



# MODEL BUSINESS PLAN & HANDBOOK FOR THE ESTABLISHMENT OF DESTINATION MANAGEMENT ORGANISATIONS IN AZERBAIJAN

February 2019

**Azerbaijan Tourism Board**

Landmark I  
96E Nizami street,  
Baku, Azerbaijan, AZ1010  
T +99412 5058704

Azerbaijan Tourism Board

**MODEL BUSINESS PLAN & HANDBOOK**  
**FOR THE ESTABLISHMENT OF DESTINATION**  
**MANAGEMENT ORGANISATIONS IN**  
**AZERBAIJAN**

February 2019



## CONTENTS

|   |    |
|---|----|
| INTRODUCTION .....  | 7  |
| 1. ORGANISATION .....   | 8  |
| 1.1 Destination and DMO name .....  | 8  |
| 1.2 Purpose and duties .....  | 8  |
| 1.3 Scope .....   | 10 |
| 1.4 Legal framework and governance .....                                  | 11 |
| 1.5 Key beneficiaries .....   | 14 |
| 2. FUNCTION .....   | 17 |
| 2.1 Tourism marketing and communications .....                            | 17 |
| 2.2 Tourism product development .....                                     | 24 |
| 2.3 Tourism human resource development and standards .....                | 33 |
| 3. OPERATION .....  | 39 |
| 3.1 Management structure .....  | 39 |
| 3.2 Staffing .....  | 40 |
| 3.3 Position descriptions .....   | 41 |
| 3.4 Professional development .....  | 45 |
| 3.5 Staff recruitment .....   | 46 |
| 4. FINANCE .....  | 48 |
| 4.1 Central level funding .....   | 48 |
| 4.2 Private sector partnerships .....                                     | 48 |
| 4.3 Commercial activities .....   | 49 |
| 4.4 Stimulating tourism investment .....                                  | 49 |
| 4.5 Working with development agencies, NGOs and donor organisations ..... | 51 |
| ANNEXES .....   | 55 |
| Annex 1. Draft DMO charter .....  | 55 |
| Annex 2. TIC / DMO evaluation criteria and weighted scoring system .....  | 59 |
| Annex 3. ATB charter .....  | 62 |
| Annex 4. Key Azerbaijan Festivals and Events in 2018-2019 .....           | 71 |
| Annex 5. DMO staff recruitment action plan .....                          | 75 |
| Annex 6. DMO applicant evaluation criteria .....                          | 76 |

## ABBREVIATIONS AND ACRONYMS

|        |  |
|--------|--|
| 5As    | Attractions, Accommodation, Accessibility, Amenities, Ancillary  |
| ABAD   | Asan Support to Family Business                                  |
| ASAN   | Azerbaijan Service and Assessment Network                        |
| ATB    | Azerbaijan Tourism Board   |
| AZN    | Azerbaijan Manat   |
| BC     | Before Christ  |
| CEO    | Chief Executive Officer  |
| CV     | Curriculum Vitae   |
| DINKs  | Double Income No Kids  |
| DMO    | Destination Management Organisations                             |
| EU     | European Union   |
| GIZ    | German Society for International Co-operation                    |
| HA     | Hectares   |
| HR     | Human Resources  |
| INR    | Indian Rupee   |
| IPD    | Investment Promotion Document                                    |
| IT     | Information Technology   |
| ITRD   | Azerbaijan Intangible Tourism Resources Database                 |
| MoC    | Ministry of Culture  |
| MoCT   | Ministry of Culture and Tourism                                  |
| MoE    | Ministry of Economy  |
| MoU    | Memorandum of Understanding                                      |
| NGO    | Non-Government Organisation                                      |
| PLE    | Public Legal Entity  |
| PPP    | Public-Private-Partnership                                       |
| PR     | Public Relations   |
| RIIB   | Regional Development Public Union                                |
| STA    | State Tourism Agency   |
| TBD    | To Be Determined   |
| TIC    | Tourist Information Centre                                       |
| TIKA   | Turkish Co-operation and Co-ordination Agency                    |
| TNA    | Training Needs Analysis  |
| TRZ    | Tourism and Recreational Zones                                   |
| TTRD   | Azerbaijan Tangible Tourism Resources Database                   |
| TVET   | Tourism Vocational Education and Training                        |
| UAE    | United Arab Emirates   |
| UK     | United Kingdom   |
| UNDP   | United Nations Development Programme                             |
| UNESCO | United Nations Educational, Scientific and Cultural Organisation |
| USD    | United States Dollars  |
| VAT    | Value Added Tax  |
| WC     | Water Closet (toilet)  |

## INTRODUCTION

In April 2018 the State Tourism Agency (STA) and the Azerbaijan Tourism Board (ATB) began preparations for the roll-out of a new structure for the development, promotion and management of tourism in Azerbaijan's regional areas.

The new structure for tourism is based upon the national-level ATB being supported by a network of regional level Destination Management Organisations (DMO). The DMOs combine multiple rayons and operate on-the-ground in key destinations across Azerbaijan.

After the completion of a piloting stage under which the DMOs will be established as a transformation of existing Tourist Information Centres (TICs) under STA, the opportunity to structure the DMOs as branches of the ATB will be explored.

The overall aim of the DMOs is to lead, co-ordinate, promote, and manage the long-term sustainable economic growth and marketing of Azerbaijan's regional destinations.

*The Model Business Plan & Handbook for the Establishment of Destination Management Organisations in Azerbaijan* seeks to provide guidance on the purpose, role, function and operation of the DMOs.

It is intended that the establishment and operation of all DMOs shall aim to generally follow the structures and functions as outlined in this DMO business plan handbook while at the same time, customising the approaches to suit the unique situation of each destination.

# 1. ORGANISATION

## 1.1 Destination and DMO name

The DMO's are named after the rayon in which they are physically located rather than the name of the region (or "destination") that they administer. The Sheki DMO office for example, is located in Sheki rayon but administers the rayons of Sheki, Qakh, Zaqatala and Balaken.

Branding and naming regional destinations will not take place until the products, experiences and activities in Azerbaijan's regional areas are better developed and at such a time that distinct geographical clusters can be defined.

Once these regional areas are more strongly developed for tourism, the opportunity to develop a brand and name for the destination will be considered. The name of the destinations will be determined by ATB as part of the strategy for the national tourism brand; *"Azerbaijan: Take another look"*.<sup>1</sup>

It is proposed that both the DMO brand and later on, the destination brand, include a name, logo, tagline and other elements of visual identity, as well as identify the brand promise, perception, values, voice and positioning.

The name of the destination may pick up on a range of defining elements of the destination such as its geographic location, prominent features of the natural landscape, or unique culture or traditions shared by the local people.

## 1.2 Purpose and duties

The overall purpose of the DMOs are to lead, co-ordinate, promote, and manage the long-term sustainable economic growth and marketing of Azerbaijan's regional tourism destinations. Each DMO office is responsible for a number of rayons within its region (see **Section 1.3**).

The primary duties of the DMO include:

- To conduct researches to study tourism potential of destination
- To ensure tourism brand development of destination
- To support creating favorable investment environment for tourism industry in the destination, to encourage public-private sector partnership
- To support local producers, craftsmen to develop destination-related product brands
- To collaborate with different entities for the purpose of marketing and distribution of local products
- To organise tourism related festivals and events as well as to be involved in the organisation of them
- To organise and sell tickets of tours, events and excursions as well as attend in travel industry fairs, exhibitions
- To organise info tours for media and travel sector actors
- To support tourism product development
- To define and develop new tourism routes / itineraries in the destination with the relevant stakeholders

---

<sup>1</sup> Or any other national brand developed by ATB in the future



- To prepare promotional campaigns of destination
- To organise various tourism services in destination, to supervise the implementation of services
- To measure visitors' satisfaction
- To gather a statistical database on tourists and tourism industry and update it on a regular basis
- To increase awareness in tourism and to improve the skilled tourism specialists in destination
- To upgrade the functions of tourism industry representatives in destination and to organize trainings
- To offer marketing activities, business consultancies to strengthen industry potential
- To create and update online platform, e-marketing tools of DMO on a regular basis in partnership with ATB
- To carry out capacity building actions and training for the TICs and info points in destination in order to meet modern tourism requirements
- To coordinate tourism grants, scholarships and sponsorships that are initiated and approved by ATB
- To raise awareness on tourism related policies among population of the destination

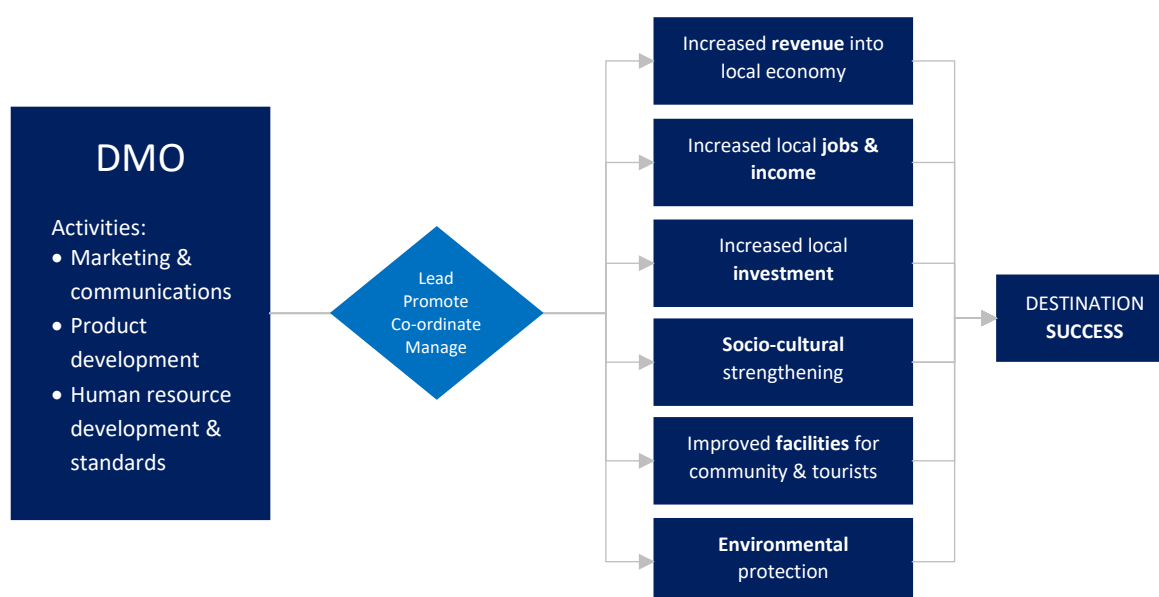
The draft DMO Charter is provided in **Annex 1**.

As an outcome of the DMO activities, the following outcomes are expected:

- Increased revenue into local economy
- Increased local jobs and income
- Increased local investment
- Socio-cultural strengthening
- Improved facilities for local community and tourists
- Environmental protection

The overall role and function of the DMO and the factors required for the establishment of a balanced destination is shown in the following diagram.

## Key ingredients for DMOs in creating successful and balanced destinations<sup>2</sup>



### 1.3 Scope

The identification of the location and scope of the first pilot DMOs was based on a needs and opportunity analysis conducted by ATB that used evaluation criteria and a weighted scoring system of the country's existing Tourist Information Centres (TICs; see **Annex 2**).

The final regions that were chosen for the pilots exhibited a strong mix of tourism products and services that were considered to have potential to immediately benefit from the support and guidance of the STA / ATB through the operation of a DMO.

Based upon the results of the analysis the location of the first two pilot DMO offices were identified for the following areas:

| Sheki DMO office   | Guba DMO office   |
|--|---|
| <ul style="list-style-type: none"> <li>• Sheki rayon</li> <li>• Gakh rayon</li> <li>• Zagatala rayon</li> <li>• Balaken rayon</li> </ul> | <ul style="list-style-type: none"> <li>• Guba rayon</li> <li>• Gusar rayon</li> </ul> |

Towards the end of the first year of successful pilot testing in late 2019, a further two regional DMO offices were established in the following areas:

<sup>2</sup> Adapted from: Pratap P., Chowdhary N. & Kapadia S., *Destination Performance: Importance of Redefining DMOs*, Asia-Pacific Journal of Innovation in Hospitality and Tourism, Vol. 4 No. 1 March 2015 pp. 125-142

| Ganja DMO office  | Lankaran DMO office   |
|---|---|
| <ul style="list-style-type: none"> <li>• Ganja city</li> <li>• Shamkir rayon</li> <li>• Dashkasen rayon</li> <li>• Goygol rayon</li> <li>• Gadabay rayon</li> <li>• Naftalan city (extension support)</li> <li>• Mingechevir rayon (extension support)</li> </ul> | <ul style="list-style-type: none"> <li>• Lankaran</li> <li>• Masali</li> <li>• Lerik</li> <li>• Astara</li> </ul> |

In the long term, the vision is to have all rayons with strong existing or future potential for tourism in Azerbaijan represented by a DMO.

## 1.4 Legal framework and governance

### Legal framework

In the short-term and during the initial stages of the piloting phase, Tourist Information Centres (TICs) within the selected regions will be functionally transitioned into DMOs and operate under the STA framework.

In the mediu- to longer-term, it is planned that all DMOs shall fit under ATB who shall act as the “parent organisation”. Established on 16<sup>th</sup> February 2017, the ATB is a Public Legal Entity (PLE) operating under Law No. 97-VQ *On Public Legal Entities*, dated December 29, 2015. As a branch of the ATB, the DMOs shall likewise operate under PLE Law.

The ATB operates according to its own Charter which stipulates its core function as being to:

*Increase Azerbaijan’s market share in tourism by promoting the tourism potential of the country, co-ordinate marketing activities, strengthen Azerbaijan’s competitiveness in foreign markets in collaboration with the local tourism and hospitality partners, increase tourists’ satisfaction and support the development of the tourism product and potential, ensure international recognition of the country.*

ATB is guided by the Constitution of the Republic of Azerbaijan, international treaties to which the Republic of Azerbaijan is a party, Public Legal Entities Law of the Republic of Azerbaijan and other laws, acts of the President of the Republic of Azerbaijan, decisions and resolutions of the Cabinet of Ministers of the Republic of Azerbaijan, decisions of State Tourism Agency, as well as other norms and regulations defined within the ATB Charter.

### Goal of ATB

Promote Azerbaijan as a travel, holiday and congress destination and to ensure international recognition of the country as a successful tourism destination.

### Duties of ATB

- Conduct research in the field of tourism
- Lead the destination brand of the country and organize necessary marketing and communication events
- Strengthen Azerbaijan’s competitiveness in international tourism market
- Create new tourism products and improve the existing ones
- Co-ordinate activities of tourism industry representatives

- Manage tourism activities in the regions
- Raise nationwide awareness about tourism and its benefits

The full details of the ATB Charter are provided in **Annex 3**.

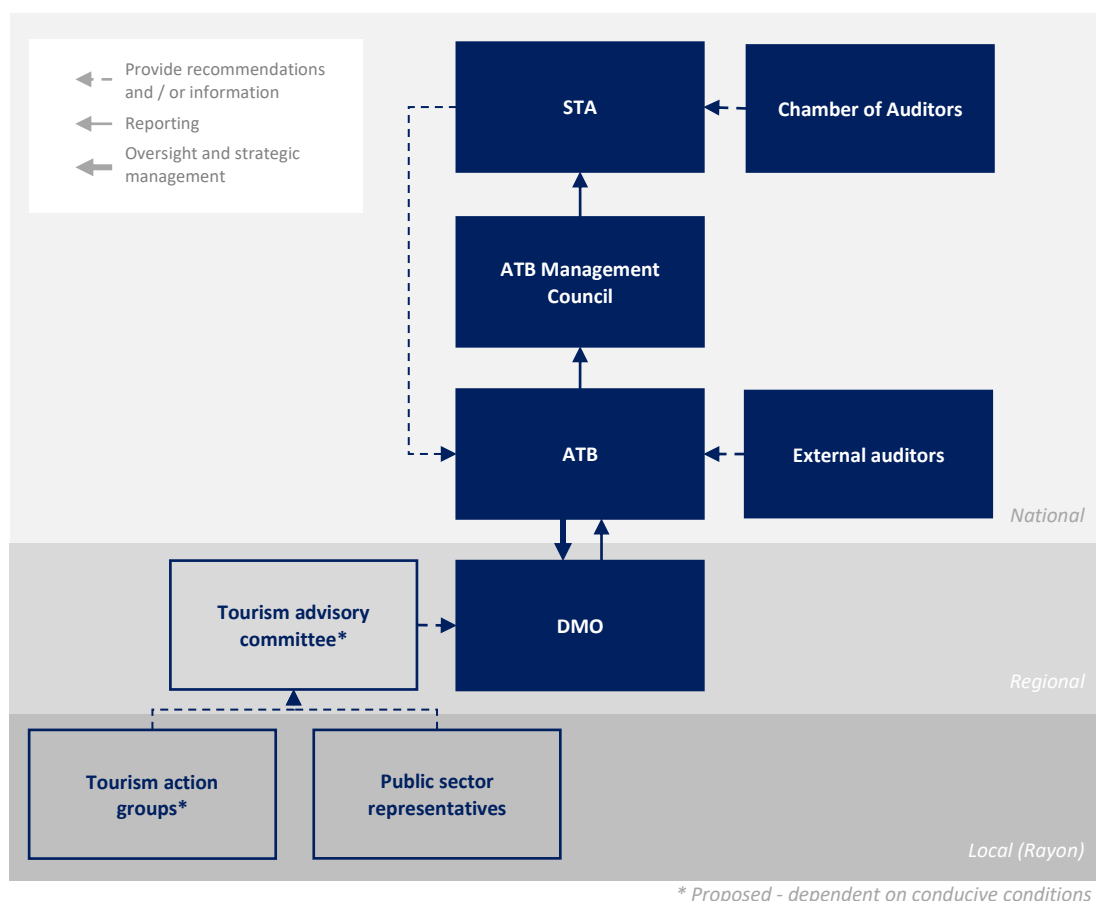
## Governance

The DMOs are directly governed by STA / ATB who will provide oversight and strategic management advice. The DMO Director reports to the Regional Destination Development Department in STA / ATB on the implementation of activities in the destination on a regular basis. The department is responsible for strategic management, co-ordination, development, monitoring and evaluation of the DMOs and reports to the CEO of ATB.

In turn, ATB reports to its Management Council who prepare annual, quarterly or other reports on ATB activities. The ATB reports are finally submitted to STA to ensure effective and targeted use of allocated financial resources.

Strategic management, co-ordination, development, monitoring and evaluation of the DMOs is undertaken at the central level by the Regional Destination Development Department.

The governance framework of DMOs in the long term follows.



In order to create connections between the DMO and local and regional stakeholders, the potential to establish the following bodies will be explored:

### Regional tourism advisory committee

Providing the conditions are conducive, a tourism advisory committee could be established, potentially with one in each DMO region. The committee will be composed of representatives of the public sector, private sector and community.

The role of the tourism advisory committee shall be to provide strategic advice, guidance and support to the DMO in the implementation of its activities using a public-private-partnership (PPP) approach.

Within the advisory committee will be a representative of the Executive Powers for each rayon covered by the DMO, representatives of related ministries at the regional or local level, as well as the private sector and community.

The private sector and community representatives may be taken from local “tourism action groups” (see following). The DMO may support in the Secretary position and is responsible for such tasks as developing the meeting agendas and taking minutes.

*Example of potential membership structure for Guba-Gusar DMO tourism advisory committee*

| Rayon    | Organisation / authority                | Position                      | Tourism committee role |
|----------|---|-------------------------------|------------------------|
| Guba     | Executive Power                         | Deputy Head                   | Chairman*              |
| Gusar    | Executive Power                         | Deputy Head                   | Deputy Chairman        |
| Regional | DMO                                     | Director                      | Secretary              |
| Guba     | Tourism action group                    | Chairman                      | Member                 |
| Gusar    | Tourism action group                    | Chairman                      | Member                 |
| Guba     | Tourism action group                    | Private sector representative | Member                 |
| Gusar    | Tourism action group                    | Private sector representative | Member                 |
| Guba     | Tourism action group                    | Community representative      | Member                 |
| Gusar    | Tourism action group                    | Community representative      | Member                 |
| Regional | Ministry of Culture                     | TBD                           | Member                 |
| Guba     | Ministry of Ecology & Natural Resources | TBD                           | Member                 |
| Gusar    | Ministry of Ecology & Natural Resources | TBD                           | Member                 |
| Regional | Ministry of Economy                     | TBD                           | Member                 |

*TBD = To be determined; \* Rotates annually between Executive Powers*

In order to ensure the committee is able to conduct effective discussions and decision-making the objective will be to cap the maximum number of members to a manageable size (e.g. no more than 20 members). Membership is permanent with members encouraged to proactively self-nominate replacement representatives from the same organisation / authority should a member leave.

