3956	1	7	Yes	A	10+	3		1	0	1	1	4	4	100+	concerts	2	2
Mashadi Orujlu village cultural club			1	7	Yes	A	10+	3			0	1	1	4	4	100+	concerts	2	1
Mukhtariyya village club	1968	3500	1	7.11		A	10+	3		1	0	1	1.2	4	4	60+	national holidays	2	1
Narimanli village cultural club	1951	578	1	7	Yes	A	10+	3			0	1	1	4	4	100+	concerts	2	1
Sabirkand village cultural house	1949	5626	1	7	Yes	A	10+	5			0	1	1	4	4	100+	concerts	2	1
Saritapa village club	1986	2970	1	7	Yes	A	10+	3			0	1	1	4	4	60+	concerts	2	2
Shishtapa village cultural house	1957	6300	1	7.9	Yes	A	10+	5			0	1	1.2	4	4	60+	events	2	1
Talish village club	1990	1000	1	7	Yes	A	10+	3			0	1	1	4	4	50+	concerts	2	1
Tatar village cultural club	1972	578	1	7	Yes	A	10+	3		1	0	1	1	4	4	100	concerts	2	1
Texnika Birliyi village club	1971	4000	1	7	Yes	A	10+	3			0	1	1	4	4	100	concerts	2	2
Yeni Hayat village	1958	7000	1	7	Yes	A	10+	3			0	1	1	4	4	100	concerts	2	1
Yukhari chaykand village cultural club	1984	330	1	7	Yes	A	10+	3			0	1	1	4	4	100	concerts	2	1
Yukhari Seyfali village cultural club	1956	3826	1	7	Yes	A	10+	3			0	1	1	4	4	100	concerts	2	1
Zayam Jirdakhan village cultural house	1953	10000	1	7	Yes	A	12+	5		1	0	1	2	2.4	4			2	1
Zayam Settlement cultural house	1952	9600	1	7	Yes	A	10+	5			0	1	1	4	4	150+		2	1

### Annex 3 - Shamkir Regional Culture and Tourism Department cultural resources summary tables

SHAMKIR DISTRICT RESOURCES												
	Location	Natural Heritage		Tangible Cultural Heritage		Intangible Cultural Heritage			Museum/ Library/ Theater	Food and wine	Events/ festival	Culture club
		Protected area	Natural site/ landscape	Archaeological site	Historic monument and urban	Oral Tradition	Performing Arts	Traditional Handicraft				
District General Resource	Shamkir District			City of Shamkir: the archaeological remains (ruins of an ancient Achaemenid palace), the medieval settlements (with the fortresses and churches) Archaeological remains from the early Christian period (from IV century a.C.)	The old German street that constituted the German settlement of Annenfeld with the Lutheran church					Vineyards (AZ-Rus Dostluk)	Shamkir Chess	
Local Resource	Shamkir City		Urban landscape	Ancient Shamkir town	Shamkir fortress				Monuments Park			City Cultural House

					Koroglu fortress				Zeka Youth Center			
					Bridge (XVII century)				Heydar Aliyev Center			
					Annenfeld, German Urban Setting				History and Local Lore Museum			
	Kur		Rural landscape		Lutheran Church							Kur settlement Cultural house
	Duyarli village		Rural landscape									Duyarli village Cultural house
	Zayam Jirdaxan village		Rural landscape									Zayam Jirdaxan village Cultural house
	Chanlibel village		Mountain landscape	Hajialli tower								Chanlibel village Cultural house
				Chakhryolu castle								
				Ziyadali tower								
				Quzghun tower								
	Narimanli village		Rural landscape	Greek cemetery								Narimanli village Cultural house

	Bayramli village Cultural house		Rural landscape		Church							Bayramli village Cultural house
	Sabirkand village		Rural landscape									Sabirkand village Cultural house
	Kechili village		Rural landscape									Kechili village Cultural house
	Dallar Jayir village		Rural landscape	Kechili Bronze Age Necropolis								Dallar Jayir village Cultural house
	Shishtapa village		Rural landscape									Shishtapa village Cultural house
	Garajamirli village		Rural landscape	Achaemenid Palace								Garajamirli village Cultural house
				Girzali tapa, Bronze and Middle Age settlement								
				Dereyataghi Bronze and Middle Age settlement								
				Zeyanalbey Bronze and Middle Age settlement								

