



سازمان میراث فرهنگی، صنایع دستی و گردشگری



Japan International Cooperation Agency

Islamic Republic of Iran Data Collection Survey on Tourism and Cultural Heritage

2nd Mission

November 2017

HOKKAIDO UNIVERSITY
JTB CORPORATE SALES INC.
INGÉROSEC CORPORATION
RECS INTERNATIONAL INC.

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JICA Study Team



Team Leader / Tourism Policy

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Heritage Tourism



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Objectives and Outputs of the Survey

1. To confirm and analyse:
 - ✓ Current status of the tourism sector, tourism policies, administration and institutions
 - ✓ Current status of tourism resources of cultural heritage sites
 - ✓ Statistical data of the tourism industry
 - ✓ Current status of assistance by other donors
2. To identify future Technical Assistance (T/A) project in the tourism sector in Iran provided by JICA

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Objectives of the 2nd Mission

1. To re-confirm potential destinations identified during the 1st Mission
2. To conduct site survey in each potential destination
3. To select a priority destination for future JICA project
4. To collect statistical data necessary for analysing current tourism trend and socio-economic situation in Iran

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Potential Destinations for future JICA project identified during the 1st Mission



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Potential Destinations for future JICA project identified during the 1st Mission

Theme 1 : Corridor of Ancient Orient Civilization

Destination	Main Tourism Resources
Ahwaz and Surrounding Area	Chogha Zambil, Susa, Shooshtar, Haft Tapeh, Dezful, Izeh, etc.
Shiraz and Surrounding Area	Persepolis, Pasargadae, Naqsh-e-Rostam, Eram Garden, Karim Khan Castle, etc.

Theme 2 : The Silk Road

Destination	Main Tourism Resources
Teheran and Surrounding Area	Qazvin, Iraj, Kashan, Qom, Caravanserai in Semnan (on the Route 44), etc.
Tabriz and Surrounding Area	Bazar of Tabriz, Takht-e-Soleyman, Kandovan Village, Almenian Monasteries, etc.
Esfahan and Surrounding Area	Maiden Imam, Masjed-e-Jame, Ghortan, Izad Kast Old Village and Caravanserai, Naein, etc.
Yazd and Surrounding Area	Yazd Old Medina, Maybod, Shahedieh, Maymand, etc.

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Undertakings request for ICHTO

1. Organize meetings during field survey in each town
2. Assign ICHTO local staff to assist the JICA Study Team during field survey in each town
3. Provide statistical data and information necessary for the Survey
4. Arrange meetings with other ministries and agencies requested by the JICA Study Team

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Survey Schedule - 1st Week

5-Nov	Sun	Kick off meeting with ICHTO
6-Nov	Mon	Data collection in Tehran
7-Nov	Tue	1st Workshop
8-Nov	Wed	Field Survey: Qazvin
		Site Inspection (Bazar, Caravanserai, etc.)
9-Nov	Thu	Field Survey: Zanjan
		Site Inspection (Gonbad-e-Soltanie, Takht-e-Soleyman, Caravanserai, etc.)
10-Nov	Fri	Field Survey: Kandovan
		Site Inspection (Kandovan Village, etc.)

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Kick-off Meeting Date: 5th, November

1. Objectives:

- ✓ To confirm objectives of the 2nd Mission
- ✓ To confirm schedule of the 2nd Mission
- ✓ To confirm information and data necessary for the survey
- ✓ To arrange meetings and field survey

2. Attendants from ICHTO:

- International Affairs Deputy
- Cultural Heritage Deputy
- National Committee of Ecotourism
- Tourism Marketing Deputy
- Investment Deputy
- World Heritage Office
- Tourism Planning Deputy
- Education Deputy

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1st Workshop Date: 7th, November

1. Objectives:

- ✓ To re-confirm potential destinations identified during the 1st Mission
- ✓ To discuss criteria to select a priority destination for future JICA project

2. Attendants from ICHTO:

- International Affairs Deputy
- Cultural Heritage Deputy
- National Committee of Ecotourism
- Tourism Marketing Deputy
- Investment Deputy
- World Heritage Office
- Tourism Planning Deputy
- Education Deputy

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1st Workshop Criteria to select a priority destination

Indicators	Sub-indicators	Items
Program Development	Resources	<ul style="list-style-type: none"> Existing resources: World Heritage, National Heritage: number of sites and number of visitors, types and quality of intangible heritage, handicrafts, etc. Are there any museums? Are there any noteworthy latent resources (numbers, quality)
	Infrastructure	<ul style="list-style-type: none"> Hotels (numbers according to stars, number of beds, number of employees) Restaurants (numbers, number of seats) Travel agents, etc. (numbers, number of employees, etc.) Information centres (numbers)
	Products	<ul style="list-style-type: none"> Tour programs that utilize the resources (commercialized as commodities, not commercialized) Is the destination image formed?
	Human resources	<ul style="list-style-type: none"> Implementation of tourism human resources training by related government offices, etc.

