



**Culture &  
Creativity**

EU-Eastern Partnership Programme

# **REPORT ON INCREASING THE COMPETITIVENESS OF THE CULTURAL HERITAGE SECTOR IN ARMENIA**

**Consultant: Dr. Robert Pickard**



This Programme is funded  
by the European Union

**Project Title: Eastern Partnership Culture Programme II**  
ENPI /2014/353745  
British Council

NKE assignment number: 26 Senior

**Date 24th February 2017**

**Dear Armen Theatre**

*(image source)*



# This report contains the following Parts:

Summary

Part 1: Overview of key trends and developments in the cultural heritage sector development in European Union

Part 2: Data collection and analysis of Armenian cultural heritage sector

Part 3: Recommendations

# SUMMARY

Following the agenda established through the Council of Europe's Framework Convention on the Value of Cultural Heritage for Society, more recent conclusions of the Council of the European Union have reiterated the view that cultural heritage is a "resource for a sustainable Europe". The European Commission has also highlighted that the contribution of cultural heritage to economic growth and social cohesion is undervalued, in spite of growing scientific evidence, and has called for an integrated approach to cultural heritage for Europe.

In light of key European reports and documents, Part 1 of this report provides an overview of key trends and developments in the cultural heritage sector development in both the European Union and Council of Europe. It highlights the new emphasis on economic and social potential including through evidenced-based policy, as well as new managements models, the skills development, innovative products and services, and new technologies.

In Part 2, following data collection and discussions with key stakeholders within the field of cultural heritage in Armenia, an analysis of the Armenian cultural heritage sector is provided. This summarises the response of the RA Ministry of Culture to a series of questions and issues about the current situation of the cultural heritage sector and identifies a number of critical issues, including by reference to the observations of other stakeholders, which point to areas for development and action.

Developing out of the issues raised in Part 2, Part 3 concentrates of setting out a number of recommendations and explains these in the context of good practice from elsewhere.

## **The fifteen recommendations for development in the cultural heritage sector in Armenia centre on the following issues:**

- Evidenced-based policy
- Indicators for policy considerations
- Cultural corridors and routes, heritage-led regeneration and the role of clusters and networks
- Towards an integrated approach
- Tourism and the Heritage Resource
- Skills development and training
- Financial assistance, funding mechanism and fund-raising
- Inventories, Rehabilitation and Ownership
- Museums sector
- Intangible Heritage
- Awareness-Raising



Ceramic tiles, Armenian Quarter

[\[image source\]](#)

# PART 1:

## OVERVIEW OF KEY TRENDS AND DEVELOPMENTS IN CULTURAL HERITAGE SECTOR DEVELOPMENT IN EUROPEAN UNION

A number of recent documents, including official conclusions and research findings, reveal the key trends and developments in the cultural heritage sector in Europe. These include the Council of Europe's Framework Convention on the Value of Cultural Heritage for Society (2005), the results of European Commission research studies, documents arising from the European Union including the Council of the European and the resolutions of the European Parliament, and the Council of Europe strategy concerning the cultural heritage for the 21st century. The issues and trends arising from these documents are further explored in the following sections of Part 1 of this report:

**1. The Council of Europe Framework Convention of the Value of Cultural Heritage for Society<sup>1</sup>** (Faro, 2005: Council of Europe Treaty Series No. 199) opened for signature in Faro, 27/10/2005 and entered into force following ratifications by 10 member states. It has now been ratified by 17 member states (including Armenia on 22/08/2012, entering into force on 01/12/2012). *The Faro Convention* is based on the idea that knowledge and use of heritage form part of the citizen's right to participate in cultural life as defined in the Universal Declaration of Human Rights. The text presents cultural heritage as a resource for human development, the enhancement of cultural diversity and the promotion of intercultural dialogue, and as part of an economic development model based **on the principles of sustainable resource use.**

Three main themes have been identified for a political interpretation of the *Faro Convention* and connect and highlight the priorities of the Council of Europe. These themes are: **Managing cultural diversity for cohesive societies, Improving the living environment and quality of life and Developing democratic participation<sup>2</sup>.**

The Council of Europe has been focusing on six objectives since 2013 in order to promote the Convention, support activities in the member states and measure its impact.

**Under the theme of Managing cultural diversity for cohesive societies, the objectives are:**

- to determine the public interest in heritage in order to stimulate the right investment for preserving and enhancing the social and economic value of the different kinds of heritage (Articles 5a, 5b and 10a);
- to promote conciliation and reconciliation in order to bring together within a community the stakeholders who are defending divergent interests, and to allow dialogue to become one of the main forces for sustainable development (Articles 5f, 7a, 7b and 7c).

1 <http://www.coe.int/en/web/conventions/full-list/-/conventions/rms/0900001680083746>

2 Faro Brochure:  
<https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=09000016806abde6>

Under the theme of *Improving the living environment and quality of life*, the objectives are:

- to encourage a high quality architectural and urban design enriched by the cultural diversity of the territories and their traditions (Articles 5e and 8d);
- to bring together the objectives related to economic efficiency, social cohesion and ecological balance within heritage-led strategies that allow for the combined action of public authorities, investors and civil society (Articles 5g, 8a, 8b, 9a, 10b, 10c, 11a, 11b, and 11c).

Under the theme of *Developing democratic participation*, the objectives are<sup>3</sup>:

- to implement “shared responsibility” involving citizens and civil society in mechanisms integrated with public action in order to identify values, define priorities and manage heritage-led projects (Articles 5c, 5d, 11d, 11e, 12a and 12c);
- to encourage a sense of responsibility in all social stakeholders so that they act on the basis of feeling they belong to a community which is enriched by its diversity (Articles 8c, 9b, 9d).

In addition, in line with previous Council of Europe Conventions on the architectural heritage (Granada, 1985), archaeological heritage (Valetta, 1992) and landscape (Florence, 2000) an **integrated approach** to the management of the cultural heritage was emphasised.

Indeed the principles and key issues of the *Faro Convention* are now embedded in the policies of the European Union as is evidenced in a number of documents:

## **2. Council of the European Union Conclusions of 21 May 2014: *On cultural heritage as a strategic resource for a sustainable Europe* (2014/C 183/08)**

Building on the *Faro Convention*, the Council of the European Union has also emphasised the value of cultural heritage for society and its potential for sustainable development.

This document emphasises that, within the EU, Europe’s cultural heritage is to be safeguarded and enhanced including resources inherited from the past in all forms and aspects including tangible, intangible and digital including monuments, sites, landscapes, skills, practices, knowledge and expressions of human creativity and collections conserved and managed by public and private bodies such as museums, libraries and archives. It emphasises that these have **value to society** from a cultural, environmental, social, economic and technological viewpoint **and that their sustainable management constitutes a strategic choice for the 21<sup>st</sup> Century** bearing in mind their non-renewable nature.

### **The conclusions emphasise that:**

Cultural heritage has an important role to play in **creating and enhancing social capital** (via citizen participation in public life, enhancing quality of life, promoting diversity and intercultural dialogue and a sense of belonging, and facilitation social inclusion develop skills, knowledge creativity and innovation and provide a tool for formal/informal education, life-long learning and training).

Cultural heritage has an important **economic impact** including in cultural and creative sectors, providing a powerful force for local and regional development and the enhancement of sustainable cultural tourism, supports rural and urban regeneration and generates different types of employment.

<sup>3</sup> [http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014XG0614\(08\)&from=EN](http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014XG0614(08)&from=EN)

See also:

[http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/en/educ/142705.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/educ/142705.pdf)

Cultural heritage has a specific role to play **in achieving the Europe 2020 strategy<sup>4</sup> goals for 'smart, sustainable and inclusive growth'** (due to its social and economic impact and its contribution to environmental sustainability).

As cultural heritage policy issues cut across several other public policies (such as tourism, regional development, education by example) the **potential for integration of policies should be recognised and developed.**

Accordingly, the conclusions called for

- recognition of the value cultural heritage and its potential as a shared resource for developing a society based on democratic, ethical, aesthetic and ecological values, in particular in crisis situations
- dialogue with cultural heritage stakeholders to identify and implement co-ordinated policies and actions for sustainable management and development of cultural heritage, as well as promoting collaboration with international and intergovernmental organisations (in particular the Council of Europe)
- mobilisation of resources for supporting, enhancing and promoting cultural heritage via integrated and holistic approaches (taking into account cultural, economic, social, environmental and scientific components)
- mainstreaming of cultural heritage policies in national and European policies
- identification and building of synergies between cultural heritage and other policy fields (naming, but not as an exhaustive list, the following: regional development, cohesion, agriculture, Maritime affairs, environment, energy and climate change, tourism, education, research and innovation)
- improvement of access to funding from all available programmes as part of integrated strategies for sustainable local and regional development

The conclusions further called for

- promotion of long-term heritage **policy models that are evidenced-based and society and citizen-driven**
- enhancing the **role of cultural heritage in sustainable development , focussing on urban and rural regeneration, redevelopment and rehabilitation**
- encouraging **networking, partnerships between the cultural heritage sector and other policy fields, between public and private sectors and at different levels of governance**
- fostering **traditional knowledge and skills** necessary to the safeguarding, sustainable management and development of cultural heritage and the continuous protection and access to Europe's cultural assets
- developing a **research agenda** and initiatives for cultural heritage especially through the Horizon 2020 framework programme (see section 6 and 8 below).

The document called on the European Commission to

- pursue **analysis of economic and social impact of cultural heritage**
- assist in **developing a strategic approach** to cultural heritage
- include cultural heritage as part of the Europe 2020 strategy

---

4 [https://ec.europa.eu/info/strategy/european-semester/framework/europe-2020-strategy\\_en](https://ec.europa.eu/info/strategy/european-semester/framework/europe-2020-strategy_en)

- promote **exchange and use of good practices** aimed at fostering **sustainable use and management** of cultural heritage
- support **networking and pooling of resources** between public and private heritage experts and practitioners, as well as civil society organisations

### 3. Communication from the European Commission entitled: *Towards an integrated approach to cultural heritage for Europe (2014)*<sup>5</sup>.

The ideas were further developed through this communication. This emphasised that Europe's cultural heritage was on the EU agenda and to be regarded as "an asset for all, a responsibility for all", particularly that heritage, in its many dimensions, **was often undervalued in terms of its contribution to economic growth and social cohesion.**

Evidence from sectorial and country-based studies have indicated that the heritage sector makes a significant economic contribution (especially in the construction sector and public investment helps to lever further investment), and heritage has spill-over effects in other economic sectors (such as tourism jobs (using statistics of European travellers to heritage sites). The document further indicated that **the use of technology adds to economic value in the heritage sector** (for example, through digitised material for enhancing visitor experiences, developing educational content and other tourism applications and games).

The communication further emphasised that **heritage has a great capacity to promote social cohesion and integration**, for example, through heritage-led regeneration of neglected older areas and providing opportunities for education and volunteering and between young and old and by promoting dialogue between different cultures and generations.

However, it was recognised that greater understanding of the actual and potential role of heritage in policy development, especially in relation to economic and social impacts, would be required and identifying that European funded research would be directed at improving data. That research project, entitled *Cultural Heritage Counts for Europe: Towards an European Index for Valuing Cultural Heritage*, has since reported and will be discussed further below (see section 6 below).

The communication made further reference to **heritage as a source of social innovation for smart sustainable and inclusive growth** identifying a number of challenges that need to be addressed (including pressures caused by high tourist activity, digitisation, trafficking of cultural goods, global warming and climate change) and the need to adapt management models and develop professional new skills, including the involvement of private stakeholders and public-private partnerships, as well a more integrated approach to heritage conservation, promotion and valorisation in order to take into account its contribution to societal and economic objectives and impacts on other public policies.

<sup>5</sup> COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS, *Towards an integrated approach to cultural heritage for Europe*, EUROPEAN COMMISSION, Brussels, 22.7.2014, COM(2014) 477 final:

[http://ec.europa.eu/assets/eac/culture/library/publications/2014-heritage-communication\\_en.pdf](http://ec.europa.eu/assets/eac/culture/library/publications/2014-heritage-communication_en.pdf)

A number of areas were highlighted to reveal how the heritage sector is beginning to **address new challenges and opportunities**, including:

- conservation being geared towards **preservation and enhancement of whole landscapes/territories rather than isolated sites** (and more people-centred: making the cultural heritage resource part of the local community)
- **digitisation and online accessibility widening engagement in heritage**, including through e-learning tools, and opening new revenue streams
- allowing **heritage sites to become public spaces which can have social, economic and environmental benefits** (capital) including economic activity, centres of knowledge, focal points for creativity and culture, places of community interaction and social integration
- **museums and archives collections evolving through digitisation** and open networks widely available to citizens (but there are issues of copyright to resolve); museums becoming **increasingly community-orientated** (led by local people including through heritage-based narratives on historical events) with audiences on a par with collections
- **opportunities for heritage sites in towns and cities to host clusters of cultural and creative industries** and for cultural heritage embedded in rural and remote areas to be lined to community-orientate management for improving economic and social potential

The communication further emphasised that cultural heritage is central to the *European Agenda for Culture*, making a significant contribution to all of its three objectives:

- **promotion of cultural diversity and intercultural dialogue** – because of its intrinsic and social value, heritage is a pivotal component for enhancement. Digitisation of heritage is emphasised for improving access.
- **promotion of culture as a catalyst for creativity** – through heritage contributing to direct and indirect economic potential, including the underpinning of cultural and creative industries. There is potential for exploiting cultural heritage for local and regional development, for promoting tourism around European cultural and industrial heritage and for reviving old skills and crafts and developing new ones (especially in information technologies).
- **promotion of European expertise in cultural heritage** – as a part of European public diplomacy and for creating stronger ties beyond EU borders.

#### **4. Council of the European Union: Conclusions on participatory Governance of cultural heritage** (adopted under the Italian Presidency in November 2014)<sup>6</sup>

These **Conclusions** highlighted that the involvement of all interested parties in decision-making, planning, implementing, monitoring and evaluating cultural heritage policies and programmes can increase public awareness of the values that it represents, reinforce transparency and accountability in the use of public resources, and building trust between citizens and public authorities. Apart from the tangible and intangible heritage, the Conclusions underlined the importance of the **digital heritage for the development of innovative services, such as Europeana** web site<sup>7</sup> which enables people to explore the digital resources of Europe's galleries, museums, libraries, archives and audiovisual

<sup>6</sup> [http://eur-lex.europa.eu/legal-ontent/EN/TXT/PDF/?uri=CELEX:52014XG1223\(01\)&from=EN](http://eur-lex.europa.eu/legal-ontent/EN/TXT/PDF/?uri=CELEX:52014XG1223(01)&from=EN)

<sup>7</sup> See <http://www.europeana.eu/portal/en>

collections. The Conclusions further explored the synergies **between the culture and tourism sectors**. The Conclusions also included an invitation to the European Commission to propose a **“European Year of Cultural Heritage”**.

## 5. European Parliament Resolution of 8 September 2015: Towards an integrated approach to cultural heritage in Europe<sup>8</sup>

The European Commission’s Communication *Towards an integrated approach to cultural heritage for Europe* was welcomed by the Committee of the Regions in its Opinion of 16 April 2015, and by the European Parliament, which adopted a Resolution on 8 September 2015.

### The Resolution re-emphasised the need for:

#### - An Integrated Approach including:

- for the benefit of cultural dialogue and mutual understanding, taking into account cultural, economic, social, historical, educational, environmental and scientific components, with the objective of achieving enhanced social, economic and territorial cohesion
- and to develop a **European Year of Cultural Heritage** to help embed this

#### - Funding including:

- bringing together information from EU funding around three main components: a database of tangible and intangible cultural objects and associated best practices, **funding opportunities** of cultural heritage, as well as **data on the state (condition) of cultural heritage** and other associated issues such as climate change, as well as details of restoration projects (as best practice)
- the need for **studies and research and pilot measures to analyse the impacts of cultural heritage promotion, and developing specific indicators and benchmarks** in relation to the direct and indirect contribution of cultural heritage to economic and social development processes, and directly supporting cultural and social innovation in local settings where cultural heritage can drive development and improve quality of life (as in the *Faro Convention*)
- encourage **public-private partnerships and strengthen multi-funding approaches**
- investigate the possibility of using **fiscal incentives** in relation to restoration, preservation and conservation work, particularly as much cultural heritage is managed by private bodies and **look at and exchange best practices in Europe** in order to ensure maximum encouragement of private support for tangible and intangible heritage projects and maximise economic development and social cohesion impacts in local environments

#### - New Governance Models including:

- **Shared resource aspects** (as advocated in the *Faro Convention*)
- **New legal tools** to allow **alternative funding and administration models**, such as community development, participation of civil society, public-private partnerships
- Striking a **balance between sustainable conservation and development of economic and social potential of cultural heritage**

<sup>8</sup> European Parliament resolution of 8 September 2015 Towards an integrated approach to cultural heritage for Europe (2014/2149(INI)) P8\_TA(2015)0293

- Creating a **dialogue between different levels of governance, cultural and creative industries, networks of tourism operators, public and private partners and NGOs**
- **Impact assessment** of development on cultural heritage

#### - The Economic and Strategic Potential of the Cultural Heritage including:

- recognising that **cultural heritage has the capacity to create highly skilled jobs**
- having greater focus **on cultural tourism in developing macro-regional potential** (including through 'soft travel' initiatives) and through local development strategies and **promote joint cultural heritage and tourism projects**
- promoting **innovation and competitiveness on the cultural and creative sectors** especially by supporting artists, creators and cultural professions
- improving methodological frameworks to provide **better statistics on cultural heritage** including the development of a **set of indicators for monitoring and evaluation of the cultural heritage** and **assessing the actual and potential economic value of the cultural heritage** (in a more systematic manner)
- recognising the potential of cultural heritage for **youth employment**, strengthening the bridge between education and working life, for example through training and start-ups in SMEs and by innovative funding, training and improving mobility of workers
- Recognising the potential to develop entrepreneurial activity especially for tourism SMEs, start-ups, the non-profit sector and reducing unnecessary burdens/legislative constraints on SMEs

#### -Opportunities and Challenges including:

- **Digitisation of cultural heritage** (to improve preservation, provide education opportunities, create jobs, improve social inclusion and wider accessibility especially for people disabled or living in remote areas)
- **Emphasising the importance of intercultural dialogue, the characteristics of national minorities and the need to preserve the religious heritage regardless of religious origin**
- **Encourage the use of cultural heritage as an educational tool for societal issues**

These are some of the key issues raised by the resolution, but there are many other issues which will require consideration of the resolution itself.

## 6. Getting cultural heritage to work for Europe: Report of the Horizon 2020 Expert Group on Cultural Heritage (2015)<sup>9</sup>

This document sets out recommendations for an innovative policy framework and agenda for **cultural heritage-related research and innovation** up to 2020 (see further – sections 7 and 8 below). It represents the findings of the Expert Group on Cultural Heritage established under the Horizon 2020 Work Programme 2014 for the Societal Challenge 'Climate action, environment, resource efficiency and raw materials'<sup>10</sup>. It re-emphasises the role of **cultural heritage as a positive contributor to gross domestic product (GDP), providing economic benefits** in terms of tourism but also as an **innovative stimulant for growth and employment** in a wide range of traditional and new industries. It also re-emphasises its **major contribution to social cohesion** for communities and stimulating young people to engage in the environment.

<sup>9</sup> See <https://ec.europa.eu/programmes/horizon2020/en/news/getting-cultural-heritage-work-europe>

<sup>10</sup> See [http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016\\_2017/main/h2020-wp1617-climate\\_en.pdf](http://ec.europa.eu/research/participants/data/ref/h2020/wp/2016_2017/main/h2020-wp1617-climate_en.pdf)

It advocated that the European Union should **vigorously promote the innovative use of heritage for economic growth, jobs, social cohesion and environmental sustainability particularly as the positive experience of cultural heritage is not yet universal** – with many places have not yet recognised the potential they hold to regenerate and renew.

The report centres on economic, societal and environmental issues as objectives for research in relation to cultural heritage research and innovation:

**- Economy:** Promoting innovative finance, investment, governance, management and business models to increase the effectiveness of cultural heritage as an economic production factor

In this respect, the report identifies that:

*"In such a model, the public sector would be called upon to refocus its own approach to cultural heritage. Rather than considering components like museums as a natural monopoly, it should incentivise the private sector to get involved, as well, through instruments such as tax breaks, differentiated VAT rates, well designed grant or loan programmes, public private partnerships (PPP) schemes, rights releases etc. It should generally create more of an environment encouraging the private sector to invest in cultural heritage".*

**- Society:** Promoting the innovative use of cultural heritage to encourage integration, inclusiveness, cohesion and participation.

In this respect, the report identifies that:

*"...Cultural heritage has traditionally been identified, protected and maintained by heritage specialists and/or professional heritage institutions. Although this has brought many benefits it has resulted in a heritage management system in which local communities often bear little responsibility for their own cultural landscapes, monuments, collections and intangible heritage... At a time when deregulation and decentralisation are policy goals in nearly all European countries, there are strong arguments for new collective arrangements for heritage and landscape management. These are reinforced by reductions in central budgets for protection and management of heritage, and the limited capacity of the commercial market to take up the slack".*

**- Environment:** Promoting innovative and sustainable use of cultural heritage to enable it to realise its full potential in contributing to the sustainable development of European landscapes and environments.

In this respect, the report identifies that:

*"The research, planning and management of...cultural landscapes have been traditionally split. Science is often monodisciplinary, policies are mostly single-sectoral and the management of landscapes shows a strong divide between nature and heritage management. This often leads to miscommunication, inefficient use of resources and loss of cultural and ecological assets".*



Earthquake memorial, Gyumri

[\(image source\)](#)

The report provides **four recommended research actions to reinforce the role of heritage as part Europe's underlying socio-economic, cultural and natural capital**, each of which can contribute to creating growth, jobs and reinforce social cohesion and participation, as well as focussing on management models:

### I) Heritage-Led Urban Regeneration of towns and cities

Many European historic towns and cities have recognised their potential as powerful magnets for attracting skilled and talented people, tourists and investment, whilst others suffer unemployment, economic stagnation and social problems - with a lack of civic ambition often being at the root of urban decline. The research agenda is directed at spreading knowledge, experience, good practice and providing evidence and examples for governance structures, financial instruments means of engagement and legal frameworks to achieve successful heritage regeneration. (See Research Call: SC5-21-2016-2017: Cultural heritage as a driver for sustainable growth: a) Heritage-led urban regeneration (2016)).

### II) Sustaining Cultural Landscapes

Similarly, many rural areas have suffered decline, depopulation and marginalisation. Therefore a parallel research agenda has been advocated to demonstrate successful ... (See Research Call: SC5-21-2016-2017: Cultural heritage as a driver for sustainable growth b) Heritage-led rural regeneration (2017)).