	Chaparli village		Rural landscape	Munjuqlu Bronze and Middle Age settlement	Early Christian chapel							Chaparli village Cultural house
	Konullu village		Rural landscape	Aliqoja Bronze and Middle Age settlement								Konullu village Cultural house
	Mukhtariyyat village		Rural landscape	Medieval Shamkir town								Mukhtariyyat village Cultural house
	Gapanli village		Rural landscape									Gapanli village Cultural house
	Dallar Dashbulaq village		Rural landscape									Dallar Dashbulaq village Cultural house
	İrmashli village		Rural landscape									İrmashli village Cultural house
	Alasgarli village		Rural landscape									Alasgarli village Cultural house
	Tatarli village		Rural landscape									Tatarli village Cultural house
	Gunashli village		Rural landscape									Gunashli village Cultural house

	Atabay village		Mountain landscape		Maiden Tower (Galaboynu tower) XVIII century							
	Aliyaqublu village		Rural landscape		Church							Aliyaqublu village Cultural house
	Yukhari Seyfali village		Rural landscape	Galaboynu tower								Yukhari Seyfali village Cultural house
	Chinarli settlement		Rural landscape									Chinarli settlement Cultural house
	Zayam settlement		Rural landscape									Zayam settlement Cultural house
	Ashaghi Seyfali village		Rural landscape									Ashaghi Seyfali village Cultural house
	City club N: 3		Rural landscape									City club N: 3
	City club N: 2		Rural landscape									City club N: 2
	Gilinjbayli village club		Rural landscape									Gilinjbayli village club

	Dallar settlement club		Rural landscape									Dallar settlement club
	City club N: 5		Rural landscape									City club N: 5
	Yukhari Chaykend village club		Rural landscape									Yukhari Chaykend village club
	Garalar village club		Rural landscape									Garalar village club
	Talish village club		Rural landscape									Talish village club
	Dallar Jirdakhan village club		Rural landscape									Dallar Jirdakhan village club
	Fuzuli village club		Rural landscape									Fuzuli village club





GOYGOL DISTRICT RESOURCES												
	Location	Natural Heritage		Tangible Cultural Heritage		Intangible Cultural Heritage			Museum/ Library/ Theater	Food and wine	Events/ festival	Culture club
		Protected area	Natural site/ landscape	Archaeol. site	Historic monument and urban landscape	Oral Tradition	Performing Arts	Traditional Handicraft				
District General Resource	Goygol District	Goygol National Park	Goygol, Maralgol, Garagol, Zeligol, Aggol, Shamligol Lakes		Helenendorf, the settlement of German immigrants built in the in the mid-1800s					Traditional Wine production. Goygol Wine Plant		
Local Resource	Goygol City		Urban landscape	Kurgan, Iron Age	Champagne Wine Manufacture, XIX century				Victor Klein House	Göygöl şərab zavodu (Goygol Wine Factory)		District Cultural Centre
					Saint Johannis Lutheran Church				Historical and Local Lore Museum			
					Teador Saray (historic palace)				Heydar Aliyev Museum			
				Naecropolis, Last Bronze-Early Iron Age	Lutheran church, 1854				Heydar Aliyev Center			
									Goygol Central Library			

	Dozular village		Mountain landscape		Birkyoz bridge, XVI century						Dozular village Folklore house
	Gizilja village		Mountain landscape		Bridge, XIX century						Gizilja village Folklore house
	Chaykend Ashugs village		Mountain landscape	Anahid temple	Saint Mary church						Chaykend Ashugs House
					Residential House, 1750						
	Zurnabad village		Mountain landscape	Old cemetery, Middle Age centuries	Castle, XII century						Zurnabad village Cultural Ethnographic House
	Yeni Zod village		Mountain landscape		Albanian Church						Yeni Zod village Folklore House N: 2
	Goychakand village		Mountain landscape								Goychakand village Ashugs House
	Qushchu village		Mountain landscape								Qushchu village Folklore house
	Chayli village		Mountain landscape								Chayli village Folklore house