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1st Workshop Criteria to select a priority destination

Indicators	Sub-indicators	Items
Marketing	Accessibility	<ul style="list-style-type: none"> Means of transport (public transport, airports, roads, railways, etc.) from main cities, distances, times State of access roads to nearby tourism resources that comprise the destination (good/ poor/ paved/ unpaved) Public security and safety risks facing the JICA assistance project (high/ low)
	Demand	<ul style="list-style-type: none"> Current visiting situation (numbers, segments, trends) Demand at nearby tourist spots (numbers, segments)
	Promotion	<ul style="list-style-type: none"> Existence and outline of local promotional activities (pamphlets, websites, etc.)
Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> Personnel, setup, budget, etc. of the ICHTO regional branch that manages this destination
	Private partnership	<ul style="list-style-type: none"> Existence and outline of local private organizations (cooperative associations of operators, NPOs, NGOs, etc.)
	Local Involvement	<ul style="list-style-type: none"> Level of participation by local residents in tourism development (high/ low)

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1st Workshop Criteria to select a priority destination

Indicators	Sub-indicators	Items
Impact	Economical Impact	<p>Current tourism programs are:</p> <ul style="list-style-type: none"> • Positive: they contribute to employment creation, private sector investment, industry creation, etc. • Negative: they cause inflation of land prices, inflation of labor costs, expansion of differentials, etc.
	Social Impact	<p>Current tourism programs are:</p> <ul style="list-style-type: none"> • Positive: they contribute to conservation of heritage, revival of traditional industries, nurturing of pride, etc. • Negative: they cause loss of heritage value, turn culture into objects of sightseeing, etc.
Feasibility	Technical support	<ul style="list-style-type: none"> • Stage of tourism development (program development, program improvement, marketing) • Statistical data concerning socioeconomic conditions such as income levels, poverty rate, unemployment rate, GRDP, etc.
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> • Consistency with superior plans and related projects (appeal to targets in Iran's marketing strategy, contribution to national branding, etc.) • Synergies and harmonious coexistence with assistance projects by other donors

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Survey Schedule – 2nd Week

11-Nov	Sat	Field Survey: Tabriz
		Site Inspection (Bazar, Armenian Monasteries, etc.)
12-Nov	Sun	Meeting with ICHTO Tabriz and relevant organizations
13-Nov	Mon	Tabriz to Tehran by Flight
14-Nov	Tue	Meeting with ICHTO Esfahan and relevant organizations
15-Nov	Wed	Field Survey: Esfahan - Naein
		Site Inspection (Maiden Imam, Masjed-e-Jame, Ghortan, Ziar, Naein, etc.)
16-Nov	Thu	Field Survey: Naein - Yazd
		Site Inspection (Maybod, Shahedieh, etc.)
17-Nov	Fri	Field Survey: Yazd
		Site Inspection (Yazd Old Medina, Maymand, etc.)

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Request for Meeting in Tabriz

Date: 12th, November

Organization	Purpose of the Meeting	Data/Information required
ICHTO	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism sector in the area 	<ul style="list-style-type: none"> Flight Railway Road Tourism promotion activities Traditional crafts Restaurant National park, festivals and major attractions
Tourism Information Center	<ul style="list-style-type: none"> To confirm the basic tourism information in the area 	<ul style="list-style-type: none"> Tourism promotion activities Tourism information services Promotion materials
Hotel Association	<ul style="list-style-type: none"> To confirm the carrying capacity of accommodation facilities in the area 	<ul style="list-style-type: none"> Number of hotels by grade Number of beds Average number of nights by county, by month Average occupancy rate by month
Tourist guide association	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism service 	<ul style="list-style-type: none"> Number of guide by type, by language Service contents of guide
Local NGOs	<ul style="list-style-type: none"> To confirm activities related to the tourism development 	

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Request for Meeting in Esfahan

Date: 15th, November

Organization	Purpose of the Meeting	Data/Information required
ICHTO	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism sector in the area 	<ul style="list-style-type: none"> Flight Railway Road Tourism promotion activities Traditional crafts Restaurant National park, festivals and major attractions
Tourism Information Center	<ul style="list-style-type: none"> To confirm the basic tourism information in the area 	<ul style="list-style-type: none"> Tourism promotion activities Tourism information services Promotion materials
Hotel Association	<ul style="list-style-type: none"> To confirm the carrying capacity of accommodation facilities in the area 	<ul style="list-style-type: none"> Number of hotels by grade Number of beds Average number of nights by county, by month Average occupancy rate by month
Tourist guide association	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism service 	<ul style="list-style-type: none"> Number of guide by type, by language Service contents of guide
Local NGOs	<ul style="list-style-type: none"> To confirm activities related to the tourism development 	

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Survey Schedule – 3rd Week

18-Nov	Sat	Meeting with ICHTO Yazd and relevant organizations
19-Nov	Sun	Field Survey: Shiraz
		Site Inspection (Persepolis, Pasargadae, Naqsh-e-Rostam, Eram Garden, Karim Khan Castle, etc.)
20-Nov	Mon	Meeting with ICHTO Shiraz and relevant organizations
21-Nov	Tue	Shiraz to Tehran by Flight
22-Nov	Wed	Data collection in Tehran
23-Nov	Thu	Reporting Work
24-Nov	Fri	Reporting Work