### III) Inclusive Governance

### IV) Innovative Business Models for cultural heritage

These two aspects are covered by Research Call: SC5-22-2017: Innovative financing, business and governance models for adaptive re-use of cultural heritage which centres historic assets which are facing functional redundancy such as churches no longer used for worship, industrial buildings no longer used for manufacturing, farm buildings no longer used for agriculture, cultural landscapes which are degrading etc. In most instances, the costs for the adaptive re-use of these assets cannot be supported by the public sector or by traditional private sector models relying on return on investment. The research therefore is directed at examining innovative financing, business and governance models would fill up this "investment gap" and enable the maintenance of the historic fabric, its integration with the modern world and the appreciation of heritage-inherent values by contemporary societies through optimal adaptive re-use practices.

## 7. Cultural Heritage Counts for Europe (CHCfE) (published June 2015 in English, and subsequent translations in 2016)<sup>11</sup>

The messages delivered through the report on Getting cultural heritage to work for Europe are further supported by the study "Cultural Heritage Counts for Europe: Towards a European Index for Cultural Heritage", which was a two-year project funded by the EU Culture Programme (2007-2013) that aimed to raise greater awareness on the multiple benefits of cultural heritage and present policy recommendations for tapping into heritage's full potential. From many case studies, European projects, and European, national, regional and local research and reports, the multiple benefits of cultural heritage in different parts of Europe were assessed, providing evidence of how aspects of cultural heritage deliver social and economic benefits. The results of the study have been widely

<sup>11</sup> See [http://blogs.enactc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE\\_REPORT\\_ExecutiveSummary\\_v2.pdf](http://blogs.enactc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE_REPORT_ExecutiveSummary_v2.pdf) (Executive Summary) and [http://blogs.enactc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE\\_FULL-REPORT\\_v2.pdf](http://blogs.enactc.org/culturalheritagecountsforeurope/wp-content/uploads/2015/06/CHCfE_FULL-REPORT_v2.pdf) for the main report.

referenced and commended for consideration by European countries.

The conceptual framework and inspiration for the implementation of the CHCfE project was provided by the principles and spirit of the Faro Convention, as well as of the Hangzhou Declaration (adopted more under the auspices of UNESCO<sup>12</sup>. The Faro Convention **puts people and human values in the centre of a renewed understanding of cultural heritage** (see above), while the *Hangzhou Declaration* recognises **the value of cultural heritage as a driver for sustainable development**.

Indeed the report identifies that the policy shift which led to the CHCfE project has been reinforced by the increased recognition of the importance of cultural heritage at the EU level, particularly through the *EU Conclusions on Cultural Heritage as a Strategic Resource for a Sustainable Europe*, the *Conclusions on Participatory Governance of Cultural Heritage*, the *Communication Towards an Integrated Approach to Cultural Heritage for Europe including the European Commission's report Getting cultural heritage to work for Europe*. In addition, the *EU Council's Conclusions on a Work Plan for Culture 2015-2018* identified **cultural heritage as one of its four priorities** and indicated the **need for the EU to invest in cultural statistics as a prerequisite for evidenced-based policy making with regard to cultural heritage**<sup>13</sup>.

Furthermore, the CHCfR report identified its place in relation to policy for cultural heritage at the wider European level of the Council of Europe (where Armenia is a Member State) through the Namur Declaration adopted by the 6th Conference of Ministers responsible for Cultural Heritage (22-24 April 2015), which called for a "common European strategy for cultural heritage" and will shortly be finalised (see below).

### The CHCfR study provides 10 key findings and 5 recommendations:

#### Summary of Key Findings:

- I) Cultural heritage is a key component and contributor to the **attractiveness of Europe's regions, cities, towns and rural areas** in terms of private sector inward investment, developing cultural creative quarters and attracting talents and footloose businesses - thereby enhancing regional competitiveness both within Europe and globally.
- II) Cultural heritage provides European countries and regions with **a unique identity** that creates compelling city narratives providing the basis for effective marketing strategies aimed at developing cultural tourism and attracting investment.
- III) Cultural heritage is a **significant creator of jobs across Europe**, covering a wide range of types of job and skill levels: from conservation-related construction, repair and maintenance through cultural tourism, to small and medium-sized enterprises (SMEs) and start-ups, often in the creative industries.
- IV) Cultural heritage is an important **source of creativity and innovation**, generating new ideas and solutions to problems, and creating innovative services - ranging from digitisation of cultural assets to exploiting the cutting-edge virtual reality technologies - with the aim of interpreting historic environments and buildings and making them accessible to citizens and visitors.
- V) Cultural heritage has a track record on providing **a good return on investment and is a significant generator of tax revenue for public authorities** both from the economic activities of heritage-related sectors and indirectly through spillover from heritage-oriented projects leading to further investment.

<sup>12</sup> The Hangzhou Declaration: Placing Culture at the Heart of Sustainable Development Policies Adopted in Hangzhou, People's Republic of China, on 17 May 2013: See <http://www.unesco.org/fileadmin/MULTIMEDIA/HQ/CLT/images/FinalHangzhouDeclaration20130517.pdf>

<sup>13</sup> See <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014XG1223%2802%29&from=EN>

**VI)** Cultural heritage is a **catalyst for sustainable heritage-led regeneration**.

**VII)** Cultural heritage is a part of the solution to Europe's **climate change challenges**, for example through the protection and revitalisation of the huge embedded energy in the historic building stock.

**VIII)** Cultural heritage contributes to the **quality of life**, providing character and ambience to neighbourhoods, towns and regions across Europe and making them popular places to live, work in and visit – attractive to residents, tourists and the representatives of creative class alike.

**IX)** Cultural heritage provides an essential **stimulus to education and lifelong learning**, including a better understanding of history as well as feelings of civic pride and belonging, and fosters cooperation and personal development.

**X)** Cultural heritage combines many of the above-mentioned positive impacts to **build social capital** and helps deliver social cohesion in communities across Europe, providing a framework for participation and engagement as well as fostering integration.

**The 5 strategic recommendations of the CHCfC report are directed to EU Member States but are relevant for all European countries:**

### **I) Supporting evidence-based policy making**

- Promoting an holistic approach to collecting, managing and interpreting data, both quantitative and qualitative, which can demonstrate the impact of heritage on Europe's economy, society, culture, and environment;
- Making use of the framework provided by the project to identify, define and categorise heritage impact indicators;
- Supporting proper training of practitioners who are responsible for conducting heritage impact assessments and providing cultural (heritage) statistics.

### **II) Measuring impact**

- Ensuring that cultural heritage impact is measured in a more systematic and holistic way by all relevant stakeholders and operators by:
  - *identifying and disseminating good practice;*
  - *introducing a requirement for projects which are recipients of EU funds to conduct a holistic impact assessment, measuring both short- and long-term impacts.*

### **III) Monitoring trends**

- Monitor trends related to cultural heritage over a longer period of time in order to inform policy-makers at all levels by (especially at the EU level):
  - *compiling and publishing regular reports on the condition of heritage assets, on the pressures and participation levels related to cultural heritage;*
  - *through such reports, address the key gaps in knowledge by theme as well as by region.*

### **V) Sharing and disseminating data**

- Carry out continuous data collection and mapping to enable informed policy choices for the future, by:
  - *making the evidence collected through the CHCfE project widely and freely accessible to all interested parties*

- *maintaining the CHCfH survey as open-source and capable of being expanded in scope and content;*
- *encouraging regional and local authorities to make use of this project's findings as a capacity building tool and guide to good practice.*

## V) Maximising impact

- Consistent with recent policy documents adopted at an European level, maximise cross-sectorial impacts of cultural heritage by:
  - *different levels of governance - European, national, regional, and local authorities - adopting and implementing an integrated approach to heritage to ensure the mainstreaming of heritage by integrating the care, protection and proper use of heritage in all related policies, programmes and actions and by raising awareness of the downstream benefits that upstream investment in cultural heritage can bring across a wide range of policy areas*
  - *reinforcing participatory governance through the structured and systematic inclusion of all stakeholders and civil society in developing strategies and policies for cultural heritage*
  - *providing a special focus and recognition to the positive contribution of heritage to regional and local sustainable development – as a strategic resource for “smart, sustainable and inclusive growth” and as a basis for fostering “inclusive, innovative and reflective societies” (according to European funding reviews up to and beyond 2020)*

**8. ‘Strategy for international cultural relations’ presented by the European Commission and the EU High Representative for Foreign Affairs and Security Policy (Press Release Brussels, 8 June 2016)<sup>14</sup>** aims at encouraging cultural cooperation between the EU and its partner countries and promoting a global order based on peace, the rule of law, freedom of expression, mutual understanding and respect for fundamental values.

Cultural co-operation includes covers matters relating to the cultural heritage and the strategy aims to promote the preservation of cultural heritage as a key element of the EU’s external policies. The Joint Communication to the European Parliament and the Council **Towards an EU strategy for international cultural relations** (Brussels, 8.6.2016 JOIN(2016) 29 final)<sup>15</sup> makes reference to *Reinforcing cooperation on cultural heritage* (section 3.3.), emphasising that rehabilitating and promoting cultural heritage attracts tourism and boosts economic growth and that cooperation on cultural heritage plays an important role in international relations and in development policies. The document highlights the fact that many EU Member States are willing to share their knowledge and expertise through opportunities for joint action with partner countries **(such as Armenia through the Eastern Partnership with the Council of Europe including the Kyiv Initiative on rehabilitating Historic Towns and the current COMUS project)** to develop sustainable strategies for heritage protection through training, skills development and knowledge transfer.

<sup>14</sup> See [http://europa.eu/rapid/press-release\\_IP-16-2074\\_en.htm](http://europa.eu/rapid/press-release_IP-16-2074_en.htm).

<sup>15</sup> See <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52016JC0029&from=EN>

Areas for **joint actions on cultural heritage** have been suggested including:

- **Research on cultural heritage** with the Horizon 2020 programme supporting research and innovation for cultural heritage activities through multinational, interdisciplinary projects that also engage local and regional authorities, businesses and civil society<sup>16</sup>.
- **Combat trafficking of heritage** via the further regulation of importing cultural goods into the EU (whatever the country of provenance) by identifying gaps in national legislation and enhancing cooperation with partner countries to combat the trafficking of cultural goods.
- **Protecting heritage** (especially in relation to post disaster and post conflict situations) and contributing to protecting cultural heritage and promoting cultural diversity.

However the document also highlights **other areas which can be connected to the cultural heritage** including:

- **Promoting sustainable development and inclusive growth**
  - Culture/cultural heritage can help promote job creation and competitiveness
- **Strengthening cultural and creative industries, and in particular:**
  - Increasing economic **revenues from creative industries**:
  - **Developing Creative hubs and clusters** (co-creation): including, by example through Pilot projects supporting networks of young creative entrepreneurs: EU and third countries<sup>17</sup>.
  - **Entrepreneurship and skills development** for cultural and creative industries by fostering market opportunities for cultural goods and services and encouraging innovation and new professions in modern technologies (e.g. digitisation)
  - Support to Small and Medium Enterprises (SMEs):
  - Structured territorial cooperation frameworks to show how culture can connect diversified regions, contribute to sustainable tourism, preserve the environment, etc.

<sup>16</sup> Recent Horizon 2020 projects have included research on Cultural heritage as a driver for sustainable growth a) Heritage-led Urban Regeneration (H2020 Work Programme 2016-2017 Climate action, environment, resource efficiency and raw materials: SC5-21- 2016) and the Cultural Heritage of War (H2020-REFLECTIVE-SOCIETY-5-2015). Furthermore, a number of proposals for projects will be assessed during 2017 including: Cultural heritage as a driver for sustainable growth - b) Heritage-led Rural Regeneration (2017) (SC5-21-2017), Innovative financing, business and governance models for adaptive re-use of cultural heritage (SC5- 22-2017) and through the H2020 work programme 2017: Europe in a changing world – inclusive, innovative and reflective Societies: Participatory approaches and social innovation in culture (including issues for participatory governance work including governance models, consideration of and access to different types of heritage) (CULT-COOP-06-2017) and Virtual museums and social platform on European digital heritage, memory, identity and cultural interaction (CULT-COOP-08-2017) European cultural heritage, access and analysis for a richer interpretation of the past (CULT-COOP-09-2017). The results of these multi-partner research projects may be of significant interest to Armenia for developing competitiveness in the cultural heritage sector.

<sup>17</sup> See [http://ec.europa.eu/culture/calls/2015-eac-s11\\_en](http://ec.europa.eu/culture/calls/2015-eac-s11_en)

## 9. European Cultural Heritage Year

On 9 February 2017 Council and European Parliament representatives reached a provisional agreement on a decision establishing a European Year of Cultural Heritage (2018)<sup>18</sup>.

The initiative draws on the Communication and European Parliament Resolution *Towards an integrated approach to cultural heritage for Europe* and analyses and studies *Cultural Heritage Counts for Europe* and the report of the Horizon 2020 expert group *Getting cultural heritage to work for Europe*, as well as the *Strategic Research Agenda* developed by the Joint Programming Initiative Cultural Heritage and Global Change<sup>19</sup>.

The European Year of Cultural Heritage aims to offer opportunities for European citizens to better understand the present through a richer and shared interpretation of the past. It will be directed at **stimulating a better evaluation of the social and economic benefits of cultural heritage and of its contribution to economic growth and social cohesion**. This can be assessed, for instance, in terms of the **promotion of sustainable tourism and urban regeneration**. It will highlight the challenges and opportunities linked to digitalisation. It will also contribute to addressing the identified challenges, through the **dissemination of best practices concerning: safeguarding; management; enhancement; governance; and research and innovation activities**. Recent breakthroughs in terms of technological and social innovation in the field of cultural heritage, as well as the EU's initiatives in these domains, will be highlighted.

The main objectives of this European Year will be to:

- to promote cultural diversity, intercultural dialogue and social cohesion;
- to highlight the economic contribution of cultural heritage to the cultural and creative sectors, including small and medium-sized enterprises, and to local and regional development
- to emphasise the role of cultural heritage in EU external relations, including conflict prevention, post-conflict reconciliation and rebuilding destroyed cultural heritage

## 10. "Cultural heritage in the 21<sup>st</sup> century for living better together. Towards a common strategy for Europe" (Namur Declaration 2015<sup>20</sup> and Strategy 2017)

As indicated in the CHCfE report (see section 7 above) the 6th Conference of Ministers responsible for Cultural Heritage, held from 22-24 April 2015 in Namur under the Belgian Chairmanship of the Council of Europe, adopted the Namur Declaration calling for a "common European strategy for cultural heritage" to be defined and implemented by the Council of Europe, in close co-operation with the European Union and its recent reports and resolutions and with intention of involving organisations representing civil society.

The Appendix to the Namur Declaration (*Guidelines for the European Cultural Heritage Strategy for the 21<sup>st</sup> century*) suggested some unifying and consensual themes which respect differences in the way heritage and certain issues are perceived by the various states and parties involved and should be regarded as operational priority issues:

- Heritage and Citizenship:
  - establishing good governance and promoting participatory management for the identification and management of cultural heritage;

<sup>18</sup> See <http://www.consilium.europa.eu/en/press/press-releases/2017/02/09-cultural-heritage/>

<sup>19</sup> See <http://www.jpi-culturalheritage.eu/wp-content/uploads/SRA-2014-06.pdf>

<sup>20</sup> See <https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=09000016806a89ae>

- optimising the implementation of the European conventions on cultural heritage;
- promoting a sensorial and sensitive approach to heritage more in harmony with the population's experience;
- Heritage and the Economy:
  - building a more inclusive and cohesive society; developing prosperity; promoting public well-being;
- Heritage and Knowledge:
  - fostering a knowledge society;
  - ensuring the maintenance and transmission of knowledge, methods and know-how;
  - increasing awareness about, and a sense of responsibility for, cultural heritage and the values it conveys;
  - ensuring access to life-long training; combating social dumping where heritage-related labour is concerned;
- Heritage and Territorial Governance:
  - defining the role of institutions and the responsibility of citizens to work together to improve the surroundings and quality of life of all members of society;
  - introducing heritage management that is conducive to living together in harmony, well-being and development;
- Heritage and Sustainable Development:
  - providing the public sector with appropriate means, enabling it to be more effective in improving quality of life and the living environment.

The Council of Europe GR-C Rapporteur Group on Education, Culture, Sport, Youth and Environment approved the Strategy 21 on 7 February 2017 and it awaits its final adoption by the Committee of Ministers by April 2017.

In line with the *Council of the European Union Conclusions* reference to the need for promotion of long-term heritage policy models that are evidenced-based and society and citizen-driven, the European Parliament Resolution emphasis on the need for studies and research and pilot measures to analyse the impacts of cultural heritage promotion, and developing specific indicators and benchmarks and also the CHCfE strategic recommendations on evidence-based policy making, measuring impact, monitoring and continuous data collection, the Strategy develop an **evaluation procedure and use of indicators for an integrated approach to heritage** (Appendix A) in which each component is linked to **a series of challenges**, some of which overlap with one or both of the other components. A number of recommendations have been formulated to address these challenges.

It will be for each state to implement those recommendations in line with its priorities and resources. Each recommendation is broken down into proposed **courses of action** in the form of suggestions, illustrated by way of example through actions already carried out in certain states (Appendix B).

**Further sources of information on cultural heritage policy in Europe can be found from the European Parliamentary Research Blog entitled *Cultural Heritage Policy in the European Union*<sup>21</sup>.**

<sup>21</sup> Posted by Members' Research Service, December 16, 2014.

See <https://epthinktank.eu/2014/12/16/cultural-heritage-policy-in-the-european-union/>



Figurine of a warrior. 9th century BC. Tavush.  
Village of Paravacar. Bronze. History Museum of Armenia.

[\(image source\)](#)

# PART 2:

## DATA COLLECTION AND ANALYSIS OF ARMENIAN CULTURAL HERITAGE SECTOR

A Data Collection exercise was developed through the formulation of a template of questions entitled *Guidance for assessing cultural heritage policy for the purpose of developing the Cultural Heritage Sector in Armenia*, which was submitted to the Armenian authorities and also discussed at a two-day round-table workshop with various stakeholders (Yerevan, 3-4 October 2016). This analysis is made according to comments provided by stakeholders (before and after the mission to Yerevan) and responses to the template of questions provided by the Ministry of Culture of the Republic of Armenia (received as a translated version in English on 7 February 2017).

Accordingly, the responses are summarised as directed to the following subjects and questions in the template.

### 1. General Overview of the country's administrative system

This subject was directed at ascertaining how issues concerned with agriculture environment/natural areas, sustainable social and economic development, land-use planning, construction, infrastructure provision, tourism, human/cultural rights, culture and cultural heritage are organised and the extent to which different ministries collaborate in relation to the cultural heritage (not just in terms of protection activities but also in relation to the use the heritage as a resource), identifying briefly any integrated mechanisms which have been set in place. It asked the question:

*What actions are needed to improve the inter-ministerial/institutional collaboration in relation to the cultural heritage? In particular, it will be useful to consider the fields of cultural policy, education, social and economic development, environmental protection and other spheres?*

As advocated by current European thinking (see part 1 of this report) there is an emphasis on developing an integrated approach to the management of cultural heritage as a resource for society.

The Ministry of Culture identified that issues concerning cultural heritage, environmental protection and spatial planning are mostly dealt with by the Ministries responsible for Culture, Nature Protection, Territorial Administration, Economic Development and Investments, Justice and State Committees for Urban Planning and Real Estate Cadastre. Collaboration between these bodies in relation to cultural heritage takes place via a number of inter-departmental committees and working groups, as follows:

- The Archaeological Interdepartmental Committee under the Ministry of Culture;
- The Interdepartmental Committee for Coordination of Land Schemes for Temporary Use under the Ministry of Territorial Administration;
- The Interdepartmental Committee coordinating the development of urban planning project documentation in RA communities, under the RA State Committee of Urban Planning;
- The Interdepartmental Committee dealing with Licenses for Land Rental or Construction on Lands within specially protected nature areas under the RA Ministry of Nature Protection.

However, in other respects the response of the Ministry was relatively silent in terms of its explanation of the extent to which different ministries collaborate in relation to the cultural heritage (beyond protection activities) - such as in relation to the use of heritage as a resource and in relation to any integrated mechanisms which have been set in place (see also section 4 below). An emphasis on cultural heritage being a key strategic priority and as a resource for sustainable development was stated, but the emphasis here was on social capital (peace, cultural diversity, intercultural dialogue mutual respects of different cultures) rather than economic potential.

Other commentators suggested that further action is required to secure co-operation between state bodies, professional and non-governmental organisations and other stakeholders especially to target the cultural heritage in terms of securing sustainable growth and that further analysis of legal regimes to allow consideration of cultural heritage in other policy spheres would be necessary to implement a more integrated approach. Another commentator inferred that ministerial activity is too confined to their designated fields of work and that the same can be said for public joint stock companies (e.g. infrastructure companies for gas, electricity, railways, etc.), resulting in the cultural heritage potential not being fully considered. It was indicated that structural management changes should be made to allow for the creation of “units” which will collaborate and develop more favourable conditions for cultural heritage as a resource. This could commence by a number of small-scale projects lasting up to two years and based on co-operation between ministries, local authorities and other stakeholders, including international agencies.

## **2. Strategies and policies for sustainable development including sustaining the cultural heritage**

This subject explored the issue of strategies for sustainable development including using the cultural heritage as a resource for economic and social development, environmental enhancement and improving the quality of life. It examined whether consideration has been given to how cultural heritage could contribute to the development of innovative jobs (employment), products, services, processes and entrepreneurial activity. It asked the question:

*What areas of policy or management require action and development in this context?*

The Ministry of Culture indicated that the “protection” of cultural heritage forms part of the Republic of Armenia’s 2014-2025 Strategic Programme of Prospective Development with particular reference to sustaining tangible cultural heritage by preservation and improvement of immovable monuments, museums and libraries to safeguard them for future generations and also to the development of tourism and economic development of the country. The response indicates that the promotion of cultural heritage is one of the most important objectives of the prospective development strategy including by:

- ensuring accessibility to museum, library and archive publications, in either hard copies or digital storage
- improving accessibility to cultural heritage for society and tourists by means of museum roadmaps and guides (e.g., by the initiative of the RA Ministry of Culture the RA and NKR Museums guidebook developed 2016)
- promoting Armenian cultural brands, advertised in local and international markets, ensuring the recognisability of Armenia and its positive image,
- producing documentaries and TV programmes to cover 3 – 5 monuments, publishing 2 – 5 books and directories annually.

In addition, in 2016 a positive new Strategy and Action Plan for the Protection, Use and Promotion of Historical and Cultural Monuments (Protocol Decree No. 36, September 15, 2016) for the period 2016 – 2020 was approved by the government which aims to develop projects for the protection and use of cultural monuments and also projects for tourism infrastructure development. This action envisages<sup>22</sup>:

- structuring new cultural tourism routes including the involvement of archaeological monuments in these routes
- the elaboration of original cultural tourism offer packages and organization of scientific tourism (especially in relation to archaeology with participation in excavation works)<sup>23</sup>
- infrastructure development to support tourism
- creation of new historical-cultural reservations and conservation-museums to and linked to relevant infrastructure for tourism services including explanatory and interpretation works, organization of multilingual excursions and associated educational and cultural events and also wifi coverage.
- organization of traditional celebrations and festivals

It was identified that projects are currently under development which will focus on establishing Gyumri, Meghri and other historical towns (such as Goris and Dilijan) as tourist centres. Indeed, a representative of the international affairs identified that Gyumri or Goris could also be developed as “creative cities”.