	Balchili village		Mountain landscape								Balchili village Folklore house
	Panahlilar village		Mountain landscape								Panahlilar village Folklore house
	Shahriyar village		Mountain landscape		Gabriel Church, 1674						Shahriyar village Folklore house
	Girigli village		Mountain landscape								Girigli village Folklore house
	Ashigli village		Mountain landscape								Ashigli village Craftsmanship club
	Nadil village		Mountain landscape								Nadil village Folklore club
	Sarisu village		Mountain landscape								Sarisu village Folklore club
	Karamli village		Mountain landscape								Karamli village Craftsmanship club

	Mollajalilli village		Mountain landscape									Mollajalilli village Craftsmanship club
	Mikhaylovka village		Mountain landscape									Mikhaylovka village Craftsmanship club



GADABAY DISTRICT RESOURCES												
	Location	Natural Heritage		Tangible Cultural Heritage		Intangible Cultural Heritage			Museum/ Library/ Theater	Food and wine	Events/ festival	Culture club
		Protected area	Natural site/ landscape	Archaeol. site	Historic monument and urban landscape	Oral Tradition	Performing Arts	Traditional Handicraft				
District General Resource	Gadabay District		The meadows, springs, waterfalls (like the Shahzada, 18-20 height meters ice waterfall ), mountains and forests, mineral waters.	Archaeological remains of the first Christian period	Remnants of mining system and infrastructure (ex. the bridges and railways built by the Germans)			Hand embroidery, carpet weaving, wood and metal carving		Kullama, small potatoes with thin peel cooked in ashes		
										Mineral waters, "Narzan", "Mor-Mor", "Chaldash", "Turshsu" and "Soyudlu narzani" (in Soyudlu village)		



			The wilderness of the natural landscape and the presence of some panoramic view points									
Local Resource	Gadabay city		Mountain landscape, forest		Bridge, XIX century				Gadabay regional History-etnography museum			Gadabay District Cultural Centre
									"Qardaşlıq" Ukrayn Theater			Gadabay city Craftsmanship club
	Novosaratovka village		Mountain landscape	Old cemetery, Middle Age centuries								
				Koroghlu cave, Middle Age century								
	Duzyur		Mountain landscape		Bridge built by the Siemens brothers							
	Qalakend Village		Mountain landscape		Koroglu Castle							

					Remains of the first hydroelectric power station made in 1883 by Imperial Russia							
	KharKhar village		Mountain landscape									KharKhar village Craftsmanship house
	Zahmat village		Mountain landscape									Zahmat village Folklore house
	Slavyanka village		Mountain landscape			Russian ethnic-religious community of Molokans						Slavyanka village Folklore house
	Samanlig village		Mountain landscape									Samanlig village Craftsmanship house
	Narimankand village		Mountain landscape									Narimankand village Cultural Ethnographic House

	Soyudlu village		Mountain landscape	Great Castle, Late Bronze-First Iron Age	Maiden Tower (Namard gala), IX century						“Soyudlu narzani” mineral water		Soyudlu village Cultural Ethnographic House
	Dayargarabulag village		Mountain landscape										Dayargarabulag village Cultural Ethnographic House
	Chayli village		Mountain landscape										Balchili village Folklore house
	Miskinli village		Mountain landscape	Medieval Shamkir Town									Miskinli village Folklore house
	Arisu village		Mountain landscape										Arisu village Folklore house
	Shahriyar village		Mountain landscape										Girigli village Folklore house
	Plankand village		Mountain landscape										Plankand village Folklore house
	Chaldash village		Mountain landscape										Chaldash village Folklore house

	Sabatkechmaz village		Mountain landscape								Sabatkechmaz village Folklore house
	Chalburun village		Mountain landscape								Chalburun village Folklore house
	Kichik Garamurad village		Mountain landscape								Kichik Garamurad village Folklore house
	Boyuk Garamurad village		Mountain landscape								Boyuk Garamurad village Cultural Ethnographic House
	Garamammadli village		Mountain landscape								Garamammadli village Cultural Ethnographic House
	Parakand village		Mountain landscape								Parakand village Folklore house
	Alnabat village		Mountain landscape								Alnabat village Craftsmanship house
	DuzRasullu village		Mountain landscape								DuzRasullu village Folklore house

