TWINNING PROJECT FICHE

1   Basic Information

1.1	**Programme:**	**ENPİ Annual Action Programme 2012 Azerbaijan**
1.2	**Twinning Number:**	**AZ/15/ENP/OT/35**
1.3	**Title:**	Support to the Ministry of Culture and Tourism of the Republic of Azerbaijan for the modernisation of its policy and management system in the culture sector
1.4	**Sector:**	Other
1.5	**Beneficiary country:**	Republic of Azerbaijan

2   Objectives

2.1   Overall Objective(s):

To contribute to modernising Azerbaijan's policy and management of the culture sector through adaptation of best European models and practices.

2.2   Project purpose:

To assist the Ministry of Culture and Tourism in the transition to a more strategic management model for the culture sector with a particular focus on cultural heritage needs (including tangible and non-tangible heritage, museums and libraries) adapting appropriate European experience and models.

2.3   Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

2.3.1   EU-Azerbaijan agenda

The European Union (EU), its Member States and the Republic of Azerbaijan concluded a Partnership and Co-operation Agreement (PCA) that came into force on 1 July 1999. Under Article 43 of PCA, Azerbaijan shall endeavour to ensure that its legislation will be gradually made compatible with that of the Community. The legal and regulatory harmonisation should help the Azerbaijani economy to reach higher levels of competitiveness. With regard to cultural issues, the PCA provides for the following activities to be fulfilled (article 76):

- "exchange of information and experience in the sphere of protection and maintenance of monuments and historic places (architectural legacy)"

- "cultural exchange between institutions, artists and other people working in the area of art".

After its enlargement in May 2004, the EU faced a new geopolitical situation and adopted the European Neighbourhood Policy (ENP), which is a new framework for the relations with its neighbours. The ENP aims to go beyond the existing Partnership and Co-operation Agreements to offer neighbouring countries the prospect of an increasingly closer relationship with the EU with the overall goal of fostering the political and economic reform processes, promoting closer economic integration as well as legal and technical approximation and sustainable development.

The central element of the ENP is a bilateral Action Plan (AP) of 14 November 2006 which clearly sets out policy targets and benchmarks through which progress with an individual neighbouring country can be assessed over several years. AP defines a considerable number

of priority areas. With regard to cultural issues, the EU-Azerbaijan ENP Action Plan sets out the following priorities to be pursued (article 4.7.3):

- "Investigate the possibilities for co-operation in the framework of EU programmes in the field of culture;

- Exchange views on the UNESCO Convention on the protection and promotion of the diversity of cultural expressions and promote the implementation of the text." (see 2.3.3)[1].

As also indicated in the EU-Azerbaijan ENP Action Plan, co-operation tools, like Twinning, TAIEX and SIGMA play an essential role in the achievement of the Action Plan priorities. In particular, the Twinning instrument, which provides for direct co-operation between EU and Azerbaijani public bodies to support institution building activities, has proved to be particularly efficient in policy areas where the expertise required by the beneficiary country exists mainly in the public sector.

2.3.2 Government policy and strategy

New and important national strategies recognise modernisation of the culture system as key priority for the imminent future: The national development concept "Azerbaijan 2020: Look into the future" (2013) and the Culture Concept of the Republic of Azerbaijan adopted in February 2014.

With reference to the reform in culture field, the Concept 2020 (article 10) includes the following main programmatic objectives: Modern management, harmonization of national legislation in this sphere with international legal base, development of mechanisms of cultural-political support for the intangible cultural heritage of Azerbaijan, setting up the logistical basis in the sphere of culture in line with modern standards, wide use of information and communication technologies, increasing the efficiency in the use of funding allocated from the state budget and use funding from legal sources, a new approach to the museum business, and in order to ensure the complete protection of items kept in museums, an electronic database on museum items and a centralized information system of museums to be created in line with international standards (see Annex 4).

The Culture Concept sets the government's priority for the reform of the sector, mainly related to quality, socio-economic relevance, human resources capacity, governance and overall participation/access to culture. In the concept, the government has clearly expressed its will to comprise the adjustment of culture policy mechanisms to the actual requirements, protection of cultural heritage, support and development of creative activity with the focus on the integrity of the people of Azerbaijan.

The Ministry of Culture and Tourism (MCT) has also elaborated strategies and programmes in different spheres of state cultural and tourism policies such as "State Programme on Development of Library-information spheres 2008-2013", "State Programme on Development of Azerbaijan Cinema 2008-2018", "Development Programme on improving the activities of children's music and art schools in the Republic of Azerbaijan from 2009-2013", "State Programme on Azerbaijan Theatre 2009-2019", "State Programme on Development of Tourism 2010-2014", "State Programme for Restoration and Protection of Historic Buildings and Cultural Monuments (2013-2020)", etc.

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[1] Ratified by Azerbaijan in 2010

Identified national cultural policy priorities include:

- updating cultural policy legislative, administrative, financial, informational, personnel, infrastructural and international mechanisms through adaptation of best European models and practices;

- preservation and restoration of national tangible (historical and cultural monuments, museum exhibits and library stocks) and intangible (local-lore, folklore and crafts) cultural heritage;

- modernisation of museums including conservation, digitalisation, computerisation of catalogues, meeting international design and display standards, merchandising, marketing, education and outreach programmes and the role museums can play in cultural tourism;

- tourism;

- support for professional creativity in theatre, music and fine arts fields; and

- revival of the national cultural industries (cinematography, book publishing, etc.).

Various steps to address the above mentioned cultural policy priorities were defined by the MCT including the development the National Strategy on protection of cultural heritage in Azerbaijan, bringing Azerbaijani cultural legislation in conformity with the relevant EU legislation, institutional reforms of various central departments and local entities of the MCT as well as modernisation of museum and library work.

Within the MCT's jurisdiction, the opportunities for substantial and comprehensive sector reforms are evident. Its explicit commitment to achieving international standards and to developing in line with EU policies and good practice are a favourable point of departure for further reforms as well as effective external assistance.

2.3.3   International Conventions and agreements

Azerbaijan's path towards modernization, new standards and international engagement has included joining UNESCO (1993), ratifying the European Cultural Convention (1994), membership of the Council of Europe (1995), ratifying the Council of Europe Framework Convention on Protection of National Minorities (1996), ratifying the Charter on Regional and Minorities Languages (2002), ratifying the UNESCO Convention on Protection of the World Cultural and Natural Heritage (2002), ratifying the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2010), ratifying the UNESCO Convention on the Safeguarding of the Intangible Cultural Heritage (2006) as well as participation in international, European and regional programmes, such as the Council of Europe MOSAIC, STAGE and 'Kyiv Initiative' Programmes.

Azerbaijan is an active member of other organizations with a cultural agenda including TURKSOY and ISESCO as well as having a very large number of bilateral intergovernmental agreements related to cultural activity.

Mention has been made of bilateral agreements to which should be added the ongoing activity of organizations such EUNIC, the British Council, the Goethe Institute, the Institut Français and others whose initiatives sometimes have a specific bilateral focus but often include co-operation which is carried out in a regional (South Caucasus or Eastern Partnership) context.

3 Description

3.1 Background and Justification

3.1.1 Current situation in the Culture System of Azerbaijan

De facto, culture has become an important instrument in the creation of a unifying Azerbaijani national identity and in the positioning of Azerbaijan internationally. The remarkable development of Baku, both in terms of heritage restoration and spectacular new architecture, is an unambiguous evidence of this use of culture to make the country an international crossroads and a business hub for the region.