The response of the Ministry of Culture identifies that measures will need to be taken within this programme to activate investment policy and boost the creation of an attractive touristic environment with the combination of all modes of tourism, the rehabilitation of immovable historical and cultural monuments, the renovation of roads taking to monuments and other places of interest and the improvement of areas adjacent to the latter.

However, these specific investment needs and targeted budgets are not identified.

It is hoped that these actions will extend the active tourism season in Armenia, encourage the dynamic growth of tourist visits, the development of domestic tourism, as well as the provide solutions for a number of socio-economic and unemployment problems for some segments of the population.

A government representative (MP) identified that, in reality, the maintenance of the Armenian cultural heritage is a significant challenge for such a small country. There is need for awareness-raising about the importance of the heritage as a potential asset and for heritage to be considered in business models. The Government discusses the annual budget and recognises heritage as both a strength and a weakness. It was indicated that a beneficial response and support form this initiative is needed, particularly to provide arguments for developing the connections between heritage and tourism and clustering of facilities around heritage sites. It was also recognised that there is a shortage of experts to carry out preservation and maintenance work.

Other responses from government officials and representatives indicated that there is a desire to re-examine policy for cultural heritage particularly in terms of its potential as a driving force for the economy; this is one of the main goals of the 2020 strategy. Plans for co-operation with Italy, the World Bank and regional cooperation with other countries in the region support these actions.

---

<sup>22</sup> See further discussion in Part 2, Section 3 below.

<sup>23</sup> As identified in the Action Plan for the Development and Promotion of Archaeology in the Republic of Armenia (2017 – 2025). The development of this plan is included in the 2017 Action Plan of the RA Government.

Furthermore, it was indicated that the cultural habitat strategy has the objective to make sure cultural and cultural heritage is part of community development. An agency and department within the Ministry of Culture is tasked with developing this programme.

On the other hand, other commentators were less convinced of the capability of the government to initiate sustainable strategies which properly and adequately include the heritage and its economic and social potential. One commentator identified that actions to promote the cultural heritage to the population as assets and resources remain limited and insufficient. In particular, it was stated that cultural heritage issues are not sufficiently covered either in formal or informal educational programmes targeting young people and that only in rare cases is it covered by the media. It was inferred that communities do not have sufficient access to tangible cultural heritage resources and memories associated with them and that research resources on these resources are not readily available.

It was also identified that in past years comprehensive destructions and transformations of historic buildings have created some pessimistic moods among people, leading in some cases, to demonstrations regarding “an oversensitive and unbalanced attitude to the preservation of cultural heritage”. This, in some instances, has led to questions concerning the relevance of preserving cultural heritage assets.

One commentator expressed the view that cultural heritage is not properly identified in the millennium or sustainable development goals of the Ministry of Culture’s Agenda 2030.

It is clear that for the cultural heritage to provide economic and social benefits for Armenia, the strategy should measure the economic and social impacts of investing in the heritage as is advocated in current European thinking. This would add value to the strategy ideas and provide evidence for new funding options.

### **3. Development of sustainable tourism strategies**

This issue explored the development of strategies for sustainable tourism and the extent of implementation including visitor facilities including accommodation, signage, infrastructure, branding, guides and information technology to support tourism experiences, cluster developments and issues relating to the development of SMEs, development of cultural routes, the use of revenues from heritage-related tourism, as well as any detrimental impacts associated with tourism in relation to heritage resources. It asked the question:

*What actions are required to improve tourism policy in relation the cultural heritage?*

The Ministry of Culture’s response highlighted that Armenia has made tourism a development priority, particularly due the rich archaeological heritage of the country. A number of projects have already been developed and are currently under development. These projects address the enhancement of long-term development plans for the preservation of historical and cultural heritage which will effectively link with other projects already underway in the region. Projects aimed at the preservation and promotion of cultural heritage, will in turn, be directed at the expansion of professional cooperation, development of cultural tourism and infrastructure, and the formation of institutional structures in line with projects that are being implemented in Armenia jointly with international bodies.

In the recent years the most preferred route for cultural tourism in the Armenian Highlands has been the historically formed South Route or Corridor. In prioritizing tourism, the Government of Armenia has approved a number of projects aiming at the development of the southern area of the country including:

- The formulation of a **draft decree in 2013** for the preservation of immovable historical and cultural monuments in the southern region of the republic the RA Ministry of Culture: **“On Approving Long-Term Comprehensive Project on the Development of Southern Yerevan – Meghri Touristic Route.”** The situation of this draft (if it is to be formalised in law or not) has not been clarified, however, see below:
- Through the **Local Economy and Tourism Infrastructure Development Project (LE-TIDP)**, (currently in progress) in collaboration with the World Bank, the South Corridor project is being implemented, in particular, focusing on the development of Terms of Reference necessary for the restoration and improvement works in
  - *Khor Virap (Artashat observation site),*
  - *Dvin historical town,*
  - *Zorats Qarer settlement*
  - *Goris town monuments*
  - *and the modernization of necessary infrastructure to boost tourism.*

Through the initiative of the Ministry of Culture, major tourist attractions and sights have been identified in the comprehensive **Southern Yerevan – Meghri Touristic Route Long-Term Development** Project and included in the Local Economy and Tourism Infrastructure Project.

- According to a comprehensive concept paper, developed as a result of a **Memorandum of Understanding between USAID and Smithsonian Institution**, it is planned to implement a number of cultural projects in Armenia, also dealing with the development of infrastructure, preservation of cultural heritage, and creation of new tourist products. The Ministry of Culture has proposed to incorporate a number of components from strategic programmes, already developed by the RA Government, in future projects, namely, the prospective project of **Yerevan – Meghri tourism development** that covers almost all the components, i.e.
  - *monuments along the route*
  - *development of infrastructure, etc.*

... in three Marzes (regions) of Armenia (Ararat, Vayots Dsor and Syunik). Currently, the envisaged activities are at the “planning” stage of planning.

- According to 2016 – 2020 Strategy and Action Plan for the Preservation, Use and Promotion of Historical and Cultural Monuments (see section 2 above) , it became necessary to expand mutual links between projects on the protection and use of historical and cultural immovable monuments and historic environment and projects on tourism infrastructure development. Being one of the most dynamically developing branches of economy due to its development rates and outcomes, tourism will assist the improvement of respective infrastructure, the protection of historical and cultural monuments, their use and promotion. In order to regulate this issue, the following (as indicated in section 3 above) are envisaged:
  - *elaboration of new cultural tourism routes,*
  - *infrastructure development,*
  - *creation of new historical-cultural reservations and conservation museums,*
  - *organization of traditional celebrations and festivals.*

There is a positive intention to promote tourism including the development of historic towns as tourist centres and the possibility of extending these ideas to make “creative cities” would be a welcome addition.

It identifies that measures should be taken within this programme to activate the investment policy, create attractive tourist environments with the combination of all modes of tourism, restore immovable historical and cultural monuments, renovate roads to monuments and other places of interest and improve adjacent areas.

As stated in the Ministry of Culture’s response, this should increase the effectiveness of the use and promotion of immovable historical and cultural monuments, the attractiveness of this area for investment, and the volumes of tourism. There is also a positive intention of the strategy to contribute to the development of communities, and the preservation and development of the natural and cultural heritage of Armenia and raise awareness about Armenia internationally.

The Action Plan of the Strategy also envisages the creation of the following reservations and museums with specific timelines:

- *Berd, Amberd – in 2016;*
- *Bjni Fortress, Smbataberd Fortress – in 2018;*
- *Dashtadem Fortress reservation and Military Museum – in 2019,*
- *Artashat and Dvin historical and cultural reservations – in 2020.*

It is also envisaged to create and develop relevant infrastructure to facilitate tourism services, as well as to devise original cultural tourism offer packages, organize scientific tourism (with participation in excavation zones) in the reservations and conservation museums owned by the Ministry of Culture. Currently, the Ministry is implementing explanatory and interpretation works, organization of multilingual excursions and educational and cultural events in the reservations and conservation museums owned by it. The reservation areas have been provided with wifi coverage, which could encourage the use of “apps” for enhanced the visitor experience (an issue which may require further development).

The Ministry’s response further identified and reiterated that tourism is among its prospective development priorities, especially in relation to its rich archaeological resource. The Action Plan for the Development and Promotion of Archaeology in the Republic of Armenia (2017 – 2025) is being developed to provide an attraction to tourists, with opportunities to visit sites during excavation with the intention of increasing the number of tourists. One of the major goals of the Plan is the development of touristic routes in the republic, the involvement of archaeological monuments in these routes, the prolongation of active tourism season in Armenia, the dynamic growth of touristic visits, development of domestic tourism, as well as devising solutions to a number of socio-economic and unemployment problems for some segments of the population (although this is not further clarified and it is therefore difficult to comment on). The development of the plan is included in the 2017 Action Plan of the RA Government.

The potential for damage to heritage sites has been considered in the context of growth of tourism and the Ministry has positively created a dialogue with tourism industry entities on tourist carrying capacity, including the application of codes of conduct and other procedures to ensure proper measures are taken to safeguard cultural objects and monuments from damage (although these are not further specified).

One aspect which is briefly mentioned here is the potential of a considerable number of visually attractive and usable caves in the territory of the Republic of Armenia to occupy an important position in the development of strategic tourism programmes in the Republic of Armenia (the Government of the RA approved the Action plan for transferring caves for use as touristic attractions, by RA Government Protocol Decree N54 Clause 30, dated December 20, 2015, which prescribes to select and transfer for operation a number of caves of historical and cultural significance). A number of caves have been identified as having potential and have been selected by the relevant interdepartmental working group (e.g. : “Arjeri” Cave (Bears’ Cave), Mozrov Cave, Magellan Cave and Areni 1 (Birds’) Cave in Vayots Dzor, “Kareh Drner” (Stone Doors) Caves in Aghdzk, Aragatsotn Marz, RA.) some of which are monuments included in the state list of immovable historical and cultural monuments.

However, the Ministry’s response does not account for potential damage by visitors. In this respect lessons learned from many French cave sites may need to be examined such as at the Lascaux cave complex in southern France which became a popular tourist site after World War II, but was sealed off to the public in 1963 because the breath and sweat of visitors created carbon dioxide and humidity that damaged cave paintings. The development of visitor centres, reproductions and 3D technology may be useful to consider in such situations (NB it is believed the latter is being considered through the assistance of the My Armenia program). Moreover, the extent of development of the cave projects is not clarified, by example, within the framework of the South Corridor project, the National Competitiveness Foundation of Armenia launched the process of turning Mozrov Cave into a touristic attraction (2010). However, the Ministry has identified that the process has remained unfinished because of the change of administration at the foundation.

In recent years the Ministry of Culture has been implementing processes to increase the number of restored monuments and to enlarge their geography. In 2005 – 2015 the state financed the restoration and reinforcement of approximately 67 monuments. The restoration of the monuments is aimed contribute to their inclusion in tourist routes with the objective leading to a higher number of tourists. However, the exact potential and nature of interest of these restored monuments was not specified.

In 2012 the RA Government approved the Standards of Cultural Site Identification and the List of Cultural Sites. The process aims to develop ethnic and environmental culture in the society, which is a unique fusion of environmental awareness, traditions and folk culture. It prioritizes knowledge and skills on traditional use of natural resources that have been formed over time and are conditioned by the specific features of the natural and historical environment. Currently, the list contains two settlements. Gyumri town (Shirak Marz, RA) has been defined as an area of traditional craftsmanship, and the village of Areni (Vayots Dzor Marz, RA) has been declared an area of traditional viticulture and viniculture. Both have been identified as have potential for tourism development:

- *Gyumri*

Gyumri is regarded as a unique settlement where almost all traditional crafts are actively practiced: metal processing, including metal processing for artistic purposes, wood carving, stonemasonry, bricklaying, embroidery, and lacing. It is the only place where copper-smithing is practiced and consumed until now. The current status of crafts and development tendencies which many of them manifest serve as a ground for considering Gyumri asan area of traditional craftsmanship. In order to maintain the potential of intangible culture and preserve its vitality, smithing and felting training programmes, as

well as theoretical and practical courses on intangible cultural heritage were conducted for the teachers of general education schools, higher educational institutions and cultural institutions in Gyumri in 2012. It is clear from this assessment that there is potential to exploit the heritage resources of the town of Gyumri.

• *Areni*

The archaeological materials found in Areni, including a wine press and the remains of grapes, as well as the fact that the local population continues to engage in viticulture, serve as a basis ground to consider Areni an area of traditional viticulture. The wine press found has been identified as the oldest surviving press in the world and dates back to around 4000 B.C. Viticulture is a dominant field of intangible cultural heritage in the village, and not only is it viable, but also has a number of development tendencies. Unique wineries have been established in Areni, both household- and factory-based. The whole population of the village is engaged in viticulture. Wine is made exclusively from the Areni sort of grapes, which has the appearance of a sheep's head. The sweetness (of the spirit) is 19 – 23%. The new Areni wines have especially become internationally known – Areni Maran and Areni Gedeon. There are also two wine factories in the village. This resource therefore has potential for development.

The Ministry's response has highlighted the issue of Information Boards. According to the Protocol Decree of the RA Government on Approving the 2016 – 2020 Strategy and Action Plan of Preservation, Use and Promotion of Historical and Cultural Monuments, dated September 15, 2016, as well as by the requirement of Clause 32 in RA Government Decree N438 on Approving the Procedures of State Registration, Study, Preservation, Reinforcement, Repair, Rehabilitation and Use of Immovable Historical and Cultural Monuments, dated April 20, 2002, the authorized body is required to place information boards of a uniform template in monument complexes and at individual monuments. However, it has been identified that there is an insufficient number of information boards at monument complexes and monuments and this is among existing problems in this sector. In the past, panels containing only the names of monuments in two languages were placed at monument sites. At some monuments only panels dating back to the Soviet times remain. In the recent years within the framework of AMAP project information boards have been placed at the most famous monuments. Signs and information panels have been installed at some monuments in Yerevan City. Furthermore, a number of problems have been identified in this context including:

- Accuracy of information on the boards;
- Funding to support information boards;
- A lack of a uniform template for the information boards.

It has been clearly identified that further work needs to be done to meet contemporary demand for the development of tourism by extending the work on information boards, in particular in three languages and with Quick Response (QR) codes. It is hoped that the installation of trilingual information boards and panels the level of monument promotion and awareness in the society and among tourists will increase. Further action to improve this situation is proposed through the **Strategic Programme, RA Government Draft Decree on Approving Exemplary Template for Information Boards at Monuments**, which is to be elaborated in 2017. Some action has taken place by providing Information Boards in compliance with the World heritage Convention requirements are installed properties inscribed on the UNESCO world heritage lists.

The above-mentioned projects are identified by the Ministry of Culture as assisting the process of utilising the cultural heritage as an important aspect for the sustainable development of the country.

The Ministry's response is more a statement of facts and other commentators have expressed views regarding the development of tourism in the context of heritage resources. In light of these comments, the following issues are raised:

- The need for all service infrastructures to be upgraded and modernised, and in particular, that a huge amount of work needs to be undertaken especially in relation to the provision of basic facilities for tourists. The Idea Foundation could play an important role here as its main purpose is to integrate communities in the tourism "product" e.g. via accommodation and food services – and it has also worked with families to run Bed and Breakfast food services particularly as it mainly focuses on heritage and works closely with communities so as not to destroy their identity. In particular, it is necessary to develop solid goals for increasing tourist accommodation in places to be the focus of tourism development such as the historic towns of Gyumri and Goris.
- Greater clarity regarding the use of admission fees to heritage sites especially in relation into the governance status of Museums. It is recommended that a policy is developed in this context to define how fees are re-invested
- Strengthen and support the existing *My Armenia* program to harnesses the power of storytelling to strengthen cultural heritage sustainability through community-based tourism development (over the coming years of the program) through the collaborative project between the people of Armenia, the Smithsonian, and USAID.
- Ensure that museums are fully engaged in tangible projects related to new proposals of the Ministry of Culture and the Government of RA itineraries and monitor museums' progress to identify the museum potential for tourism and to address any problems hindering it
- Put in place a system of assessing damage to cultural heritage associated with tourism and ensuring there is sustainable cultural tourism policy
- Consider the issue of vandalism to heritage sites which may deter tourists (especially through awareness-raising and education within local communities and at school level)
- Target the setting solid goals and enhancing the capacities of local players to support tourism policy, such as tourism-related small enterprises (services, manufacturers, creative industries), which are either start-ups or already operate as long-standing businesses including by state structures by disseminating information on their activities.
- Ensure that sustainable tourism strategies are properly coordinated with all interested parties working in a joint approach (rather than working independently of each other), and therefore...
- Establish a new tourism committee within the Ministry responsible for Economic Development and develop an interdepartmental committee to consider tourism in relation to cultural and natural heritage involving relevant agencies such as the IDEA Foundation and tourism operators, as well educational providers (such as in relation to courses on agri-tourism)
- Examine through this the possibility for cluster developments, e.g. joint marketing of exhibitions or offers of heritage and local business such as wine-makers, restaurants, shops with tourism operators and build on the US Aid IDEA Foundation initiative to create clusters and other projects for enterprise development. Other examples could

involve the development of new initiatives such a variety of interests such as horseriding, birdwatching, restaurants, wine-making, cultural events and linked to museums, sites and reserves linking into the proposals to develop ethnic and environmental culture in the society including environmental awareness, traditions and folk culture

- Develop a more coherent policy for tourism activity associated with Armenia heritage located outside the country's borders (e.g. in Georgia and Turkey) and develop bilateral agreements and joint initiatives for cultural routes that extend beyond the country's borders (to encourage a cross-flow of tourists)
- As tourism is important for the whole of Armenia, develop tourism information/promoting centres outside of Yerevan. Create day-out excursions using train services where available or by heritage route maps from Yerevan
- Create further links with the religious authorities to develop religious heritage tourism, particularly as the Christian heritage of Armenia is unique in the world (notwithstanding other faiths). The example of the Wings of Tatev Ropeway project (Tatev Gateway to Tatev Monastery), is one good example involving the building of necessary tourism infrastructure (information centre, hotel, playgrounds, hiking routes, camping areas, etc.) and allow agencies and foundations to coordinate such projects, decentralising from government ministries and agencies. (e.g. English Heritage Christian Heritage)
- Develop experience tourism: e.g. organised packaged group excursions to monasteries, churches, museums which can generate high income flows
- Develop technological aids for visitors and travellers such as smart phone "apps" on heritage sites, museums, accommodation facilities, public toilet facilities, and for product service innovation and develop the profile of Armenian Heritage and Tourism on Social Media
- Develop the cultural/tourist routes, particularly as not much is know about existing routes such as the Black Sea Silk Route, other European Routes, such as the European Route of Industrial Heritage and Council of Europe Cultural Routes, in particular the *Iter Vitis Route in Europe*, involving 18 countries, which has its origins in the role of the agricultural landscape linked to wine production as an element of European identity for which Armenia has been a member since 2015.
- Be aware of environmental damage/damage to cultural and natural heritage created by industry and activities such as mining and develop sustainable policies to counter this, including remediation initiatives.



Fontana asciutta, Yerevan

[\[image source\]](#)

#### 4. Levels of administration for cultural heritage (including budget resources)

This section sought information on the different levels of administration for cultural heritage and their effectiveness of coordination and matters relating to funding. It asked the question:

*What actions are required to improve management structures and budget resources for implementing policies for sustaining heritage protection and the beneficial use of heritage resources?*

The Ministry of Culture identified the levels of administration and use of cultural and natural heritage resources are as follows:

- RA Government
- State government bodies (the Ministry of Culture, the Ministry of Nature Protection and the State Committee of Urban Planning), Regional government bodies,
- Local government bodies.

The **RA Government** is responsible for elaborating and implementing the state policy in the sector of preservation and use of cultural resources. It approves state and regional programmes for the preservation and use of cultural and natural resources, sets up natural and cultural-historical reserves and approves charters for them. In exceptional cases, it can allow the relocation of cultural monuments of great significance.

The **Ministry of Culture** is the state authority for culture that develops and implements the policy of the RA Government in culture and information domains. Jointly with regional and local bodies of public administration it ensures the implementation of state territorial culture policy. It develops projects on the creation, protection, preservation, research, use, and promotion of RA cultural heritage, the principles, rules, criteria (norms) and standards for the registration, preservation, use and stocking of historical and cultural heritage, approves designs on monuments preservation zones and defines their preservation regime. At the RA Ministry of Culture the aforementioned functions are fulfilled by a Deputy Minister, structural subdivisions and dedicated units coordinating the sector of historical and cultural heritage.

The **Department of Cultural Heritage and Folk Art** drafts concept papers and strategies for the preservation and promotion of cultural heritage, legal acts regulating cultural heritage and other documents. It also submits proposals on the necessity to introduce changes and amend the documents in effect, it ensures the enforcement of legal acts, and analyzes the state policy in the sphere of cultural heritage.

The **Agency for the Protection of Monuments of History and Culture** organizes the processes of state registration, preservation and use of immovable historical and cultural monuments and specially protected historical and cultural sites. It approves the designs of preservation zones of immovable historical and cultural monuments and specially protected historical and cultural sites, and defines their preservation regime, in the established manner. After receiving a positive opinion from the scientific and methodological council under the Minister, it gives consent on conducting design drawing and construction works in settlements or parts of settlements with immovable historical and cultural monuments, as well as reinforcement, rehabilitation, modification and improvement plans for individual buildings or complexes considered as immovable historical and cultural monuments. The Agency consists of two units, one dealing with the preservation and use of monuments and historic environments, and the other for the rehabilitation of monuments. It also has territorial units with a total staff of 30 employees.

The **Agency for the Protection of Cultural Property** ensures the lawfulness of cultural property export from and its import into the territory of the Republic of Armenia. It makes decisions on the possibility or impossibility of permanent or temporary export of cultural property from the Republic of Armenia.

The **Cultural Property Expertise Centre SNCO** ensures expert examination of movable cultural values.

The **Service for the Protection of Historic Environment and Cultural Museum Reservations SNCO** implements the preservation, study, promotion and use of immovable historical, architectural and sculptural monument groups, monument complexes, historic and natural environments, historical and cultural lands, landscapes, and other cultural values that are considered to be state property.

The **Research Centre for Historical and Cultural Heritage SNCO** deals with the discovery, registration, examination, documentation, certification of objects of historical and cultural significance, as well as drawing up state lists of historical and cultural monuments, preparation and issuance of preservation zone designs, compilation and digitalization of scientific and information databases, preparation of the Armenian almanac, creation of "Monument" yearbook, excavations of endangered monuments or monuments under restoration/rehabilitation. It draws up the state cadastre of monuments. It trains staff working in the sector of historical and cultural heritage, implements material, anthropological and archaeological laboratory studies of movable and immovable historical and cultural monuments, restoration of archaeological finds, prepares their line drawings, conducts historical and cultural, culturological and archaeological examinations; elaborates projects on the development of cultural tourism, produces and sells souvenirs and miniatures of historical and cultural monuments.