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Request for Meeting in Yazd

Date: 18th, November

Organization	Purpose of the Meeting	Data/Information required
ICHTO	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism sector in the area 	<ul style="list-style-type: none"> Flight Railway Road Tourism promotion activities Traditional crafts Restaurant National park, festivals and major attractions
Tourism Information Center	<ul style="list-style-type: none"> To confirm the basic tourism information in the area 	<ul style="list-style-type: none"> Tourism promotion activities Tourism information services Promotion materials
Hotel Association	<ul style="list-style-type: none"> To confirm the carrying capacity of accommodation facilities in the area 	<ul style="list-style-type: none"> Number of hotels by grade Number of beds Average number of nights by county, by month Average occupancy rate by month
Tourist guide association	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism service 	<ul style="list-style-type: none"> Number of guide by type, by language Service contents of guide
Local NGOs	<ul style="list-style-type: none"> To confirm activities related to the tourism development 	

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Request for Meeting in Shiraz

Date: 20th, November

Organization	Purpose of the Meeting	Data/Information required
ICHTO	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism sector in the area 	<ul style="list-style-type: none"> Flight Railway Road Tourism promotion activities Traditional crafts Restaurant National park, festivals and major attractions
Tourism Information Center	<ul style="list-style-type: none"> To confirm the basic tourism information in the area 	<ul style="list-style-type: none"> Tourism promotion activities Tourism information services Promotion materials
Hotel Association	<ul style="list-style-type: none"> To confirm the carrying capacity of accommodation facilities in the area 	<ul style="list-style-type: none"> Number of hotels by grade Number of beds Average number of nights by county, by month Average occupancy rate by month
Tourist guide association	<ul style="list-style-type: none"> To confirm the carrying capacity of tourism service 	<ul style="list-style-type: none"> Number of guide by type, by language Service contents of guide
Local NGOs	<ul style="list-style-type: none"> To confirm activities related to the tourism development 	

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Survey Schedule – 4th Week

25-Nov	Sat	2 nd Workshop
26-Nov	Sun	Data collection in Tehran
27-Nov	Mon	Data collection in Tehran
28-Nov	Tue	From Tehran by Flight
29-Nov	Wed	Field Survey: Priority Destination (TBD)
30-Nov	Thu	Field Survey: Priority Destination (TBD)
1-Dec	Fri	To Tehran by Flight

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2nd Workshop Date: 25th, November

1. Objectives:

- ✓ To select a priority destination for future JICA project
- ✓ To discuss implementation framework for future JICA project

2. Attendants from ICHTO:

- International Affairs Deputy
- Cultural Heritage Deputy
- National Committee of Ecotourism
- Tourism Marketing Deputy
- Investment Deputy
- World Heritage Office
- Tourism Planning Deputy
- Education Deputy

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Survey Schedule – 5th Week

2-Dec	Sat	Data collection in Tehran
3-Dec	Sun	3rd Workshop
4-Dec	Mon	Data collection in Tehran

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3rd Workshop Date: 3rd, December

1. Objectives:

- ✓ To share the survey result of the 2nd Mission
- ✓ To discuss implementation framework for future JICA project in priority destination

2. Attendants from ICHTO:

- International Affairs Deputy
- Cultural Heritage Deputy
- National Committee of Ecotourism
- Tourism Marketing Deputy
- Investment Deputy
- World Heritage Office
- Tourism Planning Deputy
- Education Deputy

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Statistical Data required: ICHTO

Item	Data/Information required
1. Result of Tourism market research by ICHTO	<ul style="list-style-type: none"> • Complete report
2. Basic information for international tourists by country	<ul style="list-style-type: none"> • Overall international tourist arrivals including trends for past 10 years • International tourists by country and by bed nights • Purpose of visit • Mode of travels • Arrivals by month • Arrivals by province • Arrivals by gender and age • Arrivals by occupation • Tour group size • Tourism earnings • Length of stay
3. Basic information for domestic tourists	<ul style="list-style-type: none"> • Overall domestic tourist including trends for past 10 years • Domestic tourists by province and by bed nights • Purpose of travel • Mode of travels • Arrivals by month • Arrivals by province • Arrivals by gender and age • Arrivals by occupation • Tour group size • Tourism earnings • Length of stay
4. Market research by Iranian Government	<ul style="list-style-type: none"> • Contents of market research • Results of market research
5. Related industries	<ul style="list-style-type: none"> • Number of hotels by province, by city and by grade • Number of beds by province, by city and by grade • Number of travel agencies by province and by type • Number of restaurants by province, by city, by grade, by type • Number of guide by province, by city, by type, and by language

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Legal and Policy Documents required: ICHTO

Item	Data/Information required
6. Legal and policy structures regarding tourism development and heritage conservation	<ul style="list-style-type: none"> Names and structures of laws, regulations and guidelines National Vision for Development for 2025 National Five-Year Development Plans Laws and regulations for the Cultural Heritage Protection Laws and regulations for the Environmental Protection National Tourism Master Plan Land Use Plans, etc.
7. International cooperation in the field of tourism development and heritage conservation	<ul style="list-style-type: none"> Documents of Donor projects Current situation of international cooperation with Donor Agencies including UNESCO, UNWTO, UNDP, OIC, UNIDO, WTO, WCC, etc.
8. Information of Tourism Resources	<ul style="list-style-type: none"> Types and numbers of national tangible cultural heritage, intangible cultural heritage, natural heritage, national park, and international tangible/intangible heritage including tentative list, etc.
9. Conservation Management Plan of each UNESCO World Heritage Site and Number of Visitors of each sit	<ul style="list-style-type: none"> Management Plan

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Statistical Data required: Statistical Center of Iran (SCI)