Economic self-confidence has allowed Azerbaijan not only to make available generous resources for culture, but its economic strength combined with top-down political management has facilitated the elaboration of longer-term strategic plans, including in the area of culture. This is most noticeable with regard to physical infrastructure in the capital and also to Azerbaijan's adroit positioning of itself at an international level in the last few years as a country juxtaposed at cultural cross-roads. In connection with the latter it has been successfully pursuing a strategy that uses its triple identity – Turkic, Islamic and European – to position itself as a country at cultural crossroads, including between Europe and the Islamic world and as a facilitator of diplomatic intercultural dialogue. Another example of use of its resources for ambitious cultural development includes the setting up of a television channel entirely devoted to culture and which has been operating since 2011.

Culture is state-dominated, generously funded and with virtually all activities co-ordinated centrally by the Ministry of Culture and Tourism. Similar co-ordination is maintained in respect of the regional and local authorities - there are 84 regional offices of the Ministry of Culture and Tourism.

Other actors have a significant role in the Culture framework:

- some major Historical sites are under the responsibility of the Cabinet of Ministers, such as the Old City of Baku and "Gala" State Historical and Ethnographic Reserve;

- the Heydar Alyiev Foundation plays an important role in financing museums, cultural heritage in general and contemporary arts activities;

- some parts of cultural heritage are financed by the regional authorities but are under the responsibility of the MCT.

3.1.2 Challenges (direct and indirect) to be addressed

Azerbaijan benefits from a long history and an original and old culture. However heritage of this wealthy past is often not managed effectively for both tangible and intangible aspects. This hampers the development of a vigorous internal and international tourism, which might help Azerbaijan in the future to be less dependent from its oil industry.

The Ministry of Culture and Tourism set up 7 theme routes dedicated to particular facets of the country, the Silk Road is the most prominent one linking Central Asia with the Caucasus Region (a total of 24 countries). The number of visitor arrival for 2013 constituted 2,508,904 people, which gives an estimation of nearly 2,000,000 foreign visitors after deduction of workers, students and border tourism. The figures for 2010 respectively were 1,962,000 arrivals and an estimation of 1,494,000 foreign visitors.

There is also a growing awareness of the challenges the MCT faces in developing a modern culture system with a quality comparable to European standards.

The main challenges are:

- The challenge to navigate a running system with insufficient and frequently out-dated resources and mechanisms through comprehensive and deep-rooted reforms.

- A lack of sufficient capacities (staff, know-how and mechanisms) to undertake the necessary tasks in the MCT (i.e., the workload of the Department of Cultural Heritage of the MCT has considerably increased since its creation in 2000, because the number of monuments and sites under the state protection has regularly increased).

- A lack of supplementary and alternative funding sources and mechanisms for cultural funding.

- A lack of innovative and value-adding linkage perspectives and opportunities to other sectors and agendas (e.g. education, tourism, rural development, urban regeneration, etc.).

- Without comprehensive capacity building measures and careful sequencing there is a risk that the establishment of new culture model lead to system failure. This could present a challenge in view of available resources and fixed staff contingencies of the MCT.

Beside the public sector, there is a lack of a commercial cultural sector, creative industries in any substantial sense in the country. Cultural NGOs exist but while some of them operate effectively and valuably, including an outstandingly good example in the field of musical recording and archiving (www.musigi-dunya.az), it is not a substantial sector. Serious future change may come by both reform and development of the state cultural institutions coupled with adequate policies that would facilitate the development of NGO and commercial cultural sectors in the country.

3.1.3 Gaps and needs

While the MCT has gone through changes in the twenty years since independence, it is still in most important respects - management, planning, budgeting, reporting and development of legislation - working with an outmoded model. The changes that have taken place have been within the existing paradigm and a transition now needs to begin to a new paradigm or model appropriate to a rapidly modernising country with a growing economy and clear domestic, regional and international ambitions.

The areas to focus on the most include: management of cultural heritage, development in the regions and creating dynamic synergies between the state, regional, local, civil, volunteer, independent, entrepreneurial, private and commercial components of the wider cultural sector in Azerbaijan. The introduction of a new model also needs to embrace some key elements absent in the current model. This includes in particular, and as a very high priority, development of pluralistic and additional funding mechanisms and financing streams alongside continued state funding. An incentivised pluralistic funding approach will directly and indirectly lead to more innovative practices by cultural organisations than the current total reliance on one source, i.e. state 'subsidies' and 'state orders'. The present model actively discourages funding diversification through rules that make it complicated for state-funded institutions to receive financial donations. In addition there is an absence of any system of positive incentives either for sponsors to give or for cultural organisations to fundraise for themselves.

While this Twinning project deals with cultural heritage in a broad sense (i.e. tangible and intangible heritage, museums and libraries) the MCT has identified tangible cultural heritage as a particular priority. This is not surprising as it is an area of acute and immediate need. For example, there is a need for a complete overhaul of the system of protection for historical and cultural monuments both in the regions and, to address other problems, in Baku itself. Reform of the old registration and inventory systems which are still in use need replacing by the development of a European-style, sophisticated, electronic system. There is also a lack of a system for management and monitoring of archaeological activities.

In terms of **museums and libraries** the main needs are related to modernisation, relevance and audience and visitor development. In the museums sector enhanced professionalization is needed in the areas of management, financing and the effective functioning of museums. The latter includes improving visitor experience, recognition of the need for 'customer care' including offering more appealing displays, exhibitions and facilities. There is also a need for improved collaboration between museums and educational bodies and greater integration of museums into the educational sphere. As with some other areas of the cultural sector there is a current absence of income-generating, revenue-earning, fund-raising or marketing activity in the museums sector to supplement state funding. The regions have some specific problems some of which might be alleviated by a different style of cultural leadership by the main regional museums and incentivisation of partnership networking for the development of cooperative projects. For the libraries sector in Azerbaijan the main question is the currently universal one which has been precipitated by the Internet, digitalization and ICT revolution – what should a 'library' be and what role and services should it offer and to whom?

Azerbaijan can be proud of its achievements in the cultural sphere. In terms of infrastructure and buildings or 'hardware', particularly in terms of Baku, an impressive result has already been achieved. The focus now needs to be more towards the regions, and both in the regions and in the capital, there needs to be more emphasis on developing people and creating dynamic systems, i.e. the 'software' aspect of cultural sector development. In the regions in particular this will only be achieved by the central and regional state apparatus motivating, incentivising and in other ways supporting local communities, groups and activists, i.e. civil society, to take the lead in developing cultural provision, access and participation.

3.1.4   Introduction to the project

The priorities outlined in this project aims at enhancing the institutional capacities and set up; concrete assistance to implement core elements of the cultural heritage. Even though the chosen components are treated separately in this project fiche they are closely interlinked and require a comprehensive project implementation.

At the end of the project, the Ministry of Culture and Tourism of the Republic of Azerbaijan and other key institutions should have substantially strengthened institutional capacities for the implementation of a new culture model. They should also have at their disposal a set of key policies, reference tools, the mid and long-term strategies for the full implementation of the project objectives.

3.2   Linked activities (other international and national initiatives):

3.2.1   EU activities

The main EU support for culture for the six Eastern Partnership countries has come through the Eastern Partnership Culture Programme which will officially terminate in March 2015. This Programme launched in 2011 had two components: a grant programme and technical assistance. The grant programme supported fifteen civil society cross-regional projects, some of which involved EU Member State partners, with grants of Euros 750,000. Organisations

from Azerbaijan participated actively in four of the projects (a crafts development project, a community arts project, films and education project and an intercultural 'sharing history' project) but not as project leaders. The projects represented various cultural sub-sectors and most had several strands, including in some cases, research studies, capacity building activities, conferences, published materials and so on. The technical assistance component included cultural sector research related to the countries, training workshops (much of it focused on the grant-funded projects) and some other capacity building activities in all of which there was participation from Azerbaijan. Detailed information on the Programme can be found at www.euroeastculture.eu.