The **Centre for Restoration of Monuments CJSC** ensures the reinforcement, repair, rehabilitation works of immovable historical and cultural monuments; if necessary, it draws relocation designs, prepares design drawings and cost estimates, conducts studies and examinations of the architectural, structural, historical, archaeological and other aspects of monuments and monument sites, conducts monitoring of the technical condition, level of preservation, possibilities for intended use and other aspects.

As evident from the above the response of the Ministry of Culture in relation to section 4 the details are largely factual. The response did not highlight issues in relation to the adequacy of budget for cultural heritage matters (staffing, works, subsidies etc) nor did it identify the percentages budget resources spent on different types of activities or any particular ways in which income may be generated to support particular activities. This may be due to the fact that there has been a recent change of government and it is not yet possible to identify such information.

Other commentators have expressed views regarding the administration of cultural heritage development the context of heritage resources. In light of these comments, the following issues are raised:

- It would appear there has been a shortage of funds. By example, in relation to the Kumayri museum-reserve where the city's historical and cultural heritage is concentrated, the administration building of the museum is dilapidated and does not operate. It was commented that, for this reason, the staff of the museum-reserve reside in a municipality building. Indeed it was indicated that there little financial sources for self-sustainability and, by example, City Research Centre located in Gyumri, which seeks to promote and support interdisciplinary strategic and applied research on ur-

ban, cultural and environmental issues, relies on the financial support of European foundations.

- It was also commented that a budget for the development of audio guides and ticketing systems for entry to heritage has been considered, which is positive in terms of tourist interest and income generation.
- Further comments identified that there is a need for greater investment in cultural heritage assets as part of the sustainable development initiatives of the government.
- A further comment indicated that the present “passport system” (defining the state of the monuments and their significance as monuments) was quite rigid, not generally giving scope to the possibilities of beneficial use. Moreover, it was indicated that there is a need for more monuments to be able to generate an income, for example, from tourism. In line with the Ministry's various projects and programmes (as indicated in section 2 and 3 and above) it would appear that more consideration is now being given to heritage resources particularly in the North East, North West and Southern routes through Armenia, so long as their condition is in good order. But this also requires that sufficient funding is given to the development of supporting infrastructure, tourist facilities and accommodation (which could be positive for job creation).
- In line with current European thinking it is vitally important that heritage resources are considered as “assets” capable of beneficial use by society and that a flexible attitude to their use is developed. As stated in part 1, there is a need to strike a balance between sustainable conservation and development of economic and social potential of cultural heritage (e.g. identification of Heritage at Risk).

## 5. Staff resources and training requirements

This issue concerned the adequacy of staffing resources and the need for training and skills development for the relevant authorities (as mentioned in section 4) to carry out their responsibilities particularly in the context of assisting and implementing conservation, restoration and rehabilitation projects and promoting cultural heritage resources and developing museums services. It asked the question:

*What actions are required to improve staff resources and remedy skills shortages for sustaining heritage assets and resources more efficiently?*

The response of the Ministry of Culture identified that a number of educational and research institutions participate in the training and professional development of human resources in the field of tangible cultural heritage, in particular, Armenian National University of Architecture and Construction, Yerevan State University, Armenian State Pedagogical University after Kh. Abovyan, Archaeology and Ethnography Institute SNCO at the RA National Academy of Sciences, Research Centre for Historical and Cultural Heritage SNCO under the RA Ministry of Culture, Erebuni Historical and Archaeological Conservation Museum, etc.

Formal education on intangible cultural heritage is implemented by a number of state higher educational institutions in Armenia of which the major role is played by the following institutions Yerevan State University. The University provides BA and MA courses concerning intangible heritage issues and Armenian history and there is a UNESCO Chair of Armenian Art History. The university covers a wide range of issues relevant to heritage and heritage related issues through its Art History Department, the Archaeology and Ethnography Chair, the Culturology Department the Armenian Philology Faculty including doctoral programmes (PhDs). The Armenian State Pedagogical University after Kh.

Abovyan Faculty of Art Education of the University also trains specialists of intangible cultural heritage and the Yerevan State Conservatory after Komitas trains intangible cultural heritage specialists in folk music, song and instrumental music. The Yerevan State Academy of Fine Arts deals with intangible cultural heritage teaching by means of the Mythology and Cross-Stone Carving Techniques subjects within the Sculpture Faculty; and the Faculty of Applied Arts trains specialists in ceramics and carpet weaving.

The Ministry of Culture is responsible for state policy on historical and cultural monument preservation, as well as the fulfilment of monument preservation, registration, examination, use, and promotion functions by means of its different departments and separate units - the Department of Cultural Heritage and Folk Art, the Agency for the Protection of Monuments of History and Culture, as well as State Non-Commercial Organizations under the Ministry, namely Research Centre for Historical and Cultural Heritage, Service for the Protection of Historical Environment and Cultural Museum Reservations SNCO, Centre for Restoration of Monuments SJSC.

Annual training is organized for museum staff in Armenia and abroad, with foreign experts visiting Armenia. Other activities include conclusion of contracts, training of specialists engaged in various areas (including education programmes) of museum operations. Non-formal training and professional development in libraries are coordinated mainly due to the involvement of local experts within the internal networks of institutions. Library staff members are not involved in self-government bodies. In order to improve personnel capacity and bridge the gap of skills, it is necessary to conduct systemic Annual training programmes, combined with exchange of experience and practical activities, to improve personnel capacity and bridge skills gaps for library staff. The Ministry of Culture also provided training sessions, i.e. Master classes are organized for 90 librarians at the National Library of Armenia. The training courses for librarians seek to raise the level of professionalism among Armenian librarians, to introduce new methods and modern approaches in modern librarianship, to facilitate amendments to the legislation, to develop ICT skills for introducing automated library processes and software packages and solution of issues related to library digitalization, etc.

The Ministry of Culture has also identified a number of issues that remain unsolved in terms of staffing and training particularly concerning specialized bodies for the preservation and rehabilitation of the Armenian cultural heritage. Their logistics are insufficient for conducting rehabilitation works in line with contemporary methods, which causes an outflow of qualified staff. It also identified a lack of continuity in the educational process after graduating from higher educational institutions with young specialists not able to undertake professional practical training and a professional standards and vetting particularly in monument rehabilitation. This issue has become topical bearing in mind the unresolved conflicts in the region which endanger historical and cultural values.

The Ministry's response highlights the nature of training for specialists in heritage and associated fields, which are largely academic in nature. Other commentators have expressed views regarding staffing, skills and training requirements in order to improve staff resources, and sustain heritage assets and resources more effectively. In light of these comments and the issues that remain unsolved, the following issues are raised:

- Although the educational programmes are extensive, they appear to be very academic in nature.
- There is a need to develop a business sense in the field of heritage if it is to be commercially exploited which can only really be developed through international experience and/or education

- New types of types of skills should be developed and included in training programmes of specialists, such as:

- project management and understanding
- financial appraisal and management of projects/feasibility studies
- business, marketing and fund raising skills including sharing experience in managing partnerships (such as public-private partnerships including with investment-based organisations)
- continuing professional development for professionals through the development of professional standards (especially in rehabilitation architectural and archaeological monuments) and professional standards for specialists which include non-heritage skills
- engagement of reputable private sector professionals (architects, engineers, archaeologists, restorers, craftsmen, curators, etc).
- use of modern technological aids (such as for non-intrusive archaeological investigation, geographical information systems and data processing, internet/web-based resources, 3D technology and digital services (which are not mentioned in the Ministry's response)
- awareness-raising and promotion (securing the support and engagement of stakeholders, local communities, volunteers, etc)
- tourism development and control, including networking such as through newsletters, social media, email groups or study visits to other countries
- other skills development, such as networking

- In particular it has been noted that museum staff are often unmotivated and do not have coherent training support to develop their work skills. One commentator identified the need for setting up a training centre for museum workers referring an initiative in 2014 whereby a Museum Education Centre started operating in Armenia on the initiative of the Armenian National Committee, Association of Museum Workers and Friends NGO, and DVV international institute for International Cooperation of the German Adult Education Association. This could serve as a basis for establishing a training centre for museum workers. Additionally, with the support of the International Council of Museums (ICOM) it may be possible to annually support a number of museum workers to join international training programmes and take part in international conferences.

- The COMUS project should be fully exploited in terms of rehabilitation of towns and architectural monuments including financial planning/funding applications (such as to European and international funders), project management and community development and the messages transferred to other locations within Armenia, exploiting the benefits of networking with other COMUS countries



"Shadows" art piece by Jaume Plensa

[\[image source\]](#)

## 6. Rights of the private sector and the third sector (physical and legal persons)

This subject investigated the role of private sector professionals and enterprises (for working on tangible heritage assets in particular) and therefore extends the issues raised by section 5 above. It asked the question:

*What actions are necessary to improve the control of works to heritage assets in private ownership and the regulation of legal and physical persons engaged in such activities?*

The Ministry of Culture response highlighted that in the area of cultural heritage preservation, private property relations are regulated by the RA Civil Code, RA Land Code and the legislation of the Republic of Armenia (the RA Law on the Protection and Use of Historical and Cultural Immovable Monuments and Historic Environment, The RA Law on Urban Development in relation to immovable monuments, and the RA Law on Environmental Impact Assessment in relation to monuments of nature (although it should be noted that environmental impact should go beyond nature: EU regulations look at the impact of development projects on cultural heritage as well).

Regarding the protection and use of historical and cultural immovable monuments and the historic environment, physical and legal persons are permitted to engage in a range of activities concerning monuments including their repair, rehabilitation and use of monuments, under their own initiative or with sponsorship or financial and technical assistance, although the extent to which such persons are assisted is not clarified. As normal, they have must bear certain responsibilities to comply with all the requirements of the relevant legislation on the preservation and use of monuments. In this sense the account of legislative requirements is prescriptive and somewhat negative and should be backed by equal measures to ensure positive actions for the beneficial use of heritage. The key issue here is to recognise that cultural heritage legislation should be a balance of positive and negative issues which balance protection and beneficial use requirements.

The Armenian Apostolic Church has been highlighted as a major owner of monuments and churches since ownership was passed from the State over to the Armenian Apostolic Church in 1988 – 2006, but presumably comes under the same measures as other “private” owners of cultural heritage.

The Ministry’s response highlighted some actions where cooperation and joint projects on monuments have been developed with non-governmental organizations operating in Armenia, in particular, ICOMOS/Armenia, ICOM, the Armenian Union of Architects, National Museum-Institute of Architecture, Research on Armenian Architecture Fund (RAA), Armenian Monument Awareness Project, Minas Avetisyan Benevolent Cultural Foundation, UrbanLab, 360 Armenia, and indicated a number of projects which are being implemented jointly with these organizations, notably:

- The project on Documentation of Armenian Historical and Cultural Monuments in Foreign Countries, jointly with Research on Armenian Architecture Fund, since, 2010,
- Together with the Armenian Monument Awareness Project NGO, installation of information panels in five languages at historical, cultural and natural monuments of Armenia,
- Together with 360 Armenia organization, the 360 Armenia project in 2014 (virtual tours of monuments in Armenia and the launch of 360armenia.am website).

The Ministry’s response highlights the nature of the legislative provisions for the control and protection of monuments and sites. Apart from the cooperation projects, largely

with NGOs, it has not specified issues in terms of the process of positively engaging the private sector in the exploitation of the heritage for society. In this respect this report raises a number of issues including comments from observers:

- It is essential that both sides co-operate on developing and implementing programmes relevant to the improvement of the control of works on heritage assets in private ownership, and to the regulation of legal and physical persons engaged in such activities.
- While state structures are fully authorized to control conservation/rehabilitation works on heritage assets there is an inference that damage is occurring to heritage assets through development projects and that public opinion is the only arbiter to fight the destruction of immovable heritage. It is therefore, essential that there is a shift in emphasis whereby heritage is not seen as an impediment to development but rather as facilitator for the development of society.
- This requires both heritage impact assessment (such as in the context of environmental assessment but in a more general context) and a more joined-up integrated way of thinking about the exploitation of heritage resources, including measuring the impact of the both direct and indirect benefits of investing in the heritage benefits and developing appropriate policies to shape opinions.
- It has been noted that procurement procedures for the investment sector have been improved in recent years (through specific requirements for those people/organisations engaged with this work), providing a good basis for contractors through competitive tenders, but the budgeting/funding of works for successive years (e.g. long term maintenance) needs further examination (so that all expenses from beginning to end are fully anticipated).
- Lessons learned from the COMUS project following rehabilitation initiatives may be useful in this context (including the development of project management, feasibility and funding issues).

## 7. Financial support and assistance

This issue considered the availability legal measures /programmes provide finance or tax incentives in support of conservation, restoration, rehabilitation or other works to support action in relation to the cultural heritage. It asked the question:

*What actions are required to improve the provision and administration of funding mechanisms?*

The Ministry of Culture identified the sources of funding for conservation and exploitation of cultural heritage as being by:

- state and community budgets
- monument annuities and financial assistance provided by monument owners
- cultural and social organizations and foundations
- and other funds "not prohibited by law"

Public sector funding is implemented on two levels of administration and is supported by the programmes targeted at the preservation, promotion and development of cultural resources according to state budget allocations (based on the laws of the Budgetary System of the Republic of Armenia and local government agencies and the Law on Financial Equalization).

The Ministry identified that preservation and rehabilitation of cultural and historical heritage resources have received increases in funding both from local sources and projects, delivered in partnership with international organisations, but does not identify the significance of this (for example, whether lack of funding impedes the development of the heritage sector) nor does it explain the types of funding assistance that is provided (such as whether subsidies or tax incentives are provided) or how the monument annuity is collected and utilised – whether for state programme or to assist private owners and the third sector), it merely indicates that state policy seeks to secure the engagement of the private sector and an increase in investments and that, besides state allocations, there is also an increasing number of investments in the sector.

Without specific information in this sphere it is difficult to comment on the funding mechanisms in place. However, a number of observations have been made and issues for development of policy are raised:

- There would appear to be a considerable shortfall in funding in that in recent years it has only been possible to maintain cultural organisations rather than develop them.
- Transition to a market economy was not marked with an economic boom and the cultural policy meeting all the requirements of the economic boom, and the economic necessary to achieve a balance between the market and the state have not been sufficiently developed. In this respect there is a lack of financial and management models.
- There is a need to develop a new concept and a new model both for managing and financing culture/cultural heritage including through international donors and investors, a sponsorship and charity culture, and to develop a new national mentality, create bridges between culture, the state and business and make a transition from state funding to diverse types of funding envisaging state (or community) funding, as well as financing respective agencies, councils that can develop funding initiatives.
- A new financing model for museums would contribute to the democratization of museum management and promote the museum autonomy and help to create equal conditions for museums located in the capital, regions and local communities.
- A new funding model could also be required to resolve the problem of the limited financial assistance which is extended to NGOs and private owners of heritage assets.
- There is an argument to create a governing body to assume the responsibility for the conservation, restoration and exploitation of cultural heritage assets and to improve the provision and administration of funding mechanisms.
- In line with European advice, consideration should be given to different sources of funding and best practices in the promotion of heritage projects (for example as may be provided through European databases), the principle of multi-funding (allowing complementary use of different funds for large scale projects), encouraging public-private partnerships, the provision of fiscal incentives and other subsidies, and the provision of funding for research and studies and pilot measures to analyse the impacts of cultural heritage promotion processes as a means to assess the direct and indirect contribution that heritage can provide to economic and social development processes (see European Parliament Resolution of 2015).

## 8. Legal texts for cultural heritage

This section considers the situation of laws, regulations, norms and conventions concerning cultural heritage. It asked the question:

*What actions are needed to update or finalise legal texts concerning the cultural heritage and to implement existing laws and ratified conventions?*

The Ministry of Culture has identified the main legal regulations for the cultural heritage sector, which are implemented in accordance with the Constitution of the Republic of Armenia, RA laws, Decrees of the Government of the Republic of Armenia, departmental and other legal acts and international treaties. These include:

- The RA Constitution, by which historical and cultural monuments and other cultural values are under the care and protection of the state.
- The RA Criminal Code which includes does not contain a separate Chapter or Section, prescribing liability for violations of cultural heritage preservation, however, liabilities for violations including for damaging or destroying nature objects or historical and cultural monuments, under state protection.
- The RA Civil Code which refers to loss of cultural values and regulates issues on intellectual property and copyright.
- The Law on the Bases of Cultural Legislation defines the issues of the RA cultural legislation, the principles and objectives of state policy on culture, the functions of the state in the sector of culture, including cultural heritage protection, the competences of state and local self-governing bodies, financing mechanisms for culture and cultural activities, the types of activities implemented by non-commercial cultural organizations, the major directions of international cooperation in this sector.
- The RA Law on the Protection and Use of Immovable Historical and Cultural Monuments and Historic Environment (1998) and the associated Regulation on State Registration, Examination, Preservation, Reinforcement, Repair, Rehabilitation, and Use of Immovable Historical and Cultural Monuments and the Regulation on the Relocation and Modifications of Immovable Historical and Cultural Monuments.
- The RA Law on Immovable Historical and Cultural Monuments, Considered as the State Property of the Republic of Armenia and Not Subject to Acquisition (2007) and the associated List of Immovable Monuments Considered as State Property and Not Subject to Acquisition.
- The RA Law on the Export and Import of Cultural Values (2004)
- The RA Law on Intangible Cultural Heritage (2009).
- In 2010 – 2012 the RA Government approved a number of legal acts that ensure the enforcement of the law and clarify the procedures to ensure compliance with the law including:
  - Criteria for Preparing Lists of Intangible Cultural Values in the Republic of Armenia and the List of Intangible Cultural Heritage Values, Decree-A 310, dated March 11, 2010
  - 2011 Annual Plan of the Protection, Preservation, Promotion and Use of Intangible Cultural Heritage, Decree N 1027-N, dated July 29, 2010
  - The Procedure of the Identification, Documentation, Preservation of Intangible Cultural Values and Exchange of Information and Certificate Template for Intangible

Cultural Value, Decree N 1173-N, dated September 3, 2010

- Criteria for the Preparation of Intangible Cultural Values Lists in Need of Urgent Safeguarding and the List of Intangible Cultural Values Prepared in Compliance with the Criteria, Decree N 36-N, dated January 20, 2011
- Criteria for Identification of Cultural Sites in the Republic of Armenia and the List of Cultural Sites, Decree N 241-N, dated March 1, 2012.

Whilst the Ministry provided further details of the issues which these laws and regulations govern, no further information was provided in relation to actions that are needed to update or finalise legal texts concerning the cultural heritage and to implement existing laws and ratified conventions.

However, a number of issues can be raised:

- The state-approved List of Immovable Monuments Considered as State Property and Not Subject to Acquisition contains 18935 monuments with 6145 protection units. This infers that the majority of protected cultural heritage assets remain in state ownership (It is believed that there are 24,152 monuments in total, i.e. on this basis 5,217 monuments are not in state ownership). However, it remains uncertain as to whether some protected items of cultural heritage can be in private ownership. If this is the case, consideration may need to be given extending ownership particularly if this may achieve a more effective and efficient way of managing heritage resources.
- The Republic of Armenia has also ratified and “brought into force” a number of European conventions in the field of cultural heritage those made under the auspices of UNESCO (including the World Heritage Convention 1972, Convention for the Safeguarding of the Intangible Cultural Heritage 2003, Convention on the Protection and Promotion of the Diversity of Cultural Expressions 2005) and conventions made under the auspices of the Council of Europe (including the conventions on the Architectural Heritage - Granada 1985, the Archaeological Heritage - Valetta 1992, Landscape - Florence 2000, and the Framework Convention on the Value of Cultural Heritage for Society - Faro 2005). In the case of the Council of Europe Conventions, they all stress the need for an **integrated approach** to the management of the cultural heritage and the Faro Convention (which “entered into force” in Armenia on 01/12/2012) in particular has relevance to the issues of this report (see part 1).

## 9. Relationship between legal texts for cultural heritage and other legal texts and policies

This issue looked at how heritage legal texts relate to, or are referred to, in other laws, for example, concerning urban and spatial planning, construction, environmental protection, investment, taxation, property ownership, restitution, tourism, expropriation, criminal sanctions/penal codes, human/cultural rights etc, and education (in terms of the historical value and economic and social potential of the cultural heritage). It asked the question:

*What actions are required to improve other co-ordination and integration procedures?*

Here the Ministry of Culture stressed that all legal acts that affect the protection of cultural heritage stem from the RA Constitution and international Conventions, particularly those of UNESCO and the Council of Europe, signed or ratified by the RA. values are under the care and protection of the state.

In this context the relevant laws are:

- RA Law on the Export and Import of Cultural Values (2004)
- The RA Law on Copyright and Related Rights (on the creation and use of authors' rights).
- The RA Law on Archive Keeping. The enforcement of this law is ensured by the decrees of the RA Governments on the Exemplary List of Archive Documents with Marked Preservation Time and on the Order of Financing RA Archive Collection Preservation.
- The RA Law on Mandatory Copy of Document regulates legal, financial and economic relations stemming from the permanent protection and registration of all types of documents, bibliography compilation, and public use of national heritage.
- The RA Law on Specially Protected Nature Areas (2006) (which defines the legal grounds for state policy on the natural development, restoration, preservation, reproduction and use of specially protected nature areas) such as eco-systems, natural complexes or individual objects of environmental, economic, social, scientific, health and recreational value. The law defines approximately 30 concepts, including 'national park', 'nature object', 'specially protected nature area', 'natural monument', 'state reservation', 'state reserve', 'landscape', etc. (NB it is identified that "Some notions are in line with the provisions of the RA Law on Protection and Use of Immovable Historical and Cultural Monuments and Historic Environment").
- The RA Law on Urban Development (1998) (which regulates the urban development sector urban development design (or spatial planning) documents and architectural documents). (NB It is further explained that the urban development design (or spatial planning) documents Plans for historical and cultural grounds of settlements, preservation zones of immovable historical and cultural monuments, and specially protected nature areas and Plans for spatial organization of landscapes, health, recreation, the implementation of which refer to the provisions of the RA Law on Protection of Immovable Historical and Cultural Monuments and Historic Environment and the RA Law on Specially Protected Nature Areas.
- Any profit generated from the use of a literary, artistic or scientific work or from copyright, a patent, a brand, a project or a model (use of authentic content by permission) is considered income by the RA Law on Profit Tax.
- According to the RA Law on Property Tax, cultural organizations and historical and cultural monuments owned by the state are exempt from property tax. (NB This appears rather limited, but it has already been stated that the situation of ownership of cultural heritage has not been defined – see section 8).
- Provisions related to the sphere of cultural heritage preservation are also contained in:
  - The RA Law on Local Self-Government of the City of Yerevan
  - The RA Land Code
  - The RA Water Code
  - The RA Forest Code
  - The RA Civil Code
  - The RA Code on Administrative Offenses

- The RA Criminal Code
- The RA Tax Code
- The RA Law on Libraries and Librarianship (which addresses issues of the preservation of movable cultural heritage).