Item	Data/Information required
1. Population (Census 2016)	<ul style="list-style-type: none"> By county By village
2. Poverty rate	<ul style="list-style-type: none"> By province By county By gender By age group
3. Unemployment rate	<ul style="list-style-type: none"> By county By gender By age group
4. GRDP	<ul style="list-style-type: none"> By province By sector Per capita
5. Number of employment	<ul style="list-style-type: none"> By sector

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Team Leader / Tourism Policy

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Tourism Industry Development



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Heritage Tourism



Dr. Hirofumi UEDA



Mr. Akira OHARA

2

Objectives of this 1st WS

1. To reconfirm 6 Potential destinations identified
2. To discuss Criteria to select a Priority destination



- Site survey in each potential destination
- Selection of a priority destination for future JICA project (2nd WS)

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1. Re-confirm potential destinations

Typology of tourism resources

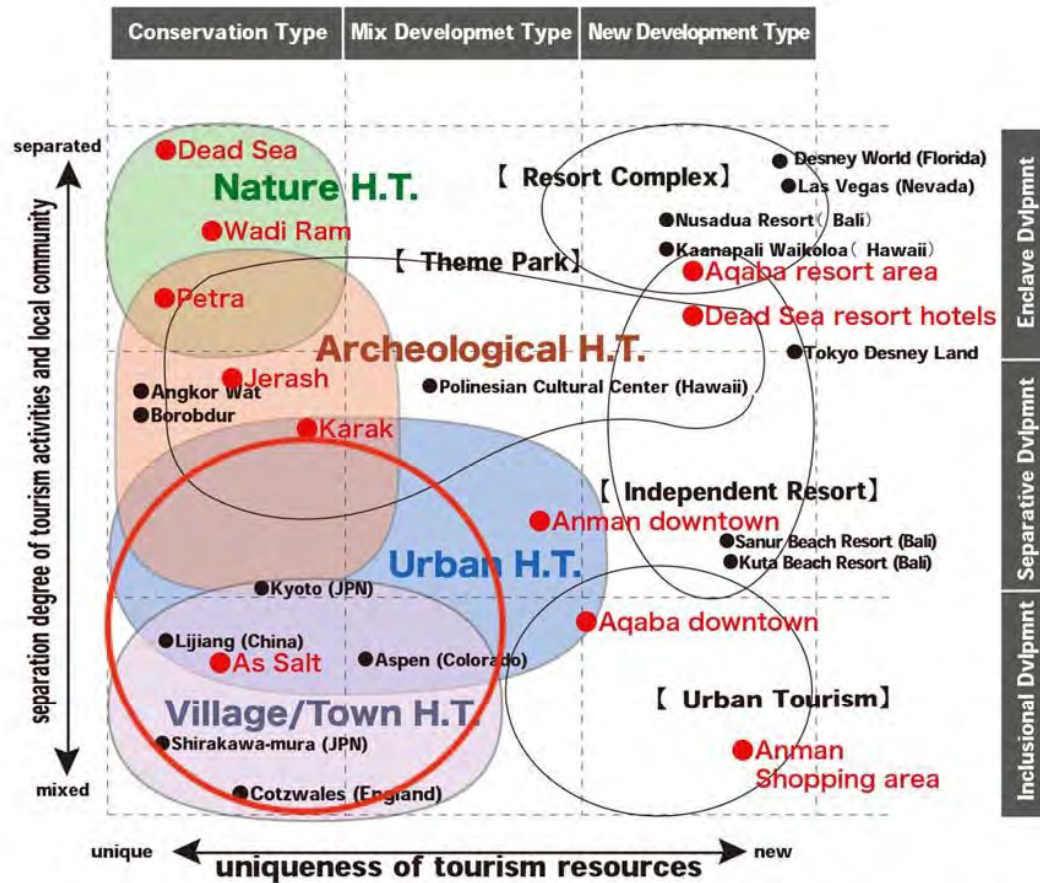


Figure : Tourism Type by Resources Uniqueness - Separation of Tourism/Local Community Axis

Typology of tourism resources in Iran

Tourism Type of Iran by Resources Uniqueness - Separation of Tourism/Local Community Axis