In February 2015 a new three-year EU Eastern Partnership Culture Programme with a budget of Euros 4.5 million will begin. Entirely focused on technical assistance, especially capacity building, it has the potential for productive synergy with this Twinning project. Its main aims are strengthening the cultural and creative sectors in the EaP countries, encouragement of reform, especially better communication and cooperation between the state institutions, cultural CSOs and the private/commercial/ entrepreneurial sector, stimulation of cultural and creative industries and enhanced engagement by the EaP region in international projects, including through the new EU Creative Europe Programme.

The EU has also provided support to the enhancing of the tourism function of the MCT with the Twinning project "Strengthening the capacity of the Department of Tourism in the MCT" that took place in February 2013 – June 2014. 10-year Tourism strategy and 3-year Tourism marketing strategy were drafted with the support of the project and endorsed by MCT.

3.2.2 Council of Europe and UNESCO

Azerbaijan has for the past fifteen years been in active partnership with the Council of Europe, first through the STAGE Programme (2000-2005) which involved the three South Caucasus countries and with its successor programme, the 'Kyiv Initiative' which began in 2005 and expanded to include Ukraine, Moldova and, later, Belarus. Activity under these two programmes, of which the MCT made good use, included cultural policy activity, participation in ministerial and specialist meetings, training and special projects related to areas such as heritage, cinema, creating cultural tourism routes and so on. One of these Council of Europe projects related to urban heritage (the pilot project 'Rehabilitating Cultural Heritage in Historic Towns') received funding from the EU and its next phase is also being similarly funded from 2015. For more detailed information see www.coe.int/t/dg4/cultureheritage/cooperation/Kyiv/default_en.asp.

Azerbaijan has been similarly active with UNESCO both through co-operation related to its two UNESCO World Heritage Sites (Baku Walled City/Shirvanshah's Palace/Maiden Tower and Gobustan) and other activity related to heritage and museums. In particular the MCT has pursued intangible heritage initiatives successfully with six Azerbaijani traditions on the UNESCO list (mugham music; carpet and weaving traditions; Novruz, the traditional spring holiday; Ashiq, a performance art; Tar, a stringed instrument; and Chovgan, a sport).

The Council of Europe, UNESCO, ISESCO, WTO, UNAOC and others have supported the Azerbaijan-initiated biennial 'World Forum on Intercultural Dialogue' which is now established in the international cultural diary of events.

3.3 Results

The Twinning project is intended to act as a catalyst for the beginning of a transition from the current rather static model of management to a modernised one and modernising strategic management for the cultural sector drawing on European best practices and experiences.

The project is designed with an emphasis on the policy level of culture reforms and the necessary architecture (legislation, policy tools and steering and implementation mechanisms and bodies). It will assist with the establishment of a modern culture model and further development of the cultural heritage with more focus on tangible heritage, museums and libraries. It will provide corresponding assistance for legal and normative framework revisions, capacity building and national coordination mechanisms. It will also contribute to elaborating a roadmap for application and further implementation of new culture model.

The project will have **two main components**:

I. Cultural Sector Policy and Governance Reform;

II. Institutional Development of Cultural Heritage Management.

Five mandatory results have been identified for the Twinning project, as follows:

Component 1. Cultural Sector Policy and Governance Reform

Result 1: The culture sector policy and governance system in Azerbaijan reviewed and a new model developed.

A gap analysis (a situational analysis of Azerbaijan's culture sector governance system) and development of a new culture sector governance model together with roadmap for full implementation of this model in Azerbaijan should lead to a process of initiation of a policy transition adapting best practices of the advanced EU countries as appropriate to local Azerbaijan conditions. MCT's vision and objectives seen in a mid- to long-term perspective will define the government strategy in this field.

Structural, administrative and procedural change and reform to facilitate the above, in particular reflecting a move towards becoming a culture and creative sectors strategic 'regulatory' and 'climate-managing' ministry operating functionally and in a joined-up structure effectiveness and efficiency gains in terms of:

- policy and planning, including the introduction of an evidence-based approach to those areas;
- handling and reporting of statistical and similar information;
- new budgetary and funding/financing mechanisms and procedures;
- ability to identify and influence 'non-cultural' matters which impact on the 'climate' and context for culture (e.g. legislation, tax and so on).

Key outputs:

- Mapping of the culture sector governance system in the country
- Situational analysis on overall institutional set up, administrative processes and coordination mechanisms
- Presentation of at least 3 different modernised EU cultural models
- Concept of new culture sector governance model
- "Road Map for Change" to implement a new culture sector governance model concept
- Administrative Reform Plan with 'milestones' and timetable
- Mid-Term (5 year) and a Long-term (15 year) Strategy documents describing MCT's vision and goals
- New Approaches to Supplementary and Alternative Funding Sources and Mechanisms

Key deliverables:

- Assessment reports on overall institutional set up, administrative processes and co-ordination mechanisms with recommendations on its improvement
- New culture sector governance model concept
- Mid- and long-term strategies
- Road Map for Change
- Administrative Reform Plan

Result 2: Amendments to the legal framework for full application of a new culture sector policy and governance model drafted.

The following national primary legislation should be reviewed, amended and/or elaborated:
- law "On Culture",
- law "On Library",
- law "On Museums",
- law "On Protection of historical and cultural monuments",
- law "On tourism",
- law "On Protection of intangible cultural monuments".

Key outputs:

- Comparative review of Azerbaijan's present legislation regulating culture sector governance and of the required framework
- Consultative and participatory workshop with relevant stakeholders
- Relevant amendments to existing or new primary and/or secondary legislation covering all identified gaps ready for submission for further approval by beneficiary

Key deliverables:

- Assessment report
- Analytical report including list of needed revisions of the legal & normative framework
- Recommended texts of revised laws, decrees & bylaws

Result 3: The capacity of the MCT, its regional offices and relevant stakeholders on management, co-ordination, networking and digitalisation of culture sector enhanced on the basis of European best practices and tested.

The MCT capacity to implement management, co-ordination and networking functions over execution of duties, as well as to use the ICT, digitalisation and new technologies have to be strengthened. Relevant MCT staff and relevant stakeholders have to be trained and prepared to launch and manage the modern culture sector governance model, to build synergies for developing the heritage sector from a cross-sectoral point of view.

Key outputs:

- 'Think-tank-style' analysis exploring innovative and value-adding linkage perspectives and opportunities to other sectors and agendas (e.g. education, tourism, rural development, urban regeneration, etc.)

- Innovative concept on the use of the ICT, digitalisation and new technologies to deliver old and new cultural products and services to the regions; its implementation plan; concept test with two regions (pilot projects)
- Presentation of pilot projects results to stakeholder institutions, local authorities and the civil society representatives and recommendations for replication
- In-depth institutional analysis, including detailed SWOT analysis of MCT human resources
- Detailed review and inventory of current MCT, co-operation, partnerships and linkage with public, non-public and civil stakeholders
- Training needs assessment, development and implementation of training programme/strategy
- 10 training sessions to MCT and relevant stakeholders staff
- Study mission(s) / internship(s)

Key deliverables:

- 'Think-tank-style' analytical report
- Detailed institutional analysis report
- Training needs assessment report
- Pilot projects documentations
- Digitalisation concept and implementation plan
- Training Programme/strategy
- Reports on the study visits with involvement of relevant MCT staff and other institutions

Component 2. Institutional Development of Cultural Heritage Management

While component 1 addresses "horizontal" issues, component 2 is a concrete "vertical" institutional application for the cultural heritage management.