It is noted that a Draft Law on Museums and RA Museum Fund is currently being discussed at the National Assembly.

It was also stated that legislation on the protection and use of cultural heritage prohibits discrimination on political, ideological, religious, race and ethnic grounds. In this regard, along with the heritage created by the Armenian people the state preserves the monuments created by the ethnic minorities residing in the territory of the republic and generates opportunities for their preservation and rehabilitation via state projects and individual initiatives.

Furthermore, construction works for the creation of new infrastructure targeting tourism development are implemented exclusively beyond the monument area, excavation and preservation zones, which ensures the integrity and protection of the landscape and the historic environment of the monument.

Cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO), International Council of Monuments and Sites (ICOMOS), International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), International Council of Museums (ICOM) was also reported to be of major significance for the development of the sector internationally.

While the identification of relevant legislation in different spheres connected to cultural heritage is undoubtedly useful, the Ministry did not identify whether any actions are required to improve other co-ordination and integration procedures between different sector legislation. Other commentators have indicated that there is a need for further actions. In this context the following comments are made:

- Aligning legislative provisions and laws with international standards can improve co-ordination and integration procedures in the field. However, further action is needed to ensure that there is an integrated approach, as identified in the Council of European conventions and current thinking according to the recent documents of the European Union, which have advocate the need to move towards an integrated approach (see Part 1). Indeed the UNESCO *Recommendation on Historic Urban Landscapes* of 2011 moves towards a broader assessment and management of the historic environment rather than “protection” of heritage assets in isolation.
- Observers believe the operation system of RA state and non-governmental organisations in the field of cultural heritage assets and resources lack participatory and integrated approaches to management.
- There is, therefore, a challenge to develop this interconnectedness between the outcomes reached by the organisations seeking to control, preserve and develop cultural heritage resources and those produced by the structures that tend to shape the public opinion and identity.

## 10. Inventories, documentation systems and the planning process

This issue raised questions concerning the types and status of inventories and other mechanisms for documenting or recording heritage assets and resources (tangible and intangible) including the use of information technology systems, with particular reference to recording information as a protection tool, assessing the condition or vulnerability of heritage assets (for example the degree of risk through lack of repair, inappropriate works, natural disaster, under occupation, lack of beneficial use, etc) and for identifying priority actions, identifying heritage assets in relation to other management systems such as cadastral records or in spatial and land-use planning and as an information resource for public access and information. It asked the question:

*What current problems exist in the inventory and documentation systems and how can they be resolved (including in relation to skills development, technology for data processing, digitalisation and access by different stakeholders and the general public) and what actions should be taken to improve existing systems?*

The Ministry of Culture have identified an extensive inventory and documentation system which is updated periodically and comprises:

### - For Immovable Monuments:

The **Monument Certificate** refers to registration documents for immovable object of historical and cultural value descriptive, topographic and characterisation data, measurements, photographic information, map-based recording of the location). The recording methods are reported to be to international standards. Monument posters, certificates and reference to preservation zone plans are placed in the **Monument Cadastre**, as part of the state cadastre system of the Republic of Armenia and is based on state real estate cadastre. Available information is *updated every five years*. (The major objectives of the Monuments Cadastre are to incorporate data on a significantly expanded scope of criteria for the description, characterisation, valuation, classification and legal status identification of monuments, as well as data on the administrative and territorial changes in the republic and acts of renaming settlements; to address the need for including new research results and changes in the preservation conditions, ownership and use of the monument (property) in the new state registration certificates, to address the need for updated, revised and supplemented information coding and general systematization).

A one-for-all certificate is drawn up for monument groups, complexes or groups of structures occupying a common area, and separate documents on elements of individual historical and cultural value are attached to it with individual sub-numbering.

For archaeological monuments, further information is provided from ground examinations and small scale investigative excavations may also conducted if it is deemed necessary.

The Monument Certificate also serves *to record the condition of conservation of the monument at the moment of creating the certificate and provides information on the assessment of the condition the monument is in.*

The data mentioned in state registration documents of monuments are regularly (at least once every five years) adjusted and supplemented in accordance with data from new findings, research results and *changes in the conservation condition and status*. The new data to be incorporated in the certificates are recorded on separate inserts.

The **State List of Monuments** serves as a legal ground for the monument to pass under state protection.

There is also a **Scientific Information Repository, Monument Clusters** which is a scientific information repository, to compile and publish consolidated information (including from archive materials) in the Almanac on Armenian Monuments which is a multivolume encyclopaedic publication, presenting immovable historical and cultural monuments in the Republic of Armenia, in historical Armenia and Armenian Diaspora communities, according to the modern state borders and administrative jurisdictions.

The information various information sources serve as a basis for identifying new initiatives to be incorporated in the Mid-Term Expenditure Plan requests of the RA Ministry of Culture (according to their degree of urgency). In case of immediate need for intervention, measures are taken to solve the problems.

The documentation created and the information collected as a result of inventory of monuments provides important baselines for detailed planning, construction, and preparation of historical and cultural grounding projects.

In general terms the Ministry of Culture has indicated that *vulnerability of cultural heritage is minimized; potential damage is prevented due to the monuments inventory system as situations that may damage the preservation of the monument are recorded.*

- For the Intangible Cultural Heritage:

As a result of a process of inventory three **State Lists of Intangible Cultural Heritage** have been drawn up and approved by the RA Government. These need to be updated regularly. The lists are prepared according to the criteria approved with consideration given to principles of viability, urgent need for protection and inventory of cultural areas.

Units of viable intangible cultural heritage are included in the **List of the RA Intangible Cultural Heritage Units**. The criteria for their inclusion in the lists are as follows include:

1. the value or a combination of values according to a number of defined domains of intangible culture (e.g. 1. folklore including language and oral traditions, folk music, dance, theatrical performance, customs and national beliefs, lifestyles, national cuisine, national games, traditional crafts and skills, notions about nature, etc.; 2. a constituent in the formation of national identity, mentality and worldview; 3. a symbol or any other manifestation of national history, memory, phenomena, events, processes of tribe formation; 4. a unique manifestation of national traditional culture; 5. being of national or universal cultural, historical, religious or scientific significance; 6. being a bearer of knowledge and skills in a certain domain of intangible culture; and 7. characteristics (originality, historical, ethnic and cultural, social and other specificity).

The intangible cultural value must be living and viable to meet the precondition for inclusion in the list.

The list is prepared in the format of a table, where various details are completed per unit in the respective fields: name of the value or common variants, domain (genre, style), location/geography, bearers, a brief historical reference (when and how it was created, first reference in sources), viability (primary functions, extent of preserved historical, cultural, economic, societal significance, developments and modifications), and characteristics (originality, historical, ethnic and cultural, social and other specificity).

The list currently contains nineteen units and the Ministry of Culture has identified that *seven of the units have been included in the list of intangible cultural heritage requiring urgent protection. The following criteria are established for their selection:*

- the value exists with losses;

- the value is living among a group of people (compatriots, people of kin);
- is retained in the memory of only some groups;
- hereditary transmission line is broken;
- is mentioned in folklore texts;
- is forgotten, however restoration is prioritized from the perspective of national identity preservation.

The following information is filled in for a unit in urgent need of protection on the list:

- name of unit;
- domain (genre, style);
- characteristics (originality, historical, ethnic and cultural, social and other specificity);
- a brief historical reference (when and how it was created, first reference in sources);
- the bearer (an individual, a group, a community);
- reasons for the threat of loss and need for preservation.

Two areas are included in the List of the RA Cultural Areas, drawn up by the following criteria:

- bearers in the area traditionally create intangible cultural values,
- the area is a vivid example of traditional natural resource management,
- there are historical, cultural and natural monuments in the area which, as a result of the historically formed popular perceptions, have acquired a spiritual, ceremonial and religious significance.
- the area is a unique combination of historical, cultural and natural monuments, as a result of which it has acquired scientific, cultural and touristic significance.

The RA lists of intangible cultural heritage are *updated* according to the **Regulation on Identification, Documentation, Preservation of Intangible Cultural Heritage and Information Exchange**, approved by Decree N 1173-N of the RA Government, dated September 3, 2011. The Regulation establishes that the state authority shall regularly organize scientific expeditions, systemically covering the territory of all marzes and settlements in the RA to discover, register and study intangible cultural units, *and to update, revise and amend data on the state lists of RA intangible cultural heritage and intangible cultural heritage units in urgent need for protection.*

Specialists of related fields – ethnologists, folklore, music and dance specialists, specialists of folk crafts and folk art, photographers, camera men –are selected for participation in the expedition if they have studied bibliographical, archive, information, travel route, research and documentary materials on the intangible cultural heritage and coordinate related activities in the given region. *Both preserved and lost components, the condition of the monument at the time of the expedition are recorded.* The materials, registered in accordance with the criteria approved by the RA Government, are submitted to the State Authority to update and amend the state lists. The data in the state lists are regularly (once every two years) adjusted and amended to reflect new findings, research results, and changes in the state of preservation and status. State administration and local-self-government bodies, research institutions, religious and cultural organizations, creative associations and bearers of intangible cultural heritage can propose the inclu-

sion of a new unit in state lists or the withdrawal of a unit from the state lists, turning to the state authority with valid substantiation.

The system of inventory identified by the Ministry of Culture is undoubtedly comprehensive. A number of issues are raised in the context, in part following observations from other commentators:

- Whilst the record systems are purported to meet international standards the type of standards, such as core data index of the Council of Europe, is not mentioned.
- There is no reference in the Ministry of Culture's report as to whether the record systems are digitalised or whether there is open access to the documentation systems for different stakeholders. However, a number of comments from observers have suggested it is not or only in part. Reference has been made to the Armenian Monuments Awareness Project<sup>24</sup>, which is a developing information tool, but this is not the state documentation system. Furthermore, the digital database on historical landmarks in Gyumri set up by the City Research Centre NGO (CRC) in 2003 has been identified<sup>25</sup>. One of the drawbacks that has been identified concerning the aforementioned systems is that they do not integrate well with other information systems. Apart from improving management procedures digitisation and online accessibility to the state documentations systems would help to create a "shared responsibility" for the cultural heritage and assist in widening engagement in heritage (see part 1).
- The ability of the documentation system to record the condition of conservation of immovable monuments at the moment of creating the certificate and provides information on the assessment of the condition monument is useful but the time period for adjusting the record to account for changes in the conservation condition and status (which could be up to five years) appears to be too long. It may be useful to consider an annual mechanism to determine monuments that at risk so that limited resources can be tied into annual budgets and encourage preventative action. Maintaining a record of ownership is useful if action needs to be taken against private owners. A digital register of "Heritage at Risk" would help to focus attention of the need for action, including to potential investors. The system which has been developed in Gyumri is a useful starting point in this respect as it provides details of the status of the condition (at different levels), ownership and occupation. Similar systems may be available from the Kyiv Initiative on Historic Towns (before the COMUS project), but the information would need to be coordinated and integrated into one digital system.
- Considerable focus is given to the documentation of the intangible heritage. There appears to be a more regular system of updating information including especially in relation to intangible cultural heritage units in urgent need for protection. Whilst there is merit in this action, to ensure that aspects of the intangible heritage are not lost forever, there should be balanced approach to review both immovable and intangible heritage.
- The system for inventory for movable heritage items of the tangible heritage has not been specified. Therefore, it is not possible to comment on this issue in this section of the analysis.

---

<sup>24</sup> <http://www.armenianheritage.org/en/>

<sup>25</sup> [www.aleksandrapol.net](http://www.aleksandrapol.net). This system is us

Noratus Armenian Khachkars

[\(image source\)](#)



## 11. Immovable Heritage Protection

This issue concentrated on identification of the main forms of immovable heritage protection, control of works and actions to raise awareness of Armenia's immovable heritage. It asked the questions:

*What current problems exist in the designation process or regarding activities which should be controlled in relationship to protected heritage assets and resources and how can they be resolved? What actions can be taken to encourage rehabilitation and use of immovable heritage resources for the benefit of society?*

The Ministry of Culture identified that, according to Article 6 of the RA Law on Protection and Use of Immovable Historical and Cultural Monuments and Historic Environment, **monuments are classified by their nature as follows:**

- Archaeological,
- Historical,
- Urban Development and Architectural,
- Monumental Art.

In addition, newly-discovered objects of archaeological, historical, scientific, artistic or other cultural value are also classified by type and included in the list of newly-discovered monuments (with expert opinions) before being submitted for inclusion in the State Lists of Immovable Monuments.

**Historical and Cultural Reservations** are created for the preservation of the settlements and parts of settlements– historic centres, districts, natural and historically formed artificial landscapes of streets and their historic environment – where monuments are located. There are currently nine historical and cultural reservations with the creation of a further two more under discussion.

**Monuments can be classified into two groups by their value:** of republican and of local significance. According to the degree of character retention, monuments can be divided into those that have completely preserved their initial (or historically shaped) character and those that have partially lost it. Monuments that have partially lost their initial character are classified into two groups as follows: those that can be restored, on the basis of scientific analysis of documentary materials, and those that cannot be restored because they lack the necessary documentary evidence.

**The** Ministry of Culture identified that the protection of historical and cultural monuments is implemented by the Government in the person of the state authority (monuments of republican significance, monuments on the UNESCO world heritage lists) and local self-government bodies (monuments of local significance), and the owners of the monuments. However, beyond this there was no further explanation regarding the control of works, actions to raise awareness of Armenia's immovable heritage and actions which could be taken to encourage rehabilitation and use of immovable heritage resources for the benefit of society. This is somewhat surprising given the involvement of the Republic of Armenia in the joint Council of Europe/European Commission project on *the Kyiv Initiative for the rehabilitation of Historic Towns* and the subsequent and current COMUS project<sup>26</sup> (January 2015 to June 2017). Therefore, the analysis of issues relating to section 11 of this report is limited to the following comments and observations:

<sup>26</sup> See <http://www.coe.int/en/web/culture-and-heritage/comus-urban-strategies>

- A detailed and tailored programme can encourage rehabilitation and use of immovable heritage resources for the benefit of society including using small-scale funds to commence flagship projects.
- In relation to the COMUS project as a whole (which includes the towns of Gyumri and Goris in Armenia, as well as towns in Belarus, Georgia, Moldova, and Ukraine) the lessons learned for “Rehabilitation” projects including the mobilisation of partners and encouragement of public-private partnership arrangements, bankable projects, funding applications for rehabilitation works, the creation synergies in terms of means and resources, confidence-building amongst inhabitants, the stimulation of local dynamics on the town scale, the lessons learned about community planning and the development of integrated systems -should be spread to other places in Armenia. In the first place, these actions could be centred on towns where preparatory works were started through the Kyiv Initiative in 2010-2012 (including the towns of Alaverdi, Ashtarak, Dilijan, Gnishik & Eghegis, Meghri, Noratus, Oshakan and Vagharshapat).

## 12. Movable Heritage - Museums, Archives and Libraries

This section centred on the structure of the museum system and other institutions including issues for building sustainable relationships with communities including social and educational benefits, the provision of interpretation resources for cultural tourism, the development and employment of audiovisual, multimedia, 3D (three dimensional), virtual reality displays and interactive experiences and revenue creation issues. It asked the question:

*What actions should be taken to develop the Museums and other sector facilities for the movable heritage for the benefit of society?*

The Ministry of Culture of highlighted the following issues:

### -For Museums:

Currently there are 119 museums in Armenia, 51 of which are owned by the Ministry of Culture (including “Exhibition Centre” SNCO, branches and conservation museums). The ownership status of other Museums was not clarified.

While contractual relationships for immovable monuments, libraries, intangible cultural heritage sectors are regulated by the Law, but the situation is different in the museums and the museum fund sector. Museum activities, as well as the issues of the RA museum fund, which are an inseparable part of the cultural heritage, have not been regulated by the law. However, a draft law on “Museums and the RA Museum Fund” has been developed by the Ministry of Culture and has been submitted to the National Assembly for consideration.

Once this the draft law on “Museums and the RA Museum Fund” is adopted, regulations regarding the establishment, operation and cessation of the activities of museums will be put in place, identifying distinct definitions of museum types and activates and the legal bases for the formation, replenishment, registration, preservation and security,

Currently, the activities of the museums which are owned by the Ministry of Culture are regulated by legal acts approved by the Minister of Culture (not at the level of the National Assembly). This regulation includes procedures for the use and protection of museum funds, temporary preservation and export of museum objects, etc.

The Ministry of Culture has indicated that it has employed electronic information systems in the museum service sector, but this extent of this work was not specified. The Ministry of Culture expects to facilitate the development of museums, museum exhibitions, unified ticketing policy, etc.

#### -For Libraries:

There are 915 community libraries in the Republic of Armenia, but only 621 are actively functioning at the present time. Twelve of which operating libraries (two national and ten regional) are under the jurisdiction of the Ministry of Culture. It was reported that the content distribution within the structural division of libraries was directed at improving a number of issues which have largely been implemented through a new Law on "Libraries and Library Activities", which was adopted in 2012. The procedures and Governmental decrees stemming from it contributed to the improvement of the main activities of the library sector. For example, the replenishment, preservation, study, promotion of library collections, the digitalization of cultural heritage, ongoing development of databases and unified automated systems, provision of continuous replenishment and uninterrupted public access, bibliographies compiled on printed materials, creation of national intact funds, compilation of statistical data, information lists and publications, book exchange, as well as the improvement of service quality in terms of shared information or organized cultural events due to a more active use of information technologies.

Further work has been achieved or is in progress. For example, in order to establish a stable relationship with community libraries a number of programmes are being implemented, such as the accreditation of community libraries, training of librarians, the compilation of an integrated electronic catalogue, the creation of an information database. The "Armenian Book" integrated electronic catalogue of Armenian libraries has been connected to the 22 libraries, including 13 libraries under the regulation of the Ministry including a scientific information unit of Armenian Studies, namely, "An Integrated Catalogue of Armenian Media".

Work has been achieved in the sphere of **Digitalization**. A centre for digitization continues to develop the digitalization process of literary sources in the National Library of Armenia and it was reported that more than 422,398 pages have been digitized. Currently, there are over three million pages that are digitized with approximately two-thirds from periodicals and one-third in relation to books.

A number of **Events** are supported including World Poetry Day, Book Donation Day, International Children's Book Day, Librarian's Day, etc. which have encouraged the bringing together of people around books and in libraries. Many presentations have also been organized on the occasion of publication of books by regional writers. The "Make Friends with the Library" project was held on the Librarian's Day (7 October) and 155 libraries joined the project with more than 351 events: books fairs for books published in the last 25 years, presentations, meetings with regional and community writers. In 2017 a Republican Library and eight urban libraries also joined the project.

International cooperation to ensure the safeguarding (intact preservation) of worldwide Armenian printed heritage and joint decisions on its transition to the future generations were reported to be of great importance in order to ensure the progress of library activities and make them more effective under modern challenges.

A significant amount of work has been done to create bibliographic databases and to digitize library collections. This includes the provision of training courses for community librarians (since 2012) aimed at introducing various information technologies to librari-

ans, making them better informed of electronic media and technology introduced in library systems.

Since 2013 the accreditation of community libraries has been conducted in accordance with the established legal procedures and such libraries have been upgraded with internet connection, specialized furniture and equipment, as well as new literature sources under the project of "Public Library Logistics Development".

In relation to the development and use of audiovisual, multi-environmental, 3D (three dimensional), virtual reality displays the Ministry reported that libraries under the jurisdiction of the RA Ministry of Culture are equipped with audiovisual (CD, DVD) devices. More than 100 thousand units are accessed per year, including installation of the "Sun" and "Family Librarian" software for the visually impaired. The Ministry has identified that there is a need to remodel libraries as intellectual and creative development centres and to make them more attractive to the public and create a new environment for intellectual pursuits by expanding the scope of provided services. In this respect there is a desire create a new form of library environment by intensifying collaboration with private organizations (although in what capacity it is not clear), writers, creative associations, as well as to provide free wireless internet access and technical equipment in the libraries.

From the statement presented by the Ministry of Culture, as well as observations from stakeholders, a number of issues can be raised:

- Consideration could be given to developing International Literary Festivals, promoted by the Library and Museum sectors, particularly in decentralised locations such as key historic towns to encourage visitors.
- While the Library sector can be seen to be developing well (apart from fact that approximately one third of libraries are not actively functioning), including training and the professional accreditation of Librarians, the organisation of Events and extensive efforts to digitalize the information systems, the situation of the Museum sector appears underdeveloped and there is no indication as to whether audiovisual, multi-environmental, 3D and other technological advances are being utilised in Museums.
- Furthermore, a stakeholder comment has observed that Museums and the movable heritage facilities need to lift their competitiveness and enhance their attractiveness enhanced for the benefit of society.
- In this respect there is a need to increase the management capacity of museums (as successful museums are not only interesting museums and involved in scientific projects, but they also direct their efforts to organisation), to improve the funding of museums and provide an interesting environment in which people want to engage. This inevitably raises issues about who manages the museum (public sector or private/ third sectors), marketing, design and the use of information technology including interactive multi environment digital displays as well as providing commercial outlets (shop, restaurant, café facilities, etc.)
- One stakeholder observed that museums owned by Ministry of Culture develop Museum Prospective Development Strategies, and every year functions stemming from those strategies are incorporated into Ministry's budget requests and mid-term expenditure plans. In this context it may be possible to develop specialized trained for Museum services beyond musicology. Indeed, it was reported that, within the framework of collaboration between the Ministry of Culture and ICOM, specialists from the British Museum were invited to Armenia to conduct a training course for specialists

from different museums in the RA on topics of museum marketing management and planning.

- Museums also have a role to play in the tourism sphere. There is a need for a clear strategy to link to museums to tourism initiatives and collaborative projects between tourism (coordinated by the Ministry of Economy Development) and heritage in general. This may point to the need to further develop co-ordination procedures between different ministries and state bodies (NB the consideration of interdepartmental committees mentioned in section 1 above does not mention the issue of tourism). This problem is compounded by the lack of a clear museum strategy.
- Other stakeholders have argued that the law on museums is insufficient in terms of funding mechanism and the law on sponsorship is also inadequate (with very little action taken to encourage sponsorship). There, therefore, is a need for other sources of revenue and diversification including encouraging encourage endowments and be more proactive in mobilising funds.
- Projects are being developed to create tourism initiatives (cultural routes/ infrastructure corridors) which would benefit being linked to a network of museums. This, with other tourist attractions and facilities, could help to develop clusters of activity.