### Local tourism action groups

In order to link with the stakeholders in each rayon, the DMOs will explore opportunities to establish local “Tourism Action Groups” if such a group does not already exist in the regions at the rayon level.

The groups will act as a voluntary tourism community and business network comprising members solely from the private sector and the community who are proud of their historical, cultural and natural heritage and are interested in supporting the development of tourism in their area.

As tourism is generally in its infancy in many rayons of Azerbaijan, the development of specific tourism sub-sector groups is currently considered in most cases to be unsustainable. A mixed business and community tourism group would however have a sufficient pool of potential members and help provide a mechanism to organise the tourism stakeholders at the rayon level until such a point that the destinations have matured sufficiently to justify the creation of official specific sub-sector groups.

The tourism action groups will only succeed if there is a sufficient need for their services within each specific rayon, the DMOs should only encourage the establishment of the tourism action groups on a needs-basis and not as a “mandatory procedure” in the process of establishing a new DMO.

In this regard, the DMOs will call together such a tourism action group when they are first needing such support in the implementation of a specific project or activity.

Over time, it is envisioned the DMOs will call together many of the same people for further activities. Once it appears that there is good cohesion within the group and sufficient demand for their services, the DMOs can support the group to become more organised, with a typical organisational structure including chairman, deputy, secretary and ordinary members. There should be no maximum limit for the number of members or the length of membership.

The tourism action groups are not “owned” or “controlled” by the DMOs – instead, they are independent business and community groups that develop and implement their own agenda. The DMOs shall request the support of the action groups for relevant activities for their consideration and potential collaboration, and in particular, to support providing representatives on the tourism advisory committee.

#### Destination Management Plans

It is anticipated that a key activity of the DMOs will be to create 5-Year Destination Management Plans (DMP) for their regions.

The DMPs will be the key strategic document that guides the work of the DMO.

The DMP shall connect with the achievement of the national-level *Strategic Road Map for the Development of Tourism Industry in the Republic of Azerbaijan* and the *Azerbaijan Tourism Strategy 2019: A Passport to Growth and Economic Diversification for the Republic of Azerbaijan*.

Based on the DMP, the DMO shall develop an action plan before the start of each new year. The action plan is submitted by the DMO for approval and budgeting by the ATB.

### 1.5 Key beneficiaries

The role of the DMO is to lead, co-ordinate, promote, and manage the long-term sustainable economic growth and marketing of Azerbaijan’s regional destinations. The DMOs shall create and execute comprehensive plans that are designed to manage the tourism value chain in the destination.

The DMOs offices function in the destination “on the ground” and thus help to create and manage the collaboration between the STA and ATB at the national level, with the public sector, private sector and communities at the local level.

It will be the responsibility of the DMO to maintain excellent communication and co-operation amongst all these key players and in particular, create a strong and positive relationship with the Executive Powers of the rayons in their destination.

The DMOs aim to support three key stakeholder groups:

1. Local tourism related businesses
2. Visitors
3. Local community



## Business

Tourism businesses supported by the DMO include all private sector stakeholders involved in tourism product development at the destination. Tourism businesses supported by the DMO may range in size from individuals and non-government owned micro-enterprises to Small and Medium Enterprises (SMEs) and large companies. It may also include industry groups such as private sector related chambers, associations and unions.

The benefits provided by the DMO to business may include marketing and promotion of their businesses, the provision of tourism network linkages, mentoring and support in business development, representation or participation in trade fairs and events, and PR and media exposure.

| Function of DMO for business  |   |
|---|---|
| Who   |   |
| <ul style="list-style-type: none"> <li>Accommodation operators</li> <li>Restaurants, cafes and bars</li> <li>Convention, exhibition and function centres</li> <li>Travel operators</li> </ul>   | <ul style="list-style-type: none"> <li>Travel agents and tour operators</li> <li>Activities and attraction operators</li> <li>Retailers of souvenirs, arts and crafts</li> </ul>  |
| How   |   |
| <ul style="list-style-type: none"> <li>Promotion of products and / or services via DMO's digital media platforms, via its print promotional material, and via the DMO's visitor offices</li> <li>Links businesses with Baku and international tour companies / operators</li> <li>Facilitates hotel and facility reservations / bookings through DMO's visitor offices and digital media platforms</li> </ul> | <ul style="list-style-type: none"> <li>Counselling, mentoring and business development advisory services</li> <li>Access to tourism awareness, capacity building and skills training programs</li> <li>Representation and / or participation in local and International tourism trade fairs and events</li> <li>Opportunity to be featured in broadcasting media</li> </ul> |

## Visitors

The DMOs will provide services to visitors through two key mechanisms: indirectly through the development of quality tourism products and directly through the operation of TICs in key destinations.

### Direct services

Visitors that visit destinations with DMO operated tourist information centres will benefit from a range of services offered by the DMO such as travel and logistical planning support, reservation and booking services related to accommodation, tours and travel, the identification of regional tour routes, suggested itineraries, visitor maps, product brochures and travel guides, the provision of

official tours, guides and transportation services, and retail spaces for the purchase of souvenirs, local arts and crafts.

### Indirect services

As the DMOs are also working to strengthen the development of tourism products as well as the capacities of the human resources in the tourism sector, visitors will also benefit from a more enhanced experience with a wider range and better-quality products and tourism services.

| Function of DMO for visitors  |   |
|---|---|
| Who   |   |
| <ul style="list-style-type: none"> <li>• Domestic holiday makers</li> <li>• International holiday makers</li> <li>• Business travellers</li> </ul>  | <ul style="list-style-type: none"> <li>• Day trip visitors from the nearby region</li> <li>• Local residents</li> <li>• Those visiting friends and relations</li> </ul>   |
| How   |   |
| <ul style="list-style-type: none"> <li>• Work with sector stakeholders to improve quality and range of tourism products and services including human resource standards</li> <li>• Information and assistance in travel planning online, in person or in print (e.g. timing, transport, travel documentation requirements, etc.)</li> <li>• Opportunity to make bookings / reservations (online, over the phone, over the counter)</li> </ul> | <ul style="list-style-type: none"> <li>• Information about attractions, activities, events, accommodation, food, entertainment and other ancillary services</li> <li>• Access to “official” tours, guiding and transportation services</li> <li>• Retail spaces for the purchase of souvenirs, local arts and crafts</li> </ul> |

### Community

Community members supported by the DMO include individuals, families, interest groups and networks. The benefits provided by the DMO to the community may include the opportunity to be involved and actively shape the development of tourism in the destination, access to training and capacity building programmes, input into the development of tourism products, the revitalisation and conservation of natural and cultural heritage, and improvements to local infrastructure and services.

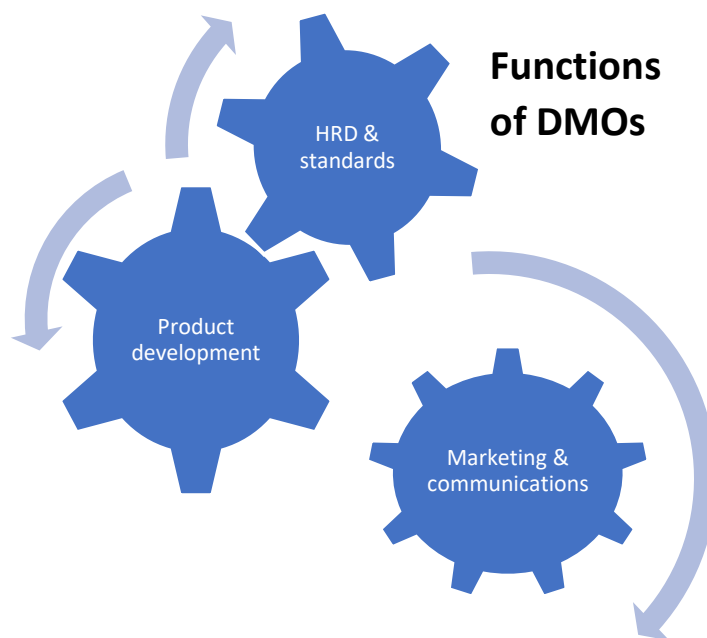
| Function of DMO for the community   |   |
|---|---|
| Who   |   |
| <ul style="list-style-type: none"> <li>• Individual residents</li> <li>• Local families</li> </ul>  | <ul style="list-style-type: none"> <li>• Interest groups</li> <li>• Networks</li> </ul>   |
| How   |   |
| <ul style="list-style-type: none"> <li>• Opportunity to advocate on behalf of local community groups through participation in the tourism advisory committee</li> <li>• Opportunity to volunteer in the implementation of tourism projects and programmes through tourism working groups</li> <li>• Opportunity to help develop tourism products relating to areas of special interest such as nature, culture and history</li> <li>• Opportunity to access tourism awareness, training and capacity building programmes thereby helping to improve the livelihoods, quality of life and standards of living</li> </ul> | <ul style="list-style-type: none"> <li>• Increases the value of the local environment and culture and works to sensitively protect and manage it for future generations</li> <li>• Facilitates the improvement of leisure, recreation, entertainment and other activities and services for the enjoyment of the whole community</li> <li>• Supports the development of community-based tourism</li> </ul> |



## 2. FUNCTION

In order to deliver the above services and benefits, all DMOs established by ATB are structured according to three core pillars:

1. **Tourism marketing and communications.** Carry out tourism-oriented marketing activities including digital and print promotions, advertising and PR and participation in festivals and events
2. **Tourism product development.** Work with public sector partners to facilitate and support private sector and community investment in the development of tourism resources into quality products and services
3. **Tourism human resource development and standards.** Generate awareness about tourism, support strengthening of community, business and public sector capacities in tourism, and encourage continuous improvement in quality standards in tourism industry



### Working with the ATB and STA

It is important to recognise the major back-up role played by ATB and STA in the function and operation of the DMOs. Defined duties of the ATB and STA include facilitating regional development, supporting the development of tourism products, and conducting tourism research and statistics. In the planning and implementation of all DMO activities the DMOs should be in constant communication with ATB and STA in order to identify areas and forms of support and at the same time avoid any poor planning of activities that may be duplicated or better undertaken by ATB or STA.

### 2.1 Tourism marketing and communications

#### Situation

With the establishment of the MoC, STA and ATB, Azerbaijan now has specific and well-resourced organisations that can direct and focus the development, marketing and management of tourism in a more competitive and strategic manner. One of the first key achievements from this new

paradigm for tourism has been the establishment of the tourism brand, *“Azerbaijan: Take another look”*.

During last seven years there has also been significant achievements made in the development of Azerbaijan’s regional areas for tourism, with State Regional Development Programmes improving regional infrastructure such as roads, attractions and accommodation. These efforts have helped lay the foundations for tourism in Azerbaijan’s regions.

Despite these great achievements in the development of Azerbaijan’s regional areas there is however, still much room for improvement particularly in relation to generating tourism market demand.

The results of a rapid regional assessment conducted by ATB in late 2018 highlighted a range of key challenges of the regions in terms of marketing relating to planning, awareness of attractions and activities, events and statistical research to name but a few.

Despite these challenges, there are many opportunities for regional tourism development through effective public private partnerships. In this regard, the DMOs can play a valuable role in strengthening the marketing of the destination by bringing international expertise and best practice experience, identifying market needs and gaps for development, facilitating marketing and communication efforts, and ensuring the efficient use of available local and national resources.

### Aim and objectives

The overall aim of the DMO in relation to marketing and communication is to increase awareness and enhance the visitor experience in the regions, increase visitor stay, and increase visitor spend according to the region’s key target markets through effective sales and marketing strategies. Also critical is the provision of information to enable visitors to plan their trip to the destination as well as to understand the natural, cultural, historical and religious values of the heritage within the destination.



### Approach

#### Public-private partnership

While the DMOs will actively self-generate and implement tourism marketing and communications strategies to promote products in the regional areas, opportunities to gain the support and participation of the private sector and community will also be critical using a PPP approach.

One example of such a PPP approach can be demonstrated in the organisation of a fam trip to introduce Baku tour operators and media to new products in the destination. In this situation the DMO may assume the role of identifying and inviting the tour operators and media as well as co-ordinating logistical arrangements, while local hotels may sponsor accommodation costs for the delegates and a local tour operator could sponsor transportation costs.

The mechanism to activate the PPP will be by the DMOs working with their tourism advisory committee as well as their local (rayon) level tourism action groups and government authorities.

### Role of ATB and STA

While the DMOs shall identify the specific needs in relation to marketing material in the destination, research and source content, as well as define an overall structure for the provision of content and the specifications of the promotional material (e.g. size, material, quantity, finish, etc.), ATB shall provide the DMOs with technical support in the development and design of the marketing and promotional material as well as provide general leadership and guidance to the DMOs in terms of good practice. The responsibility for writing copy (text) for the various types of marketing and communications material will be discussed and agreed in conjunction with ATB.

Examples of ATB support for DMO marketing and communications activities include:

- Conducting formal and informal market surveys (e.g. visitor satisfaction, tourism demand, cross-border tourism studies, sub-sector analyses)
- Developing the destination brand including visual identity components and design of related marketing and communications material (e.g. DMO branded stationery, roll-ups, folders, etc.)
- Providing designs and layouts for print and e-marketing material such as destination website, product brochures, guides, books, maps, posters, paid advertisements (DMO to develop strategic direction, provide content, structure, print, distribute, etc.)
- Facilitating inter-agency and inter-ministry connectivity
- Organising and financing national level tour operator and media fam trips that may include DMO regions
- Providing financial or in-kind support to national-level festivals and events that may take place in DMO regions
- Developing and maintaining a national-level tourism photo library that also covers the DMO regions
- Working with STA to spearhead and introduce new incentives, programmes, schemes and mechanisms that promote tourism in Azerbaijan's regional areas

In liaison with STA, ATB shall also support the DMOs in terms of developing relations with public stakeholders as well as support them to work with other public entities under STA such as the Reserve Development Center and the Regional Department.

### **Main tasks**

The main types of tourism marketing and communications activities that the DMOs will engage in are provided below.

### Market research

There is currently very limited consistent and reliable tourism statistics in Azerbaijan, and even less so within the regions. The DMOs will develop and conduct tourism market research with the support and guidance of ATB and STA in order to inform its destination promotion activities. The needs and wants of potential tourists in target markets, satisfaction levels and the effectiveness of marketing activities are areas that the DMO may track over time. Every effort will be made to ensure consistencies in survey methodologies over time to enable the tracking of trends as well as the ability to compare results against other destinations in Azerbaijan.

Key areas of market research undertaken by the DMOs with support of ATB and STA (including dissemination of conclusions and recommendations to industry) may include:

- ☑ Tourism demand surveys
- ☑ Tourist exit surveys
- ☑ Tourist satisfaction surveys
- ☑ Cross-border tourism surveys
- ☑ Tourism value chain analyses
- ☑ Tourism destination competitor analyses

#### Print promotion

To date, there is a significant scarcity in the availability of print promotional material for visitors to learn about the breadth of attractions, activities and experiences available in the regions. Moreover, what print promotion that has been produced has almost invariably been undertaken at the city or rayon level, and little if any promotional material developed to promote a whole region or destination.

To both market the core products of the regional areas and encourage visitors to stay longer and travel further, the DMOs under the direction and approval of ATB will produce branded, highly visual and market-orientated tourism promotional publications. These materials will be designed with the support of ATB in order to ensure the brand and product lines are consistently reflected.

The suite of print promotional publications developed will be in appropriate languages, with priority given to Azerbaijani, English and Russian. Depending on the situation, translation will be either provided by ATB or outsourced. The print literature will be lightweight and suitable for supporting tour operator promotions.

The DMOs shall aim to partner or co-finance with the private sector as a part of the planning process for each type of promotional material, for example through the provision of advertising opportunities in guidebooks or the sponsorship of visitor maps. The opportunity to retail higher-end publications will also be examined to recoup costs, for example in the case of a regional coffee table book.

Key print promotional material to be developed by the DMOs with the approval and direction of ATB include:

- ☑ Destination products pocket guide / brochures
- ☑ Destination and city / town visitor maps
- ☑ Destination coffee table book
- ☑ Leaflets of packages, tours and suggested itineraries
- ☑ Destination merchandise and souvenirs such as cups, t-shirts, pens and pencils
- ☑ Destination product posters (culture, nature, food, affinity groups, health and wellness)

#### E-marketing

Based on ATB research conducted in mid- to late-2018, there is an overall lack of online presence for specific attractions, rayons and regions in Azerbaijan. With the internet playing such an important role in every step of the travel process of consumers today, from idea generation through to post-trip reflection and guidance, developing a presence online is critical for all destinations.

Key e-marketing activities that may be implemented by the DMOs with the approval and direction of ATB include:

- ☑ Developing specific product websites (e.g. to promote a festival, event, or experience) connected to national Azerbaijan destination website<sup>3</sup>
- ☑ Identifying and supplying content for social media pages to ATB for inclusion on such platforms as Facebook, YouTube and Instagram
- ☑ Operating and maintaining destination smart phone apps (e.g. self-guided city walking tour, destination travel guide)
- ☑ Developing and disseminating promotion videos for specific regional products and experiences (including short clips for social media as well as professional spot films and longer versions for use at trade fairs, events, destination website, conferences, etc.)

Initially, ATB shall take the lead when implementing e-marketing strategies such as the operation of websites and social media pages in order to ensure the information being imparted is not only effective but in-line with the broader positioning of Azerbaijan and its brand strategy.

In the longer term and with the strengthening of regional products and the establishment of destination brands for regional areas, the DMOs will take a stronger lead in directly implementing e-marketing activities.

The DMO shall also encourage and support managers of tourism attractions and tourism ancillary service providers such as hotels, guesthouses and restaurants to open and manage a profile on a travel booking site such as TripAdvisor and Booking.com.

#### Advertising and PR

Beyond the domestic market, visitors at present have very little knowledge about the attractions, activities and experiences on offer in the regions of Azerbaijan. A key role of the DMOs with the support of the ATB along with its public relations (PR) agency will be to shape a favourable image of the products, activities and experiences outside of Baku.

The major PR tools used in the travel and tourism industry are articles, brochures and social media. With ATB working at the national level to develop and foster a favourable image of Azerbaijan and the travel opportunities around the country, the DMOs will focus on nurturing a positive relationship with local media and travel writers of local publications and papers, keeping them informed of new developments that might be of interest.

In addition to (unpaid) PR efforts, the DMOs shall also engage in paid advertising campaigns across print and electronic media.

Key PR activities to be implemented by the DMOs with the support of ATB may include:

- ☑ Writing and releasing regular press updates about new developments in the destination issued to market representatives and travel trade
- ☑ Undertaking road shows in conjunction with ATB with support from private sector for part-funding

---

<sup>3</sup> From 2020 onwards

- ☑ Supporting the co-ordination and facilitation of domestic and international fam trip delegations from key tourism sector public and private sector organisations as well as the media, in some cases with support of ATB
- ☑ Reviewing and regularly updating major travel guides about the destination (e.g. Lonely Planet, Rough Guide, Insight guide, Blue Guide)
- ☑ Implementing promotional campaigns for selling regional products with the Azerbaijan Hotel Association and the country's leading tour operators and travel agents with support of ATB and STA
- ☑ Implementing a portfolio of branded advertisements (print, online, posts) with support of ATB targeting domestic market including special interest campaigns (e.g. golf, skiing, food, wine etc.)

### Festivals and events

An extensive range of festivals and events are organised across Azerbaijan throughout the year at national, regional and local levels however there is often very limited awareness about these festivals and events outside the regions (see **Annex 4** for a list of the key tourism related festivals and events in Azerbaijan).

Within Azerbaijan's regions, festivals and events are typically co-ordinated via local stakeholders from the public sector, private sector and communities, with Executive Powers playing a central and key role.

The DMOs shall work to bring a more strategic focus to the destination's festival and events calendar by working with the tourism advisory committees to evaluate the strengths, weaknesses and opportunities of the current festival and events line-up, and provide suggestions and support to develop a calendar of strong and engaging festivals and events that also directly connect with key target markets.

The DMOs will aim to integrate themselves into all local festival and event planning committees and offer ATB support through technical, capital or in-kind support. Depending on the fit (determined by ATB), the DMOs will also work with ATB to either promote the festivals and events on the azerbaijan.travel website and if not, the regional destination website or social media pages such as Facebook and Twitter.

In addition, the DMOs will seek to include regular, profile festivals and events taking place in the destinations into printed promotional material, as well as develop and disseminate press releases and generate media attention and / or attendance via the ATB marketing department.