Result 4: An effective model of management of national cultural heritage (including tangible and intangible heritage, museums and libraries) elaborated and tested.

The project will develop vertical strategies for three specific sub-sectors and will focus on the implementation mechanisms, so that management on sites get a modern and user-friendly approach.

These strategies and mechanisms will be tested in two Pilot Projects to be carried out:

- "Museums for All" looking at audience development and access issues, promotion of museums in the context of tourism, innovative educational and outreach programmes and initiatives, use of digitalisation and new technologies both for management and developmental purposes;

- "Libraries for the Future" incorporating new international principles and thinking In particular focusing on the current and future impact of new technology and the Internet and new consumption and reading patterns especially related to younger people.

The strategies and implementation mechanisms will then incorporate the lessons learnt from the test run.

Key Outputs:

- Review of the tangible cultural heritage sector in the context of contemporary European and international developments and practice
- Review of the museums sector in the context of contemporary European and international developments and practice
- Review of the libraries sector in the context of contemporary European and international developments and practice
- A modernised model of administration and management of national cultural heritage
- A National Strategy for the protection of cultural heritage and its implementation mechanisms
- Tests of innovative approaches to Museums and Libraries (2 pilot projects)
- Analysis of test run and integration of results in the proposed national strategy.
- Presentation of pilot projects results to stakeholder institutions such as ministries, other competent bodies, the civil society representatives and recommendations for replication.

Key deliverables:

- Assessment reports on tangible cultural heritage, museum and library sectors
- A National Strategy
- A Modernised administrative and management model
- Pilot projects documentation

Result 5 - Regulatory framework for preservation, protection and promotion of cultural heritage developed

Further to the tests and lessons learnt, the project will identify the gaps of the regulatory framework for cultural heritage and develop relevant amendments to existing or new primary and/or secondary legislation.

Key outputs:

- Comparative review of Azerbaijan's present legislation regarding to cultural heritage and the required framework;
- Relevant amendments to or new primary and/or secondary legislation covering all identified gaps ready for submission for further approval by beneficiary

Key deliverables:

- Assessment report
- List of needed revisions of the legal & normative framework;
- Recommended texts of revised laws, decrees & bylaws

While drafting the work plan for this project, the twinning partners (MCT and the selected Member State/s) will set up measurable indicators and benchmarks on the basis of those given above and in the logical framework (Annex 1) and the commonly agreed activities and outputs.

3.4 Activities

In order to meet the mandatory results, the partners may add alternative or complementary activities and outputs to those identified in this section.

The project comprises two areas of intervention:

The first one aims at enhancing the institutional capacities and set up, in particular the institutional architecture and legal and normative framework and individual professional know-how to develop a dynamic rather than a static 'culture model' - a 'horizontal' and cross-cutting resource instrument capable of contributing to social and economic development and a road map and administrative reform plan for its implementation (result 1). This means not seeing culture as just a self-contained and traditional 'vertical' sphere of activity. This requires as a first step a vision, change of mindset and radical move away from the current definition and perception of culture. It should be based on a thorough assessment and mapping of set up, mechanisms and institutional and individual professional capacities. This element is imperative for a comprehensive, efficient and sustainable implementation of the project objectives. A legislative review including also non-cultural legislation affecting the cultural sector and corresponding recommendations on creation of future culture legislation framework will contribute to the successful implementation of result 2. A detailed institutional review and exploration of innovative and value-adding linkage perspectives and opportunities to facilitate culture playing a productive role in other sectors and agendas (e.g. education, tourism, rural development, urban regeneration, etc.) together with capacity building activities are core elements of result 3.

The second area of intervention provides concrete assistance to implement core elements of the cultural heritage, by assisting with the elaboration of an effective and modernised model, a National Strategy and pilot testing of the Modern Museum and Modern Library concepts (result 4) as well as a new Regulatory framework for preservation, protection and promotion of cultural heritage (result 5).

The main activities to be implemented are:

Component 0: Visibility actions

✓ Kick-off meeting

> *Minimum output:*
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> An event at the beginning of the Twinning project presenting it and its goals to the main stakeholders and media

✓ Final conference

> *Minimum output:*
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> An event just before the end of the Twinning project presenting the main results achieved to the main stakeholders and media and consulting priorities for future action

Result 1: The culture sector policy and governance system in Azerbaijan reviewed and a new model developed.

✓ Establishment of a senior level **'Policy and Planning Working Group'** chaired by a Deputy Minister or another appropriate MCT senior manager (such as Head of Cultural Policy department) and definition of rules of operations

> *A senior level Working Group, consisting from representatives of key beneficiary departments of MCT and relevant stakeholders as well as RTA - is defined as a group formed by experts in the culture field. The mission of the Working Group is to analyse and comment the results of the situational analysis of Azerbaijan's culture sector governance system.*
>
> *The main task of this Working Group will be to approve or to prepare the final draft of the new culture sector governance model together with roadmap as well as a Mid-Term (5 year) and a Long-term (15 year) Strategy documents describing MCT's vision and goals accepted by beneficiary.*

✓ Mapping of the culture sector governance system in the country focusing on:
  i) "fitness for purpose" issues related to the current model,
  ii) policy, planning and management issues,
  iii) any potential for innovative financing and additional alternative funding mechanisms and approaches,
  iv) quality assurance

> The purpose of the mapping would be to describe roles and functions at the different management levels of the cultural sector (national/sector, territorial/local and training providers) and would identify the roles and functions of different actors who have (or could have) a role to play in contributing to the whole policy cycle (from strategy formation through planning, implementation, monitoring and review to reformulation).

✓ Organisation of study visit(s) to an EU Member State(s) to study examples of good practice in relation to EU cultural standards

✓ Drafting a concept of new culture sector governance model and a mid- and long-term strategy papers

✓ Supporting in elaboration of a roadmap for full implementation of a new culture sector governance model and of an Administrative Reform Plan with 'milestones' and timetable

Result 2: Amendments to the legal framework for full application of a new culture sector policy and governance model drafted.

✓ Conducting a comparative review of Azerbaijan's present legislation regulating culture sector governance and the required framework and development of relevant amendments to existing or new primary and/or secondary legislation covering all identified gaps

Result 3: The capacity of MCT, its regional offices and relevant stakeholders on management, co-ordination, networking and digitalisation of culture sector enhanced on the basis of European best practices and tested.

✓ Thorough analysis of current MCT, co-operation, partnerships and linkage with public, non-public and civil stakeholders; provision of recommendations for more effective mechanism of co-operation and development of supporting documents (if necessary); provision of recommendations on innovative and value-adding linkage perspectives and opportunities to other sectors and agendas (e.g. education, tourism, rural development, urban regeneration etc.)

✓ Development of an innovative concept to the use of the ICT, digitalisation and new technologies to deliver old and new cultural products and services to the regions and its implementation plan; test with two contrasting regions.

✓ Training needs analysis of the MCT and relevant stakeholders' staff, development of a training strategy, drafting of training materials for training courses based on the implications of the subjects, execution of training courses and follow-up evaluation of this training.