### 13. Intangible Heritage

This section considered issues relating to the development of the intangible heritage sector and how it can be used for social-economic development purposes. It asked the question:

*What actions should be taken to develop the intangible heritage sector for the benefit of society?*

The Ministry of Culture's response identified that state budget allocations and the number of targeted projects have been increased and that the scope of implemented programs has been expanded to strengthen the sector and developing the potential of the intangible cultural heritage. A number of cultural projects are organised in different regions of the country, including folk festivals, folk art training courses, exhibitions, other events aimed at raising awareness and promoting the preservation of intangible cultural heritage and developing community involvement. As indicated in section 5 above, extensive theoretical training on intangible cultural heritage is conducted by the Faculty of Armenian History at Yerevan State University, including the Chair of Archaeology and Ethnography, the UNESCO Chair of the History of Armenian Art and Theory, and Culturology Department as a separate unit within the Faculty of History. A number of NGOs, including the *Education Support Foundation*, *Calendar: Revival of Traditional Festivals*, *Sasna Toon*, and *Development and Preservation of Armenian Culinary Traditions* (as examples), have been engaged to implement a number of projects in collaboration with state bodies.

Many events are organized to develop the intangible heritage sector. By example, in 2016, 32 events were organized including traditional events dedicated to the epic *Daredevils of Sassoun*, the dialect and storytelling festival *Three Apples Fell from Heaven*, the fifth international folk festival *Armenia at the Crossroads of Peace*, the *Bread Festival* in Gyumri and the Armenian food festival *Recalling the Taste of the Old Country* organized in New Artik community (Aragatsotn marz).

The connection between intangible cultural heritage and other fields of heritage has

been identified through implementation of various publishing activities and organization of cultural events, although connections with other forms of tangible heritage were not specified. However, the organization of various festivals has been identified as contributing to the development of community-based tourism and economic development (although it was not stated in what capacity).

Apart from signing and ratifying the UNESCO *Convention for the Safeguarding of the Intangible Cultural Heritage* 2003 for inscribed intangible heritage, Armenia is a member of and cooperates with the Regional Research Centre of Intangible Cultural Heritage in Western and Central Asia and the Sophia Centre of South-Eastern European Countries. Armenia also participates in various international folk art festivals, meetings and exhibitions.

However, the problems of replenishing the list of intangible cultural heritage and creation of a unified database, and establishment of mechanisms to protect the viability of folk musical instruments remain an outstanding. The development of traditional crafts, the promotion of artisans, the modernization of handicraft products, the development of mechanisms of making them part of routine and everyday life as well as the publication of popular scientific works on intangible cultural heritage are other important issues which were identified as being pertinent to the sector.

The Ministry of Culture have identified that in order to contribute to the development of the intangible cultural heritage sector it is necessary to ensure adequate promotion and coverage in the media, to raise public awareness and build respect towards the importance of intangible cultural heritage. In addition, a number of other issues can be raised for the development of the intangible heritage sector:

- Communities are often the real the guardians of intangible heritage, especially in rural areas, but they may find it difficult to grasp the importance of this heritage and how it can be used. Moreover, culture/cultural heritage is a voluntary function for local authorities in Armenia and they are not often prepared or able to give funds for its development. Therefore, it is important to engage the private sector by associated economic development (encourage clusters of activity and develop tourism services, etc.).
- Publicising intangible heritage resources and assets and using them as extensively as possible in association with other tangible heritage assets and for tourism purposes, including in association with clusters of interest, could aid the development of the intangible heritage sector for the benefit of society.
- International co-operation should be developed to expand the scope of the intangible heritage sector as a resource and opportunities could be created for this if the Smithsonian Folklife Festival were to be organised in Armenia in 2018 (as was discussed by the representative of My Armenia under the umbrella of the Smithsonian Institution). This work with the cooperation of My Armenia has great scope for raising the profile of the Armenian intangible heritage and international events should be planned due to the potential of international visitors.
- As the intangible heritage connects with neighbouring countries such as Georgia and Iran, it is important to raise awareness of different heritages in different countries. This may assist in drawing tourists from these countries. However, in order to do this action will need to be taken to develop a strategy, particularly to safeguard the minority heritage of other societies from damage and to encourage the involvement of other governments.

- Events organised in relation to the COMUS project towns or cultural route development proposals could help to support this initiative and encourage an integrated approach to managing the cultural heritage.
- It is clear that new policies, developed out of a 2006 action plan, have improved the situation of the intangible heritage sector and new legal frameworks for the intangible heritage have been assisted by secondary legislation for inventorizing the intangible heritage. But this domain is a colossal domain (and will require extensive resources of resources particularly to develop interesting events which will encourage visitors (such as a wine festival)).

#### 14. Education, awareness-raising and consultation mechanisms

This section examined the issue of policies or procedures to raise public awareness and educate the wider community about the value of heritage assets for society including their direct involvement in protecting and utilising heritage resources. It asked the question:

*What actions can be taken to improve public awareness and educate the wider community public about the significance of the heritage and improve consultation about the potential of heritage resources for sustainable social and economic development?*

The Ministry of Culture identified that for works associated with monuments process, the owners and users of the monuments do not generally turn to state and local government bodies for legal and methodological advice because of a low level of awareness of the existing legislation. Moreover, it is clear that decisions about works to monuments are regulated by three advisory bodies under the Ministry of Culture.

- This suggests a top-down decision-making structure which may benefit from new advice service to help would-be investors.

One gesture towards public opinion was identified in that temporary exhibitions of design works by rehabilitation architects and the graduates of the State Engineering University are regularly held to consider wider public opinion on issues relating to projects of preservation, rehabilitation and use of monuments, to beneficially use public recommendations, to clarify existing disputes regarding preservation and use of monuments. Exhibition-goers are free to express their opinions on any work making a note in the visitors' book. These reviews and suggestions are subsequently discussed and summarized by designers.

In addition, in order to address issues related to preservation, rehabilitation and use of cultural heritage, the recommendations made at public hearings and discussions, organized by the Research on Armenian Architecture (RAA), Armenian Association of Restorers of Historical Monuments, Armenian Monuments Awareness Project (AMAP) NGOs and mass media are taken into consideration.

- However, there appears to be no formal mechanism to engage the public in matters concerning the cultural heritage

The Ministry's response does not consider wider issues of public engagement, awareness-raising and education to raise the profile of cultural heritage as being important to society, and therefore it is difficult to make a coherent response on these aspects. However, the following comments are made which include responses from different stakeholders:



Picture of Yerevan Cascade, Yerevan:  
The Visitor

[\[image source\]](#)

- It has been indicated that there is a lot of national level discussion about heritage, but little discussion at the level of the community. There is a consequent need to create a local dimension to the assessment, protection and use of heritage. In local situations, e.g. in Gyumri, there is a need to create a narrative to decide the relevance of monuments for local people. The COMUS project is important in this context – how people may understand the value of heritage and about where they live. Issues for locality, relevance to local people and context need to be raised and improved throughout Armenia.
- This points to the need for education and mechanism to involve the public about their heritage, particularly bearing in mind the *Faro Convention* notion of “shared responsibility”
- Indeed, one stakeholder expressed the view that, at present, awareness-raising activities are implemented only in case of “massive” structures. Hence, this practice is not consistent and regular by nature. On the other hand, the policy of merely “raising the awareness of the population” does not guarantee the real participatory role of society in urban development and management. It requires the development of procedures for awareness-raising and public engagement.
- The internet and mass media can be utilised to improve public awareness and for educating the public on the significance of the heritage in general (tangible and intangible), as well as education at school level. Open and transparent co-operation among the state, beneficiary and social sectors can improve the decision-making process on the heritage resources that contribute to sustainable social and economic development. Indeed open access to digitalized systems of inventories would help to ensure that the public is informed, not just about the heritage resources, but also actions which may affect them (redevelopment projects, rehabilitation actions etc.)

## 15. Religious Heritage

Issues raised concerning the religious heritage consider the role of religious authorities in relation to legal provisions, access and exploitation the cultural heritage for religious, community, educational or commercial purposes, including for tourism. The template questions asked:

*What actions are required to improve the protection, management and exploitation of religious heritage assets and resources?*

The Ministry of Culture identified that as Armenia was the world’s first country to have adopted Christianity as its state religion, Armenia has developed a unique and exclusive style of Christian architecture, which, in fact, had a significant and fundamental impact not only on the Eastern Christian school of architecture, but also on the formation of the world’s Christian architecture. The official lists include, among other monuments, thousands of Christian spiritual and religious monuments – monasteries, churches, chapels, cross-stone as unique pieces of artistic work.

The Armenian Apostolic Church is also a major shareholder of the Republic of Armenia. On 22 February, 2007, The National Assembly of the RA adopted the RA Law on “The Relations between the Republic of Armenia and the Holy Armenian Apostolic Church”. By a number of decisions of the RA Government, 191 monasteries and churches were entrusted to the Armenian Apostolic Church in 1988-2016. All legal relations are regulated by the Republic of Armenia Legislation.

The authorized state body in the sector actively cooperates with the Armenian Apostolic Church and other religious organizations to address problems of preservation of cultural heritage and implementation of international programs (UNESCO, EU, CoE). The representatives of religious organizations are involved in inter-departmental committees and advisory bodies and participate in the issuance of conclusions and decision-making processes

Given the fact, that the religious heritage, as well as all registered values in the territory of the Republic are protected and regulated in accordance with the RA Legislation, the legal relationships are also subject to regulation by the law. For the protection, management and use of religious heritage, integration of financial and human resources is necessary, taking into account the uniqueness of the sector.

The Ministry's response did not consider the wider issues of this section topic. However, the following points can be made:

- There is a considerable amount of religious heritage in Armenia. There are 12 religious bodies in Armenia. This, and the fact that some religious sites are in mixed ownership, means there is a great need for better coordination especially in relation to the intangible aspects.
- Due to the importance of Armenian in the context of Christianity, and the significance of the religious architecture in this context, there is considerable scope to develop religious heritage visitor interest, themed on the "Christian Heritage". Moreover, one commentator observed that researching religious heritage assets and resources, presenting them and explaining their value, could improve their management, protection and exploitation.

## 16. Rights of minorities and vulnerable groups

This section raised issues concerning the different cultural, religious and ethnic communities present in Armenia and how the heritage of these groups is taken into consideration. It also considered issues for supporting access to heritage assets and resources for vulnerable members of society such as those with some form of disability? It asked the question:

*What actions are required to improve the protection and management of the cultural heritage of vulnerable groups?*

It is clear from the Ministry of Culture's response Ministry of Culture that one of the characteristic features of the cultural heritage of the Republic of Armenia is the presence of spiritual and religious structures belonging to other peoples who have settled in the country in different historical periods and as a result of various historical events. Legally fixing the cultural dialogue within the country, the Republic of Armenia has active cultural relations with those peoples' countries that have various religious structures and cultural elements in the territory of Armenia, ensuring their protection at state level (Jewish, Turkmen, Assyrian, Russian, Arabic, Mongol, etc.).

The Ministry identified that appropriate measures are taken for the rehabilitation and preservation of historical and cultural monuments of ethnic minorities living in the Republic of Armenia. The cultural heritage of ethnic minorities is regulated by the RA legislation, in particular, Article 1 of the RA Law on Protection of Immovable Historical and Cultural Monuments and Historic Environment establishes that all monuments in the territory of the RA are under the protection of the state, and Article 7 prohibits the use of historical and cultural monuments for purposes of political, ideological, race, and ethnic discrimination.

According to the data of the 2011 census, ethnic minorities in Armenia constitute 2.2% of the population in the country. Regardless of their relatively small number, ethnic minorities in Armenia (Yezidis, Kurds, Russians, Ukrainians, Greek, Assyrians, Jews, Belarusians, Georgians, etc.) have a unique cultural profile, and their cultures are parts of the cultural diversity in Armenia. Continuous support for the preservation, promotion and development of the cultural heritage and culture of ethnic minorities is a cultural policy priority.

The Ministry of Culture of the Republic of Armenia has been closely collaborating with ethnic minority associations and non-governmental organizations and facilitates the organization of concerts, exhibitions and other cultural events. Meetings and consultations with the representatives of ethnic minority associations are regularly held at the RA Ministry of Culture where action plans of joint events, cultural issues of ethnic minorities, and proposals for the improvement of the legislation are discussed.

The languages of ethnic minorities are under the protection of the state and are specially acknowledged in the Republic of Armenia. The ethnic minorities' right to language is prescribed by Article 41 of the Constitution. Article 1 of the RA Law on Language guarantees the free use of ethnic minority languages and the promotion of their own cultures in their ethnic tongues. 13 newspapers and 2 magazines of ethnic minorities are supported by the state in the Republic of Armenia. Radio shows in the ethnic minority languages are broadcast (particularly, on the Armenian Public Radio and TV). In 2013 – 2015 the state gave consent and professional assistance to the rehabilitation works of Assyrian churches in Arzni community, Kotayq Marz, RA, and Dvin community, Ararat Marz, RA, the Russian Orthodox Church in Yerevan and the Turkmen sepulchre in Argavand community, Armavir Marz.

The response of the Ministry is therefore vary positive. However, further comments can be identified:

- Further cooperation with beneficiaries will help to improve the protection and management of the cultural heritage resources of vulnerable groups. Moreover, as stated in section 13 above, it is important to raise awareness of the heritage of minority groups and that this may assist in drawing tourists from neighbouring countries whose heritage is represented in Armenia.
- As the Ministry's response did not consider issues of disabled access to heritage sites it is not possible to make specific comments, except to state that it is vitally that it is important to consider important to ensure all persons are considered in terms of access issues (entry to museums, sites, etc.).

## 17. Enforcement, Sanctions and Penal Measures

This issue considers legal procedures and penalties which may be utilised to take action against unauthorised, illegal or other activity which may impact on or otherwise damage heritage assets and resources and actions against the neglect of heritage assets. It asked the question:

*What actions should be taken to improve enforcement and sanction provisions and mechanisms?*

The Ministry of Culture's response identified sanction provisions for contained in the Administrative Code and the Criminal Code including provisions for financial penalties which appear to be set at a level to ensure a deterrent (including imprisonment in severe cases).

However, it was identified that:

- To regulate legal relations in this sphere and to impose relevant punishment, it is necessary to develop Criteria for Assessing Damage to Cultural Heritage. Moreover, other commentators have observed that enforcement and sanction provisions and mechanisms can be improved through the development of preventive mechanisms (such as monitoring activity). In this respect, regular updating of the state of condition through recording mechanisms (as mentioned in section 10 above) could assist in resolving such problems.



Tom Hill - Jumping Horses, 2012

[\(image source\)](#)

## 18. Statistics and the Evaluation of investment in cultural heritage

This issue considers whether statistics gathered in terms visitor numbers (and their demographics) to heritage sites/resources by local inhabitants and tourists and whether there has been any assessment (including by the use of indicators) of the direct or indirect benefits of investing state or other public financial resources to support the protection, management, rehabilitation and use of cultural heritage assets for the benefit of society. It asked the question:

*What actions can be taken to improve knowledge about how the cultural heritage may benefit society, contributing to economic and social development?*

The Ministry of Culture did not provide any response on this issue. Moreover, the National Statistical Service of Armenia formally responded that it did not have any comments to make in this sphere. However, during meetings of stakeholder groups in Yerevan (3-4 October 2016) a representative of the statistical service indicated that the statistical department compiles some limited information on heritage on an annual basis - but that no information was recorded on revenue created from heritage or tourism.

In this respect the following issues are raised including the views of stakeholders:

- Bearing in mind the current European thinking (see part 1), in which economic and social benefits of investing in heritage are key considerations, it is vitally important to develop a system of **evidence-based policy making, measuring impact, monitoring trends, and sharing and disseminating data in order to maximise impacts** in relation to governance issues and to recognise the positive contribution of heritage to regional and local sustainable development – as a strategic resource for “smart, sustainable and inclusive growth” and as a basis for fostering “inclusive, innovative and reflective societies” (see CHCfE report in part 1).
- In order ensure shared responsibility for the cultural heritage and the potential benefits it can offer for society, there is a need to generate discussions in public and among professionals as well as government circles to raise awareness of the economic and social development benefits that cultural heritage can bring.
- Some work in this sphere (monitoring and evaluation) has been commenced by *My Armenia*, which may serve as a useful platform to commence such discussions

## 19. Other General Comments

Some further issues were raised by the Ministry of Culture and one Stakeholder which are summarised as follows:

Stakeholder comments:

- The view was expressed that the ideas and approaches related to cultural heritage in Armenia are still based on the Soviet model which implies that the state is playing a dominant part in the activities related to cultural heritage resources including retaining resources within state structure, by assuming liability for the preservation and exploitation of cultural heritage assets and resources, as well as by converting many heritage buildings into museums (i.e. for cultural use, rather than community or economic use).
- Rapid privatization of cultural heritage buildings during the first years after Armenia was declared an independent country has endangered some cultural heritage assets.
- New initiatives based on European thinking should complement and improve existing

approaches and practices.

- The active involvement of communities in projects promoting the social value of heritage resources, including the generation of public debates and ensuring the direct participation of the population in decision-making and similar procedures should be encouraged.

All these views can not be entirely corroborated, but the views expressed support the idea of new initiatives for managing the cultural heritage as a sustainable resource.

A number of issues and challenges were raised by the Ministry of Culture, as follows:

- It is recognised that Institutional Reforms and the Enhancement of Marketing Policy is required and in order to ensure stability of the legal framework it is necessary to clarify the content of the laws, increase the transparency and predictability of law elaboration and adoption processes, and to ensure their approximation with best international practices, taking into consideration current challenges and reality. In order to address that issue, a package of draft laws have been developed including:

- Amendment of the RA Law on Protection of Immovable Historical and Cultural Monuments and Historic Environment,
- Amendment of the RA Law on Immovable Historical and Cultural Monuments Considered to Be State Property of the Republic of Armenia and Not Subject to Acquisition,
- Amendment of the RA Law on State Duty.

- A conflict of departmental interests among state territorial administration and local self-government bodies has arisen (which may impede the process of developing a co-ordinated and integrated approach). There is therefore a need to regulate relations among territorial administration and local self-government bodies, owners and users of monuments.

- There is a lack of available finance for developing and adopting projects

- There is an human resource outflow, and an absence or lack of attractive offers and projects for the involvement of young specialists and staff training programmes.

- There is no integrated body responsible for monument protection.

- There is a need to expand international cooperation networks, internationalize the Armenian historical and cultural heritage, and develop a regional output jointly with Iran and Georgia.

**The Ministry indicated a number of recommendations for the solution of the above-enumerated problems including:**

1. The creation of an integrated body for monument protection,
2. Approval of a realistic programme (vision) on protection and use of immovable historical and cultural monuments,
3. Training of necessary specialists (also technical personnel) for the sector and measures to be undertaken to stop staff outflow are of crucial importance,
4. Deepening of active and effective collaboration among public administration and local self-government bodies dealing with monument protection, specialized research organizations and higher educational institutions, as well as international entities.

5. Implementation of a combination of measures towards the preservation, promotion and use of monuments, elaboration of touristic routes with the authorized body in the sector, inclusion of monuments in active touristic routes, development and implementation of an action plan contributing to infrastructure development, as well as fundraising,
6. Drawing up lists of Armenian monuments in foreign countries and collection of technical data and historical information about them,
7. Preservation of the cultural landscape,
8. Increase of public financial investments, encouragement of investments by physical and legal persons, which will entail the implementation of already developed projects,
9. Examination of monuments by priority in active urban development and agricultural activity areas and creation of preservation zones,
10. Application of photo-chronometric and geodesic methodology in rehabilitation,
11. Involvement of international donor organizations and sustainability of collaboration.
12. It is necessary to revise and toughen liability against offenders – fines and penalties, prescribed by the RA legislation.
13. To ensure a situation in which any decision related to cultural heritage that may potentially affect not only the procedures and works of monument preservation in the established manner, but monuments per se, is excluded, unless coordinated with the RA Ministry of Culture,
14. According to the respective article of the RA Law on Protection and Use of Immovable Historical and Cultural Monuments and Historic Environments, legal and physical persons causing damage to monuments and their preservation zones are obliged to restore them back to the pre-damaged state, and in case of impossibility of restoration to compensate the damage caused in the manner established by the legislation of the Republic of Armenia. However, the application mechanism has not been developed yet, and there is no respective legal act on damage estimation which causes the impossibility of administrative penalty imposition.

Moreover, the Ministry identified that regardless of the provisions contained in the Law on Protection and Use of Immovable Historical and Cultural Monuments and Historic Environment, the Law on Urban Development and RA Land Code, a utilization regime has been defined to ensure the preservation of specially protected historical and cultural areas, monuments and their historic environments, the protection of historic and aesthetic values, their intended use and situation, but no relevant legal act is in effect yet.



Armenian alphabet park near Aparan

*(image source)*

# PART 3:

## RECOMMENDATIONS

The following issues and recommendations are derived from the issues raised in parts 1 and 2 of this report and will concentrate on the development of an integrated approach to the cultural heritage, recognising the economic and social role of heritage, in order to raise competitiveness and innovative capacity of the Armenian cultural heritage sector.

### General Recommendations

As a starting point, it is important to reiterate that European policy on the cultural heritage is to develop an integrated approach to cultural heritage for the benefit of cultural dialogue and mutual understanding, taking into account cultural, economic, social, historical, educational, environmental and scientific components, with the objective of achieving enhanced social, economic and territorial cohesion. This is an important step for the Government of the Republic of Armenia. But there is clear evidence that many stakeholders within Armenia support the idea of new initiatives for managing the cultural heritage as a sustainable resource.

In order to do this, it would be useful to find a suitable vehicle to arrange a public debate - involving public sector authorities responsible for cultural heritage and other connected fields (especially those dealing with economy and tourism, environment and nature, social inclusion, education and national statistics), including representatives of local authorities and different stakeholders from the heritage sector, tourism, business development, creative industries, technology developers and relevant NGOs working within Armenia.

In addition to the more general issues of integration, this will require discussion and the development of policy initiatives for:

- creating funding opportunities for the cultural heritage,
- assessment of data assessing on the state (condition) of cultural heritage
- development of data on the state (condition) of cultural heritage
- public-private partnerships
- incentives (including tax incentives) and sponsorship for the heritage including from multi-funding sources and international sources

It will further require consideration of new governance models particularly as the heritage is currently largely dealt with in isolation. This will require discussion and policy development on new governance models including:

- more joint thinking at government level, strengthening interdepartmental working and the involvement of the public and key stakeholders in policy development to ensure there is a shared approach
- the consideration of new legal tools, including funding and administrative tools
- a better balance between, on the one hand, protection of the cultural heritage, and its sustainable management and use for the benefit of society as a whole
- development of impact assessment methodology

It will further require consideration of the economic and strategic potential of the cultural heritage including

- the capacity to create jobs, particularly skills and jobs
- the promotion of joint cultural heritage and tourism projects to develop macro-regional potential
- the promotion of innovation and competitiveness in the cultural/cultural heritage/creative sectors
- the potential for youth employment
- development of the small and medium-sized enterprise sector (SMEs)

There are also opportunities and challenges that must be faced, including:

- the need to make progress in developing new technology and digitization of cultural heritage to improve preservation, provide education opportunities, create jobs, improve social inclusion and wider accessibility especially for people disabled or living in remote areas (which is very relevant to the situation in Armenia)
- the need to encourage the use of cultural heritage as an educational tool for societal issues and for greater understanding of the potential of heritage for society

The European Union has stressed the importance promoting the innovative use of heritage for economic growth, jobs, social cohesion and environmental sustainability particularly as the positive experience of cultural heritage, recognising at the same time that this view is not yet universal; in many countries the potential to regenerate and renew through the heritage resource has not been sufficiently developed.