		Conservation Type	Mix Development Type	New Development Type		
separation degree of tourism activities and local community	↑ separated	Conservation/Enclave ① Zaferanyeh (Sabzevar - Razavi Khorasan) ② Shamkhal (Quchan - Razavi Khorasan) ③ Ruen (Esfarayen - North Khorasan) ④ Abr Jungle (Shahrud - Seman) ⑤ Damash (Rudbar - Gilan)	Mix/Enclave ① Hesar (Deylam - Bushehr) ② Chah-Kutah (Bushehr - Bushehr) ③ Kharanegh (Ardakan - Yazd) ④ Akhlamad (Chenaran - Razavi Khorasan) ⑤ Cheshmeh Gilas (Chenaran - Razavi Khorasan)	New/Enclave ① Zanuzagh (Marand - East Azarbaijan) ② Alvares (Sarein - Ardabil) ③ Khafr (Semirom - Isfahan) ④ Vardeh (Savejbelagh - Alborz) ⑤ ⑥	Enclave Development	
		Conservation/Separative ① Bastam (Chaypareh - West Azarbaijan) ② Nayband (Tabas - South Khorasan) ③ Khur (Birjand - South Khorasan) ④ Dizbad (Neyshabur - Razavi Khorasan) ⑤ Gazorkhan (Alamut - Qazvin)	Mix/Separative ① Baghche Jugh (Maku - West Azarbaijan) ② Nashalj (Kashan - Isfahan) ③ Karkabud (Taleghan - Alborz) ④ Kandolus (Nowshahr - Mazandaran) ⑤ Kang (Mashad - Razavi Khorasan) ⑥	New/Separative ① Eshtabin (Jolfa - East Azarbaijan) ② Marmishu (Urumieh - West Azarbaijan) ③ Posht Ghaleh (Abdanan - Ilam) ④ Aq-Evlar (Talesh - Gilan) ⑤ ⑥	Separative Development	
	↓ mixed	Conservation/Inclusional ① Kandovan (Osku - East Azarbaijan) ② Meymand (Shahr Babak - Kerman) ③ Bam (Kerman) ④ Palangan (Kamyaran - Kordestan) ⑤ ⑥	Mix/Inclusional ① Kazaj (Khalkhal - Ardabil) ② Sangar (Tehran - Tehran) ③ Shandiz (Mashad - Razavi Khorasan) ④ Shadegan (Khuzestan) ⑤ ⑥	New/Inclusional ① Esfarjan (Shahreza - Isfahan) ② Zavin (Kalat-e Naderi - Razavi Khorasan) ③ ④ ⑤ ⑥	Inclusional Development	
		← unique/original		→ newly developed		

Potential Destinations for future JICA project identified during the 1st Mission



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Establish Iranian Tourism “Brand”
in the International Tourism Market
by thematic approach

Theme 1: Corridor of Ancient Orient
Civilization

Theme 2: The Silk Road



Develop a destination strategically, effectively and efficiently by thematic approach for establishing competitive Iranian tourism brand in the international tourism market.

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Touristic Routes including 6 potential destinations

Theme 1 : Corridor of Ancient Orient Civilization

Destination	Main Tourism Resources
Ahwaz and Surrounding Area	Chogha Zambil, Susa, Shooshtar, Haft Tapeh, Dezful, Izeh, etc.
Shiraz and Surrounding Area	Persepolis, Pasargadae, Naqsh-e-Rostam, Eram Garden, Karim Khan Castle, etc.