Result 4: An effective model of management of national cultural heritage (including tangible and intangible heritage, museums and libraries) elaborated and tested

✓ Review of current model of administration and management of national cultural heritage (including tangible and intangible heritage, museums and libraries) and development of a new modernised model; review of current situation regarding protection of cultural heritage in Azerbaijan, preparation of a National Strategy for the protection of cultural heritage and development of its implementation plan

✓ Development and implementation of two Pilot Projects in tangible and intangible heritage, museum and library sectors (with "Museums for All" and "Libraries for the Futures" as indicative activity ideas) on testing new models and approaches; organisation of internship(s) (on-the-job training(s)) for the staff of the Beneficiary involved in pilot projects to selected EU Member State(s)

Result 5: Regulatory framework for preservation, protection and promotion of cultural heritage developed

✓ Comparative review of Azerbaijan's present legislation for preservation, protection and promotion of cultural heritage and development of relevant amendments to existing or new primary and/or secondary legislation covering all identified gaps

3.5 Means/ Input from the MS Partner Administration

3.5.1 Profile and tasks of the Project Leader

The Project Leader (PL) supported by the Junior PL (in case of a consortium) will direct, co-ordinate, and control the overall implementation of the project. He/she will guide the RTA in ensuring the achievement of the mandatory results and the implementation of the activities.
The Project Leader is expected to work for the project from his/her home administration. In addition, he/she should join, from the Member State side, the Project Steering Committee, which will meet in Azerbaijan every three months.
Profile:

- At least 10 years of experience in the field of culture and creative sector ideally in cultural policy and planning, with at least 3 years in a senior managerial position;
- In-depth knowledge and experience with the current European policy trends related to culture as a cross-cutting resource and its role in social and economic development;
- Experience in the field of project management, institutional issues and organization in the field of culture;
- Good command of written and spoken English;
- Experience or familiarity with the EaP Region would be an asset.

Tasks:

- Overall coordination, guidance and monitoring of the project;
- Preparation of project quarterly reports with support of the RTA;
- Co-chairing of PSC Meetings;
- Ensuring the achievement on time of the mandatory project results;
- Ensuring the availability on time of MS STEs and other MS resources.

3.5.2 Profile and tasks of the RTA

The RTA, under the guidance of the PL, will lead the work of the team and work on a daily basis with the RTA counterpart to implement the project, to support and co-ordinate the actions in the BC.
He/she is expected to ensure the achievement of the mandatory results, and may propose alternative and/or complementary project activities and/or outputs where necessary. Also he/she has to give an active contribution in the preparation of documentation necessary for all activities, and also to intermediate and final reports. The RTA will be responsible for the selection and supervision of the RTA Assistant and the management and performance of the short-term experts while in Azerbaijan.
The following profile is provided to give an indication of the types of skills, qualifications and expertise that is expected for the post.
Profile:

- University degree or at least 5 years of experience in a management or professional role related to cultural heritage;
- Experience in the technical aspects of tangible heritage management e.g. inventories, preservation, protection, monitoring and inspection;
- Knowledge of contemporary European approaches, developments and good practice related to cultural heritage;
- Project management experience;
- Good command of written and spoken English;
- Experience or knowledge of the EaP region would be an asset;
- Working knowledge of Azerbaijani or Russian would be an asset.

Tasks:

- Overall supervision of the project implementation and coordination of all activities;
- Coordination of the activities of the team members in line with the agreed work plans to enable timely achievement of project results and outputs;
- Provision of technical inputs and practical advice to the project in particular the area of tangible heritage but also, within the boundaries of his/her expertise, more widely;
- Liaising with MS and BC Project Leaders;
- Development of a good, day-to-day professional working relationship with the BC RTA counterpart;
- Co-operation with the MS Project Leader in preparation of the project quarterly reports;
- Liaising with the EUD and PAO/SIBA Project Managers;
- Liaising with other relevant projects and Azerbaijani institutions;
- Preparing, organising and coordinating STE missions.

It is planned that the RTA will provide 24 months input on site and will be based in the premises of the MCT.

3.5.3   Profile and tasks of the short-term experts

The short-term experts (STEs) shall assist the RTA in implementation of the expected project activities. They should have work experience and skills related to the project activities and will actively collaborate with the RTA and counterparts from MCT in order to cover the full range of expertise required by the project.
General requirements on STEs are the following:

- University degree or at least 5 years of equivalent work experience;
- at least 3 years' experience in the field of expertise;
- Good drafting skills and a record of comparative analytical work with a good knowledge of institutional set up in different countries;
- Good command of written and spoken English;
- Working knowledge of Azerbaijani or Russian would be an asset.

3.6   Reporting and monitoring

The MS Project Leader must draw up Interim Quarterly Reports and a Final Report. (S)he will be responsible for submitting them to the relevant authority.

For templates and requirements to reporting and monitoring, see the Twinning Manual.

Project Steering Committee (PSC)

The PSC will be convened at least every three months. The PSC will be chaired jointly by the MS PL and the BC PL. The PSC composition will be defined in the Contract according to requirements set in the Common Twinning Manual. Representatives from the PAO of the Republic of Azerbaijan and the EU Delegation, the RTA counterpart and BC PL as well as the RTA, MS PL and BC component leaders will participate in the PSC meetings. Observers from other institutions may be involved from time to time in cross-cutting issues. Representatives from other administrations or short term experts, may also be invited if necessary. The PSC will follow the achievement of the project results and the timely implementation of the project activities in order to identify and rectify any problems that may arise in the course of the implementation of the project.

The secretarial support of the PSC will be provided by the RTA and RTA Assistant, who will prepare the agenda of the meetings, the documents to be discussed as well as the minutes of the meetings.

The working language of the Project implementation will be English. Translation and interpretation will be provided where necessary and where permitted in the provisions of the Twinning Manual.

4   Institutional Framework

The Ministry of Culture and Tourism (MCT) is the beneficiary institution and will be responsible for the implementation of the project, as well as providing the co-ordination mechanism. The RTA will be based at MCT which will provide the necessary office space and facilities.

4.1   Status of beneficiary

MCT is s a central executive body that develops, implements and regulates state policy in the fields of culture, art, tourism, protection of historical and cultural monuments, publishing and cinema. The MCT plays a leading role in the reform of the culture system.

4.2   Organizational structure:

To carry out its functions, the MCT is currently structured in a Central Administration and 84 regional offices (one local office per region of Azerbaijan). The Central Administration consists of 15 departments amongst them the main beneficiaries of the Twinning project are: the Culture Policy department, the Cultural Heritage department, Legal sector, Library sector and the historical-cultural reserves subordinated to the MCT.

The Tourism department, HR as well as Science and Education department are in-direct beneficiaries of the Twinning project.

The International Relations and Cultural Programme department will provide co-ordination of the project amongst other relevant departments.

The distribution of staff within the MCT is as follows:
- Central Administration   - 160 persons
- Cultural Heritage department   – 11 persons, 3 units
- Culture Policy department   – 8 persons, 2 units
- Tourism department   – 18 persons, 4 units
- Science and education department   – 8 persons, 2 units
- HR department   – 8 persons, 1 unit
- Legal sector   – 3 persons
- Library sector   – 3 persons
- Historical-cultural reserves and other establishments subordinated to the MCT
                                                                                   – 500 persons

A snap shot organisation chart is attached in Annex.

In December 2014 the State Service for Cultural Heritage Protection, Development & Restoration has been established under the Ministry of Culture & Tourism with 22 full-time staff.

Further information about the MCT is available in English at the official website:
http://www.mct.gov.az/

5   Budget

The total budget for this Twinning Project is Euro 1.2 million.

The Beneficiary Administration (BA) will provide premises and/or venues for workshops and trainings, the production of manuals, materials, handbooks etc.

6 Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/Commission), including contact person and full contact details.