Key activities to be implemented by the DMOs with the approval and support of ATB relating to festivals and events include:

- ☑ Supporting destinations to develop an innovative and brand-relevant yearly event calendar including the potential creation of new festivals and events that fit with the tourism strategic direction of the country and destination
- ☑ Actively playing a role in festival and event planning committees and providing strategic guidance and advice to ensure the festival or event connects with the destination brand and goals and objectives of the national-level tourism roadmap and regional-level destination management plans

- ☑ Providing (selective) financial support in the execution of high-profile festivals and events of national importance that are taking place in the regions with support of ATB
- ☑ Providing marketing and promotion support in the generating awareness and attention of regional festivals and events either via the azerbaijan.travel (national) website, the regional destination website and / or destination social media pages
- ☑ Providing other forms of in-kind support to enable the successful execution of festivals and events in the destinations

### Tourist information

While a network of Tourist Information Centres (TICs) has been established throughout Azerbaijan, with the rollout of DMOs the role and function of the TICs is being re-examined to ensure maximum effectiveness in relation to the dynamics of tourist interactions within the destination, their information needs and service / support requirements.

In the future it is expected that there will be three main forms of tourist information provision in Azerbaijan:

- **Tourist information centres.** Located in tourism destinations with high levels of visitation. May be in destinations with or without a historical-cultural reserve.<sup>4</sup> Constructed by STA but with costs of operation, including staffing financed by ATB / DMOs.<sup>5</sup> May be an entire building or rooms within a building. Includes such services as information and booking services for attractions, lodging, restaurants and tours. May incorporate ancillary services such as a souvenir shop, café, official guided tours and public restrooms. Focuses on providing information about the region as well as cross-promoting other destinations.
- **Tourist information points.** Located in tourism destinations with a low or medium level of visitation (excluding reserves). Unmanned, fixed “posts” or information boards situated in key public areas that receive tourists. Constructed by STA with operation and maintenance costs financed by ATB / DMOs. Focus on providing general information about the key attractions in the area. Usually comprised of a map showing places of interest with minimal interpretation.
- **Tourist welcome centres.** Located in the most highly accessed gateways of Azerbaijan such as international land border crossings and international cruise boat terminals. Does not include airports. May be an entire building or rooms within a building. Constructed by STA with operation and maintenance costs financed by ATB / DMOs. Aim to deliver a positive first impression of Azerbaijan to international visitors through the provision of helpful customer service, comfortable waiting lounges, Wi-Fi and computer hot desks, a café, restrooms and parking facilities for buses and taxis. Aim to promote the region as well as the country as a whole. Provide information and booking services for attractions, tours, lodging, restaurants and tours.

---

<sup>4</sup> In the case that a destination has a historical-cultural reserve a tourist information centre will be included as mandatory with the centre also providing services for the wider region

<sup>5</sup> At start-up, new tourist information centres may however have management and operation costs financed by STA

In addition to the above forms of tourist information centres, information may also be provided via other public or private sector agencies / organisations not connected to STA or ATB, for example in national parks and cultural heritage sites.

The DMOs shall work closely with all types of TICs in a range of areas and in particular, with regard to information relating to products (e.g. site assessment information) and the provision of destination branded promotional and marketing material (e.g. brochures, guides, books, visitor maps, videos, destination website content, smart phone apps, etc.).

In particular, the DMOs will support the TICs in the following key areas:

- ☑ Providing information / knowledge on attractions, accommodation and leisure opportunities
- ☑ Developing and disseminating to TICs marketing material such as destination brochures, maps and videos
- ☑ Supporting TICs to develop destination tour routes and suggested itineraries as well as associated promotional material
- ☑ Supporting TICs with capacity building and training in areas such as customer service, developing income generation mechanisms, business planning and IT / database management, tour guiding and developing mechanisms to support local tourism businesses, entrepreneurs and craft producers

## 2.2 Tourism product development

### Situation

Azerbaijan is a land of contrasts; a nexus of ancient historical European and Asia empires melding with modern “space-age” cities and architectural wonders. In the regions of Azerbaijan visitors are offered an array of sites and experiences such as the historical palaces, otherworldly mud volcanoes, towering snow-capped mountains, petroleum spas with unique oil baths, relaxing beaches and thrilling ski slopes.

There remain however, a number of challenges relating to Azerbaijan’s tourism resources and their development into attractive and engaging touristic experiences with many of the issues noticeably worse outside of Baku in the country’s rural and regional areas.

According to the ATB’s product development strategies, the key challenges to product development in the regions relate to areas such as signage, investment, heritage conservation, accessibility, seasonal pricing, waste management and obtaining international certification for particular products / services.

### Aims and objectives

The aim of the DMOs in relation to tourism product development is to promote the growth, diversity and quality of Azerbaijan’s tourism products in the regions ensuring their connectivity with the national and regional brands and positioning in the competitive marketplace.

The specific objectives of the DMOs in relation to regional tourism product development include:



- To enhance the capacities of entrepreneurs, SMEs and communities in the development of sustainable tourism products
- To strengthen the range and accessibility of tourism businesses to investment / development incentives and benefits
- To strengthen the accessibility of visitors to tourism products
- To support entrepreneurs, SMEs and communities access finance for tourism investment and product development activities
- To create a positive image for tourism and tourism investment



### Approach

To achieve the overall vision for tourism in the destinations, the DMOs will play an active role in supporting the development and marketing of tourism products.

The role of the DMOs in product development is to adopt a public-private-partnership (PPP) approach as well as to establish and nurture positive conditions for economic growth through inter-agency and inter-Ministry co-ordination and inclusive planning with all key stakeholder groups.

The mechanism to activate the PPP will be by the DMOs working with their regional-level tourism advisory committees and their local (rayon) level tourism action groups and government authorities.

The DMO shall also work to support producer's and manufacturers' access to funding / grant opportunities, education and training.

### Role of ATB and STA

The development of tourism products will be undertaken in close collaboration with ATB who shall provide leadership and guidance to the DMOs.

Examples of ATB support for DMO product development activities include:

- Conducting formal and informal surveys of private sector sellers of local travel products
- Implementing visitor questionnaires and satisfaction surveys
- Developing regional level product development project concepts and plans
- Co-ordinating investor forums and activities
- Facilitating inter-agency and inter-ministry connectivity
- Working with STA to spearhead the introduction of new incentives, programmes, schemes and mechanisms that encourage investment in tourism in Azerbaijan's regional areas.

Market knowledge plays an important role in the development of tourism products. The DMOs shall work in close co-operation with the ATB products and marketing sections who will help inform the enhancement of current products in order to increase customer satisfaction and market appeal, as well as the development of new products to fill market-product gaps in the destinations.

### Product development mechanisms

To facilitate and encourage the development of tourism products the DMOs shall employ the use of a number of key strategic intervention actions that will:

- Strengthen accessibility
- Improve access to training and capacity building
- Increase development incentives
- Create a positive image
- Increase access to finance

### Achieving consistency with destination brand and priority product lines

To guide the development of tourism products in destinations, the DMOs shall revert to the brand and positioning of the region and the brand of Azerbaijan as a whole. This brand is the “DNA” of the destination and informs who we are and what makes us unique in relation to our competitors. By adhering to our brand, the DMOs will encourage the development of products that are consistent and reinforce our identity and brand value in the marketplace.

The development of tourism products in the destinations by the DMOs shall focus on the four key tourism product lines identified by ATB – culture, nature, health and wellness, and affinity groups.

| Product line      | Types  | Activities or experiences  |
|-------------------|--|--|
| Nature            | <ul style="list-style-type: none"><li>• Natural forests</li><li>• Wetlands</li><li>• Mountains</li><li>• Islands</li><li>• Beaches</li><li>• Waterfalls</li><li>• Caves</li><li>• Lakes</li><li>• Rivers</li><li>• Flora &amp; fauna</li></ul> | <ul style="list-style-type: none"><li>• Walking, hiking, trekking</li><li>• Camping</li><li>• Picnicking</li><li>• Wildlife encounters</li><li>• Rock climbing, abseiling</li><li>• Swimming</li><li>• Boating, canoeing, rafting, kayaking</li><li>• Sunbathing</li><li>• Caving</li></ul>  |
| Culture           | <ul style="list-style-type: none"><li>• Monuments</li><li>• Museums</li><li>• Archaeological sites</li><li>• Food</li><li>• Religion</li><li>• Arts &amp; crafts</li><li>• Music &amp; dance</li></ul>   | <ul style="list-style-type: none"><li>• Appreciating design and architecture</li><li>• Learning at archaeological sites, historic sites, museums and exhibitions</li><li>• Undertaking religious or spiritual activities</li><li>• Watching or participating in cultural traditions, music, dance and crafts</li><li>• Enjoying art and craft exhibitions, watching demonstrations or participating</li><li>• Dining in restaurants, cafes, bars and with local families</li><li>• Cooking classes</li></ul> |
| Health & wellness | <ul style="list-style-type: none"><li>• Natural springs</li><li>• Mud volcanoes</li><li>• Health spas &amp; resorts</li><li>• Hamams</li><li>• Health foods</li></ul>  | <ul style="list-style-type: none"><li>• Physical fitness and sports</li><li>• Beauty treatments</li><li>• Healthy diet and weight management</li><li>• Relaxation and stress relief</li><li>• Meditation, yoga</li></ul>   |

|                 |  |  |
|-----------------|--|--|
|                 | <ul style="list-style-type: none"> <li>Natural medicines</li> </ul>  | <ul style="list-style-type: none"> <li>Health-related education</li> <li>Medical procedures and treatments</li> </ul>  |
| Affinity groups | <ul style="list-style-type: none"> <li>Sporting experiences</li> <li>Flora &amp; fauna experiences</li> <li>Cultural experiences</li> <li>Luxury experiences</li> <li>Food and wine experiences</li> </ul> | <ul style="list-style-type: none"> <li>Sport activities (including extreme sports)</li> <li>Golf</li> <li>Wildlife safaris</li> <li>Fishing</li> <li>Bird watching</li> <li>Classical music, ballet</li> <li>Literature, art festivals</li> <li>Luxury</li> <li>Food and wine</li> </ul> |

### Azerbaijan Tangible and Intangible Tourism Resources Database

The ATB with the support of the DMOs shall work to continually catalogue all current and potential tourism resources and established products into a national-level “Azerbaijan Tangible Tourism Resources Database” (TTRD) and “Azerbaijan Intangible Tourism Resources Database” (ITRD). The databases contain a snapshot of each resource or product including such information as its type, location and key features.

The quality and potential of the resources / products is further identified to help inform product development activities and allow for targeted marketing. Furthermore, a set of criteria is used to assess the strength of the resources / products and their development needs and opportunities.

Assessment criteria for tangible tourism resources includes: uniqueness, facilities, services and infrastructure, safety and security, physical condition, activities and experiences, and seasonality. On the other hand, assessment criteria for intangible tourism resources includes: timing, key performers / producers, accessibility and key contacts, activities / experiences, connected consumable products for sale, nearby attractions, development needs / opportunities. The assessment criteria for the intangible cultural heritage products is only considered from the point of view of the international market (e.g. if the experience / activity is considered as being “high” for an international visitor, then it would also be considered “high” for a domestic visitor). As a result of applying the assessment criteria a “tangible tourism product standard” and “intangible tourism product experience quality” will be identified with the following scales:

#### *Tourism product standards*

|                                    | Scale                              | Definition   |
|------------------------------------|------------------------------------|--|
| Tangible tourism product standards | Category I Product – International | An international traveller would be satisfied with the product. The product is well-supported by the remainder of the 5As (see following).   |
|                                    | Category II Product – National     | A domestic traveller from Baku would be satisfied with the product but not an international traveller. The product is supported to some extent by the remainder of the 5As but there is room for improvement.      |
|                                    | Category III Product – Local       | A local resident or resident from the immediate region would be satisfied with the product but not an international traveller or a traveller from Baku. The product is supported by very few of the remaining 5As. |
| Intangible                         | High Level Visitor Experience      | A visitor must definitely visit / experience it if they are in the region. The experience is relatively unique and enjoyable. The experience is highly engaging and interactive.                                   |

|                                 |  |
|---------------------------------|--|
| Medium Level Visitor Experience | A visitor might visit / experience it if they are in the region but it is not a “must-do”. The destination is known for the experience but it may also be undertaken elsewhere. The experience has a medium level of opportunities for engagement and interactivity with visitors. |
| Low Level Visitor Experience    | A visitor should only visit / experience it if they have enough time. The experience is not unique or well-known to the destination. The experience has very limited opportunities for engagement and interactivity with visitors.   |

Through the effective development of the products, the tangible and intangible tourism products may move up the scale.

The initial focus of the DMOs will be to identify and prioritise the development of products that can achieve a “quick win”. A “quick win” is given to products whose development requirements can be achieved with minimal resources (financial, human, time) and if implemented, generate strong and positive results.

### Guiding principles

The DMOs shall employ a number of guiding principles in the development of tourism products:

- **Authenticity:** Be authentic and reflect the unique attributes of the destination
- **Community support:** Have the support of the local community
- **Sustainability:** Respect the natural and cultural environments and support the local economy
- **Differentiation:** Be differentiated from competitors, avoid “me too” / “copycat” development

### The 5As of successful tourism destinations

While the development of attractions is a key focus in product development, successful tourism products also require the effective functioning of a “bundle” of other interconnected goods and services.

These goods and services can be categorised into the areas of accessibility, activities, amenities and ancillary services. When we combine the attractions with the interconnected goods and services we achieve the “5As” of successful tourism destinations.

In the development of tourism products the DMOs shall also consider all of the 5As in order to achieve best results.



## Cultural reserves

At a national level, STA is also establishing official cultural reserves across Azerbaijan in places that exhibit remarkable heritage values. All current and future cultural reserves established by STA will be operated and developed by the Reserve Development Centre which is legally established as a PLE. The list of reserves in Azerbaijan is shown below.

### *STA Reserves in Azerbaijan in 2018*

| Reserve   | Location  | Overview  |
|---|-----------|---|
| Yanardag State Historical, Cultural and Natural Reserve           | Absheron  | Yanar dag State Historical, Cultural and Natural Reserve was created in 2007. The whole territory of the Reserve is 64,55 ha which includes “Yanar dag” (flaming mountain) and four natural heritages, three sacred places, and a tomb. The Reserve is located in Mammadli village of Absheron region.  |
| Basqal State Historical and Cultural Reserve                      | Ismayilli | Basqal Reserve is located in Ismayilli region and was created in 1989. The whole area of the Reserve is 61 ha which includes 23 historical and cultural heritage resources. Basqal is situated on the ancient Silk Road and has been famous place with its kelagai (traditional head cover for women). Kelagai has been included in UNESCO’s Representative List of the Intangible Cultural Heritage of Humanity in 2014.   |
| Yukhari Bash State Historical and Architectural Reserve           | Sheki     | Yukhari Bash Reserve covers the historical part of Sheki City, was created in 1968 by Council of Ministries of Azerbaijan SSR. There are many historical and architectural monuments in Reserve area, such as Khan Palace, 19 <sup>th</sup> century mosques, hamams, and residential buildings. Also, Sheki effectively preserves 34 fields of ancient and hand-craftsmanship - living intangible heritage resources of Azerbaijan, such as pottery and the art of making kelagai and other types of ornaments. The historical part of Sheki was included in the Tentative List of the World Heritage List of UNESCO in 2001. |
| Khinaliq State Historical, Architectural and Ethnographic Reserve | Guba      | Khinaliq Reserve is created in 2009. Khinalig locates in Guba region in the peak of the mountain (2200 m), is the highest village of Azerbaijan. Khinalig village preserves unique language and traditions of the minority group. It is an inheritance of the ancient Alban culture. It has 160 historical-architectural residential buildings, 30 religious, historical and archaeological monuments.  |
| Lahij State Historical and Cultural Reserve                       | Ismayilli | Lahij Reserve was created in 1981. It is an old town located in a mountainous part of the Ismayilli region (1600 m). The whole area is 81 ha. Lahij preserves valuable tangible and intangible cultural heritage resources of Azerbaijan from the 18-19 <sup>th</sup> century. There are 40 fields of intangible cultural heritage in Lahij living up to date such as pottery, the art of wood making, carpet weaving and copper making. There are up to 100 monuments protected in the reserve including mosques, hamams, residential buildings, bridges and historic graves.  |
| Kish Historical and Architectural Reserve                         | Sheki     | Kish village is located in Sheki amidst a very beautiful mountainous landscape. The Kish Reserve was established in 2009. The whole territory is 215 ha. There are six registered monuments in the Reserve area including an ancient Albanian temple which remains from early Christian times.  |
| Ateshgah Temple State Historical and Architectural Reserve        | Baku      | The Ateshgah Temple Reserve was established in 2007. It is located in Surakhani settlement, Baku, about 30 km from Baku city centre. The Temple consists of 26 cells and a central altar. The age of the temple dates back to 9-10 <sup>th</sup> Century B.C. during a time when the Zarathustra religion existed in the territory of Azerbaijan. The current alter was built in 17-19 <sup>th</sup> century part-by-part on the remaining ancient temple by Zoroastrian pilgrims.  |

The development of these reserves for tourism is handled by the STA due to their national level significance. The DMOs provide a supporting role.

### Main tasks

The main types of tourism product development interventions that the DMOs will engage in are provided below.

#### Natural and cultural heritage sites

Azerbaijan's natural and cultural heritage sites are some of the most important forces for pulling visitors into the regions. A range of cultural heritage sites can be found throughout the country, from ancient archaeological sites and historic towns and villages, through to war sites and monuments, and religious sites and museums. Azerbaijan is also blessed with a wide range of landforms and ecosystems. These include rivers, lakes and waterfalls, forests and scenic natural areas, mountains, canyons and caves, and islands and beaches.

Most of the cultural heritage sites in Azerbaijan are undeveloped and suffering from neglect. This may be due to a number of reasons such as limited financial resources, poor systems of management and the limited capacity of management.

The DMOs shall work with the relevant government authorities, agencies, private sector and communities to conserve and sensitively and sustainably develop the natural and cultural resources so that they can be a source of pride and enjoyment for the local people as well as a satisfying leisure, recreation and learning experience for visitors.

DMOs may engage with other agencies, the local authorities, business and local communities in a range of areas to support the development of the culture and nature product. Key areas of focus may include:

- ☑ Conducting research and developing and implementing conservation and / or restoration plans for priority historical, cultural, natural and heritage sites
- ☑ Supporting the implementation of initiatives to improve waste management and the beautification of historic towns, villages and natural areas
- ☑ Developing and supporting implementation of tourism directional signage and interpretation plans and strategies for key natural and cultural heritage sites
- ☑ Developing and supporting implementation of visitor management strategies in highly visited and / or highly sensitive "at-risk" sites (safety and security, rules and regulations, zoning, monitoring and evaluation, etc.)
- ☑ Supporting development of infrastructure at priority cultural and natural heritage sites (e.g. lookouts, parking, museums, rest areas, WCs, etc.)
- ☑ Raising awareness and implementing training and capacity building to support business and heritage site authorities to develop rich and rewarding nature and culture tourism experiences for visitors
- ☑ Establishing an inventory of existing attraction experiences and engaging in promotional programs, networks, itinerary development, best practices mentoring, packaging and marketing partnerships

### Tours, routes and trails

While Azerbaijan has a large variety of spectacular natural landscapes ranging from wild forests, vast deserts, sweeping agricultural areas and snow-capped mountains, as well as historic towns, villages, castles and archaeological sites, well developed hiking and walking trails and tourist driving routes that connect clusters of these sights are neigh non-existent.

There is however a significant level of existing trail and road infrastructure which can be utilised to create a range of routes and trails that can offer high quality experiences, reflect market-readiness standards, and increase visitation and spending.

The development of walking trails and driving routes will provide the basis for the DMOs to develop potential tour packages. The tour packages of the DMOs will be themed, priced and targeted according to potential key markets.

The integration of experiences such as cooking classes, fruit picking, craft making, wildlife encounters and village homestays will be a critical aspect that shall be considered and incorporated into each package tour.

The package tours will be introduced to private sector tour operators via familiarisation trips and communications material. The DMO shall also adapt the tour packages as into “suggested itineraries” that can be featured in its digital media tools and print promotional material.