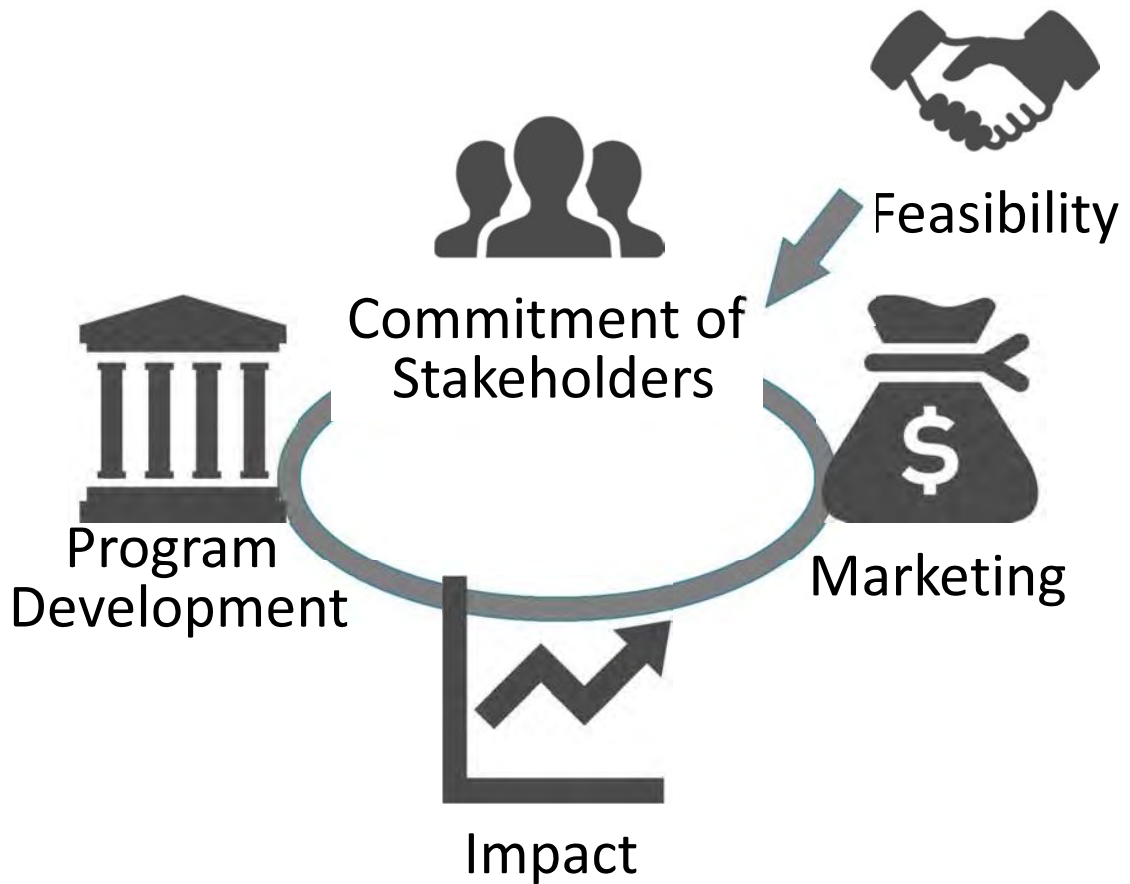
Theme 2 : The Silk Road

Destination	Main Tourism Resources
Teheran and Surrounding Area	Qazvin, Iraj, Kashan, Qom, Caravanserai in Semnan (on the Route 44), etc.
Tabriz and Surrounding Area	Bazar of Tabriz, Takht-e-Soleyman, Kandovan Village, Almenian Monasteries, etc.
Esfahan and Surrounding Area	Maiden Imam, Masjed-e-Jame, Ghortan, Izad Kast Old Village and Caravanserai, Naein, etc.
Yazd and Surrounding Area	Yazd Old Medina, Maybod, Shahedieh, Maymand, etc.





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2. Criteria to select a priority destination

5 Indicators for the criteria



Program Development

Indicators	Items	Case
 Resources	<ul style="list-style-type: none"> Existing resources: World Heritage, National Heritage: number of sites and number of visitors, types and quality of intangible heritage, handicrafts, etc. Are there any museums? Are there any noteworthy latent resources (numbers, quality) 	<ul style="list-style-type: none"> Shush, Shushtal, Tchoga Zanbil (UNESCO World Heritage) and other thousands of latent heritages Museums in World Heritage Sites
 Infrastructure	<ul style="list-style-type: none"> Hotels (numbers according to stars, number of beds, number of employees) Restaurants (numbers, number of seats) Travel agents, etc. (numbers, number of employees, etc.) Information centres (numbers) 	<ul style="list-style-type: none"> Renovated historical hotels and caravanserai for handicrafts in Shushtal, but they need appeal to tourists
 Products	<ul style="list-style-type: none"> Tour programs that utilize the resources (commercialized as commodities, not commercialized) Is the destination image formed? 	<ul style="list-style-type: none"> Tour program by tour guide (NGO) in Shush. New trial of boating program in Shushtal Positive destination image is not formed.
 Human resources	<ul style="list-style-type: none"> Implementation of tourism human resources training by related government offices, etc. 	<ul style="list-style-type: none"> Tour guide training by ICHTO in shush



Marketing



Sub-indicators	Items	Case
Accessibility	<ul style="list-style-type: none"> Means of transport (public transport, airports, roads, railways, etc.) from main cities, distances, times State of access roads to nearby tourism resources that comprise the destination (good/ poor/ paved/ unpaved) Public security and safety risks facing the JICA assistance project (high/ low) 	<ul style="list-style-type: none"> 1-2 flights / day from Teheran 1-2 Trains and buses Isolated by surrounding mountains and out of “Golden Route” Japanese tour avoid this area because of security risks
Demand	<ul style="list-style-type: none"> Current visiting situation (numbers, segments, trends) Demand at nearby tourist spots (numbers, segments) 	<ul style="list-style-type: none"> German tour visiting World Heritage Sites. But it is not included in a short stay in Iran
Promotion	<ul style="list-style-type: none"> Existence and outline of local promotional activities (pamphlets, websites, etc.) 	<ul style="list-style-type: none"> Brochure of provincial awards of handicraft Route map by local NGO



Commitment of Stakeholders



Sub-indicators	Items	Case
Public initiative	<ul style="list-style-type: none"> Personnel, setup, budget, etc. of the ICHTO regional branch that manages this destination 	<ul style="list-style-type: none"> Active World Heritage Site manager, city manager, and local staffs
Private partnership	<ul style="list-style-type: none"> Existence and outline of local private organizations (cooperative associations of operators, NPOs, NGOs, etc.) 	<ul style="list-style-type: none"> Many kinds of NGOs in each city and various cooperation (e.g. Tourism Guide NGO in shush)
Local Involvement	<ul style="list-style-type: none"> Level of participation by local residents in tourism development (high/ low) 	<ul style="list-style-type: none"> Local community participating events in World Heritage site in Shush

Impact



Sub-indicators	Items	Case
Economical Impact	<p>Current tourism programs are:</p> <ul style="list-style-type: none"> • Positive: they contribute to employment creation, private sector investment, industry creation, etc. • Negative: they cause inflation of land prices, inflation of labor costs, expansion of differentials, etc. 	<ul style="list-style-type: none"> • Renovation of historical buildings for hotels by private sectors
Social Impact	<p>Current tourism programs are:</p> <ul style="list-style-type: none"> • Positive: they contribute to conservation of heritage, revival of traditional industries, nurturing of pride, etc. • Negative: they cause loss of heritage value, turn culture into objects of sightseeing, etc. 	<ul style="list-style-type: none"> • Renovated caravanserai for handicraft and historical theatre activity of local NGO in Shushtal

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Feasibility



Sub-indicators	Items	Case
Technical support	<ul style="list-style-type: none"> • Stage of tourism development (program development, program improvement, marketing) • Statistical data concerning socioeconomic conditions such as income levels, poverty rate, unemployment rate, GRDP, etc. 	<ul style="list-style-type: none"> • Program development of cultural landscape connecting thousands of latent heritage in the region • Marketing of handicraft
Effectiveness & Appropriateness	<ul style="list-style-type: none"> • Consistency with superior plans and related projects (appeal to targets in Iran's marketing strategy, contribution to national branding, etc.) • Synergies and harmonious coexistence with assistance projects by other donors 	<ul style="list-style-type: none"> • Potential for branding as "Ancient Civilization Corridor" • Japan UNESCO Funds-in-Trust supported Tchoga Zanbil 1998-2010