The Delegation of the EU to Azerbaijan in Baku will be responsible for tendering, contracting, payments and financial reporting, and will work in close cooperation with the beneficiary. Its contact details are:

     Delegation of the European Union to the Republic of Azerbaijan
     11th Floor, 90A Nizami Street
     Landmark III, Baku
     Phone: (+994 12) 497 20 63
     Fax (+994 12) 497 20 69
     Website: www.eeas.europa.eu/delegations/Azerbaijan

The PAO will support the twinning project implementation process. Its contact details are:

     Mr Ruslan Rustamli
     Director
     Department on Cooperation with International Organisations
     Ministry of Economy and Industry of the Republic of Azerbaijan
     6th floor, Government House, 40, Uzeyir Hajibeyov Str.
     Tel: (+99412) 493 88 67 (21-12)
     Fax: (+99412) 498 85 19
     E-mail: r.rustamli@economy.gov.az

6.2 Main counterpart in the BC, including contact person and contact details. Also include RTA counterpart and the BC Project leader

The beneficiary of the project is the Ministry of Culture and Tourism of the Republic of Azerbaijan (MCT). The persons in charge at MCT are:

Project Leader

Name:	Mr Vasif Eyvazzade
Institution:	Ministry of Culture and Tourism of the Republic of Azerbaijan
Job Title:	Head of the Department of International Cooperation
Address:	Ministry of Culture and Tourism, Uzeyir Hajibeyov 40, Government House, Baku, Azerbaijan
Phone:	+994124936538
Fax:	+994124930233
Email:	vasifeyvazzade@gmail.com

RTA Counterpart

Name:	Mr Ramil Abbakirov
Institution:	Ministry of Culture and Tourism of the Republic of Azerbaijan
Function:	Advisor at the Department of International Cooperation
Address:	Ministry of Culture and Tourism, Uzeyir Hajibeyov 40, Government House, Baku, Azerbaijan
Phone:	+994124930233
Fax:	+994124930233

Email: r.abbakirov@mct.gov.az; ramil.abbakirov@hotmail.com

6.3 Contracts

One Twinning contract is foreseen for this project.

7 Implementation Schedule (indicative)

7.1 Launching of the call for proposals: February 2015
7.2 Start of project activities: January 2016
7.3 Project completion: January 2018
7.4 Duration of the execution period: 27 months (legal duration),
with an implementation period of 24 months (start on arrival date of RTA).

8 Sustainability

There are basically two sets of mandatory results for the project which are interlinked. Each has associated sustainability issues.

In the case of Component 1 – Cultural Sector Governance Reform and Modernisation it will be important to focus on the essence of what is trying to be achieved which is to set in train or kick-start a process of change, which will extend beyond the duration of the project. This process is a transition from an outdated model to an adapted, more appropriate European-style model. In this context sustainability relates to the vigour and quality of the transition process and will depend heavily on two key issues: (i) the local ownership of the project by MCT at all levels from top to bottom and (ii) the quality and motivation of the main players in the MCT driving the process.

In terms of Component 2 – Tangible Heritage, Museums and Libraries the key issues include the second one mentioned above i.e. the quality and motivation of MCT personnel and the issue of staff turnover. There are however also specific 'sub-sector' issues. In the case of libraries it is how and to what extent the traditional library can be re-imagined and re-invented in Azerbaijan. This is of course one reason for the indicative, proposed pilot project which should take into account current ongoing MCT activity in this area. In the case of museums, sustainability is going to be linked to the degree that **museum experiences and developments in Europe can be absorbed into the Azerbaijan context and in particular how areas such as audience development and customer service can be given much higher priority**. Sustainability will be enhanced by making sure that the museums and libraries elements of this Twinning project are positioned within, or are closely related to, the proposed State Programmes envisaged for both these sub-sectors.

In terms of tangible heritage, it should be given absolute priority focus within this component of the project as present arrangements in this extremely important area are simply not providing what is required in the 21st century. The present system of all aspects of tangible heritage management being the direct responsibility of MCT and run by a very small and only partially specialised team is unsustainable so the support and motivation for practical innovation will be strong. Whatever new model is adopted for dealing with tangible heritage management, whether a specialized agency or whatever, will have significant resource implications for MCT and their recognition and anticipation of this will be an important element in achieving sustainability.

9 Crosscutting issues (equal opportunity, environment, etc…)

The project will meet all EU equal opportunities requirements.

The project will respect EU environmental requirements and expectations. For example serious effort will be made to try to maintain a 'paperless office' environment.

10 Conditionality and sequencing

In terms of sequencing, while conceptually what happens in Component 2 is seen to be a practical corollary of the change process that should be set in motion by Component 1, much of the activity can be carried out in parallel. The activities listed for Component 1 follow a logical pattern of sequencing. Mapping of the cultural sector governance system in Component 1 obviously will help to begin focusing minds in terms of the overall Twinning project. It will also yield extremely important useful information and knowledge for the contracting Member State partner which will be directly relevant to all other aspects of its role in the partnership.

List of the abbreviations

BA	Beneficiary Administration
BC	Beneficiary Country
CSO	Civil Society Organisation
ENP	European Neighbourhood Policy
ENP AP	European Neighbourhood Policy Action Plan
ENPI	European Neighbourhood and Partnership Instrument
EaP	Eastern Partnership
EU	European Union
EUD	European Union Delegation
EUNIC	European Union National Institutes for Culture
HR	Human Resources
ICT	Information and Communications Technology
ISESCO	Islamic Educational, Scientific and Cultural Organization
MCT	Ministry of Culture and Tourism
MOSAIC	Managing an Open and Strategic Approach in Culture
MS	Member State
MS PL	Member State Project Leader
NGO	Non-Governmental Organisations
PAO	Programme Administration Office
PCA	Partnership and Cooperation Agreement
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
SIBA	Support to Institution Building Activities in Azerbaijan
STAGE	Support for Transition in the Arts in Greater Europe
STE	Short-Term Expert
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAIEX	Technical Assistance Information Exchange Office
ToR	Terms of Reference
TURKSOY	International Organization of Turkic Culture
UNAOC	United Nations Alliance of Civilizations
UNESCO	United Nations Educational, Scientific and Cultural Organization
WTO	World Trade Organisation

ANNEXES

(1) Logical framework matrix
(2) Organisation Chart of Central Office of the Ministry of Culture and Tourism
(3) List of relevant Laws and Regulations
(4) Development Concept "Azerbaijan – 2020: Outlook for the Future" – article 10 -

ANNEX 1

Logical Framework Matrix

Support to the Ministry of Culture and Tourism of the Republic of Azerbaijan for the modernisation of policy and management system in the culture sector		Programme name and number **ENPI AAP 2011**	**AZ/15/ENP/OT/35**
Ministry of Culture and Tourism of the Republic of Azerbaijan		Contracting period expires:	Disbursement period expires:
		Total budget: 1.2 million EUR	
Overall Objective	**Objectively Verifiable Indicators**	**Sources of Verification**	**Assumptions**
To contribute to modernising Azerbaijan's policy and management of the culture sector through adaptation of best European models and practices.	• Ministry of Culture and Tourism adapted best European models and practices • Positive assessment made by external independent institutions on progress made in Azerbaijan	• Regular reports of international organisation • Report of the Ministry of Culture and Tourism • ENP AP Progress report Azerbaijan • ENP AP implementation reports provided by the Government of Azerbaijan • National statistics	
Project Purpose			
To assist the Ministry of Culture and Tourism in the transition to a more strategic management model for the culture sector with particular focus on cultural heritage needs (including tangible and non-tangible	• Increased professional efficiency and participatory consultation, coordination and networking in implementation of culture reforms and action lines in Azerbaijan by the relevant actors (Ministries, Centres and Agencies, non-governmental	• Decisions by the Government of the Republic of Azerbaijan; • Regular reports of international organisation • Report of the Ministry of Culture and Tourism	• The Government of Azerbaijan maintains its commitments regarding adoption of best European practices and models