The DMOs will work with ATB products team, the local community, private sector tour operators, outdoor clubs and tour guides to identify, categorise and develop potential walking trails and driving routes. This process will see the DMOs implement the following key types of activities:

- ☑ Conducting research to identify themed tourism product clusters and potential walking trails and driving routes that can be themed and linked as well as potential markets
- ☑ Implementing awareness, training and capacity building of key stakeholders located along the identified trails and routes
- ☑ Branding of trails, routes and tours and development of marketing and promotional material
- ☑ Introducing the trails and routes to private sector and the public through tour operator and media familiarization trips
- ☑ Working with local authorities to develop and implement infrastructure improvements to support the operation of the trails and routes
- ☑ Working with local authorities to develop and implement trail and route management and monitoring mechanisms

### Arts and crafts

Azerbaijan is home to a rich and distinctive culture, a major part of which is decorative and applied art. Azerbaijani art is manifested in a wide range of handicrafts such as jewellery, engraving in metal, carving in wood, stone and bone, carpet-making, lacing, pattern weaving and printing, knitting and embroidery.

It will not be the role of the DMOs to directly engage in handicraft product development. Instead, the DMOs shall provide support and advice based on an understanding of market needs and trends, create opportunities for producers to market their products, and enhance their access to training and capacity building.

The DMOs shall work with the producers, retailers, communities and NGOs to identify opportunities to enhance the art and craft product in the regions for tourism through the following key activities and areas of focus:

- ☑ Enhancing access for artisans and craftsmen to leadership training, design mentorship, language classes and marketing lessons
- ☑ Supporting access for artisans and craftsmen to upgraded facilities and equipment
- ☑ Supporting the establishment of “locally made” craft labels and product lines
- ☑ Working with local authorities to identify opportunities to develop retail spaces for artisans and craftsmen
- ☑ Developing routes and trails that incorporate art and craft experiences as well as opportunities for visitors to purchase local art and craft products
- ☑ Linking craft producers with tour operators through familiarization trips
- ☑ Providing opportunities for artisans and craftsmen to market their products via the DMO’s electronic platforms and print promotional material

### Food and agriculture

Azerbaijan contains an abundance of fresh produce that is brought together in its rich, hearty cuisine and diverse traditional dishes. The DMOs shall examine opportunities to further develop Azerbaijan’s food culture not only in the dining experience, but through culinary activities developed expressly for visitors that showcase food and beverages and provide an opportunity for visitors to discover the regional delights and specialties of each region.

DMOs may engage in a range of areas to support the development of the food and agriculture product for tourism such as:

- ☑ Supporting the development of regional food brands
- ☑ Working with stakeholders to develop food and rural produce related festivals and events
- ☑ Identifying and developing food related routes, trails and tours
- ☑ Capacity building of private sector in agritourism farm experiences
- ☑ Supporting development of agriculture-related food clusters and networks
- ☑ Working with private sector to develop cooking school experiences
- ☑ Capacity building of private sector in menu development
- ☑ Providing guidance, co-ordination and leadership in the development of the “slowfood movement” in key destinations

### Health and wellness

Azerbaijan currently has an incubatory health and wellness sector characterised by hotel and resort spas and independent wellness centres some of which are in need of rehabilitation.

The ATB and STA are committed to supporting the development of health and wellness as a core product line of tourism in Azerbaijan.

Potential opportunities the ATB and STA will undertake at a national level to enable the sub-sector to increase its buoyancy include examining and implementing internationally recognised accreditations, supporting the training of personnel to serve the industry and the development of world-class facilities.



The role of the DMOs will be to support implementation of the national level initiatives at the regional and local levels. Activities the DMOs may engage in relating to the development of the health and wellness tourism product line include:

- ☑ Driving the implementation of policy initiatives and the adoption of international accreditation and certification by operators
- ☑ Raising awareness on policies for wellness tourism that are linked to national promotional campaigns
- ☑ Communicating incentives to promote investments in the sub-sector
- ☑ Increasing access to capacity building and training opportunities for SME in the development or improvement of standards in health and wellness operations
- ☑ Marketing and promotion of health and wellness operations through DMO digital and print media platforms as well as introducing new products to the private sector and consumers through tour operator and media familiarization trips as well as representation in destination trade fairs and events
- ☑ Working with related agencies and local authorities to sensitively and sustainably develop natural and thermal springs in natural and protected areas
- ☑ Supporting restoration of traditional hamams and bringing to private sector investors to operate quality services

## 2.3 Tourism human resource development and standards

### Situation

Despite the enormous potential and a breakthrough in terms of improvements to tourism related infrastructure and facilities, Azerbaijan still has many challenges in terms of the provision of quality services by qualified personnel. Moreover, with the growth in the number of hotels, restaurants and tour operations there is an increased need for more qualified and skilled hospitality and tourism professionals.

Despite the growth in the tourism industry the number of institutions, courses and graduates from tourism vocational education and training (TVET) institutions is relatively limited. Currently, specialised tourism education is provided in three institutions under the STA:

1. Azerbaijan Tourism and Management University
2. Baku Vocational School of Tourism
3. Mingachevir Tourism College

In 2018, 320 students graduated from the Azerbaijan Tourism and Management University.

Azerbaijan also has vocational education and training facilities in 12 regions operated by the State Agency of Vocational Education under the Ministry of Education. The facilities include training for occupations such as tour agents, guides, barmen, hotel administration, cook and food and beverage service.

According to the World Economic Forum's *Travel & Tourism Competitiveness Report 2017*, in comparison to most other countries Azerbaijan has, however, only an average level of performance in terms of staff training within travel and tourism organisations (scoring 3.8 / 7.0, with 7 being high), and an average level of performance in terms of the ease at which employers are able to find

skilled employees (scoring 4.1 / 7.0).<sup>6</sup> Moreover, outside Baku it can be assumed that access to a skilled workforce and the provision of staff training is even more limited.

To ensure the healthy development of the tourism sector with a skilled and capable workforce an ongoing effort is required to boost capacities and skills in the tourism sector at all levels – within the workplace as well as within tourism vocational, education and training institutions.

## Aims and objectives

The overall aim of the DMO in relation to tourism human resource development and standards is to support building a skilled and capable tourism workforce that meets the needs and expectations of the private sector, public sector and the visitors themselves, including the realisation of internationally recognised standards of quality.

To achieve this, the DMO will focus on the following key objectives:

- Strengthening community, business and public sector access to – and participation in – tourism capacity building and skills training programmes
- Raising awareness about the mechanics of the tourism sector including ways to become involved and benefit as well as manage negative potential impacts
- Continually strengthening quality standards in the provision of tourism products and services



## Approach

Since tourism businesses in Azerbaijan's regional areas are typically SMEs who are too under-resourced to focus on staff training or may not appreciate its importance, the DMOs will play a supporting and enabling role in emphasising the importance of staff training and promoting and facilitating such training and business development to SMEs.

It is not the role of the DMOs to assume the chief role of tourism training provider in the regions as this should be undertaken by dedicated tourism vocational education and training (TVET) institutions, however in order for the DMOs to achieve their strategic objectives for the destinations, the DMOs will need to work with TVET providers as well as the private sector as facilitators or partners to guide, support and reinforce the capacities of SMEs and their staff so that the destination can be a competitive and desirable holiday destination.

In addition to management, staff, tourism professionals and entrepreneurs, representatives of executive powers and municipalities, chambers of commerce and trade, civil servants, and the local community will also be targeted by the DMOs to help enable their access to training activities that will help to improve the skills and capacities of the destination's tourism sector.

---

<sup>6</sup> World Economic Forum 2017, *Travel & Tourism Competitiveness Report 2017*, World Economic Forum, Geneva, Switzerland

Training and capacity building interventions that are implemented by the DMOs will be identified according to a Training Needs Analysis (TNA) which is to be undertaken by ATB / STA prior to implementation of intervention actions. Feedback from local stakeholders will also be garnered.

Furthermore, the DMOs shall also conduct tourism awareness raising activities to establish within local communities a positive “culture” of tourism, promote the socio-economic benefits of the sector for the local people and region, as well as the potential negative impacts of tourism if not properly managed.

#### **Beneficiaries**

- Small and Medium Enterprises (SMEs)
- Civil servants
- Executive powers
- Municipalities
- Industry associations, chambers of commerce and trade
- Local community

#### **Role of STA, ATB**

The STA is supporting the strengthening of the TVET sector in a number of areas, in particular as it relates to the development of favourable policies and plans that enable the healthy growth of the TVET sector.

Of specific relevance to the DMOs is STA’s implementation of a TNA initially within four regions of Azerbaijan. As a result of the TNA, DMOs within the geographical of the study shall have a clear road map on which hospitality and tourism skills are deficient within the workplace and the specific training that is required in order to fill the gaps.

STA is also continually developing partnerships with government and non-government entities in order to achieve its vision for the development of tourism. Existing and potential new MoUs may include the provision of training support in different areas. The DMOs should work closely with STA to communicate the needs for awareness and capacity building in the regions such that they may then access the support in the delivery of relevant training programmes.

#### **Role of sector stakeholders**

Sector stakeholders play two roles in relation to tourism HRD and standards – they are both the beneficiaries of the DMO’s facilitated efforts to enhance access and participation in tourism training and awareness raising activities, as well as key informants and partners of the DMOs in the development and implementation of the programmes.

It is important that the DMOs engage both the private sector and TVET sector from the beginning in order to develop a united approach to the strengthening of HRD and standards in the destination. The private sector on the one hand know what skills are lacking in their staff (and potentially also their own managerial limitations), while the TVET sector need to be engaged in discussions on where their training needs to be targeted. Furthermore, visitors need to be engaged in order to get their feedback on the strengths and weaknesses of private sector operations.

The private sector can also be engaged to support with the development of training programmes and become implementors of the training in the workplace, for example, if the DMOs implement a “train-the-trainer” programme. The co-operation of the private sector is also critical to the DMOs since they are the ones who will grant access of their staff to the training programmes.

## Main tasks

The main types of tourism marketing and communications activities that the DMOs will engage in are provided below.

### Tourism awareness raising

The tourist experience is often influenced by the local community, with positive interactions with visitors an important part of their overall satisfaction with the destination.

As the local community are also custodians of the destination's cultural heritage as well as its natural heritage, their support and interest in protecting it – as well as sensitively communicating and promoting it to visitors – is crucial to establishing any sustainable tourism destination.

Understanding not only the benefits of tourism but its potential pitfalls are an important foundation in the development of destinations such that they may also ride the wave of benefits tourism can bring as well as safeguard their community and place from its threats.

DMOs may engage with the TVET sector, business, NGOs, the local authorities and local communities in a range of areas to support raising awareness of the mechanics, benefits and opportunities of the tourism sector as well as potential threats that need managing. Key areas of focus may include:

- ☒ Engaging young people to volunteer in activities related to tourism development
- ☒ Organising special occasions such as a tourism day to promote the benefits of tourism to the local community
- ☒ Organising contests for secondary school students that increase awareness and interest in tourism as well as its potential as a sustainable career path
- ☒ Sponsoring scholarships for students wishing to pursue tourism studies at college or university – should go somewhere else (e.g. community and business support)
- ☒ Organising events and competitions connected to tourism that also increase local pride in their cultural and natural heritage (e.g. destination photo, painting, poetry, music, cooking, agricultural competitions with access to outputs useable by DMO)
- ☒ Organising information days on entrepreneurship opportunities in tourism or other offers
- ☒ Distributing informative publications giving details of local attractions and amenities which can be useful to local residents
- ☒ Communicating to local community up-to-date events information (“What’s On”)
- ☒ Promoting things to see and do in the area in local media (e.g. radio, TV, newsletters, websites)
- ☒ Implementing sustainable and responsible tourism awareness raising programmes in local communities visited by tourists or with impending tourism developments expected to increase visitation
- ☒ Organising a tourism awareness raising programme for civil servants

### Training and capacity building

A skilled and capable workforce is at the foundation of good service, management and quality products which in turn creates positive visitor experiences that encourages visitors to stay longer, to make positive referrals and to come back time and time again.

With the STA's TNA and associated action plan of recommendations, the DMOs will have a “guide book” to inform the implementation of skills training in the regions.

Moreover, through the work of the ATB and the DMOs in the assessment of tourism products as well as associated product gaps (as identified in the Azerbaijan Tangible and Intangible Tourism Resources Database; see **Section 2.3**), the DMOs can introduce and seek to gain the support of the private sector to invest in product development and diversification activities.

In regional areas where capacities can be limited, a critical first step in the development of these products is often to build capacity, with skills training one of the best ways to achieve this.

Depending on the results of the TNA, DMOs may engage with the TVET sector, business, NGOs, the local authorities and local communities in a range of areas to support increasing capacities and skills in hospitality and tourism. Based on existing research, some examples of potential training areas could include:

- ☑ Implementing community-based tourism training to better enable local communities to benefit from tourism development opportunities
- ☑ Upskilling of local guides in areas such as customer service, interpretation, visitor safety and emergency response
- ☑ Upskilling hotel front desk attendants in customer service, communications, hygiene
- ☑ Upskilling food and beverage service staff in service standards, customer service, communications, hygiene
- ☑ Product development and marketing training for craft producers
- ☑ Business management, marketing and finance management training for SME food and beverage and accommodation operators / managers
- ☑ Attraction management of natural, cultural, historical and religious sites including managing visitor impacts
- ☑ Homestay operator training in standards, marketing and income generation mechanisms
- ☑ Sustainability training for small to medium accommodation and restaurant operators (energy, water, waste)

#### Quality standards

While training is an important ingredient in the development of strong and sustainable tourism products and services, if the sector is not aiming for continually achieving good standards of quality, then training will have been to no avail and the destination will not be competitive. Moreover, quality products and services ensure increased revenues and higher productivity for the sector.

A plan for encouraging tourism quality development is required based on a global set of standards for hotels, restaurants, and guesthouses. The DMOs together with STA can work with the Executive Powers and Municipalities in facilitating the establishment of these systems by designing programmes for encouraging and maintaining quality standards in tourism SMEs at the regional level. Potential focus areas of the DMOs may include:

- ☑ Developing and distributing good practice guides and codes of conduct for tourism SMEs (including informal sector, e.g. homestays) in conjunction with STA
- ☑ Operating a voluntary tourism quality label (e.g. “Quality Choice”) for accommodation facilities and restaurants in conjunction with STA with a strong offer of benefits
- ☑ Supporting with development and management of tourism quality awards (e.g. “tidy town”, “loo award”, “sustainability award”, etc.) in conjunction with STA
- ☑ Providing STA with “on the ground” advice on the development of regional sustainable tourism policy development and implementation

- ☑ Integrating quality standards within the capacity building and training programme. In addition to standards of SME operation, the training could cover areas such as food safety and sanitation, environmental management, waste management, occupational health and safety, community relations

## 3. OPERATION

### 3.1 Management structure

During the start-up phase, the DMOs shall in general be inherently “light” in the management structure and related staffing arrangements with the objective being to minimise costs and allow the regional DMOs to grow organically and in accordance with development of the region’s tourism sector.

An exception to this rule will be given to destinations that are already well established in tourism. In these instances, additional staffing may be required, in particular within administrative and supporting roles.

It is anticipated that all ATB regional DMOs shall begin with a somewhat similar organisational structure that is relatively flat in terms of its hierarchy, consisting of just three types or levels of staff who perform executive, technical and administrative roles.

#### Executive level

The executive level deals with the strategic and tactical management of the regional DMO, makes strategic decisions, manages the profit and loss of organisation and has hiring authority within their budget. In all regional DMOs at start-up this level normally comprises just the DMO Director.

The Director has overall supervisory responsibility and manages the DMO and ensures its smooth running, promotes quality staff development, maintains budgetary control, and ensures sustainability.

An Acting Deputy Director role will be appointed to one of the DMO Technical Officers to support the Director and serve for and in place of the Director in his / her absence (see Section 4.2).

#### Technical level

The technical level is responsible for implementing the strategies and activities designated within the regional DMO’s log frame which is directly connected to the region’s Destination Management Plan. At start-up most DMOs will generally have two DMO Technical Officers.

As the DMOs essentially act like start-up companies at the beginning, the DMO Technical Officers will have a broad role and fit in wherever the Director requires. As such, the DMO Technical Officers will be expected to have a broad set of skills and be willing to become involved and to multi-task in all areas of DMO operation, from marketing and communications, through to product and business development, and human resource development and standards.

As the DMOs become more established and the specific skills and strengths of the technical officers become clearer, the Director may create a clear delineation / separation between the technical officer positions and their duties such that their duties are divided and each specialises / is responsible for particular areas. The delineation may consider the three core functional areas of the DMO – tourism marketing & communications, tourism product & business development, tourism human resource development & standards.

#### Administrative level

The administrative level is responsible for supporting the work being done at the executive and technical levels. In all regional DMOs at start-up this level includes the function of finance,

accounting and administration. In more mature tourism destinations, the administrative level may expand to include other functions such as IT and graphic design.

## 3.2 Staffing

### Core staff requirements

In relation to the two pilot DMOs, existing TIC staff shall be retained with support provided by the DMO Director to build their capacities in order to better enable the staff to carry on in positions within the DMO.

After a period of time, the TIC staff will be evaluated by the DMO Director to assess the potential of retaining the TIC staff in a permanent role. In the event that a TIC staff member does not wish to work in the DMO or the Director determines that the staff member/s do not meet the requirements of the job, recruitment of new staff will be conducted.

During the start-up and establishment period, ATB's regional DMOs shall generally consist of at least four staff members who shall include the following:

|                |                                    |
|----------------|------------------------------------|
| Executive      | Director                           |
| Technical      | DMO Technical Officer 1            |
| Technical      | DMO Technical Officer 2            |
| Administrative | Finance and Administration Officer |

Over the course of the first six months of DMO establishment, the Director shall nominate one of the two DMO Technical Officers to also take on the role of Acting Director. The appointed officer will continue with their normal technical officer duties but shall have the added responsibility of standing in for the Director and making decisions on their behalf in times of their absence. Due to the additional responsibilities the ATB shall negotiate a commensurate increase in salary with the officer.

### Additional support services

As ATB is promoting the use of a low-cost staffing model that grows regional DMOs with the needs of the destination, the role of any outstanding services required will be initially procured through outsourcing or sub-contracting to professionals until such a time that it become cost effective to create a paid position within the regional DMO.

It is anticipated that the core services that will be outsourced or sub-contracted by the regional DMOs in the short- to medium-term of their establishment shall include:

| Position                  | Relationship                  |
|---------------------------|-------------------------------|
| Cleaner                   | DMO paid service contract     |
| Driver (with car)         | DMO paid service contract     |
| Graphic designer          | STA / ATB head office support |
| IT specialist / help desk | STA / ATB head office support |



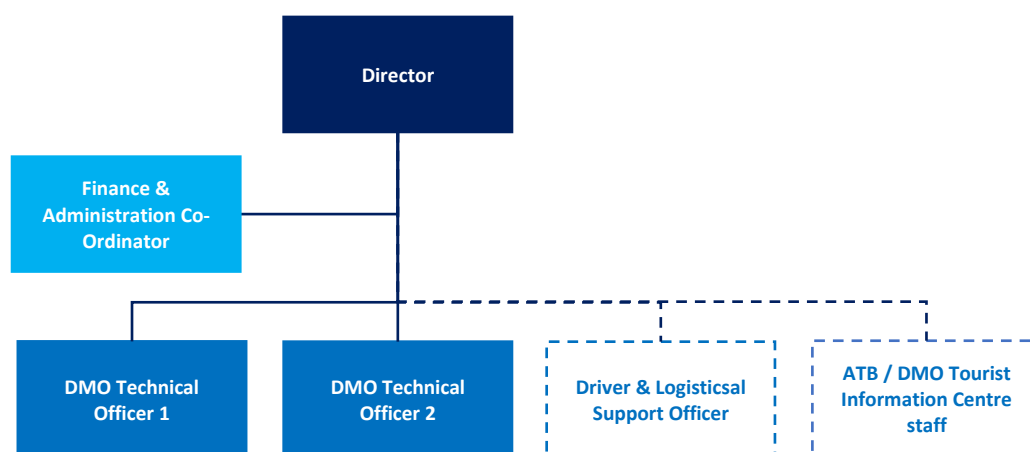
|   |                               |
|---|-------------------------------|
| Tourist information centre staff <sup>7</sup> | STA / ATB head office support |
| Lawyer  | STA / ATB head office support |

In the instance that no provider of the above services is available in the region then the regional DMO can request to hire a casual or part-time professional.

## Organisation chart

The proposed organisational structure of a typical DMO is shown below. The executive level is comprised of one Director and one Deputy Director. The technical level is comprised of two general DMO Technical Officers who together support with development and implementation of all three functional areas of marketing and communications, product and business development and HRD and standards. The administrative level includes one Finance and Administration Officer.