	Goyalli village		Mountain landscape								Goyalli village Cultural Ethnographic House
	Chanagchi village		Mountain landscape								Chanagchi village Craftsmanship club
	Arigdam village		Mountain landscape		Arigdam and Khichik towers (not in the national list of monuments)						Arigdam village Craftsmanship club
	Gar Gar village		Mountain landscape								Gar Gar village Cultural Ethnographic club
	Daryurd village		Mountain landscape								Daryurd village Folklore club
	Arigiran village		Mountain landscape								Arigiran village Cultural Ethnographic club
	ChayRasullu village		Mountain landscape								ChayRasullu village Craftsmanship club
	İsali village		Mountain landscape								İsali village Folklore club

	Inakboghan village		Mountain landscape									Inakboghan village Cultural Ethnographic club
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DASHKASAN DISTRICT RESOURCES												
	Location	Natural Heritage		Tangible Cultural Heritage		Intangible Cultural Heritage			Museum/ Library/ Theater	Food and wine	Events/ festival	Culture club
		Protected area	Natural site/ landscape	Archaeol. site	Historic monument and urban landscape	Oral Tradition	Performing Arts	Traditional Handicraft				
District General Resource	Dashkasan District		Interesting landscape and panoramic values	Diffused remains of the Early Christian period	The mining system. The system includes the infrastructures, roads, bridges, the railway, constituting a relevant and rather unique, for this area, example of industrial archaeology							
Local Resource	Dashkasan city		Urban landscape		Marble quarry beyond the town of Dashkesan				Historical museum of local lore in Dashkasan area			District Cultural Centre
					Memorial Monument devoted to Great Patriotic War martyrs;				Dashkasan Art Gallery			



				Bridge				Heydar Aliyev Center			
Amirvar		Mountain landscape									Amirvar village club
Bayan		Mountain landscape		Bayan Christian village, Monastery 1823, Church 1863							
				Temple, XV century							
				Bridge, XV century							
				Bridge, XIX century							
Gushchu village		Mountain landscape		Monastery, 457							Gushchu village Cultural house
				Church, 1850							
Garagullar village		Mountain landscape									Garagullar village club
Chovdar village		Mountain landscape		Church, 1869							
				Castle, 1891							
Khoshbulag village		Mountain landscape	Koshbulag kurgans, Late Bronze- First Iron age								Khoshbulag village club
Kamargaya		Mountain landscape									Kamargaya village club

	Chanagchi village		Mountain landscape								Chanagchi village club
	Zaylik village		Mountain landscape								Zaylik village club
	Ahmadli village		Mountain landscape		Tomb						Ahmadli village Cultural house
	Yukhari Dashkasan settlement		Mountain landscape								Yukhari Dashkasan settlement club
	Ashaghi Dashkasan settlement		Mountain landscape								Ashaghi Dashkasan settlement club
	Gushchu settlement		Mountain landscape								Gushchu settlement club
	Alunitdagh settlement		Mountain landscape								Alunitdagh settlement club
	Tazakand village		Mountain landscape								Tazakand village club
	Davralli village		Mountain landscape								Davralli village club
	Pirverdilar village		Mountain landscape								Pirverdilar village club
	Galingaya village		Mountain landscape								Galingaya village club

	Alakhanchallar village		Mountain landscape								Alakhanchallar village club
	Shahkaram village		Mountain landscape								Shahkaram village club
	Amirvar-Gazakhli village		Mountain landscape								Amirvar-Gazakhli village club
	Almali village		Mountain landscape								Almali village club
	Zinzahal village		Mountain landscape								Zinzahal village club
	Sugovushan village		Mountain landscape								Sugovushan village club
	Kollu village		Mountain landscape								Kollu village club
	Chirakhli village		Mountain landscape								Chirakhli village club
	Gurbulag village		Mountain landscape								Gurbulag village club