heritage, museums and libraries) adapting appropriate European experience and models.	organisations and independent cultural operators and other concerned institutions and bodies) • Enhanced capacity of Azerbaijani experts from MCT and relevant stakeholders to implement and maintain the new culture model • Established internal and inter-institutional co-ordination and consultation mechanisms across the sector • Increased awareness of the best European experience and models • Successful policy and institutional modernisation	• ENP AP Progress report Azerbaijan; • ENP AP implementation reports provided by the Government of Azerbaijan • Reports of external evaluation • Joint Monitoring Committee protocols • Project Interim Reports • Project Final report	
Results			
1. The culture sector policy and governance system in Azerbaijan reviewed and a new model developed.	• Mapping of the culture sector governance system in the country • Situational analysis on overall institutional set up, administrative processes and coordination mechanisms endorsed by beneficiary • Concept of new culture sector governance model endorsed by the Beneficiary • 'Road Map for Change' to implement a new culture sector governance model concept endorsed by the Beneficiary • Administrative Reform Plan with 'milestones' and timetable endorsed by	• Assessment reports on overall institutional set up, administrative processes and coordination mechanisms • New culture sector governance concept • Mid- and long-term strategies • Road Map • Administrative Reform Plan • Experts' mission reports	• External partners will be able to attend the meetings • Collaboration and cooperation among the stakeholders • Possible institutional changes do not affect the existing roles and responsibilities of related institutions and departments • Required data are available

	the Beneficiary • A Mid-Term (5 year) and a Long-term (15 year) Strategy documents describing MCT's vision and goals endorsed by the Beneficiary • New Approaches to Supplementary and Alternative Funding Sources and Mechanisms endorsed by the Beneficiary		
2. Amendments to the legal framework for full application of a new culture sector policy and governance model drafted.	• Comparative review of Azerbaijan's present legislation regulating culture sector governance and the required framework • Relevant amendments to existing or new primary and/or secondary legislation covering all identified gaps is ready for submission for further approval by beneficiary	• Assessment report • List of needed revisions of the legal & normative framework; • Recommended texts of revised laws, decrees & bylaws • Experts' mission reports	• External partners will be able to attend the meetings • Collaboration and cooperation among the stakeholders • Possible institutional changes do not affect the existing roles and responsibilities of related institutions and departments • Required data are available
3. The capacity of the MCT, its regional offices and relevant stakeholders on management, co-ordination, networking and digitalisation of culture sector enhanced on the basis of European best practices and tested.	• 'think-tank-style' analysis exploring innovative and value-adding linkage perspectives and opportunities to other sectors and agendas (e.g. education, tourism, rural development, urban regeneration etc.) • Innovative concept to the use of the ICT, digitalisation and new technologies to deliver old and new	• 'Think-tank-style' report • In-depth institutional analysis report • Training needs assessment report • Pilot documentations • Digitalization concept and implementation plan • Reports on the delivered	• External partners will be able to attend the meetings • Collaboration and cooperation among the stakeholders • Possible institutional changes do not affect the existing roles and responsibilities of related

	cultural products and services to the regions and its implementation plan and test with two regions • Dissemination of the experience and results of pilot exercise • Audit review, including detailed SWOT analysis of MCT human resources • Detailed review and inventory of current MCT, co-operation partnerships and linkage with public, non-public and civil stakeholders • Training and needs assessment and training programme/strategy • Completed 10 training sessions to MCT and relevant stakeholders staff • Implemented Study mission(s) / internship(s)	trainings and workshops with involvement of relevant MCT staff and other institutions • Reports on the study visits with involvement of relevant MCT staff and other institutions	institutions and departments • Required data are available
4. An effective model of management of national cultural heritage (including tangible and intangible heritage, museums and libraries) elaborated and tested	• Review of the tangible cultural heritage sector in the context of contemporary European and international developments and practice • Review of the museums sector in the context of contemporary European and international developments and practice • Review of the libraries sector in the context of contemporary European and international developments and practice	• Assessment reports on tangible cultural heritage, museum and library sectors • A National Strategy • Modernized model • Pilot documentation • Minutes (protocols) of round table discussions • Statistics of visitors of pilot centres	• External partners will be able to attend the meetings • Collaboration and cooperation among the stakeholders • Possible institutional changes do not affect the existing roles and responsibilities of related institutions and departments • Required data are available

	• Draft modernized model of administration and management of national cultural heritage accepted by the Beneficiary • A National Strategy for the protection of cultural heritage and its implementation mechanisms accepted by the Beneficiary • Tested innovative approaches for Museums and Libraries • Analysis of the test run and results integrated in proposed national strategy. • Dissemination of the experience and results of pilot exercise • Number of visitors of pilot museum and library		
5. Regulatory framework for preservation, protection and promotion of cultural heritage developed	• Comparative review of Azerbaijan's present legislation regarding to cultural heritage and the required framework; • Relevant amendments to or new primary and/or secondary legislation covering all identified gaps for further approval by beneficiary • Sources of verification	• Assessment report • List of needed revisions of the legal & normative framework; • Recommended texts of revised laws, decrees & bylaws	• External partners will be able to attend the meetings • Collaboration and cooperation among the stakeholders • Possible institutional changes do not affect the existing roles and responsibilities of related institutions and departments • Required data are available
Activities	**Means**	**Costs**	

|			
Component 0. Visibility actions			
0.1 Kick-off meeting			
0.2 Final conference			
Component 1. Cultural Sector Policy and Governance Reform			
Result 1: The culture sector policy and governance system in Azerbaijan reviewed and a new model developed			
1.1 Establishment of a senior level 'Policy and Planning Working Group'	RTA; STEs		
1.2 Mapping of the culture sector governance system in the country focusing on: i) 'fitness for purpose' issues related to the current model, ii) policy, planning and management issues, iii) any potential for innovative financing and additional alternative funding mechanisms and approaches, iv) quality assurance	RTA; STEs		
1.3 Organisation of study visit(s) to an EU Member State(s) to study examples of good practice in relation to EU cultural standards	RTA; STEs		
1.4 Drafting a concept of new culture sector governance model and a mid- and long-term strategy papers			
1.5 Supporting in elaboration of a roadmap for full implementation of a new culture sector governance model and of an Administrative			

Reform Plan with 'milestones' and timetable			
Result 2: Amendments to the legal framework for full application of a new culture sector policy and governance model drafted			
2.1 Conducting a comparative review of Azerbaijan's present legislation regulating culture sector governance and the required framework and development of relevant amendments to existing or new primary and/or secondary legislation covering all identified gaps	RTA; STEs		
Result 3: The capacity of the MCT, its regional offices and relevant stakeholders on management, co-ordination, networking and digitalisation of culture sector enhanced on the basis of European best practices and tested			
3.1 Thorough analysis of current MCT, co-operation, partnerships and linkage with public, non-public and civil stakeholders; provision of recommendations for more effective mechanism of co-operation and development of supporting documents (if necessary); provision of recommendations on innovative and value-adding linkage perspectives and opportunities to other sectors and agendas (e.g. education, tourism, rural development, urban regeneration etc.)	RTA, STEs		
3.2 Development of an innovative concept to the use of the ICT, digitalisation and new	RTA, STEs		

technologies to deliver old and new cultural products and services to the regions and its implementation plan; test with two contrasting regions			
3.3 Training needs analysis of the MCT and relevant stakeholders' staff, development of a training strategy, drafting of training materials for training courses based on the implications of the subjects, execution of training courses and follow-up evaluation of this training	RTA, STEs		
Component 2. Institutional Development of Cultural Heritage Management **Result 4: An effective model of management of national cultural heritage (including tangible and intangible heritage, museums and libraries) elaborated and tested**			
4.1 Review of current model of administration and management of national cultural heritage (including tangible and intangible heritage, museums and libraries) and development of a new modernised model; review of current situation regarding protection of cultural heritage in Azerbaijan, preparation of a National Strategy for the protection of cultural heritage and development of its implementation plan	RTA, STEs		
4.2 Development and implementation of two Pilot	RTA, STEs		