*Typical DMO organisational structure at start-up*



## 3.3 Position descriptions

The four staff members required for most DMOs during the start-up and establishment period include a Director, Finance & Administration Officer and two DMO Technical Officers. As the destination becomes more established and visitation increases additional staff may be recruited on a needs-basis. A sample of the position descriptions for the Quba DMO team is provided below.

|                      |  |
|----------------------|--|
| <b>Title:</b>        | <b>DIRECTOR</b>  |
| <b>Organisation:</b> | Quba DMO   |
| <b>Reports to:</b>   | Deputy CEO, ATB  |
| <b>Supervises:</b>   | All staff in DMO team  |
| <b>Summary:</b>      | Azerbaijan Tourism Board (ATB) is Azerbaijan's national tourism organization. Our core tasks include the management of the "Holiday in Azerbaijan" brand, innovative marketing in the most internationally promising markets and the transfer of our knowledge of guests and markets to the domestic tourism industry. In this way we make an important contribution to the competitiveness of the holiday destination Azerbaijan. |

<sup>7</sup> Only destinations with a significant volume of visitor traffic shall have Tourist Information Centres. The determination of these destinations is at the discretion of ATB.

The ATB is establishing Destination Management Organisations (DMOs) that will operate in key tourism regions across Azerbaijan, with one of the first being the Quba-Qusar region. The overall purpose of the DMO is to lead, co-ordinate, promote, and manage the long-term sustainable development and marketing of Quba-Qusar and make an important contribution to its competitiveness and attractiveness as a holiday destination.

The Director, DMO Quba Office is responsible for representing ATB Azerbaijan at the destination level and works closely with the public and private sector at local, regional, national and international levels as well as with the local community and with visitors to market and promote the destination, facilitate the sustainable development of its tourism products, and support in the development of a skilled and capable tourism workforce and the can deliver quality tourism goods and services.

**Duties:**

- Represent Azerbaijan Tourism Board (ATB) at the destination level and participates and represents ATB at destination events and meetings
- Manage day-to-day activities of the DMO, establishing its overall goals and overseeing operations, sales and marketing strategies and functions in accordance with the objectives of ATB and the region's Destination Management Plan
- Develop and implement workflow processes and organizational structure and manages internal and external relationships
- Maintain a productive working relationship with public, private, community stakeholders and tourism partners, and lead / facilitate / collaborate their efforts to ensure their participation and involvement in key industry and organisational initiatives (destination management plans, product development opportunities, key partnerships and business relationships, regional / destination branding and campaign development, etc.)
- Work with the State Tourism Agency (STA) and ATB head office to provide policy and regulation advice to Executive Powers and other government and non-government organisations
- Manage the budget, staff and implementation of events, meetings, campaigns
- Produce regular progress reports to ATB
- Directly manage, coach, and develop the regional DMO team, develop and maintains effective organisational policies, and ensure all activities are implemented within the established policies, guidelines, laws and ethical standards
- Work closely with the public and private sector at local, regional, national and international levels as well as with the local community and with visitors themselves
- Manage and develop community engagement mechanisms such as tourism grants, scholarships and sponsorships

**Requirements  
(education and / or  
experience):**

- Post graduate degree in Business Management / Hospitality Management / Tourism Development / Tourism Marketing / Regional Development / Economy (majoring in local culture, history, regions, etc.)
- At least 3 years' senior or middle management experience in tourism sector
- Proven supervisory experience
- Awareness / understanding of Quba-Qusar region as tourism destination
- Experience in development, formulation and implementation of strategic initiatives
- Experience managing and controlling a financial budget
- Excellent communication skills, both written and oral in Azerbaijani and English
- Computer literate (Microsoft Word, Excel, Outlook, PowerPoint)
- Not essential, but considered favourably:
  - Experience in public-private partnerships or co-ordination activities
  - Experience in multicultural environment / international projects
  - Experience in business start-ups
  - Russian language skills

|                             |   |
|-----------------------------|---|
| <b>Other conditions:</b>    | Please note, the duty station is in Quba city. Candidates must be willing to be available to start at short notice within the first quarter of 2019.  |
| <b>Application process:</b> | Candidates are requested to send their CVs to <a href="mailto:job@tourismboard.az">job@tourismboard.az</a> until 31 January 2019. Please indicate the name of the position you are applying for in the subject line of the email (Director Quba DMO). Please be advised that only shortlisted candidates will be contacted for the further stages of the recruitment process. |

|  |   |
|--|---|
| <b>Title:</b>  | <b>TECHNICAL OFFICER</b>  |
| <b>Organisation:</b>                                 | Quba DMO  |
| <b>Reports to:</b>                                   | Director, Quba DMO  |
| <b>Supervises:</b>                                   | -   |
| <b>Summary:</b>                                      | <p>Azerbaijan Tourism Board (ATB) is Azerbaijan's national tourism organization. Our core tasks include the management of the "Holiday in Azerbaijan" brand, innovative marketing in the most internationally promising markets and the transfer of our knowledge of guests and markets to the domestic tourism industry. In this way we make an important contribution to the competitiveness of the holiday destination Azerbaijan.</p> <p>The ATB is establishing Destination Management Organisations (DMOs) that will operate in key tourism regions across Azerbaijan, with one of the first being the Quba-Qusar region. The overall purpose of the DMO is to lead, co-ordinate, promote, and manage the long-term sustainable development and marketing of Quba-Qusar and make an important contribution to its competitiveness and attractiveness as a holiday destination.</p> <p>The ATB is currently seeking to fill two (2) DMO Technical Officer positions at the Quba DMO office. The aim of the Technical Officer position is to drive the development and positioning of the region as an attractive and competitive tourism destination. As a part of a small team, the Technical Officers shall support the DMO Director to develop and implement activities relating to tourism marketing and communications, tourism product development and tourism training and capacity building. Duties may include developing or supporting local festivals and events, conducting e-marketing activities, developing destination promotional print material, conceptualising and facilitating tourism product development investment activities, and co-ordinating with partners in the delivery of tourism awareness raising and training programmes.</p> |
| <b>Essential duties &amp; responsibilities:</b>      | <ul style="list-style-type: none"> <li>• Facilitate and support to co-ordinate market research, surveys, assessments</li> <li>• Draft content for print and electronic marketing material and organizing distribution</li> <li>• Provide support in regional data collection</li> <li>• Draft press releases, co-ordinate fam trips, and support running advertising campaigns</li> <li>• Participate and support in the implementation of festivals and events</li> <li>• Draft content and maintain DMO website and / or social media pages</li> <li>• Evaluate and recommend destination development initiatives</li> <li>• Communicate with private sector stakeholders to obtain information relating to product development activities</li> <li>• Update tourism products database and tourism service providers database (accommodation, restaurants, tour operators, local guides, etc.)</li> <li>• Support with organising meetings and trainings</li> <li>• Communicating with local businesses and the media including replying to general enquiries (phone, online)</li> </ul>  |
| <b>Requirements (education and / or experience):</b> | <ul style="list-style-type: none"> <li>• Post Graduate Degree in Tourism Management / Marketing / PR / Events Management / Business / Arts</li> <li>• At least 2 years' experience working in tourism industry (e.g. hotel, tour company, travel agent, meetings / conventions, events, etc.)</li> </ul>  |

|                             |   |
|-----------------------------|---|
|                             | <ul style="list-style-type: none"> <li>• Demonstrated experience working in marketing and communications</li> <li>• Past work experience demonstrates knowledge of Quba-Qusar tourism products</li> <li>• Excellent communication skills, both written and oral in Azerbaijani</li> <li>• Computer literate (Microsoft Word, Excel, Outlook, PowerPoint)</li> <li>• Not essential, but considered favorably is: <ul style="list-style-type: none"> <li>○ Experience working in Quba-Qusar region</li> <li>○ Experience organising events</li> <li>○ Experience working in a customer / guest services role</li> <li>○ English, Russian language skills</li> </ul> </li> </ul> |
| <b>Other conditions:</b>    | Please note the DMO office is in Quba city. All candidates must therefore be willing to live in Quba-Khachmaz region. Candidates must be willing to be available to start at short notice within the first quarter of 2019.   |
| <b>Application process:</b> | Candidates are requested to send their CVs to job@tourismboard.az until 31 January 2019. Please indicate the name of the position (Technical Officer Quba DMO) you are applying for in the subject line of the email. Please be advised that only shortlisted candidates will be contacted for the further stages of the recruitment process.   |

|   |  |
|---|--|
| <b>Title:</b>                                   | <b>FINANCE &amp; ADMINISTRATION OFFICER</b>  |
| <b>Organisation:</b>                            | Quba DMO   |
| <b>Reports to:</b>                              | Director, Quba DMO   |
| <b>Supervises:</b>                              | -  |
| <b>Summary:</b>                                 | <p>Azerbaijan Tourism Board (ATB) is Azerbaijan's national tourism organization. Our core tasks include the management of the "Holiday in Azerbaijan" brand, innovative marketing in the most internationally promising markets and the transfer of our knowledge of guests and markets to the domestic tourism industry. In this way we make an important contribution to the competitiveness of the holiday destination Azerbaijan.</p> <p>The ATB is establishing Destination Management Organisations (DMOs) that will operate in key tourism regions across Azerbaijan, with one of the first being the Quba-Qusar region. The overall purpose of the DMO is to lead, co-ordinate, promote, and manage the long-term sustainable development and marketing of Quba-Qusar and make an important contribution to its competitiveness and attractiveness as a holiday destination.</p> <p>The Finance and Administration Officer, DMO Quba Office works closely with the ATB head office and provides the DMO with services that include budgeting, finance, procurement, contract administration, security and logistical support. The officer oversees an operating budget that directly supports all DMO activities at the destination and ensures the day-to-day functioning of the DMO office, including the procurement of supplies and services for efficient DMO operation, keeps all administrative and correspondence records in order, responds in a timely manner to requests, and provides necessary technical support to DMO staff. The officer also co-ordinates all transportation and logistics needs of the DMO and ensures the DMO office meets all standard occupational health and safety requirements.</p> |
| <b>Essential duties &amp; responsibilities:</b> | <ul style="list-style-type: none"> <li>• Monitor and manage expenditures within allotted budget</li> <li>• Review all invoices and make relevant payments in a timely manner</li> <li>• Prepare regular finance reports in a timely fashion</li> <li>• Supervise payroll processing and tax filing activities</li> <li>• Oversee and develop annual DMO budget with DMO Director</li> <li>• Analyse monthly budget reports for purposes of forecasting cash flow</li> <li>• Provide comprehensive administrative planning</li> <li>• Procure routine organisational supplies</li> </ul>  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Supervise transportation / logistics procedures according to ATB policies</li> <li>• Supervise safety and security procedures</li> <li>• Respond to stakeholders / partners enquiries / issues in a timely manner</li> <li>• Manage any issues relating to utilities and general running of office</li> </ul>  |
| <b>Requirements (education and / or experience):</b> | <ul style="list-style-type: none"> <li>• Post Graduate Degree in Business / Finance / Economics; C1 Certificate</li> <li>• At least 2 years of the finance account experience</li> <li>• Experience working in a public entity</li> <li>• Familiarity with consolidated budget classification and national accounting standards</li> <li>• Excellent communication skills, both written and oral in Azerbaijani</li> <li>• Computer literate (C1, Microsoft Word, Excel, Outlook, PowerPoint)</li> <li>• Not essential, but considered favourably: <ul style="list-style-type: none"> <li>○ Work experience in Quba-Qusar region</li> <li>○ Administration, logistics experience</li> <li>○ Russian, English language skills</li> </ul> </li> </ul> |
| <b>Other conditions:</b>                             | The DMO office is in Quba city. All candidates must therefore be willing to live in Quba-Khachmaz region. Candidates must be willing to be available to start at short notice within the first quarter of 2019.   |
| <b>Application process:</b>                          | Candidates are requested to send their CVs to job@tourismboard.az until 31 January 2019. Please indicate the name of the position you are applying for in the subject line of the email (Finance & Administration Officer Quba DMO). Please be advised that only shortlisted candidates will be contacted for the further stages of the recruitment process.  |

### 3.4 Professional development

The Directors of the DMOs shall provide training and professional development opportunities to the DMO staff in order to increase skills, improve efficiencies and productivity and retain staff.

DMO Directors shall include a budget for professional development and staff capacity building in their annual budgets such that their staff may attend up to two external training courses per year.

The DMO Directors shall also implement a broad range of approaches for the professional development of their staff ranging from training, mentoring and coaching through to the elaboration of skills in the workplace.

The range of mechanisms the DMO Directors shall use to encourage professional development include:

- Providing staff training:
  - Ensuring DMO staff participation in applicable ATB and STA “in-house” workshops and training sessions, e.g. marketing, branding, CRM, etc.
  - Sending DMO staff on relevant external professional development programmes, leadership development, technical education
- Delivering on-the-job coaching and mentoring:
  - Keeping an “open door” and providing skill and knowledge to DMO staff by answering questions, reviewing work, discussing progress and providing general direction and guidance
  - Helping DMO staff work through actual problems, sharing insights and problem-solving strategies

- Arranging for DMO staff to talk / work with experienced tourism specialists
- Monitoring DMO staff development progress, providing feedback on results and providing positive encouragement
- Expanding staff accountabilities and exposure to other functions:<sup>8</sup>
  - Expanding DMO staff members' job areas to include a wider variety of tasks, risk taking opportunities and providing greater responsibility and / or authority
  - Ensuring different types of tasks and levels of responsibility are provided to DMO staff, not just more work in the same tasks
  - Exposing DMO staff members to connected job functions either on a project or observation basis
  - Requesting DMO staff to conduct special assignments that require increased analytical ability, improved judgment, knowledge of the organisation and / or decision-making skills
- Exposing staff to meetings and group work opportunities:
  - Including DMO staff in selected meeting/s which will help expand their knowledge
  - Requesting DMO staff to make a presentation at meetings to help develop their planning, organisation and public speaking skills as well as increase their exposure with other stakeholders
  - Placing DMO staff members in group problem-solving situations to develop their skills in working with others for example in DMO-related tourism working groups

### 3.5 Staff recruitment

The recruitment of staff for the DMOs is conducted by the ATB Regional Development Unit in collaboration with ATB Senior Management and the ATB Human Resources (HR) Unit.

The recruitment process begins with approval of a DMO's organisational structure and follows with the general stages of developing position descriptions, advertising opportunities and selecting candidates.

An example of a recruitment action plan is provided in **Annex 5**.

#### Advertising

Advertising of DMO positions is undertaken by the ATB HR office. Advertising may take place in print local and national print publications although emphasis will be placed on online channels such as job websites and social media.

Opportunities to offer career advancement for staff within ATB and STA will also be examined as a part of the process.

In order to enable a good response, all positions should be advertised for at least 30 days.

#### Shortlisting

To ensure objectivity and transparency in the recruitment process, evaluation criteria will be developed by ATB prior to the advertising of positions.

---

<sup>8</sup> Remaining within the scope of the staff members' formal position descriptions

The evaluation criteria reflect the required and desired experience and qualifications that are defined in the job descriptions.

The importance of each criteria is also assigned a weighting in terms of levels of importance. An example of evaluation criteria for applicants for a DMO director position is shown in **Annex 6**.

After the available positions have been advertised and the date for applications is closed, the ATB Regional Development Unit shall review the applications received (CV, cover letters) and use the evaluation criteria to shortlist the applicants to 3-5 candidates (per position).

Shortlisted candidates are finally invited by the ATB HR office to proceed to the interview stage.

## Interviews

Shortlisted candidates are interviewed by ATB senior management with the support of the ATB Regional Development Unit.

Prior to the interviews, the ATB Regional Development Unit shall draft interview questions for each position. The interview questions consider the level of the position, the abilities of the target applicants, and the general conditions of employment being offered.

All shortlisted applicants for a DMO position are interviewed by an interview panel. The panel is comprised of ATB Senior Management with the support from the ATB Regional Development Unit.

In the case of DMO Director positions, the Chief Executive Officer (CEO) of ATB shall lead the interview process. For all other DMO positions, the Deputy CEO of ATB, ATB Regional Development Unit as well as the relevant DMO Director shall conduct the interviews.

## Selection and appointment

At the conclusion of each interview the candidate is assessed by the interview panel according to the responses they gave in the interview.

Once all candidates have been interviewed, the interview panel shall rank the candidates from lowest to highest.

The ATB HR Unit shall then contact all candidates to inform them of the result (positive or negative), and begin the contractual process with the preferred candidate.

Should for any reason the preferred candidate not assume the role, each of the next priority candidates shall be contacted until the position has been successfully filled.

## 4. FINANCE

### 4.1 Central level funding

Around the world, the majority of DMOs, at all levels, and regardless of how they are structured, rely to a large extent on government support. The DMOs in Azerbaijan shall similarly rely to a large extent on government funding issued via STA and ATB in order to operate its office and implement activities.

During the start-up phase of the DMOs, capital from STA and ATB will be critical to enable the DMO to have time to establish itself within the region, forge relations with local stakeholders and gaining their support and trust – all necessary elements required before the DMO can hope to approach partners to support with co-financing or sponsoring DMO activities.

In the longer term – and as the number of DMOs in Azerbaijan increases – the DMOs will aim to reduce their reliance on STA and ATB finance and increase the contribution from other sources such as private and public sector as well as through other means such as the development of projects and programmes through NGOs and the creation and implementation of donor funded projects.

During the DMO start-up phase the amount of finance allocated by STA and ATB will depend on the local situation with influences including:

- Local politics
- Community acceptance of tourism
- Destination life-cycle stage and industry maturity
- Economic importance of tourism relative to other industries
- DMO history and current structure

### 4.2 Private sector partnerships

The key to future funding of the DMOs shall lie in developing an entrepreneurial spirit among the DMO offices and their staff. The DMOs should therefore adopt a partnership approach in the development and implementation of activities.

Co-operative campaigns can be developed whereby DMO / STA / ATB funding is seen as seed funding to attract private sector contributions. Co-operative campaigns may include a diverse range of initiatives such as:

- Sales missions
- Travel exhibitions participation
- Media advertising features
- Visiting tour operator and media programmes / fam trips

Beyond traditional partners such as tourism businesses, the DMOs can also look at forging alliances with non-traditional partners. DMOs can target the many sectors that may not seem to directly relate to tourism but in fact benefit greatly from it such as shopping, finance, manufacturers of consumer goods, sporting organisations and medical services.



### 4.3 Commercial activities

With the gradual increase in the number of DMOs in Azerbaijan over time there will need to be a gradual decrease in the reliance and contribution of STA / ATB towards the operational budget of the DMOs.

With the DMOs operating as a PLE, one additional mechanism to generate financial sustainability for the DMOs can be through the implementation of commercial activities. Examples of such activities may include:

- **Sponsorships:** The DMOs may sign sponsorship contracts with businesses and charge a fee to put the name / logo of hotels, restaurants and other retailers of goods and services in its guide books, brochures, maps, website / social media accounts, etc.
- **Marketing material sales:** The DMOs may develop, print and directly or indirectly retail maps, guides, books, videos, photos, souvenirs and other material relevant to tourism and the destination
- **Rentals:** The DMOs could work with other public sector authorities such as the STA or Executive Powers to gain the lease to buildings, billboards or other fixed assets and rent them to the private sector
- **Public facility fees:** The DMOs could work with other public sector authorities such as the STA or Executive Powers to gain the income generated (or a portion thereof) from parking lots or toilet facilities
- **Booking fees:** The DMOs can obtain commission from bookings made by visitors for accommodation, tours or to attractions via the DMO's destination website / social media accounts. In the case that a DMO operates a tourist information centre / point then booking fees can also be made "over the counter"
- **Advertising fees:** The DMOs can generate income from allowing advertising in their online media or print publications
- **Tours:** The DMOs or TICs operated under the DMO can operate "Official guided tours" within the destination.

### 4.4 Stimulating tourism investment

In general, it is often neither efficient nor effective for DMOs to directly implement large-scale commercial activities that may for example relate to the development of tourism products or the implementation of tourism training and capacity building; this role is better assumed by the private sector and training institutions respectively. The DMOs may however play a key role in creating a conducive environment for that to happen by the other key stakeholders.

The Government of Azerbaijan is seeking to create the best conditions for tourism development through investment generation and regulatory simplification. Making tourism one of the leading sectors, along with oil industry is achievable by creating a fertile environment to attract direct investment.

A number of key incentives and programmes have been developed to promote direct private sector investment in tourism in Azerbaijan which the DMOs can help to raise awareness, promote and facilitate access to.