### Evidenced-based policy

In order to make this change the key is to provide evidence of this new approach. In this respect the CHCfC (part 1, section 7) provides substantial evidence of the benefits that can be gained through using cultural heritage as a sustainable resource, which are summarised in the ten key findings. However, it is through the five strategic recommendations that a new approach can be developed:

- supporting evidence-based policy making
- measuring impact
- monitoring trends
- sharing and disseminating data
- and using above to maximise impact

Therefore, there is need to improve methodological frameworks to provide better statistics on cultural heritage including by the development of sets of indicators for monitoring and evaluation of the cultural heritage and assessing the actual and potential economic and social value of the cultural heritage (in a more systematic manner).

In Armenia, the use of statistics in this way is not developed. Moreover, at present there is insufficient statistical information available in relation to heritage issues in a national coordinated context (see part 2, section 18).

In accordance with above considerations, the following two general recommendations are made:

**Recommendation 1: Organise a national debate on the potential of the cultural heritage as a national sustainable resource for the benefit of society.**

A suitable platform would have to be created for this debate and may include wide ranging discussions, promotion of European evidence and thinking, and could involve a national conference with international players delivering and engaging stakeholders from all sectors of society (public, private, third sector and community interests). The administration and development of the cultural heritage sector must be extended beyond the existing narrow structures in which it is presently managed.

**Recommendation 2: Investigate the potential of evidence-based policy systems.**

In this respect, there are numerous studies and examples, which can be drawn on. The notion of this evidenced-based approach was first developed in the United States in the early 1990s and has served as a basis providing federal funds for historic rehabilitation – the evidence of the direct and indirect benefits of investing in the heritage, including the return of substantial tax revenues from engaging the private sector, has justified the government support expenditure and levered significant higher investment. One of the key publications in connection with this is Donovan Rypkema's 1994 book, *The Economics of Historic Preservation: A Community Leader's Guide* published by the National Trust for Historic Preservation (of note this book has been translated in to Russian) and Rypkema has continued this work since including advising the Council of Europe<sup>27</sup>. There are numerous other relevant reports that can be reviewed including the ICOMOS report publication *Economics of Conservation* (1998)<sup>28</sup>, Historic England's publication on the *Heritage Dividend Methodology: Measuring the Impact of Heritage Projects* *Heritage Dividend* (2005)<sup>29</sup> and more recently, for circumstances more similar to Armenia, the Council of Europe book entitled *The Wider Benefits of Investment in Cultural Heritage* (2015) produced in association with the London School of Economics<sup>30</sup>. The Council of Europe publication concentrates on case studies from Bosnia and Herzegovina and Serbia with a particular emphasis on examining financial resources, promoting wider access, enabling integrated understanding of the heritage, as well as economic and socio-cultural benefits and the role of community and visitor surveys.

**Indicators for policy considerations**

The development of indicators is useful to the operation of evidence-based policy. A number of examples can be presented for consideration:

In the United Kingdom annual studies are published by Historic England (a government agency) under the title of "Heritage Counts". These studies provide a variety of statistical data on the heritage sector, local authority operations and public participation in heritage. In 2016, two reports were presented under theme of *Heritage Counts*: First, *Heritage and Society*<sup>31</sup> (which considers issues relating to the role heritage plays in "wellbeing and quality of life", how local heritage makes them a better place to live, how it engages young people and whether it is viewed positively by the general public). Secondly, and *Heritage and the Economy*<sup>32</sup> (which examines impacts and the interde-

27 See Donovan's Place Economics Consultancy: [http://www.placeeconomics.com/about\\_us/donovan-rypkema/](http://www.placeeconomics.com/about_us/donovan-rypkema/)

28 See <http://www.icomos.org/en/what-we-do/disseminating-knowledge/publication/other-publications/116-english-categories/resources/publications/314-report-on-economics-of-conservation>

29 See <https://historicengland.org.uk/images-books/publications/heritage-dividend-methodology/>

30 See <https://book.coe.int/usd/en/cultural-heritage/6454-the-wider-benefits-of-investment-in-cultural-heritage.html>

31 See <https://content.historicengland.org.uk/content/heritage-counts/pub/2016/heritage-and-society-2016.pdf>

32 See <https://content.historicengland.org.uk/images-books/publications/heritage-and-the-economy/heritage-and-the-economy-2016.pdf/>

dependencies between heritage and economic activity to understand and estimate the added value of heritage, including headline findings on heritage gross value added, heritage and tourism expenditure, heritage and workforce/jobs and heritage construction output). Furthermore, the UK Government Department of Culture, Media and Sport (DCMS) publishes a national statistical handbook which includes information about Heritage (visiting, donating money, volunteering, heritage at risk and other issues) as well as about the use of Libraries and visits to Museums and Galleries<sup>33</sup>.

The recent *UNESCO Culture for Development Indicators (CDIS)* is an advocacy and policy tool that assesses the multidimensional role of culture in development processes through facts and figures<sup>34</sup>. Within the different sets of indicators there are specific heritage indicators: *Heritage and Sustainability: Index of development of a multidimensional framework for heritage sustainability*<sup>35</sup>. These indicators are divided into three main groups with seven subgroups as follows:

- Registrations and Inscriptions
  - International Level
  - National Level
- Protection, Safeguarding and Management
  - Conservation, Valorization and Management
  - Knowledge and Capacity-Building
  - Community Involvement
- Transmission and mobilization of support
  - Raising Awareness and Education
  - Stimulating Support

There are 46 indicators in total covering specific issues in relations to the main and subgroups. The report further provides guidance on how to correlate issues and findings from the use of the indicators.

In addition (as considered in part 1, section 10), the Council of Europe has approved the adoption of the European Cultural Heritage Strategy for the 21st Century (which awaits formal adoption by the Council of Europe's Committee of Ministers in April 2017). In this context, the strategy remains in draft form until its actual adoption. Nevertheless, as this is only a short time from the drafting of this report, it is useful to consider its proposals for an indicator system. The Strategy will identify a series of challenges and recommendations, and as with the UNESCO indicators, there is a mechanism developed for the correlation of issues. The strategy is based around three components:

- The Social component harnesses the assets of heritage in order to promote diversity, the empowerment of heritage communities and participatory governance (which includes 8 challenges and 10 recommendations).
- The Economic and Territorial Development component seeks to strengthen the contribution of heritage to sustainable development, based on local resources, tourism and employment (which includes 8 challenges and 11 recommendations).

---

<sup>33</sup> See [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/555972/DCMS\\_Statistical\\_Handbook\\_-\\_28\\_September\\_2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/555972/DCMS_Statistical_Handbook_-_28_September_2016.pdf)

<sup>34</sup> <http://en.unesco.org/creativity/cdis>

<sup>35</sup> [http://en.unesco.org/creativity/sites/creativity/files/cdis/heritage\\_dimension.pdf](http://en.unesco.org/creativity/sites/creativity/files/cdis/heritage_dimension.pdf)

-The Knowledge and Education component focuses, through heritage, on education, research and life-long training issues, by establishing heritage knowledge centres and centres for training in heritage arts and crafts, by means of appropriate teaching, training and research programmes (which includes 8 challenges and 11 recommendations).

# Weaving Armenian Carpets

[\(image source\)](#)



## Recommendations of the European Cultural Heritage Strategy for the 21<sup>st</sup> Century

<i>Social Component</i>	<i>Economic and Territorial Development Component</i>	<i>Knowledge and Education Component</i>
1. Encourage the involvement of citizens and local authorities in capitalising on their everyday heritage	1. Promote cultural heritage as a resource and facilitate financial investment	1. Incorporate heritage education more effectively in school curricula
2. Make heritage more accessible	2. Support and promote the heritage sector as a means of creating jobs and business opportunities	2. Implement measures to encourage young people to practise heritage
3. Use heritage to assert and transmit the fundamental values of Europe and European society	3. Promote heritage skills and professionals	3. Encourage creativity to capture the attention of the heritage audience
4. Promote heritage as a meeting place and vehicle for intercultural dialogue, peace and tolerance	4. Produce heritage impact studies for rehabilitation, construction, development and infrastructure projects	4. Provide optimum training for non-professional players and for professionals from other sectors with a connection to heritage
5. Assess citizen participation practices and procedures	5. Encourage the re-use of heritage	5. Diversify training systems for heritage professionals
6. Create a suitable framework to enable local authorities and communities to take action to promote and manage their heritage	6. Ensure that heritage is taken into account in spatial, environmental and energy development policies	6. Develop knowledge banks on local and traditional materials, techniques and know-how
7. Develop and promote participatory heritage identification programmes	7. Give consideration to heritage in sustainable tourism development policies	7. Ensure that the knowledge and skills involved in heritage trades are passed on
8. Encourage heritage rehabilitation initiatives by local communities and authorities	8. Protect, restore and enhance heritage, making greater use of new technologies	8. Guarantee the competencies of professionals working on the listed heritage
9. Support intergenerational and intercultural projects to promote heritage	9. Use innovative techniques to present cultural heritage to the public, while preserving its integrity	9. Develop study and research programmes that reflect the needs of the heritage sector and share the findings
10. Facilitate and encourage (public and private) partnerships in cultural heritage promotion and conservation projects	10. Use the cultural heritage as a means of giving the region a distinctive character and making it more attractive and better known	10. Encourage and support the development of networks
	11. Develop new management models to ensure that heritage benefits from the economic spinoffs that it generates	11. Explore heritage as a source of knowledge and inspiration

By examining these approaches to the development and use of indicators it may be possible to develop an evidence-based approach. The Council of Europe strategy approach provides a distinct European approach, from which it may be possible to exchange experiences with other countries. Therefore:

**Recommendation 3: Develop and adopt a system of indicators to support an evidence-based policy. This could be developed in a coordinated way between different spheres of interest and from different responsible authorities relating to the heritage, economy, development, tourism, social factors, etc. with the assistance of the National Statistical Service of Armenia.**

One way to test evidence-based policy ideas would be to consider the use of indicators in projects which reflect different interest cultural and cultural heritage, the tangible and intangible, and social, economic, territorial, knowledge and educational issues. In this respect both cultural routes/corridors including through cultural landscapes and historic towns (to be developed as tourist centres) to provide an opportunity to test ideas.

### **Cultural corridors and routes, heritage-led regeneration and the role of clusters and networks**

Policy for cultural corridors/routes in Armenia is in an early stage of development. Consideration is being given to the development of the Black Sea Silk route and other corridor development. Armenia is also a member of the *Iter Vitis Route in Europe*, one of the Cultural Routes of the Council of Europe, yet stakeholders were relatively silent on what has been done to develop this association.

Other possibilities for cultural routes could be explored, for example, in relation to the unique Christian architectural heritage in Armenia, especially bearing in mind that there are other Council of Europe routes based on religious heritage (e.g. *The Clunian Sites in Europe, the European Route of Cistercian Abbeys, the Romanesque Routes of European Heritage, the Route of St Olav Ways and the Santiago de Compostela Routes*)<sup>36</sup>. Moreover, there is scope to develop a route beyond the boundaries of present day Armenia to neighbouring countries (on the theme of the early Christian Heritage). Furthermore, Christian Heritage can be developed as a theme - by example, English Heritage developed a themed campaign in 1997<sup>37</sup> entitled "Celebrating England's Christian Heritage". Christian Heritage has considerable scope to attract visitors including Christian heritage "packaged tours" and create events, linking the tangible and the intangible heritage, and one such example can be given in the case of the initiative of *Christian Heritage London* example<sup>38</sup>.

The impact of European Cultural Routes on SMEs' innovation and competitiveness has been the subject of a study under the European Union's Competitiveness and Innovation Programme (CIP), aimed at encouraging the competitiveness of European enterprises<sup>39</sup>. This stressed the potential of added value cultural routes to the cultural tourism sector in general, including by the creation of related SMEs, and their networks and clusters for economic and social development of within the Cultural Routes' destinations. It identifies that Cultural Routes can provide an interesting value chain based on which clusters could be formed and developed. It is at the local level partners can operate successfully - building clusters of diverse organisations, institutions and individuals in a non-formal and often haphazard structure, but SME development will depend on understanding concepts of networking and cross-marketing. Therefore, there is scope to encourage

<sup>36</sup> See <http://culture-routes.net/cultural-routes/list>

<sup>37</sup> See <https://content.historicengland.org.uk/images-books/publications/conservation-bulletin-31/conservationbulletin31.pdf/>

<sup>38</sup> See <http://www.christianheritagelondon.org/>

<sup>39</sup> See [http://culture-routes.net/sites/default/files/files/StudyCR\\_en.pdf](http://culture-routes.net/sites/default/files/files/StudyCR_en.pdf)

partnerships and the promotion of sustainable small economies.

Historic towns have been the subject of the Kyiv Initiative and the COMUS projects in Armenia. Here too is the possibility to extend the work that has progressed to other locations encouraging the idea *Heritage-Led Urban Regeneration of towns and cities*, as advocated in the European report on *Getting cultural heritage to work for Europe* (see part 1, section 6). As previously stated, many historic towns have recognised their potential as powerful magnets for attracting skilled and talented people, tourists and investment, whilst others suffer unemployment, economic stagnation and social problems - with a lack of civic ambition often being at the root of urban decline.

Good practice in this sphere can be evidenced by the projects on which the COMUS project was based such as the European funded *INHERIT*<sup>40</sup> and *Heritage as an Opportunity* (HerO)<sup>41</sup> projects, both of which were supported by the network under the umbrella of the European Association of Historic Towns and Regions (commonly known as "Heritage Europe")<sup>42</sup>.

Clustering can also support the heritage-led regeneration of towns and cities. By example, a current policy consultation in the United Kingdom entitled "Building our Industrial Strategy" includes the heritage sector as part of the "creative industries"<sup>43</sup>. This consultation document indicates that the UK Government is reviewing the location of Government agencies and cultural institutions and will consider relocating them where they could help reinforce local clusters and support private sector growth, recognising the importance of cultural institutions in making different places attractive. It further states that cultural institutions and regular events can act as a magnet for visitors, promote a cluster and help attract talented people to locate there such as media institutions. This approach is very much in line with the in European Union thinking - advocating the need for opportunities for heritage sites in towns and cities to host clusters of cultural and smart, creative industries. The example of Newcastle upon Tyne, which has been advocated in the *INHERIT* report and in the *Getting cultural heritage to work for Europe*, is a good practice example for combining the rehabilitation for a historic city centre with the successful development of artistic enterprises and innovation industries, bringing significant social and economic benefits.

This discussion leads to the following recommendations:

**Recommendation 4: Develop the potential of cultural routes and corridors and heritage-led regeneration in historic towns.**

**Recommendation 5: Explore the potential of developing a Christian Heritage route.**

**Recommendation 6: Enhance economic development policy in order to encourage clusters of supporting enterprises in locations of heritage interest, in particular cultural routes, routes and landscapes and historic towns to strengthen the economic and social situation of these locations.**

**Recommendation 7: Encourage networking, partnerships between the cultural heritage sector and other policy fields, between public and private sectors and at different levels of governance, in particular by taking an active role in the network of the European Association of Historic Towns and Regions and the Enlarged Partial Agreement on Cultural Routes in order to take advantage of potential economic and social benefits as a sustainable resource and opportunities to learn lessons from initiatives elsewhere in Europe.**

---

<sup>40</sup> See <http://www.historictownsforum.org/node/300>

<sup>41</sup> See <http://urbact.eu/hero>

<sup>42</sup> See <http://www.historic-towns.org/>

<sup>43</sup> See <http://ihbconline.co.uk/newsarchive/?p=14948> and [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/586626/building-our-industrial-strategy-green-paper.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586626/building-our-industrial-strategy-green-paper.pdf)

## Towards an integrated approach

The Ministry of Culture have identified the need for an integrated body for the “protection” of the cultural heritage and that, in particular, there is insufficient co-ordination with other administrative regimes (urban development, construction, land use, and regarding the rehabilitation of monuments for new uses). Whilst the different regimes have procedures to deal with these issues, they are not working efficiently and require new legal procedures to ensure a coordinated approach. It is vitally important, therefore, that the proposed amendment legislation (see part 2, section 19) addresses this issue (see also comments in part 2, sections 1, 2, 4 and 8). Aligning legislative provisions and laws with international standards can improve co-ordination and integration procedures. Furthermore, as Armenia has ratified the Council of Europe conventions on heritage (Granada 1985, Valletta 1992, Florence 2000, Faro 2005) it is important to develop integrated mechanism (especially between development activity and heritage protection) to ensure a sustainable approach which balances the needs of economy, society, environment and heritage) and prevents unnecessary damage to non-renewable heritage resources. Further guidance has been provided by the Council of Europe to assist the adoption of beneficial procedures<sup>44</sup>. Moreover, the *Faro Convention* has advocated the need for Heritage Impact Assessments (see article 8a) and ICOMOS has produced guidance in the context of world heritage properties which may be relevant to other situations<sup>45</sup>.

It is also important to ensure that heritage is not perceived as an impediment to growth (as it often is), but can be a facilitator of development. Indeed, the legislation concerning heritage should be reconsidered in terms of its negativity (emphasis on “protection”) rather than a more positive emphasis on how to manage and use heritage resources. This issue can be explored in further detail through the examination of the rehabilitation action in the Balkans through joint European Commission/Council of Europe and is extensively discussed the 2016 publication entitled *The Politics of Heritage Regeneration in South-East Europe*<sup>46</sup>.

This issue also requires further debate within the Government of Armenia, between different, but connected, administrative authorities. At present there are a limited number of interdepartmental committees; a new committee or forum in which economic (including tourism potential) and social issues are considered in the context of heritage would be beneficial. The proposed national debate (see Recommendation 1) could be a useful mechanism to further examine the potential of the cultural heritage as a national sustainable resource for the benefit of society and for policy development.

**Recommendation 8: Develop a more integrated approach to managing and developing heritage resources by amending legislation including new procedures for heritage impact assessment and integrated policy/strategies through establishing appropriate formal mechanism for examining issues involving different administrations, local authorities, community representatives and other stakeholders, including potential investors.**

Moreover, the HerO initiative (see above) has advocated the formulation of *integrated cultural heritage management plans*, the development of which should have an input from local stakeholder groups. The UNESCO *Recommendation on the Historic Urban Landscape* also advocates a wider, integrated approach<sup>47</sup>.

<sup>44</sup> See the Council of Europe’s *Guidance on the development of legislation and administration system in the field of cultural heritage*, published 2011: <https://book.coe.int/eur/en/cultural-heritage/4678-guidance-on-the-development-of-legislation-and-administration-systems-in-the-field-of-cultural-heritage.html>

<sup>45</sup> See ICOMOS *Guidance on Heritage Impact Assessments for Cultural World Heritage Properties* (2011) <http://www.icomos-uk.org/uploads/sidebar/PDF/ICOMOS%20Guidance%20on%20Heritage%20Impact%20Assessments%20January%202011.pdf>

<sup>46</sup> See <https://book.coe.int/eur/en/cultural-heritage/6970-the-politics-of-heritage-regeneration-in-south-east-europe.html>

<sup>47</sup> See <http://whc.unesco.org/en/activities/638>

## Tourism and the Heritage Resource

The Ministry of Culture have identified a number of positive developments and strategies for enhancing the connection between tourism and heritage including structuring new cultural tourism routes, developing new cultural tourism offer packages including scientific tourism, infrastructure developments, the creation of reservations and conservation-museums, provision of multilingual excursions and associated educational and cultural events, organizing traditional celebrations and festivals and expanding wifi coverage. These are all very positive.

However, there seems to be a vacuum in the coordination of the tourism agenda, which urgently needs the establishment of a government committee to lead the agenda forward and to work with key NGOs in this sphere. Moreover, there is a need for sustainable tourism strategies to be properly coordinated with all interested parties working in a joint approach.

The analysis of this matter in part 2 has raised a number of issues for which action is recommended:

### **Recommendation 9: Improve and strengthen the link between Heritage, Economy and Tourism by developing a coherent strategy to identify where limited resources for tourism infrastructure should be directed. This should include:**

- signage of heritage routes/ with heritage branding
- facilities for tourists (including car parking, public toilets)
- integrate communities in the tourism "product" e.g. via accommodation and food services
- multi-lingual information boards and town plan signs to identify places of interest in tourist centres
- assessing damage to cultural heritage associated with tourism and ensuring there is sustainable cultural tourism policy
- measures to prevent vandalism
- developing links to neighbouring countries through a more coherent policy for tourism activity associated with Armenia heritage located outside the country's borders (e.g. in Georgia and Turkey) and develop bilateral agreements and joint initiatives for cultural routes that extend beyond the country's borders (to encourage a cross-flow of tourists)
- improving access to religious heritage sites and harness the potential of religious and other themed tourism
- improving communication networks (by road and rail)
- development of tourist information offices in key locations and develop leaflets, publications and information services including for accommodation facilities and restaurants and for places of visitor interest<sup>48</sup>
- training local people to operate such information services
- ensuring that museums are fully engaged potential for tourism and to address any problems hindering it

<sup>48</sup> A good example to consider is how tourist offices are organised in France as every departement (administrative district within regions) will have several such facilities

- harnessing the power of storytelling, street theatre, events and other intangible through community-based tourism development and use appropriate marketing including through web facilities
- developing agri-tourism in cultural landscapes including the provision of bicycle hire, walking trails, horse-riding etc. and accommodation facilities<sup>49</sup>
- developing the idea of discount cards for multi-visits to museums, galleries and other entry fee places to encourage visitors to stay longer and see more offers of interest<sup>50</sup>
- working with key NGOs and international sponsors to develop the tourist product associated with Armenian heritage
- targeting goals for evidence-based policy
- enhancing the capacities of local players to support tourism policy, such as tourism-related small enterprises (services, manufacturers, creative industries), which are either start-ups or already operate as long-standing businesses including through state structures by the dissemination of information on their activities.
- developing cluster developments e.g. joint marketing of exhibitions or offers with local business and tourism operators (see also Recommendation 6)
- developing "experience tourism": e.g. organised packaged group excursions to monasteries, churches, museums which can generate high income flows
- developing technological aids for visitors and travellers such as smart phone "apps" on heritage sites, museums, accommodation facilities, public toilet facilities, and for product service innovation and developing the profile of Armenian Heritage and Tourism on Social Media

### Skills development and training

Education on heritage in Armenia appears to be directed in a very academic manner, largely through university courses that specialize in particular fields of study, rather than a focus on practical skills. Today specialists need to be multi-taskers who can have different roles than simply being a specialist in the particular subject of interest.

Education in heritage needs to start at school level in order to capture the life-long interest of young in the country's heritage. This will assist in safeguarding this resource for the future.