Projects in tangible and intangible heritage, museum and library sectors (with 'Museums for All' and 'Libraries for the Futures' as indicative activity ideas) on testing new models and approaches; organisation of internship(s) (on-the-job training(s)) for the staff of the Beneficiary involved in pilot projects to selected EU Member State(s)			
Result 5 - Regulatory framework for preservation, protection and promotion of cultural heritage developed			
5.1 Comparative review of Azerbaijan's present legislation for preservation, protection and promotion of cultural heritage and development of relevant amendments to existing or new primary and/or secondary legislation covering all identified gaps	RTA, STEs		
Note: While drafting the work plan for this project, the twinning partners (MCT and the selected Member State/s) will set up measurable indicators and resources of verification on the basis of those given in the logical framework and the commonly agreed activities and outputs			

ANNEX 2

**Organisation Chart of the Central Office of the Ministry of Culture
and Tourism of the Republic of Azerbaijan**
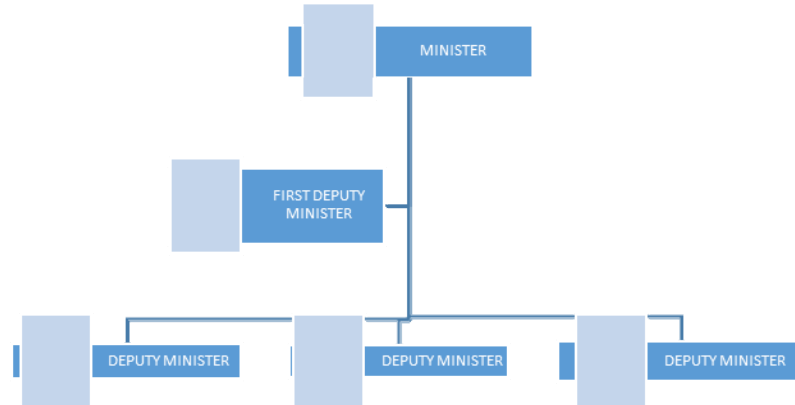
- Administration department
- Art department
- Culture policy department
- Cinematography department
- Cultural heritage department
- Tourism department
- Publishing, advertisement and information department
- Science and education department
- International relations and cultural programs department
- Personnel department
- Department of Finance and accounting
- Department of economics
- Investment and technical programs department
- Analysis and software supply department
- General department
- Logistics department

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ANNEX 3

List of relevant Laws and Regulations

</div>

- **December 21st, 2012 – Law of Azerbaijan Republic "On Culture" № 506-IVQ (with last amendment in May 14th, 2014)**
The Culture Law spells out the principles and aims of the state policy, and lays down the duties of government and local authorities in this area. It guarantees the right of individuals to engage in creative activity, promotes international contacts and co-operation, prevents the state from monopolising culture, and covers preservation and development of the cultural identity and heritage of Azerbaijan and ethnic minorities, historically resident in its territory. It also provides measures to promote creativity and the activities of public agencies and organisations working in the cultural sphere. State interference is limited to prohibiting any material that is pornographic or which encourages violence, racial, national or religious intolerance, or drug addiction. These prohibitions are backed by effective legal sanctions. All other forms of state interference in cultural activity are prohibited.

- **April 10th, 1998 – Law of Azerbaijan Republic "On Protection of historical and cultural monuments" №470-IQ (with last amendment in February 1st, 2010)**
The Law defines the issues, specifies the responsibilities of state and local authorities, and lays down principles for the use, study, conservation, restoration, reconstruction, renovation and safety of monuments. The Law declares that cultural objects with national status: historical and cultural monuments, cultural goods stored in state museums, archives, libraries, as well as the territories where they are situated, are not subject to privatization.

- **February 14th, 2014 - Decree of the President of the Republic of Azerbaijan on implementation of the Cultural Concept of the Republic of Azerbaijan, #273**

- **Mart 24th, 2000 – Law of Azerbaijan Republic "On Museums" №839-IQ (with last amendment in June 16th, 2007)**
The Law on Museums regulates relations between museums and the state, defines the duties, functions, privileges and powers of both sides, lays down detailed rules on museum activity, promotes the protection, conservation, development and enrichment of museum collections, and improves the social security position of museum workers.

- **June 4th, 1999 – Law of Azerbaijan Republic "On Tourism" № 674-IQ (with last amendment in June 5th, 2007)**
The main goal of this Law is to bring the tourism sector, being potentially self-sufficient from an economic point of view, closer to culture and cultural heritage and to help the two sectors to develop together in a framework of joint cultural tourism programmes and projects.

Development Concept "Azerbaijan - 2020: Outlook for the Future"

Article 10

"Necessary work will be carried out to promote the rich traditions and customs of the Azerbaijani people, maintain national holidays and ceremonies, reconstruct historical symbols and legends, promote national music and dances, maintain oral folklore, restore national games and performances, develop the rich traditions of painting, decorative and miniature arts, study samples of Azerbaijani arts kept in the world's influential museums, prove their belonging to Azerbaijan, and promote our arts in UNESCO, ISESCO, TÜRKSOY and other international organizations.

Taking into account the illegal misappropriation and groundless losses of integral parts of non-tangible cultural heritage, additional measures will be carried to maintain creative achievements and innovations generated collectively and handed down from one generation to another and include samples of folklore and traditional knowledge on the UNESCO special list. Also, national legislation in this sphere will be maintained in a complex manner, copyright and related rights will be protected and participation in the application and development of the international legal base will be ensured. Systemic measures will be taken to establish the logistical basis in the sphere of culture in line with modern standards, make wide use of information and communication technologies, increase efficiency in the use of funding allocated from the state budget and use funding from legal sources. Along with that, necessary work will be carried out to create an educational course on culture at institutions of the system of paid cultural services and at institutions of secondary and higher education.

In order to adopt a state programme on the restoration and protection of immovable historical and cultural monuments and improvement and development of the activities of cultural reserves in 2013-2020, a single electronic database and register will be created in this sphere. In order to protect and effectively manage archaeological heritage, necessary work will be carried out to support the activities of organizations studying archaeological heritage in our country, complete the study of archaeological zones and sites of ancient cities and use those territories for cultural and tourist purposes.

Taking into account social, economic and cultural development in the republic, a new approach will be taken to the museum business, and in order to ensure the complete protection of items kept in museums, an electronic database on museum items and a centralized information system of museums will be created in line with international standards. Work will continue to refurbish and build museums, strengthen their logistical base and create new museums. Work to collect material in order to return museum items stolen in the occupied territories, to study exhibits of Azerbaijani origin kept at world museums and prove their belonging to Azerbaijan will continue.

Along with the development of mechanisms of cultural-political support for the nontangible cultural heritage of Azerbaijan, consistent measures will be taken to organize spheres such as the study of regional history, folklore and popular applied arts, and international promotion in this field will be a priority task. A special programme and action plan will be drafted and implemented to familiarize the countries of the world with the Azerbaijani language, Azerbaijani culture".