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2nd Workshop Date: 25th, November

1. Objectives:

- ✓ To select a priority destination for future JICA project
- ✓ To discuss implementation framework for future JICA project

2. Attendants from ICHTO:

- International Affairs Deputy
- Cultural Heritage Deputy
- National Committee of Ecotourism
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Objectives of the 2nd Workshop

1. Session 1:
 - ✓ To share the findings of the field survey
 - ✓ To confirm current tourism situation in each destination

2. Session 2:
 - ✓ To discuss possible technical assistance provided by JICA considering current issues on the tourism in each destination
 - ✓ To discuss priority destination to be selected for the first JICA project in Iranian tourism sector

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Session 1

4

Establish Iranian Tourism “Brand” in the International Tourism Market by thematic approach

Theme 1: The Silk Road

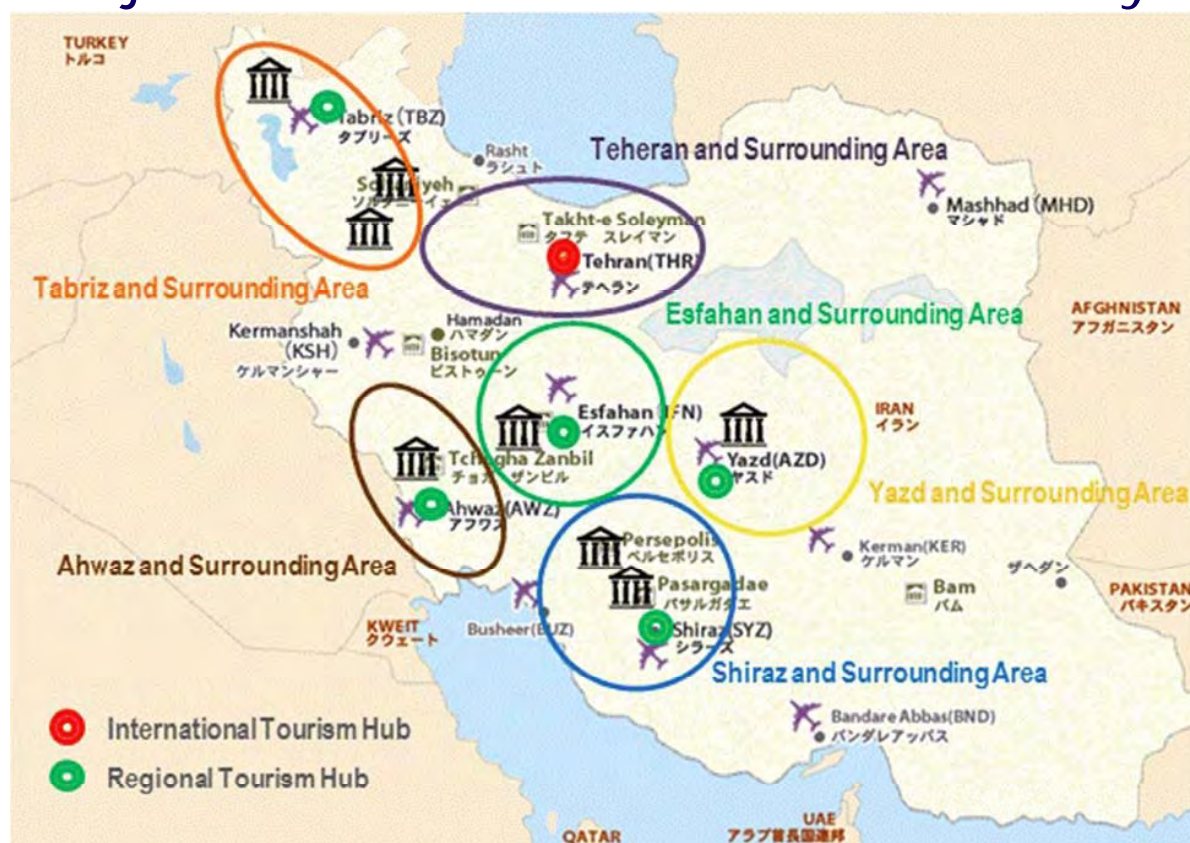
Theme 2: Corridor of Ancient Orient
Civilization



Develop a destination strategically, effectively and efficiently by thematic approach for establishing competitive Iranian tourism brand in the international tourism market.

5

Potential Destinations for Future JICA Project identified before the Field Survey



6

Potential Destinations for Future JICA Project identified after the Field Survey



7

Thematic approach for the 5 destinations

Theme 1: The Silk Road

Destination	Province	Main Tourism Resources
Tabriz and Surrounding Area	Qazvin, Zanjan, Ardabil, West Azerbaijan, East Azerbaijan	Qazvin, Zanjan, Takht-e Soleyman, Kandovan, Urmia, Jorfa, Tabriz, Ardabil, etc.
Esfahan and Surrounding Area	Esfahan	Esfahan, Kashan, Abyane, Naein, Varzane, Ghortan, etc.
Yazd and Surrounding Area	Yazd	Yazd, Maybod, Mehriz, Saryazd, Ardakan, Kharanq, etc.