Professionals and specialist need to have continuing professional development. This may be best achieved by professional bodies (for example covering curators, architects, archaeologist, builders, town planners, etc) through accreditation processes covering a wide range of skills.

There is need to develop new types of skills if the heritage resource is to be commercially exploited in a sensitive manner, particularly in project management, financial appraisal, fund-raising and networking. Lessons can learned from other developing countries where the development of these types of skills has been considered in European funded projects, in particular through the joint European Commission/Council of Europe Project for the *Integrated Rehabilitation Projects Plan/Survey of Architectural and Archaeological Heritage* from 2003 and its continuation through the *Ljubljana Process* in two phases over 2008-14<sup>51</sup>, which are well documented through two Council of Europe books: *Heri-*

<sup>49</sup> See for example: <http://www.agritourism.eu/>

<sup>50</sup> A good example to consider is the Museumkaart, Amsterdam Museum card: See <http://www.amsterdam.info/museums/museumkaart/>

<sup>51</sup> The Ljubljana Process (Phase I: Funding Heritage Rehabilitation in South East Europe; Phase II: Rehabilitating our Common Heritage).

*tage for Development in South-East Europe*<sup>52</sup> and *The Politics of Heritage Regeneration in South-East Europe*<sup>53</sup>. Both books deal with funding issues, but the second book particularly considers business planning and fund-raising issues.

**Recommendation 10: Extend education about heritage to all levels of society (young and old) and develop broader skills for graduate specialists through professional accreditation and in particular spheres including: project management, financial appraisal, funding applications and fund-raising, marketing and networking people, new technologies and maintain traditional craft skills, drawing on networks and experience in other developing European countries. Understanding about heritage, and its potential as a catalyst for development, should be extended to relevant professions, including tourism and spatial and urban planning.**

### Financial assistance, funding mechanism and fund-raising

As stated in part 2, there is a considerable shortfall in funding for the heritage resource in that in recent years. This situation is not peculiar to Armenia, particularly since the financial crisis of 2007 - 2009. However, by comparison, many western European countries are rich in their resources. But it is a long-established fact that reliance on the public sector and public funds cannot meet the demands of the heritage sector.

In part, the issue of funding from state resources can be resolved by evidence-based policy, which frequently shows through experience derived from other developed countries that incentivizing the private and third sectors can lever much greater investment from these sources. However, this requires an understanding and a confidence that this can be achieved, which, in reality, can only be recognised by facts – regarding the direct and indirect benefits that investing in the heritage can bring (increased tax revenue from jobs and business created, social cohesion, etc.) such as is indicated in the European research report *Cultural Heritage Counts for Europe*.

However, other approaches can be considered in order to generate and lever investment. By example, a Council of Europe publication on *Funding the Architectural Heritage*<sup>54</sup> examines funding mechanism and practice in many European countries (including from eastern Europe), as well as the United States and Canada. Although it concentrates on the architectural heritage, it provides examples which can be applied to other heritage sectors. Apart from the public sector schemes for grant-aid subsidies, loans and credit facilities and fiscal (tax) incentives it provides examples of alternative revenues-raising methods including fund raising from charitable trusts and heritage foundations (which are frequently support by sponsorship encouraged by individual and corporate tax incentives) as well as other endowment funds, public sector bonds, lotteries, concession agreements, monument annuities, transfer of development rights, rehabilitation incentives, international funders and public-private partnerships.

Some of the most innovative examples which may merit consideration in the Armenian situation include the idea of a revolving fund (with examples from the United States, the Netherlands and the Architectural Heritage Fund (AHF) in the UK).

The AHF, a registered charity, was set up as a UK contribution to the European Architectural Heritage Year in 1975 to promote the conservation and sustainable re-use of historic buildings for the benefit of communities across the UK with an initial fund of £500,000 GBP (305510169.07 AMD). It provides advice, information and financial assistance in the form of early project grants and loans for projects undertaken by chari-

<sup>52</sup> <https://book.coe.int/eur/en/cultural-heritage/6144-heritage-for-development-in-south-east-europe.html>

<sup>53</sup> See note 46.

<sup>54</sup> Pickard, R. *Funding the Architectural Heritage – A guide to Policies and examples*, Council of Europe Publishing, 2009: See <https://book.coe.int/usd/en/cultural-heritage/4242-funding-the-architectural-heritage-a-guide-to-policies-and-examples.html>

ties and not-for-private profit organisations on historic buildings. Through the projects, the AHF's lending resources are now worth nearly £13 million GBP (7943264395.73 AMD) as a result of successive government grants, donations and accumulated surplus of income over expenditure. AHF grant programmes are financed by interest on loans and bank deposits, and Government grant-aid. Other similar funds include the National Restauratiefonds in the Netherlands and the Deutsche Stiftung Denkmalschutz (a private trust) in Germany.

Another useful example to explore is the UK's Heritage Lottery Fund (HLF), part of the National Lottery by which citizens buy lottery tickets and the money goes to a number of good causes, the HLF being one of them. The HLF supports a wide range of heritage sectors including 1. historic buildings and monuments, 2. community heritage, 3. industrial, maritime and transport, 4. culture and memories (intangible heritage), 5. museums, libraries and archives and 6. land and natural heritage. Since it was set up in 1994 it has given £7.1 billion (4338244400746.80 AMD) to over 40,000 projects. Other lotteries support in Italy, Germany and the Netherlands, but at a lesser extent.

Other new forms of funding are now emerging including "Crowdfunding", which is defined as meaning "the practice of funding a project or venture by raising money from a large number of people who each contribute a relatively small amount, typically via the Internet" (and is usually utilised for artistic, creative, cultural, music and heritage projects) and training courses are given to develop it by specialist consultancies<sup>55</sup>. In the UK there is a momentum now about social investment as a new source of funds, including the concept of "Giving to Heritage"<sup>56</sup>

In recognising the difficulty of obtaining state funds to support heritage, the RA Ministry of Culture has identified the need to develop fund-raising techniques and mechanisms. It is therefore also important to consider whether specialist advice should be obtained to assist in this process and train local staff in fund-raising techniques, particularly for the complex requirements for applications to the European Commission for IPA pre-accession grants.

**Recommendation 11: In line with European advice, consideration should be given to different sources and mechanisms of funding, drawing on best practice elsewhere in Europe in the promotion of heritage projects (for example as may be provided through European databases) including the principle of multi-funding (allowing complementary use of different funds for large scale projects) and encouraging public-private partnerships. It is further recommended that the RA Government employ specialist international consultants to develop fund-raising techniques and to train Ministry of Culture staff in such techniques.**

**In view of the forthcoming European Year of Cultural Heritage, consideration should be given to the establishment of a national revolving fund with an initial capital investment from the Government with a campaign to attract matched funds from other sponsors and donors.**

## **Inventories, Rehabilitation and Ownership**

In order to encourage activity to rehabilitate monuments, especially architectural monuments, further action could be devised through updating inventory records on the condition and ownership of monuments on an annual basis. The fact that many such monuments are still in public ownership will make it difficult to take action due to limited budget-

<sup>55</sup> See for example: <http://digventures.com/crowdfunding/training/>

<sup>56</sup> See for example: <http://www.theheritagealliance.org.uk/gth/wp-content/uploads/2016/07/CRC17-15-Summary.pdf>

ary resources. Therefore, further privatization could be an option including by marketing buildings to potential private and third sector investors. “Development Briefs could be provided to guide potential investors in terms of the level of intervention that could be permitted for rehabilitation and new uses. Another way to be proactive would be to develop an advice service to encourage projects and provide information, not just on permissible works, but also on how to obtain finance. Some buildings are more flexible than others, and there is a case to say that protected heritage should be regarded as “beneficial assets” capable of sustainable use, rather than a redundant costly protected item.

In the UK there has been a system of “heritage at risk” since the 1980s<sup>57</sup>. This started with historic buildings, then archaeological monuments and then moved to include wider aspects of the historic environment. Identifying the heritage in this way allows the possibility to focus limited funds and encourage action. A digital register of “Heritage at Risk” would help to focus attention of the need for action, by marketing potential sites for sale to potential investors. It may be possible to develop existing initiatives such as the actions that have taken place in Gyumri other through the mapping exercise that was started by the Kyiv Initiative on Historic Towns. This information would need to be coordinated, and integrated into one digital system.

**Recommendation 12: Develop an open-access digital heritage-at-risk register and update the situation of condition and ownership on an annual basis. Encourage potential investors to take action by providing an advice service including to discuss rehabilitation projects and provide assistance on how to secure funding.**

### Museums sector

Just under half of the 119 museums in Armenia are not in the ownership and regulation of the Ministry of Culture and do not appear to be regulated. A new law on Museums with proposals to create a Museum Fund is in draft stage, however, further details of the proposals are not clear. The situation of the Museum sector appears underdeveloped and there is no indication as whether audiovisual, multi-environmental, 3D and other technological advances are being utilised. Stakeholders have indicated the need to lift the competitiveness of Museums and enhance their attractiveness for the benefit of society.

Virtual Museums and social platforms in Europe are new ways of understanding heritage through digital systems in relation to memory, identity and cultural interaction. Information and communications technology (ICT) changes the way cultural digital resources are created, disseminated, preserved and used. It allows different types of users to engage with cultural digital resources, for example through web discovery interfaces on collections (e.g. archives, scientific collection, museums, art galleries, visual arts etc. Virtual Museums provide opportunities for people to access digital content before, during and after a visit in a range of digital ‘encounters’<sup>58</sup>. They are technologically demanding especially in terms of virtual and augmented reality and in the storytelling tools which must cover various types of digital creations including virtual reality and 3D experiences, located online, in museums or on heritage sites.

The challenge will be to give further emphasis to improving access. Establishing meaningful narratives for collections and displays and story-led interpretation by the development of Virtual Museums will also need to consider image rights, licensing and the ability of museums to support new ICT technology. This will require specialist consultant advice from the best examples in Europe (as well as study visits to consider the full potential of these new technologies). Examination of the *Europeana Collections* may be useful in this context<sup>59</sup>.

<sup>57</sup> See <https://historicengland.org.uk/advice/heritage-at-risk/>

<sup>58</sup> See <http://www.museumsassociation.org/museum-practice>

<sup>59</sup> See <http://www.europeana.eu/portal/en>

There is also need to increase the management capacity of museums and improve the funding of Museums, in order to provide new types of environment with which visitors will want to visit and engage with. There is a need to incentivize Museum workers and provide training in new techniques including marketing, management and planning including to enhance the tourism offer.

The issue of funding of Museums is that they have to be funded from state or other sources. In many European countries Museums have been transformed into private foundations - which are run like private companies or are charitable organisation supported by charities and charitable trusts and through sponsorship by donors.

Sponsorship has been mentioned in the context of funding for heritage in general (see the discussion in relation to Recommendation 11 above) and this issue should be properly considered in the draft law on museums and/or tax law (to provide individual, corporate and charitable tax incentives to encourage donations). Many Museums operate on the basis of receiving funds from foundations and charitable trusts (and sometimes government grants)<sup>60</sup>. But all the money they earn they can keep for better production of the Museum service. Profits can be used for better long-term issues, such as reinvesting in new exhibitions and restorations and new technology. So they use money to create better productions and for this they need to charge and do and therefore earn money.

In the UK research has been carried out on the impact of charging for admissions to museums and it has been found that:

- There are no defining characteristics that distinguish charging or free-entry museums, and the picture is much more complex than often assumed, since one in three independent museums are free-entry and one in three local authority museums charge for admission.
- There is no direct link between the diversity of audiences and whether a museum charges for admission or not, with the pattern in terms of social mix being very similar. However, such a finding needs to acknowledge that the general social mix of museum visitors is not always representative of the wider social mix within their communities.
- Donations are more affected by a range of other factors than by whether museums charge for admission or not.
- There is no consistent relationship between levels of secondary spend and whether a museum charges admission, with other factors having much more influence. However, some evidence has emerged showing visitors to charging museums are more likely to have visited the shop (or used on-site catering), than visitors to free-entry museums.
- Dwell times are typically longer for museums that charge for admissions.
- The process of charging creates a focus for the visitor welcome and captures information about visitors. Where museums are free entry, alternative approaches are required for these elements.
- In making any changes it is especially important to communicate clearly with stakeholders and the local community about the reasons for the changes and to ensure that staff are positive and confident in explaining them to visitors.

(Source: DC Research)<sup>61</sup>

---

<sup>60</sup> See for example the Museum Association in the UK: <https://www.museumsassociation.org/funding>

<sup>61</sup> Report of DC Research (Consultants for the Association of Independent Museums in the UK) sponsored by public funding from UK Arts Council and the Welsh Government: *Taking Charge – Evaluating the Evidence: The Impact of Charging or Not for Admissions on Museums*, Final Report, August 2016:

<http://www.aim-museums.co.uk/downloads/a064fa43-78cb-11e6-9df2-901b0e0dc93a.pdf>

Raising revenue means that Museums can employ professional teams for marketing, with experience in direct communication to promote the Museum news, as well as, sales of products and identify and have sources of information about people visiting and undertake marketing research. They may employ special designers for example, hiring lighting designers to enhance the experience and make it easier for taking photographs. It may allow them to develop new digitalized systems and the use of smart technology such mobile phone “apps” and encourage more “open” museums (for example using “ip-ads” and smartphones to freely take images – only charging for specialised copies for research or commercial purposes).

Museums also have a role to play in the in the tourism sphere. There is need to develop a clear strategy to link to museums to tourism and to create collaborative projects between tourism (dealt with by the Ministry of Economy) and heritage in general (see further in discussion relating to Recommendation 9). Furthermore, there is a need to develop initiatives for Museum clusters within the sector and adopt linked passes/discount cards for multi visits, gaining from cross-marketing and linking to other businesses and services (restaurants – including food and drink facilities and shops within Museums, bicycle hire, etc.). The underdeveloped situation in relation to Museums and tourism is compounded by the lack of museum strategy and also resulting from insufficient coordination between relevant ministries.

**Recommendation 13: A national strategy to ensure local museum plans are in line and moving towards making a modern museum service (a 21st century service) should be implemented. Charging, including discount cards for multi - visits, funding and using ICT / virtual applications, all need to be developed. Consideration should be given to these factors in developing the proposed new law on Museums and Museum funds. Specialist advice should be sought from other European countries where a more modern approach to Museum services is adopted, including through the Network of European Museum Organisations (NEMO)<sup>62</sup> and *Europeana*.**

### Intangible Heritage

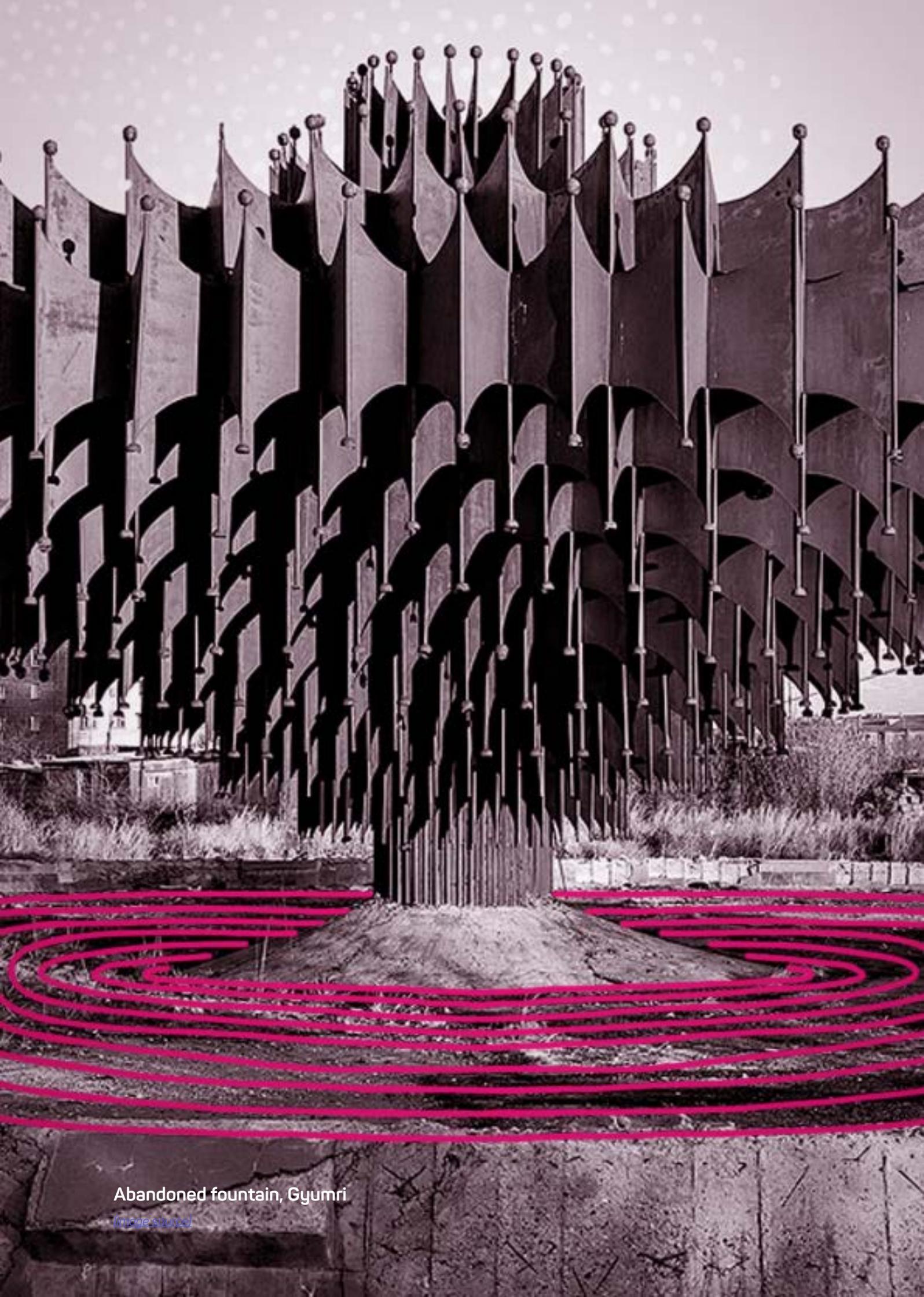
It is important to reiterate that communities are often the real the guardians of the intangible heritage, especially in rural areas, but they may find it difficult to grasp the importance of this heritage and how it can be used to benefit society, particularly as local authorities are not required to develop specific actions or provide financial assistance for its development. However, local economic development initiatives can be developed around the intangible heritage by engaging the private sector through encouraging clusters of activity and developing tourism services, particularly in association with the organisation of events to showcase the intangible heritage.

International co-operation should be developed to expand the scope of the intangible heritage sector as a resource and opportunities could be created for international events, including adequate resourcing of facilities for visitors. For example, in the UK there are at least two locations (e.g. the world heritage locations of Bath and Edinburg<sup>63</sup>) where festivals of art, music, literature and theatre or organised in places where there is a significant historic environment. Such events encourage both national and international visitors, and requiring substantial planning of the tourism infrastructure.

The research work associated with protecting and safeguarding the intangible heritage consumes a significant amount of resources. However, there should be balance a between safeguarding and using this heritage as a resource for economic and social development.

<sup>62</sup> See <http://www.ne-mo.org/>

<sup>63</sup> See for example: <http://bathfestivals.org.uk/the-bath-festival/festival-brochure/> and <http://www.edinburghfestivalcity.com/festivals/edinburgh-international-festival>



Abandoned fountain, Gyumri

[Image source](#)

**Recommendation 14:** Develop a number of national and international events with supporting visitor infrastructure in regional locations, tourist centres, or cultural routes to encourage tourism activity and enable local people to engage in key events to showcase the intangible heritage. The opportunity presented by the European Cultural Heritage Year 2018 should be seized now to develop an action plan for organising key events, including the development of sponsorship policy, developing the necessary infrastructure and encouraging the development of supporting business clusters for this year and beyond.

### **Awareness-Raising**

The analysis of the Armenian heritage sector has revealed that discussion on heritage issues is most prominent at the national level, but is insufficiently considered at the local level, particularly about the relevance of monuments or intangible heritage to the community. This points to the need for education and mechanisms to involve the public about “their heritage”, particularly bearing in mind the Faro Convention notion of “shared responsibility”. Moreover, it requires the development of procedures for awareness-raising and public engagement.

The internet and mass media can be utilised to improve public awareness and for educating the public on the significance of the heritage in general (tangible and intangible), as well as events and improved education at school level. Open and transparent co-operation among the state, beneficiary and social sectors can improve the decision-making process on the heritage resources that contribute to sustainable social and economic development. Indeed open access to digitalized systems of inventories, including inventories for recording condition and ownership, would help to ensure that the public is informed, not just about the heritage resources, but also actions which may affect them (redevelopment projects, rehabilitation actions etc.)

**Recommendation 15:** It is recommended that the Armenian government takes full advantage of the forthcoming European Cultural Heritage Year 2018 in order to raise the profile of the Armenian cultural heritage locally, nationally and internationally through various activities for awareness-raising and education, including by developing key tourism infrastructure, services and facilities to a number of key routes and centres where the cultural heritage can be showcased through events, and clusters of activities.

In this context, it may be useful to draw on the social and knowledge components of the proposed recommendations of the European Cultural Heritage Strategy for the 21st Century by developing mechanisms to encourage involvement of both citizens and local authorities for capitalizing on their heritage, making it more accessible (especially through open access to records systems), using the heritage for developing a consciousness of Europe and European society, allowing access to decision-making processes, facilitating and encouraging public-private partnerships (including rehabilitation projects) through local initiatives, implementing measures to encourage young people to practice heritage including by incorporating heritage more effectively in school curricula, and by sharing the findings of evidence-based research studies for developing policies.

Consider the idea of “Resident’s Discovery Cards” to enable local residents in a number of key locations to attend publically-owned heritage sites, museums and events through “Heritage Open Weeks” in school holidays in association with locally-organised programmes for adult, children and family events.

The recommendations highlighted above in this third Part of this report are commended for consideration and development. In order, to develop these actions it may be necessary to seek further specialist advice on key issues including in particular in relation infrastructure development, cluster development, fund-raising marketing and ICT multi-media.

### **Concluding remarks**

Some of the issues that have been considered in the analysis of the Armenian situation (Part 2), have not been addressed in the recommendations because they are not so significant to the remit of the investigation (for example, Libraries). However, the analysis raises a number issues and comments within Part 2, which may merit further consideration.

**R. D. Pickard**  
*24.02.2017*



**History Museum of Armenia**

*(image source)*

# NOTE

*The report is developed with the assistance of the EU-Eastern Partnership Culture and Creativity Programme. The content of this report does not reflect the official opinion of the European Union. Responsibility for the information and views expressed in the report lies entirely with the author.*

*The purpose of the EU-Eastern Partnership Culture and Creativity Programme is to support the cultural and creative sectors' contribution to sustainable humanitarian, social and economic development in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine.*



This Programme is funded  
by the European Union

Karen Sargsyan, Untitled, 2009

*[image source]*