## Investment promotion document

The Investment Promotion Document (IPD) serves as a basis for granting tax and customs benefits for seven years. The issuance of an IPD is based on the following criteria:

1. Areas of industry where investments will be made
2. A minimum amount in relation to the scope of an investment project
3. The territorial administrative units where investment projects will be performed

### Tax and customs preferences

- 50 percent exemption on corporate income tax and personal income tax for legal entities and individuals accordingly
- Exemption from assets tax and land tax for persons who have received an IPD
- Exemption from VAT on hardware, technological equipment and structures imported by persons who have received an IPD
- Exemption from customs duties of hardware, technological equipment and structures imported by persons involved in investment activities

### Related tourism fields:

- Construction of tourist services facilities included in General Development Plans within the boundaries of Tourism and Recreational Zones (TRZ):
  - Hotel and accommodation facilities
  - Catering facilities
  - Entertainment facilities
- Establishing hostels
- Establishing 2-star and 3-star accommodation

IPD is to be issued by the Ministry of Economy (MoE) with an approval of State Tourism Agency.

### Useful links:

- IPD Application Form: <http://www.e-qanun.az/framework/32268>
- Related regions and activities: <http://www.e-qanun.az/framework/32606>

## Tourism investment promotion in mountainous areas

Based on the decision of the Cabinet of Ministries of Azerbaijan, tourism investment projects at an altitude of 1300 metres above sea level could be exempted from custom duties if it is not possible to meet the needs of local raw materials and fabrics.

### Useful links:

- [http://www.e-qanun.az/alpidata/framework/data/2/c\\_f\\_2762.htm#\\_edn10](http://www.e-qanun.az/alpidata/framework/data/2/c_f_2762.htm#_edn10)

## 4.5 Working with development agencies, NGOs and donor organisations

The Destination Management Plans will place the DMOs in a good position to identify their own specific needs in terms of product development, marketing, human resource development and standards.

When identifying stakeholders and resources for implementing the DMP action plan, approaching agencies, NGOs and donors for supporting in the implementation of specific activities can be considered as one possibility amongst the broader suite of options.

In the case that a particular activity lends itself to donor funding, the DMOs can work with ATB and STA to explore the potential of developing a project concept for donor funding with ATB / STA then taking the lead role in approaching potential donors for funding of a project / activity.

Potential organisations that the DMOs can consider when exploring donor funding of activities are provided below.

### Development agencies

#### ASAN

Azerbaijan Service and Assessment Network (ASAN) is a state agency for public services to citizens of Azerbaijan. The agency's goal is to make services more easily accessible to citizens using modern technologies.

*STA is in the process of signing a Memorandum of Understanding (MoU) with ASAN which will create good opportunities for the DMOs to implement joint activities at the destination level, for example in areas such as marketing, promotions, communications, data exchange, training and workshops organization and conduction.*

#### ABAD

Asan Support to Family Business (ABAD) is a public legal entity run by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan was established in 2016 in order to carry out socially oriented projects aimed at ensuring the active participation of the citizens in the social-economic life of the Republic of Azerbaijan, developing small and medium entrepreneurship, raising the employment rate of the population and supporting the establishment of competitive family businesses in the country. ABAD centres implement assistance projects for family businesses engaged in the areas of arts and crafts and agriculture. ABAD centres also provide business planning, marketing, branding and design, financial accounting and legal assistance services to family households.

*At the destination level ABAD might be considered as a strong partner in product development, trainings, business counselling, income projects for communities etc.*

#### State Agency for the Development of SMEs

The State Agency for Development of SMEs has been established under the Ministry of Economy in the end of 2017. The major objective of the Agency is to increase the role and competitiveness of

SMEs in the country, support their development, provide services to SMEs, coordinate activities of state authorities and organizations, preparation of proposals for improvement of state regulation system with regard to SMEs, as well as the use of advanced international experience in the field of state support. Another area of the Agency's activity is arranging access to training, consulting, information, innovation, law, finance, human (personnel) and information and communication resources related to entrepreneurial activity of SMEs, marketing and sale support, project management, corporate management and other communicative mechanisms used in international practice.

*DMOs and tourism stakeholders might get many valuable benefits out of this partnership. The scope of the partnership may include various types of the specialized business training workshops and consulting.*

## NGOs and donor organisations<sup>9</sup>

### Heydar Aliyev Foundation

Starting its activity since 2004, the Heydar Aliyev Foundation has been actively participating in building a new society and contributing to the social and economic development of the Azerbaijan by implementing various projects in spheres such as education, public health, culture, sports, science and technology, environment, and social and other spheres.

The diversity of activities includes culture, education, public health environment and social issues. The Heydar Aliyev Foundation is the most powerful and recognized non-governmental organization at the national level.

*The DMOs can create partnerships with destination stakeholders and apply to the Foundation with relevant project concepts.*

### RIIB

The Regional Development Public Union (RIIB) was established following the Heydar Aliyev Foundation's initiative in 2016. The primary objective of RDPU is to actively participate in the Azerbaijan's public-political, social-cultural life, building a civil society, supporting reforms including actions taken by the state towards developing the regions, the Regional Development Public Union Act towards building mutual dialogue between citizens and state and municipal bodies, and strengthening public control mechanisms.

*The RDPU has regional centers and may be a good partner to the DMOs in the areas of community engagement, conducting training workshops, organising public events, human resource mobilisation and tourism awareness.*

---

<sup>9</sup> The Development of Rural Green Tourism Public Union has not been highlighted in the list as it is currently experiencing some management challenges. The Union has co-ordinators in the regions of Ismayilli, Gabala, Sheki and Guba as well as the south of Azerbaijan and works in rural areas in the areas of tourism, social, economic and cultural development.

### Local Governance Assistance Public Union

The Local Governance Assistance Public Union is a local NGO established in 2005 by a group of young experts specialising in local governance, public administration, rural and regional development, community development, economic growth, agriculture, marketing and training. The Public Union is actively involved in regional development projects funded by various donors, including European Union (EU). In 2018, the scope of the EU funded project on agritourism issues covers Guba-Khachmaz, Salyan, Jalilabad and Lankaran regions.

*The Local Governance Assistance Public Union may be a good DMO partner in activities relating to agritourism and community-based tourism.*

### EU

The EU is one of the key international donors that support various sectors relating to regional development in Azerbaijan. Current and past EU projects related to regional development and / or tourism include:

- “Eastern Partnership Initiative” (ongoing) - Regional and rural development and the improvement of educational and technical capacity
- “European Neighborhood Policy Instrument” (ongoing to 2020) - Relating to renewable energy, legislation, agriculture and regional development
- “Support to Rural Tourism” Project (completed 2016) and “Support to the Ministry of Culture and Tourism for the modernisation of its policy management system in the cultural sector” (completed 2018)
- “European Neighborhood and Partnership Instrument East Countries Forest Law Enforcement and Government II Program” – Provided assistance for surveys on sustainable tourism and recreational development in forested areas, creation of concepts, etc.

### GIZ

The German Society for International Co-operation (GIZ) is a development service provider focusing on economic development and employment promotion, energy and the environment, and peace and security. GIZ also provides support for projects in Azerbaijan that aim to reform public services and establish structures for development co-operation. GIZ has provided assistance to Azerbaijan in areas relating to improving the SME business environment, capacity development of vocational schools, sustainable economic development, supporting legal and judicial reform, municipal development, and the sustainable management of biodiversity.

### UNDP

Under “Eastern Partnership Initiative”, the United Nations Development Programme (UNDP) provides assistance to Azerbaijan in the areas of regional and rural development and the improvement of educational and technical capacity. The UNDP also provides assistance in renewable energy, legislation, agriculture and regional development under the “European Neighborhood Policy Instrument”. Furthermore, the organisation was a key partner in the EU

“Support to rural tourism” project and the EU "Support to the Ministry of Culture and Tourism for the modernization of its policy management system in the cultural sector" project.

#### TIKA

The Turkish Co-operation and Co-ordination Agency (TIKA) Baku office has been operational since 1994. Projects are implemented on a one-off basis in the form of small volumes of assistance with special attention paid to the establishment of co-operation with state and non-state structures of Azerbaijan in agriculture, tourism, institutional infrastructure development, economics, technical support, socio-cultural development and health.

#### UNESCO

The United Nations Educational, Scientific and Cultural Organisation (UNESCO) is involved in areas relating to tourism such as the designation of World Heritage status, the conservation and restoration of tangible and intangible cultural heritage, excavations and restorations of historic buildings, holding seminars and events and strengthening capacity development.

#### ADB

Provides assistance through efforts such as the road network improvement, and urban and public infrastructure and services, maintenance projects under “Country Partnership Strategy 2014-2018”.

#### World Bank

Provides assistance such as developing a business environment to help the country move away from an oil-dependent economy, carrying out projects to increase competitiveness of farms, improving infrastructure (“North-Western Corridor Tourism Development Project”)

## ANNEXES

### Annex 1. Draft DMO charter

#### **Charter/ Statute of [Name of DMO] branch of ATB Public legal entity**

##### **1. General provisions**

1.1. [Name of DMO] branch – [name of DMO] (hereinafter DMO) is a structural division of ATB (registered in Ministry of Taxes in 2017 16 Feb) and organization covers [name of DMO rayons] (cities) (hereinafter destination) that will implement the functions identified with the present Charter.

1.2. DMO is not a legal entity and it functions in accordance with the Constitution of AR, Civil Code, other legislative acts, and the present Charter.

1.3. ATB bares the responsibility for the commitment of DMO.

1.4. Address of DMO: post index, City (rayon), street, house, flat.

##### **2. Duties of DMO**

2.1. DMO is fully responsible for the implementation of duties arising from contracts of ATB.

2.2. Duties of DMO are the following:

2.2.1. to conduct researches to study tourism potential of destination;

2.2.2. to ensure tourism brand development of destination;

2.2.3. to support creating favorable investment environment for tourism industry in the destination, to encourage public-private sector partnership;

2.2.4. to support local producers, craftsmen to develop destination-related product brands;

2.2.5. to collaborate with different entities for the purpose of marketing and distribution of local products;

2.2.6. to organize tourism related festivals and events as well as to be involved in the organization of them;

2.2.7. to organize and sell tickets of tours, events and excursions as well as attend in travel industry fairs, exhibitions;

2.2.8. to organize info tours for media and travel sector actors;

2.2.9. to support tourism product development;

2.2.10. to define and develop new tourism routes/itineraries in the destination with the relevant stakeholders;

2.2.11. to prepare promotional campaigns of destination;

- 2.2.12. to organize various tourism services in destination, to supervise the implementation of services;
- 2.2.13. to measure visitors' satisfaction;
- 2.2.14. to gather a statistical database on tourists and tourism industry and update it on a regular basis;
- 2.2.15. to increase awareness in tourism and to improve the skilled tourism specialists in destination;
- 2.2.17. to upgrade the functions of tourism industry representatives in destination and to organize trainings;
- 2.2.18. to offer marketing activities, business consultancies to strengthen industry potential;
- 2.2.19. to create and update online platform, e-marketing tools of DMO on a regular basis in partnership with ATB;
- 2.2.20. to carry out capacity building actions and training for the TICs and info points in destination in order to meet modern tourism requirements;
- 2.2.21. to coordinate tourism grants, scholarships and sponsorships that are initiated and approved by ATB;
- 2.2.22. to raise awareness on tourism related policies among population of the destination;

### **3. DMO rights**

3.1. DMO is a branch of ATB that is situated outside of ATB location and has a right to implement full or part of its (ATB) functions, to represent and defend ATB interests, to sign contracts on behalf of ATB;

3.2. There is a property under DMO balance that has given by ATB. DMO owns a stamp and blank papers reflecting ATB and DMO logo and DMO name;

3.3. DMO has the following rights:

- 3.3.1. to represent the destination in the international fairs and exhibitions;
- 3.3.2. to provide STA and ATB with "on the ground" advice on the development and implementation of regional sustainable tourism policy;
- 3.3.3. to participate in international projects and programs in the framework of public-private partnership agreed by ATB;
- 3.3.4. to cooperate with the international and local organizations, state bodies with the support of ATB and STA;
- 3.3.5. to collaborate with world tourism associations to learn international practices;
- 3.3.6. to involve specialists and experts into the actions conducting in destination for tourism development;
- 3.3.7. to conduct surveys, assessment, investigation and promotional actions in accordance with the operational directions of ATB and STA;



- 3.3.8. to publish print materials and promo products, coordinate marketing events in order to promote the destination with the consent of ATB;
- 3.3.9. to cooperate with local and national level mass media by notifying ATB;
- 3.3.10. to engage in income-generating activities;
- 3.3.11. to submit proposals to STA and other relevant local bodies on highlighting the needs and facilitating the improvement of tourism related infrastructure and resources;
- 3.3.12. to raise the problems of tourists in front of public and sector bodies;
- 3.3.13. to open and operate TICs in relevant places of destination agreed by ATB;
- 3.3.14. to implement activities (“best hotel”, “best restaurant awards”, incentives, guides) to improve the quality standards of tourism industry;
- 3.3.15. to establish tourism related associations and schools, professional groups;

#### **4. The right of DMO to make decisions on property establishment and income**

- 4.1. ATB approves the use of property for DMO’s disposal.
- 4.2. DMO has a right to make statements on every type of property entirely or partly which are at DMO disposal;
- 4.3. DMO exercises the rights of ownership and the use on the property to which it has been authorized in accordance with the terms and conditions set forth in the law, with its objectives, with the assignments of the Bureau, and the assignment of the property.
- 4.4. Income generated by DMO is used accordingly to the instructions/orders of ATB;

#### **5. Management of DMO**

- 5.1. DMO will be led by the director appointed and dismissed by the CEO of ATB. The Director acts on the basis of a power of attorney issued by the Bureau.
- 5.2. Director is responsible for all activities of DMO.
- 5.3. Director position competences/authority may be transferred to another legal or physical entity.
- 5.4. Director acts within the authority defined by a power of attorney issued by the CEO of ATB and reports to CEO;
- 5.5. CEO approves the hiring and dismissing the staff of DMO.
- 5.6. In case of absence of DMO director, Deputy director exercises the powers of Director position.

#### **6. Supervision on DMO operation**

- 6.1. Control of DMO activities and operations is exercised by ATB CEO. DMO submits any documents and data required by CEO.
- 6.2. DMO conducts statistical report on the results of its activities in the form specified by the law of AR;

#### **7. Liquidation of DMO**

7.1. Liquidation and reorganization of DMO is carried out by the order of ATB within its authority specified in the Charter of ATB in accordance with the legislation of AR.

## **8. Other provisions**

8.1. Other issues related to DMO functions but not stipulated in this Charter will be decided by ATB accordingly to the legislation of AR.

## Annex 2. TIC / DMO evaluation criteria and weighted scoring system

Scoring of the information centers is based on 4 criteria:

- Strong leadership / respected by private sector
- Potential for industry support (size of tourism sector)
- Existing infrastructure and amenities
- Range of popular activities

Each TIC is ranked between 0 and 5 points per each criterion in the table below.

|                  | Strong leadership / respected by private sector | Potential for industry support (size of tourism sector) | Existing infrastructure & amenities | Scoring regions - Total | Popular activities                                |
|------------------|---|---|-------------------------------------|-------------------------|---|
| <b>Guba</b>      | 4   | 3   | 4                                   | <b>11</b>               | Heritage, hiking, camping, picnic, carpet weaving |
| <b>Khachmaz</b>  | 4   | 2   | 2                                   | 8                       | Beach, picnic and camping in forests, hunting     |
| <b>Gusar</b>     | 2   | 3   | 3                                   | 8                       | Ski, hiking, picnics and camping                  |
| <b>Shamakhi</b>  | 2   | 4   | 3                                   | 9                       | Heritage, hiking, picnic, camping, lake           |
| <b>Ismayilli</b> | 3   | 3   | 2                                   | 8                       | Heritage, hiking, picnic                          |
| <b>Gabala</b>    | 4   | 4   | 4                                   | <b>12</b>               | Heritage, picnic, paragliding, lake, hiking       |
| <b>Shaki</b>     | 4   | 4   | 4                                   | <b>12</b>               | Heritage, hiking, camping, food                   |
| <b>Zaqatala</b>  | 4   | 4   | 3                                   | 11                      | Hiking, picnic, honey-making                      |
| <b>Ganja</b>     | 4   | 4   | 4                                   | <b>12</b>               | Heritage, hiking, lakes                           |
| <b>Barda</b>     | 2   | 1   | 2                                   | 5                       | Picnic  |
| <b>Lankaran</b>  | 3   | 3   | 3                                   | 9                       | Beach, picnic, hiking                             |

### Why Sheki?

- Strategic entry point and overnight stay for tourist outflow and inflow through Georgia;
- Existing visitors from Europe, CIS and Eastern Asia in spite of low promotion of the city;
- Only Azerbaijani city member of the UNESCO Creative Cities Network;
- Defined logo for UNESCO: good start for Branding;
- Cultural heritage richness; 2 cultural reserves of World importance under STA;
- Diversity of visitor services/activities to offer to the existing and emerging markets;
- Experience on management of Associations on Handicrafts and Homestays;

#### Issues to be solved by DMO in Sheki:

- Border/customs problems of tourists when entering in and leaving from AZE through Zaqatala-Balaken area;
- Maintenance of the World important preserves: pollution, deteriorated appearance;
- Accessibility to other natural and cultural heritage: churches, castles in forests, necropolises, ancient labyrinth
- Increasing awareness of tourists and inhabitants on environmental care;
- Lack of marketing, reservation, packaging and sales services for the visitor and tourism businesses;
- Engagement of local residents: kalagayi masters, rural tourism runners, halva and rose water makers, handicrafts;
- Organizing the income-generating gift shops and masterships;
- Certification and branding of handicraft souvenirs and local food production;
- New activities and tour programmes to prolong the length of stay;
- Promotion of other monuments, archaeological sites and events- SilkWay festival, Handicraftsman holiday, Sweets holiday, Theater festival;
- Absence of online presence of museums, events, sightseeing access;
- Opening more info kiosks and points, visitor centers;
- Improving hospitality education and skills of service personnel and guides;
- Price difference in restaurants and absence of menus;

#### Why Guba?

- The site of World importance (Khinaliq village) under STA
- Close distance from Baku
- Shahdag National Park in mountainous areas
- Flow of Russian speaking, European, domestic and Gulf Arab tourists
- Tolerant multicultural environment to be promoted (synagogues, churches, mosques, tombs)
- Diversity of cultural and natural activities to offer to the existing and emerging markets
- Moderate infrastructure: hotels, CBOs, banks, restaurants, ASAN, ABAD center

#### Issues to be solved by DMO in Guba:

- Maintenance of the World important preserve: pollution, deteriorated appearance;
- Accessibility to natural and cultural heritage: NP areas, hiking, camping, picnic facilities.
- Increasing awareness of tourists and inhabitants on environment care;
- Lack of marketing, reservation, packaging and sales services for the visitor and tourism businesses;
- Engagement of local residents: fruit garden owners, carpet weavers, pakhlava makers, rural tourism runners.
- Organizing the income-generating gift shops and masterships;
- Certification and branding of handicraft souvenir and local food production;
- New activities and tour programmes to prolong the length of stay;
- Promotion of other monuments, archaeological sites and events- Apple festival.
- Absence of online presence of museums, events, sightseeing access;

- Opening more info kiosks and points, visitor centers;
- Improving hospitality education and skills of service personnel and guides;
- Price difference in restaurants and absence of menus

### Annex 3. ATB charter

#### “DÖVLƏT QEYDİYYATINA ALINMIŞDIR”

Azərbaycan Respublikasının Vergilər Nazirliyi  
yanında Milli Gəlirlər Departamentinin Hüquqi  
şəxslərin Dövlət Qeydiyyatı İdarəsi tərəfindən

QEYDİYYAT № \_\_\_\_\_

“ ” \_\_\_\_\_ 2018-ci il  
Direktor \_\_\_\_\_ S.Seyidəhmədli

#### “TƏSDİQ EDİLMİŞDİR”

Azərbaycan Respublikasının  
Dövlət Turizm Agentliyi  
tərəfindən

Qərar № \_\_\_\_\_

“ ” \_\_\_\_\_ 2018-ci il  
Sədr \_\_\_\_\_ F.Nağıyev

**Azərbaycan Respublikası Vergilər Nazirliyində 16 fevral 2017-ci il tarixdə 1702095831 nömrəsi ilə  
qeydiyyatdan keçmiş “Azərbaycan Turizm Bürosu” publik hüquqi şəxsin nizamnaməsi (yeni  
redaksiyada)**

#### **“Azərbaycan Turizm Bürosu” publik hüquqi şəxsin**

#### **NİZAMNAMƏSİ**

**(yeni redaksiyada)**

#### **1. Ümumi müddəalar**

1.1. “Azərbaycan Turizm Bürosu” publik hüquqi şəxs (bundan sonra – Büro) “Azərbaycan Respublikasında turizmin inkişaf etdirilməsi ilə bağlı bir sıra tədbirlər haqqında” Azərbaycan Respublikası Prezidentinin 2016-cı il 27 dekabr tarixli 1179 nömrəli Fərmanına əsasən yaradılan və Azərbaycanın beynəlxalq turizm bazarında payının və rəqabət qabiliyyətinin artırılması, ölkənin turizm potensialının təbliği və müvafiq marketing fəaliyyətinin koordinasiyası, turist məmnunluğunun təmin edilməsi və turizm məhsullarının təkmilləşdirilməsi sahəsində fəaliyyət göstərən Azərbaycan Respublikası Dövlət Turizm Agentliyinin (bundan sonra – Agentlik) strukturuna daxil olmayan tabeliyindəki qurumdur.

1.2. Büro öz fəaliyyətində Azərbaycan Respublikasının Konstitusiyasını, Azərbaycan Respublikasının tərəfdar çıxdığı beynəlxalq müqavilələri, Azərbaycan Respublikasının “Publik hüquqi şəxslər haqqında” Qanununu və digər qanunlarını, Azərbaycan Respublikası Prezidentinin aktlarını, Azərbaycan Respublikası Nazirlər Kabinetinin qərar və sərəncamlarını, Agentliyin qərarlarını, digər normativ hüquqi aktları və bu Nizamnaməni rəhbər tutur.

1.3. Büro öz vəzifələrini yerinə yetirərkən və hüquqlarını həyata keçirərkən, dövlət və yerli özünüidarəetmə orqanları, beynəlxalq və qeyri-hökumət təşkilatları ilə digər hüquqi və fiziki şəxslərlə qarşılıqlı əlaqədə fəaliyyət göstərir.

1.4. Büronun müstəqil balansı, əmlakı, xəzinə və bank hesabları, üzərində öz adı həkk olunmuş möhürü, müvafiq ştampları və blankları vardır.

1.5. Büro sahibkarlıq fəaliyyəti ilə yalnız həmin fəaliyyət bu Nizamnamədə qarşıya qoyulmuş məqsədlərə nail olmağa xidmət etdiyi hallarda məşğul ola bilər. Büronun fəaliyyəti nəticəsində əldə olunan vəsaitlər onun fəaliyyətinin təmin edilməsinə yönəldilir.

1.6. Büronun rəsmi adı aşağıdakı kimidir:

1.6.1. Azərbaycan dilində - Azərbaycan Respublikasının Dövlət Turizm Agentliyinin tabeliyində Azərbaycan Turizm Bürosu publik hüquqi şəxs;

1.7. Büronun hüquqi ünvanı: Bakı şəhəri, Üzeyir Hacıbəyov küçəsi 40, Hökumət evi.

## **2. Büronun fəaliyyətinin məqsədi və istiqamətləri**

2.1. Büronun fəaliyyətinin əsas məqsədi Azərbaycanı səyahət, tətil və işgüzar tədbirlər destinasiyası kimi təbliğ etmək və ölkənin beynəlxalq səviyyədə cəlbedici turizm məkanı kimi tanındılmasını təmin etməkdən ibarətdir.

2.2. Büronun əsas fəaliyyət istiqamətləri aşağıdakılardır:

2.2.1. turizm sahəsində elmi-praktiki araşdırmaların və tədqiqatların aparılması;

2.2.2. ölkənin destinasiya brendinin idarə edilməsi, müvafiq marketinq və kommunikasiya tədbirlərinin həyata keçirilməsi;

2.2.3. ölkənin beynəlxalq turizm bazarında rəqabət qabiliyyətinin artırılması məqsədilə zəruri tədbirlərin həyata keçirilməsi;

2.2.4. turizm məhsullarının inkişaf etdirilməsi və yeni məhsulların yaradılması;

2.2.5. turizm sənayesi nümayəndələrinin fəaliyyətinin əlaqələndirilməsi;

2.2.6. regionlarda turizmin təşkili və inkişaf etdirilməsi;

2.2.7. turizm və onun yaratdığı imkanlar barədə əhəlinin məlumatlandırılması.

## **3. Büronun vəzifələri və hüquqları**

3.1. Bu Nizamnamə ilə müəyyən edilmiş fəaliyyət istiqamətlərinə uyğun olaraq Büronun aşağıdakı vəzifələri vardır:

3.1.1. ölkənin, o cümlədən Bakı və digər regionların destinasiya brendini yaratmaq, idarə etmək, onların istifadəsinə dair uzunmüddətli tədbirlər planı hazırlamaq və beynəlxalq təbliğat kompaniyaları həyata keçirmək;

3.1.2. ölkənin, o cümlədən Bakı şəhəri və digər regionların turizm marketinq və kommunikasiya planlarını hazırlamaq və həyata keçirmək;

3.1.3. turizm marketinq strategiyasının inkişaf etdirilməsi məqsədilə beynəlxalq bazar araşdırmaları aparmaq;

3.1.4. xarici ölkələrdə beynəlxalq marketinq ofisləri açmaq və onların fəaliyyətini koordinasiya etmək;

- 3.1.5. turizm sərgiləri təşkil etmək və ölkəni beynəlxalq sərgilərdə təmsil etmək, turizm şirkətlərinin xarici ölkələrdə keçirilən sərgilərdə iştirakına dəstək vermək;
- 3.1.6. turizm tədqiqat metodlarının təkmilləşdirilməsini, dəqiq və müntəzəm turizm statistikasının və tədqiqatların aparılmasını təmin etmək;
- 3.1.7. destinasiya performans barədə mütəmadi hesabatlar hazırlamaq, beynəlxalq tendensiyaları təhlil etmək, proqnozlaşdırma alətləri yaratmaq və onların satışını təşkil etmək;
- 3.1.8. Bakı şəhəri və digər regionların özünəməxsusluğunu əks etdirən xüsusi turizm marşrutları və turist xidmət paketləri hazırlamaq və onları təşviq etmək;
- 3.1.9. regionlarda turizmin təşkili məqsədilə özünün filiallarını yaratmaq və onların fəaliyyətini təmin etmək;
- 3.1.10. turizm əhəmiyyətli ərazilərdə ziyarətçi mərkəzlərinin konsepsiyasını hazırlamaq, onları yaratmaq və idarə olunmasını təmin etmək;
- 3.1.11. ölkənin turizm baxımından cəlbediciliyini artırmaq məqsədilə müxtəlif tədbirlər təşkil etmək;
- 3.1.12. beynəlxalq qurumların, şirkətlərin və peşəkar assosiasiyaların təşkil etdiyi forum, simpozium, konfrans və konqresləri ölkəyə cəlb etmək, zəruri olduqda həmin tədbirlərin keçirilməsinə maliyyə dəstəyi göstərmək;
- 3.1.13. beynəlxalq peşəkar turizm assosiasiyalarında üzvlüyü və beynəlxalq işgüzar turizm sərgilərində iştirakı təmin etmək;
- 3.1.14. ölkədə peşəkar turizm assosiasiyalarının yaradılmasını və onların fəaliyyətini dəstəkləmək;
- 3.1.15. turizm sahəsində göstərilən xidmətlərin keyfiyyətinin artırılması məqsədilə seminar, təlim və digər proqramlar təşkil etmək;
- 3.1.16. turizm sahəsində peşəkar mütəxəssislərin hazırlanması və tədris proqramlarının tərtibi ilə bağlı təkliflər vermək və onların həyata keçirilməsində iştirak etmək;
- 3.1.17. turizm sənayesi nümayəndələrinin fəaliyyətinin əlaqələndirilməsi məqsədilə əməkdaşlıq platformaları yaratmaq;
- 3.1.18. turizm sahəsində dövlət – özəl sektor əməkdaşlığını təşviq etmək;
- 3.1.19. turizm və onun yaratdığı imkanlar barədə əhalinin məlumatlandırılması məqsədi ilə maarifləndirmə işlərini həyata keçirmək;
- 3.1.20. turizm sahəsində xarici və yerli investisiya qoyuluşunu təşviq etmək;
- 3.1.21. öz fəaliyyəti haqqında əhalinin məlumatlandırılmasını, internet saytının yaradılmasını, malik olduğu və siyahısı "İnformasiya əldə etmək haqqında" Azərbaycan Respublikasının Qanunu ilə müəyyən edilmiş açıqlanmalı olan ictimai informasiyanın həmin saytda yerləşdirilməsini və bu informasiyanın daim yenilənməsini təmin etmək;
- 3.1.22. Büroya ayrılan büdcə vəsaitindən, kredit, qrant və digər maliyyə vəsaitindən təyinatı üzrə səmərəli istifadə olunmasını təmin etmək;



3.1.23. qabaqcıl beynəlxalq təcrübəni nəzərə almaqla, turizm sahəsində elmi-texniki nailiyyətlərin tətbiqini təmin etmək;

3.1.24. fəaliyyəti ilə bağlı arayış və hesabatlar hazırlayıb Agentliyə təqdim etmək;

3.1.25. qanunvericiliklə müəyyən olunmuş digər vəzifələri yerinə yetirmək.

3.2. Büro öz vəzifələrini yerinə yetirmək üçün aşağıdakı hüquqlara malikdir:

3.2.1. Azərbaycanın, Bakı və digər regionların turizm (destinasiya) brendinə sahib olmaq, brend barədə sərəncam verməyə və ondan istifadə etməyə müstəsna hüquqa malik olmaq;

3.2.2. Azərbaycanın, Bakı və digər regionların turizm (destinasiya) brendinin hüquqi və fiziki şəxslər tərəfindən istifadəsinə icazə vermək;

3.2.3. fəaliyyət istiqamətlərinə və vəzifələrinə uyğun olaraq, dövlət və yerli özünüidarəetmə orqanlarına, fiziki və hüquqi şəxslərə zəruri məlumatlar (sənədlər) barədə sorğu vermək, onlardan belə məlumatları (sənədləri) almaq, təhlillər və müşahidələr aparmaq, rəylər vermək, təklif və arayışlar hazırlamaq;

3.2.4. fəaliyyət istiqamətləri üzrə təlimlər, seminarlar, elmi-praktiki konfrans və simpoziumlar keçirmək, habelə xüsusi bülletenlər və digər nəşrlər buraxmaq;

3.2.5. fəaliyyətinə dair analitik materiallar hazırlamaq, tədqiqatlar aparmaq, təkliflər vermək;

3.2.6. Agentliyin razılığı ilə filial, nümayəndəlik və idarələr yaratmaq;

3.2.7. Agentliyin razılığı ilə beynəlxalq və regional təşkilatlarda Agentliyi təmsil etmək;

3.2.8. fəaliyyət istiqamətləri üzrə müqavilələr bağlamaq, onların yerinə yetirilməsinə nəzarət etmək;

3.2.9. müstəqil ekspert, mütəxəssis və məsləhətçiləri öz fəaliyyətinə cəlb etmək;

3.2.10. Agentliyə, Agentliyin tabeliyində olan müəssisə və təşkilatlara, hüquqi və fiziki şəxslərə ödənişli əsaslarla məsləhət, təşkilati, marketinq, idarəetmə və Nizamnaməsinə uyğun olaraq digər xidmətlər göstərmək;

3.2.11. Agentliyin razılığı ilə Büronun vəzifələrinin həyata keçirilməsi məqsədilə təsərrüfat cəmiyyətləri yaratmaq və ya onlarda iştirak etmək;

3.2.12. qrantlar və təqaüdlər təsis etmək;

3.2.13. keyfiyyətli turizm xidmətləri göstərilməsinin təşviq edilməsi məqsədilə müsabiqə və mükafatlar təsis etmək;

3.2.14. Nizamnaməsinə uyğun olaraq fəaliyyətindən gəlir əldə etmək;

3.2.15. qanunvericiliklə müəyyən edilmiş digər hüquqları həyata keçirmək.

#### **4. Büronun fəaliyyətinin idarə olunması**

4.1. Ümumi yığıncaq

4.1.1. Büronun ali idarəetmə orqanı iştirakçıların ümumi yığıncağıdır (bundan sonra – ümumi yığıncaq).

4.1.2. Ümumi yığıncağın müstəsna səlahiyyətlərinə aşağıdakılar aiddir:

- 4.1.2.1. Büronun nizamnaməsini, ona dəyişiklikləri və strukturunu təsdiq etmək;
- 4.1.2.2. nizamnamə fondunun miqdarını müəyyən etmək;
- 4.1.2.3. inkişaf istiqamətlərinin və strategiyasının müəyyən etmək, illik maliyyə hesabatlarını və biznes planını təsdiq etmək;
- 4.1.2.4. icra orqanını (kollegial) yaratmaq, onun səlahiyyətlərini müəyyən etmək və səlahiyyətlərinə vaxtından əvvəl xitam vermək;
- 4.1.2.5. təsərrüfat cəmiyyətlərinin yaradılmasına və ya onlarda iştirak etməyə, idarə, filial və nümayəndəliklərin yaradılmasına razılıq vermək;
- 4.1.2.6. xalis aktivlərinin dəyərinin iyirmi beş faizindən artıq məbləğdə olan əqdin (xüsusi əhəmiyyətli əqdin), habelə publik hüquqi şəxsə aidiyyəti olan şəxslərlə əqdin (əqdin dəyəri aktivlərin 5 faiz və daha çox hissəsini təşkil etdikdə) bağlanmasına razılıq verilməsi;
- 4.1.2.7. Büronun fəaliyyətinə nəzarəti həyata keçirmək, o cümlədən zəruri məlumatları almaq;
- 4.1.2.8. Büronun ştat vahidlərini və işçilərin əmək haqqını müəyyən etmək;
- 4.1.2.9. Büronun ləğvi və yenidən təşkili ilə bağlı təşəbbüs göstərmək.

4.1.3. Azərbaycan Respublikası adından Büronun təsisçisi kimi Agentlik çıxış edir və bu Nizamnamənin 4.1-ci bəndində müəyyənləşdirilmiş səlahiyyətləri Agentliyin sədri bilavasitə yerinə yetirir.

4.1.4. Büronun illik fəaliyyətinin yekunlarına dair hesabat, o cümlədən maliyyə hesabatı, inkişaf perspektivləri, strategiya və biznes planları maliyyə ili başa çatdıqdan sonra iki aydan gec olmayaraq Agentliyə təqdim edilir.

#### 4.2. Büronun icra orqanı

- 4.2.1. Büro öz fəaliyyətində mütərəqqi korporativ idarəetmə standartlarını tətbiq edir.
- 4.2.2. Büro kollegial icra orqanı olan İdarə Heyəti tərəfindən idarə edilir.
- 4.2.3. İdarə Heyəti Büroya rəhbərliyi və nəzarəti həyata keçirir. İdarə Heyətinin tərkibi 3 (üç) nəfərdən - Agentliyin sədri tərəfindən vəzifəyə təyin və vəzifədən azad edilən İdarə Heyətinin sədrindən və onun iki müavindən ibarətdir.
- 4.2.4. İdarə Heyətinin sədri müvəqqəti olaraq öz vəzifələrini icra etmədikdə və ya edə bilmədikdə, onun səlahiyyətlərinin icrasını İdarə Heyəti sədrinin müəyyən etdiyi İdarə Heyətinin digər üzvü həyata keçirir.
- 4.2.5. İdarə Heyəti aşağıdakı vəzifələri yerinə yetirir:
  - 4.2.5.1. Büronun fəaliyyətinə dair illik və Agentliyin tələbi ilə rüblük və ya digər hesabatları hazırlayaraq Agentliyə təqdim edir;
  - 4.2.5.2. Büronun fəaliyyətinin təkmilləşdirilməsi ilə bağlı hüquqi aktların layihələrinə baxır, həmin layihələri Agentliyə təqdim edir;
  - 4.2.5.3. ayrılan büdcə vəsaitindən, kreditlərdən, qrantlardan, əldə olunmuş gəlirlərdən və digər maliyyə vəsaitlərindən təyinatı üzrə səmərəli istifadə edilməsini təmin edir;

- 4.2.5.4. İdarə Heyəti üzvlərinin müraciətlərinə baxır və qərar qəbul edir;
  - 4.2.5.5. müəyyən edilmiş struktur, əməkhaqqı fondu və işçilərin say həddi daxilində Büronun Aparatının strukturunu, ştat cədvəlini və ayrılmış büdcə təxsisatı daxilində xərclər smetasını hazırlayaraq təsdiq olunması üçün Agentliyə təqdim edir;
  - 4.2.5.6. Büronun qurumlarının strukturunu, ştat cədvəlini və ayrılmış büdcə təxsisatı daxilində xərclər smetasını təsdiq edir;
  - 4.2.5.7. fəaliyyətinə dair daxili qaydaları, habelə onun idarə, filial və nümayəndəliklərinin əsasnamələrini təsdiq edir;
  - 4.2.5.8. İdarə Heyətinin və Büronun əməkdaşlarının fəaliyyəti zamanı maraqlar münaqişəsinin istisna olunmasının qayda və şərtlərini müəyyənləşdirir və onların icrasına nəzarət edir;
  - 4.2.5.9. Büronun təsərrüfat cəmiyyətlərinin yaradılması və ya onlarda iştirak barədə, həmçinin Büronun idarə, filial və nümayəndəliklərinin yaradılması barədə Agentliyin razılığı ilə qərar qəbul edir;
  - 4.2.5.10. Agentliyin razılığı ilə Büronun xalis aktivlərinin dəyərinin 25 faizindən artıq məbləğdə olan əqdin (xüsusi əhəmiyyətli əqdin) və aidiyyəti şəxslə dəyəri Büronun aktivlərinin 5 faizini və daha çox hissəsini təşkil edən əqdin bağlanması haqqında qərar qəbul edir;
  - 4.2.5.11. aidiyyəti şəxslə dəyəri Büronun aktivlərinin 5 faizədək hissəsini təşkil edən əqdin bağlanması haqqında qərar qəbul edir;
  - 4.2.5.12. Büronun kənar auditorunu təyin edir və audit hesabatını qəbul edir;
  - 4.2.5.13. Büronun göstərdiyi xidmətlərin və gördüyü işlərin qiymətləri ilə bağlı Agentliyə təkliflər verir;
  - 4.2.5.14. kənar auditorun yoxlamalarının, habelə digər yoxlamaların nəticələrinə dair tədbirlər görür;
  - 4.2.5.15. cari və operativ məsələlər barədə Agentliyi məlumatlandırır.
- 4.2.6. İdarə Heyətinin iclasları ayda bir dəfədən az olmayaraq çağırılır. İdarə Heyətinin iclaslarının keçirilməsi təşəbbüsü ilə İdarə Heyətinin sədri və ya digər üzvü çıxış edir. İdarə Heyətinin iclaslarını İdarə Heyətinin sədri və ya onu əvəz edən İdarə Heyətinin digər üzvü çağırır. İdarə Heyətinin iclasları İdarə Heyəti üzvlərinin ən azı ikisi iştirak etdikdə səlahiyyətlidir. İdarə Heyətinin iclasları müvafiq qaydada protokollaşdırılır və müzakirəyə çıxarılmış məsələlərə dair qərarlar qəbul edilir. İdarə Heyətinin iclasında hər iştirakçı bir səsə malik olmaqla, qərarlar sadə səs çoxluğu ilə qəbul edilir. Səslərin sayı bərabər olduqda, İdarə Heyətinin sədrinin (və ya onu əvəz edən İdarə Heyətinin digər üzvünün) səsi həlledici sayılır. Səsvermə zamanı iştirakçıların bitərəf qalmasına icazə verilmir.

#### 4.2.7. İdarə Heyətinin sədri:

- 4.2.7.1. Büronun fəaliyyətinə rəhbərliyi həyata keçirir və onu (etibarnaməsiz) təmsil edir;
- 4.2.7.2. İdarə Heyətinin fəaliyyətini təşkil edir, iclaslarının gündəliyini müəyyənləşdirir;

4.2.7.3. öz təşəbbüsü və ya İdarə Heyətinin digər üzvünün təşəbbüsü ilə İdarə Heyətinin iclaslarını çağırır;

4.2.7.4. öz təşəbbüsü, habelə İdarə Heyətinin hər hansı digər üzvünün xahişi əsasında digər şəxsləri İdarə Heyətinin iclasında iştirak etməyə dəvət edir;

4.2.7.5. Büronun fəaliyyət istiqamətlərinə dair qəbul olunmuş aktların icrasını təşkil edir, yoxlayır və buna nəzarəti həyata keçirir;

4.2.7.6. Büronun fəaliyyətinin təşkili ilə əlaqədar icrası məcburi olan daxili sərəncam və əmrlər verir;

4.2.7.7. Agentliyin razılığı ilə Büronun təsərrüfat cəmiyyətlərinin, idarə, filial və nümayəndəliklərinin rəhbərlərini vəzifəyə təyin və vəzifədən azad edir;

4.2.7.8. Büronun, o cümlədən onun idarə, filial və nümayəndəliklərinin, habelə tabeliyindəki digər qurumların işçilərinin vəzifəyə təyin və vəzifədən azad edilməsi (əmək müqavilələrinin imzalanması və onlara xitam verilməsi), onlar barəsində həvəsləndirmə və intizam tənbehi tədbirlərinin görülməsinə dair qərarlar qəbul edir;

4.2.7.9. Büronun əmlakından bu Nizamnamədə nəzərdə tutulmuş məqsədlərə uyğun istifadə olunmasına nəzarət edir;

4.2.7.10. Büronun, o cümlədən onun idarə, filial, nümayəndəlik və təsərrüfat cəmiyyətlərinin vəzifəli şəxslərinin qanunvericiliyə zidd olan qərarlarını ləğv edir;

4.2.7.11. Agentliyin razılığı ilə dəyəri Agentlik tərəfindən müəyyən ediləcək məbləğdə olan əqdlərin (mühüm əqdlərin) bağlanması haqqında qərar qəbul edir və onları imzalayır;

4.2.7.12. Büronun fəaliyyət istiqamətləri üzrə dövlət sirrinin və məxfilik rejiminin qorunması üçün zəruri tədbirlər görür;

4.2.7.13. Büronun fəaliyyət istiqamətləri üzrə məşvərətçi komitələr və işçi qrupları yaradır;

4.2.7.14. İdarə Heyətinin fəaliyyətinin təşkili ilə bağlı digər tədbirlər görür;

4.2.7.15. Büroda kargüzarlıq və arxiv işinin aparılmasını təmin edir;

4.2.7.16. Büroda vətəndaşların qəbulunu və müraciətlərinə baxılmasını təmin edir;

4.2.7.17. səlahiyyətlərinə aid olan məsələlərlə bağlı konfrans, iclas, seminar və digər tədbirlərdə iştirak edir;

4.2.7.18. Agentliyin tapşırığı ilə konfrans, iclas, seminar və digər tədbirlərin keçirilməsini təşkil edir;

4.2.7.19. Büronun fəaliyyəti ilə bağlı illik maliyyə hesabatlarını Agentliyə təqdim edir;

4.2.7.20. Agentliyin rəhbərliyinin tapşırıqlarını yerinə yetirir.

#### 4.2.8. İdarə Heyətinin üzvü:

4.2.8.1. İdarə Heyətinin səlahiyyətlərinə aid olan məsələlərin həllində iştirak edir;

4.2.8.2. İdarə Heyətinin iclasının gündəliyi və baxılması nəzərdə tutulmuş materiallarla əvvəlcədən tanış olur;

4.2.8.3. İdarə Heyətinin qəbul ediləcək qərarlarına dair fikir bildirir;

4.2.8.4. İdarə Heyətinin səlahiyyətlərinə aid məsələlərə İdarə Heyətinin iclaslarında baxmaq barədə təkliflər verir;

4.2.8.5. İdarə Heyətinin qərarları, iclas protokolları və digər sənədlərlə tanış olur.

4.2.9. İdarə Heyətinin üzvləri İdarə Heyətinin iclaslarında baxılan məsələlərə qərəzsiz yanaşmalı, İdarə Heyəti üzvünün adına xələl gətirə biləcək hərəkətlərə və çıxışlara yol verməməlidirlər.

## **5. Büronun nizamnamə fondu, əmlakı və maliyyə fəaliyyətinin əsasları**

5.1. Büronun əmlakı nizamnamə fondundan, ona təsisçilər tərəfindən verilmiş digər əmlakdan, dövlət vəsaitlərindən, fəaliyyət istiqamətlərinə uyğun olaraq görülmə işlərdən, göstərilən xidmətlərdən əldə edilən daxilolmalardan, ianələrdən, qrantlardan və qanunla qadağan edilməyən digər vəsaitlərdən formalaşır.

5.2. Büronun əmlakı onun balansında göstərilir.

5.3. Büronun nizamnamə fondu təsisçi tərəfindən ona verilən əmlak hesabına formalaşır və 50 000 (əlli min) manatdır.

5.4. Büronun illik maliyyə hesabatları, illik büdcəsi, o cümlədən maliyyə ilinin sonuna Büronun hesabında qalan vəsaitin yönəldilməsi istiqamətləri və işçilərinin say həddi Agentlik tərəfindən təsdiq edilir.

5.5. Büro balansında və istifadəsində olan əmlakın saxlanılmasına, qorunmasına və ondan səmərəli istifadə edilməsinə görə məsuliyyət daşıyır. Büro balansında olan dövlət əmlakına münasibətdə səlahiyyətlərini "Dövlət əmlakının qorunub saxlanılması və səmərəli istifadə edilməsinin təkmilləşdirilməsi haqqında" Azərbaycan Respublikası Prezidentinin 2007-ci il 6 iyun tarixli 586 nömrəli Fərmanı ilə müəyyən edilmiş qaydada həyata keçirir.

5.6. Büro sərəncamında olan vəsaitdən bu Nizamnaməyə uyğun olaraq istifadə edir.

5.7. Büronun məhsullarının (malların, işlərin, xidmətlərin) qiymətləri tənzimlənən qiymətlərə aid deyil.

## **6. Büronun fəaliyyətinə nəzarətin forması və əhatə dairəsi**

6.1. Təsisçi adından Büronun fəaliyyətinə nəzarəti Azərbaycan Respublikasının qanunvericiliyi və bu Nizamnamə əsasında Agentlik həyata keçirir.

6.2. Büro fəaliyyətinə dair illik hesabatı Agentliyə təqdim edir.

## **7. Uçot və hesabat**

7.1. Büro "Mühasibat uçotu haqqında" Azərbaycan Respublikasının Qanunu ilə publik hüquqi şəxslər üçün müəyyən edilmiş qaydada mühasibat uçotunu aparır, maliyyə hesabatlarını tərtib, təqdim və dərc edir.

7.2. Büro "Rəsmi statistika haqqında" Azərbaycan Respublikasının Qanununa uyğun olaraq statistik uçot aparır, statistik hesabatları tərtib və təqdim edir.

7.3. Büro idarə, filial, nümayəndəlik və təsərrüfat cəmiyyətlərinin, habelə tabeliyindəki digər qurumların maliyyə-təsərrüfat fəaliyyətinin yoxlanılmasını təmin edir.

7.4. Büro öz fəaliyyətinin müstəqil surətdə yoxlanılması üçün kənar auditor cəlb edir.

## **8. Büronun ləğvi və yenidən təşkili**

8.1. Büronun ləğvi və yenidən təşkili Agentlik tərəfindən Azərbaycan Respublikasının Mülki Məcəlləsində və digər müvafiq qanunvericilik aktlarında müəyyən edilmiş qaydada həyata keçirilir.

## Annex 4. Key Azerbaijan Festivals and Events in 2018-2019

| Event   | Type        | Location | Dates            |
|---|-------------|----------|------------------|
| Azerbaijan Cross Country Championships                      | Sport       | Qusar    | 13-14/10/18      |
| UEFA Europe League Final                                    | Sport       | Baku     |                  |
| European Youth Olympics                                     | Sport       | Baku     |                  |
| Formula 1 Grand Prix  | Sport       | Baku     |                  |
| Saz Festival  | Music       | Sumqayit | 01-03/10/2018    |
| Apple Festival  | Agriculture | Quba     | 01-10/10/2018    |
| II Carpet Festival  | Crafts      | Quba     | 01-10/10/2018    |
| Jazz Festival   | Music       | Baku     | 20-28/10/2018    |
| Egor Kreed Concert  | Music       | Baku     | 25/10/2018       |
| Pomegranate Festival  | Agriculture | Goychay  | 29/10/2018       |
| "The Ashug Ali's Turkey journey" Epos                       | Music       | Baku     | 31/10/2018       |
| Turetsky Choir  | Music       | Baku     | 10/10/2018       |
| Yildiz Tilbe Concert  | Music       | Baku     | 13/10/2018       |
| Tunzale Concert   | Music       | Baku     | 20/10/2018       |
| Peter Bence Concert   | Music       | Baku     | 24/11/2018       |
| Murat Boz   | Music       | Baku     | 21/12/2018       |
| SILA Concert  | Music       | Baku     | 29/12/2018       |
| Food Festival   | Food        | Lankaran | 03/11/2018       |
| International Persimmon Festival                            | Agriculture | Balakan  | 04/11/2018       |
| Hazelnut Festival   | Agriculture | Zagatala | 19/11/2018       |
| Zhara 2019 Music Festival                                   | Music       | Baku     | No dates yet     |
| Prime Travel Mart   | MICE        | Baku     | 09/10/2018       |
| Azerbaijan International Healthcare Exhibition              | MICE        | Baku     | 01-03/11/2018    |
| Japan Expo in Azerbaijan                                    | MICE        | Baku     | 25/10/2018       |
| Aquatherm Exhibition  | MICE        | Baku     | 01-26/10/2018    |
| Education Fair  | MICE        | Baku     | 11-13/10/2018    |
| Career Fair   | MICE        | Baku     | 11-13/10/2018    |
| BakuBuild Exhibition  | MICE        | Baku     | 23-26/10/2018    |
| Global Influencer Day                                       | MICE        | Baku     | 26-29/10/2018    |
| 43 <sup>rd</sup> Session of UNESCO World Heritage Committee | MICE        | Baku     | 30/06-10/07/2019 |
| Congress of International Gymnastics Federation             | MICE        | Baku     | 02-03/12/2018    |
| AITF 2019   | MICE        | Baku     | 05-07/04/2019    |
| 13th Caucasus International Hospitality Exhibition          | MICE        | Baku     | 15-17/05/2019    |

|  |                |          |                           |
|--|----------------|----------|---------------------------|
| 25th Azerbaijan International Food Industry Exhibition   | MICE           | Baku     | 15-17/05/2019             |
| International Caspian Oil and Gas Conference             | MICE           | Baku     | 30-31/05/2019             |
| RecExpo  | MICE           | Baku     | 23-26/11/2018             |
| New Year   | Public holiday | National | 31/12-02/01/2019          |
| International Women's Day                                | Public holiday | National | 08/03/2019                |
| Novruz Holiday   | Public holiday | National | No dates yet              |
| Victory Day  | Public holiday | National | 09/05/2019                |
| Republic Day   | Public holiday | National | 28/05/2019                |
| National Salvation Day                                   | Public holiday | National | 15/06/2019                |
| Azerbaijan Armed Forces Day                              | Public holiday | National | 26/06/2019                |
| Independence Day   | Public holiday | National | 18/10/2018;<br>18/10/2019 |
| National Flag Day  | Public holiday | National | 09/11/2018;<br>09/11/2019 |
| Constitution Day   | Awareness      | National | 12/11/2018;<br>12/11/2019 |
| International Solidarity Day of Azerbaijanis             | Public holiday | National | 31/12/2018;<br>31/12/2019 |
| Ramazani Holiday   | Public holiday | National | No dates yet              |
| Qurban Holiday   | Public holiday | National | No dates yet              |
| Day of Azerbaijani Customs                               | Awareness day  | National | 30/01/2019                |
| Day of Youth in Azerbaijan                               | Awareness day  | National | 02/02/2019                |
| Day of Revenue Service                                   | Awareness day  | National | 11/02/2019                |
| Khojaly genocide   | Awareness day  | National | 26/02/2019                |
| Day of Physical Culture and Sport                        | Awareness day  | National | 05/03/2019                |
| Day of National Security                                 | Awareness day  | National | 28/03/2019                |
| Day of Genocide of Azerbaijanis                          | Awareness day  | National | 31/03/2019                |
| Day of the Ministry of Environment and Natural Resources | Awareness day  | National | 23/03/2019                |
| Day of the builder                                       | Awareness day  | National | 10/04/2019                |
| Flower Festival  | Celebration    | National | 10/05/2019                |
| Day of Civil Aviation                                    | Awareness day  | National | 02/06/2019                |
| Day of Reclamation                                       | Awareness day  | National | 05/06/2019                |
| Human Rights day   | Awareness day  | National | 18/06/2019                |
| Day of gas sector  | Awareness day  | National | 20/06/2019                |
| Day of Azerbaijani police                                | Awareness day  | National | 02/07/2019                |
| Day of employees of the diplomatic service               | Awareness day  | National | 05/07/2019                |
| National Press day                                       | Awareness day  | National | 22/07/2019                |



|   |               |          |                           |
|---|---------------|----------|---------------------------|
| Day of Azerbaijani language and alphabet                        | Awareness day | National | 01/08/2019                |
| National Day of Azerbaijan cinema                               | Awareness day | National | 02/08/2019                |
| Day of Knowledge  | Awareness day | National | 15/09/2019                |
| Day of National Music   | Awareness day | National | 18/09/2019                |
| Day of Azerbaijani Oil  | Awareness day | National | 20/09/2019                |
| Day of Prosecutors  | Awareness day | National | 01/10/2019                |
| Day of Baku Metro employees                                     | Awareness day | Baku     | 08/11/2019                |
| Day of Justice of Azerbaijan                                    | Awareness day | National | 22/11/2019                |
| Day of the Ministry of Communication & Information Technologies | Awareness day | National | 06/12/2019                |
| Day of Azerbaijani Ministry of Emergency Situations             | Awareness day | National | 16/12/2019                |
| Martyr's Day  | Awareness day | National | 20/01/2019                |
| Day of Ministry of Taxes employees                              | Awareness day | National | 11/02/2019                |
| The National Theatre Day  | Awareness day | National | 10/03/2019                |
| National Cinema Day   | Awareness day | National | 06/11/2018;<br>06/11/2019 |
| Science Day   | Awareness day | National | 27/03/2019                |
| National Radio and TV Day                                       | Awareness day | National | 05/11/2019                |
| National Revival Day  | Awareness day | National | 17/11/2019                |
| Tourism Day   | Awareness day | National | 27/09/2019                |
| Azerbaijan State Theatre of Young Spectators 90 years           | Celebration   | Baku     | 11/2018                   |
| V International Theatre Conference                              | MICE          | National | 05-06/11/2018             |
| Hasan Mammadov 80 years   | Celebration   | National | 22/11/2018                |
| Tahir Salahov 90 years  | Celebration   | National | 29/11/2018                |
| Huseynqulu Sarabski 140 years                                   | Celebration   | National | 20/03/2019                |
| Asaf Zeynalli 110 years   | Celebration   | National | 05/04/2019                |
| Soltan Hajibayov 100 years                                      | Celebration   | National | 08/05/2019                |
| Oqtay Zulfugarov 90 years                                       | Celebration   | National | 31/05/2019                |
| Maqsd Mammadov 90 years   | Celebration   | National | 31/05/2019                |
| Uzeyir Hajibayov Music Day                                      | Celebration   | National | 18/09/2019                |
| Amina Dilbazi 100 years   | Celebration   | National | 26/12/2019                |
| Sattar Bahlulzade 110 years                                     | Celebration   | National | 15/12/2019                |
| Mustafa Mardanov 125 years                                      | Celebration   | National | 28/02/2019                |
| Jafar Jabbarli 120 years  | Celebration   | National | 15/03/2019                |
| Rza Afganli 120 years   | Celebration   | National | 15/05/2019                |
| Haci Murad Yegizarov 80 years                                   | Celebration   | National | 18/07/2019                |
| Sheki State Drama Theatre 140 years                             | Celebration   | Sheki    | No dates yet              |

|   |             |        |            |
|---|-------------|--------|------------|
| Azerbaijan State Pantomime Theatre 25 years       | Celebration | Baku   | 10/2019    |
| YUG State Theatre 30 years                        | Celebration | Baku   | 18/10/2019 |
| Chekhov International Theatre Festival            | Music       | Baku   | 05/2019    |
| Jirtdan III International Puppet Theatre Festival | Arts        | Baku   | 11/2019    |
| X International Rostropovich Festival             | Music       | Baku   | 05/2019    |
| Silk Way International Music Festival             | Music       | Sheki  | 06/2019    |
| Gabala XI International Music Festival            | Music       | Gabala | 07-08/2019 |
| Uzeyir Hajibayov XI International Music Festival  | Music       | Baku   | 11/2019    |
| International Jazz Festival                       | Music       | Baku   | 10/2019    |
| V Baku International Doll Biennale "Fusion Doll"  | Crafts      | Baku   | 11/2019    |

## Annex 5. DMO staff recruitment action plan

Below is a sample of the DMO staff recruitment plan developed in 2018 for the Sheki and Guba DMO offices.

| Activity   | Due   | Responsibility   |
|--|-------|--|
| 1. Develop job descriptions for each position in the DMO office  | Done  | ATB destination development office                         |
| 2. Review and approve job descriptions   | 28/12 | ATB senior management                                      |
| 3. Define salary scales and benefits for each position   | 28/12 | ATB senior management                                      |
| 4. Develop job advertisement   | Done  | ATB destination development office                         |
| 5. Advertise DMO jobs for a minimum of 14 days in such places as: <ul style="list-style-type: none"> <li>• ATB digital media (e.g. website, social media)</li> <li>• Linked-in</li> <li>• Popular Azerbaijan online job bulletin boards</li> <li>• Baku University</li> <li>• Azerbaijan Tourism University and Management</li> <li>• Directly “head-hunt” candidates in: <ul style="list-style-type: none"> <li>• Existing TIC offices</li> <li>• Managers and staff in large hotels, attractions, tour operations in region</li> </ul> </li> </ul> | 04/12 | ATB HR Team  |
| 6. Receive applications via email. Applications must include CV and indication of the position being applied for.  | 04/02 | ATB HR team  |
| 7. Review applications. Shortlist applicants using agreed evaluation criteria template. Finalise list of top 3-5 applicants to go forward for interviews.  | 05/02 | ATB destination development office                         |
| 8. Inform shortlisted applications (as well as those unsuccessful) of result, and arrange interview dates and times in ATB office, Baku.   | 05/02 | ATB HR team  |
| <i>8a. If a very small number of applications are successful (e.g. 2-3), extend the job advertisement close date a further 2-4 weeks.</i>  |       |  |
| 9. Interview shortlisted applicants. Interview panel members fill the evaluation forms during the process of interview. Based on general scoring and discussion after each interview the Interview Panel determines the compliance of the applicant to the position duties.  | 15/02 | ATB senior management; ATB destination development office  |
| <i>9a. If no one applicant is complied with the job description the position shall be re-advertised.</i>   |       |  |
| 10. Call successful applicants. Provide further information about salary, social package and work conditions. In case of mutual agreement, the job offer and contract is sent to the applicant.  | 22/02 | ATB HR team  |
| 11. Successful applicant comes to ATB to sign employment contract and meet the DMO team.   | 28/02 | Applicant, ATB HR team, ATB destination development office |

## Annex 6. DMO applicant evaluation criteria

A sample of potential applicant evaluation criteria for a DMO Director position is provided below.

| DMO DIRECTOR POSITION   | Weight | Candidate 1 |       | Candidate 2 |       | Candidate 3... |       |
|---|--------|-------------|-------|-------------|-------|----------------|-------|
|   |        | Details     | Score | Details     | Score | Details        | Score |
| Minimum requirements  |        |             |       |             |       |                |       |
| Post graduate degree in Business / Hospitality / Tourism Development / Tourism Marketing / Regional Development / Economics (majoring in local culture, history, regions, etc.) | 10.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| At least 3 years’ senior or middle management experience in tourism sector  | 10.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Experience in development, formulation and implementation of strategic initiatives  | 10.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Strong team leadership experience   | 5.0    |             | 0.0   |             | 0.0   |                | 0.0   |
| Awareness / good understanding of relevant DMO region   | 5.0    |             | 0.0   |             | 0.0   |                | 0.0   |
| Experience managing and controlling a financial budget  | 5.0    |             | 0.0   |             | 0.0   |                | 0.0   |
| Good working skills in Microsoft Word, Excel, Outlook, PowerPoint   | 5.0    |             | 0.0   |             | 0.0   |                | 0.0   |
| Fluent (written, oral) in Azerbaijani and English   | 10.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Sub-total   | 60.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Preferred qualifications  |        |             |       |             |       |                |       |
| Experience in public-private partnerships or co-ordination activities   | 15.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Experience in multicultural environment / international projects  | 15.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Experience in business start-ups  | 5.0    |             | 0.0   |             | 0.0   |                | 0.0   |
| Russian language  | 5.0    |             | 0.0   |             | 0.0   |                | 0.0   |
| Sub-total   | 40.0   |             | 0.0   |             | 0.0   |                | 0.0   |
| Total   | 100.0  |             | 0.0   |             | 0.0   |                | 0.0   |