Theme 2: Corridor of Ancient Orient Civilization

Destination	Province	Main Tourism Resources
Shiraz and Surrounding Area	Fars	Persepolis, Pasargadae, Bishapur, Firuzabad, Sarvestan, Izad Khast, etc.
Ahwaz and Surrounding Area	Khuzestan	Chogha Zambil, Susa, Shushtar, Dezful, etc.

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Criteria to select a priority destination

Indicators	Sub-indicators	Survey Items
1. Program Development	Resources	<ul style="list-style-type: none"> World Heritage National Heritage Uniqueness
	Infrastructure	<ul style="list-style-type: none"> Hotel Restaurant Travel Agency
	Products	<ul style="list-style-type: none"> Attraction (Nature / Handicraft / Food / Culture) Itinerary
	Human resources	<ul style="list-style-type: none"> Educational Institution Training by Public Sector
2. Marketing	Accessibility	<ul style="list-style-type: none"> Mode of Transport (Flight / Railway / Road) Condition of Infrastructure Security Condition
	Demand	<ul style="list-style-type: none"> Number of Tourists (International / Domestic) Segment
	Promotion	<ul style="list-style-type: none"> Promotional Material Media
3. Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> Communication between Public and Private Sector
	Private partnership	<ul style="list-style-type: none"> Private Association (Hotel / Guide / Restaurant) Local NGO
	Local Involvement	<ul style="list-style-type: none"> Participation of Local Community
4. Impact	Economic Impact	<ul style="list-style-type: none"> Impact from Tourism to Employment, Income
	Social Impact	<ul style="list-style-type: none"> Impact from Tourism to Environment, Community
5. Feasibility	Technical support	<ul style="list-style-type: none"> Needs for Technical Assistance
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> Consistency with Development Policy, Plan, Strategy Synergy Effect with other Project

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Ahwaz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Program Development	Resources	<ul style="list-style-type: none"> The only destination in the world where the tourist can visit heritage site related to the Ancient Orient Civilization of the Mesopotamian era. Tourism resources of pre-Islamic era including 3 UNESCO World Cultural Heritages Numerous ancient unknown ruins discovered recently Local communities are located beside heritage site at Shushtar and Susa 	<ul style="list-style-type: none"> It takes more than 2 hours from the regional center of Ahwaz to tourist sites such as Chogha Zambil, Susa and Shushtar.
	Infrastructure		<ul style="list-style-type: none"> Low hotel capacity (only 37 hotels and 3,055 beds in Khuzestan)
	Products	<ul style="list-style-type: none"> Downriver tour in Shushtar 3 historical houses are renovated to hotel in Shushtar A Caravanserai is renovated to handicrafts shop in Shushtar 	
	Human resources	<ul style="list-style-type: none"> ICHTO provides training for local guide and craftsman 	

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Ahwaz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Marketing	Accessibility	<ul style="list-style-type: none"> Direct flights between Kuwait, UAE, Saudi Arabia. 	<ul style="list-style-type: none"> Climate during Summer (April – October) is not suitable for the tourist due to high temperature with high humidity. The area is isolated from other tourist destination. Road infrastructure between Khuzestan and other province is inadequate to transfer the tourist. Ministry of foreign affairs JAPAN alerts “Level 3: Stop Traveling” along border area between Iraq.
	Demand		<ul style="list-style-type: none"> Weak demand (only 4,300 International tourists and 123,000 Domestic tourists)
	Promotion	<ul style="list-style-type: none"> A local NGO provides promotion by using state award brochure. 	
Commitment of Stakeholders	Public initiative		
	Private partnership	<ul style="list-style-type: none"> Certain relationship has been established between ICHTO and local NGOs. 	
	Local Involvement	<ul style="list-style-type: none"> Local NGOs are very active to promote the area. 	

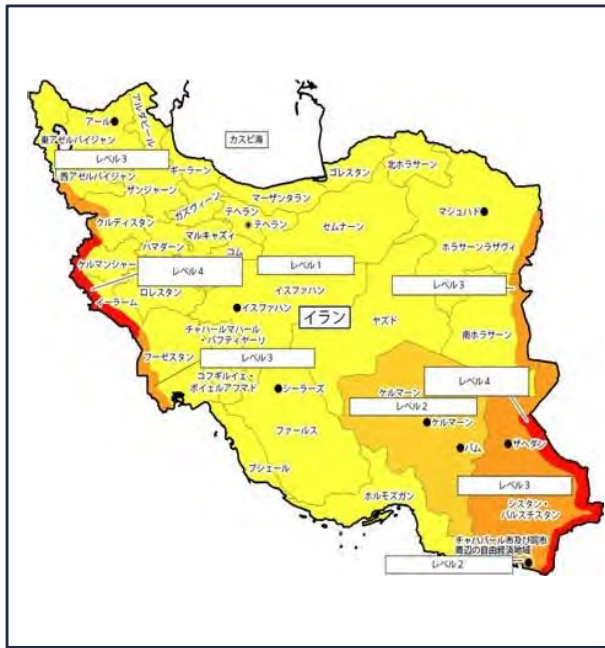
11

Ahwaz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Impact	Economic Impact		
	Social Impact		
Feasibility	Technical support	<ul style="list-style-type: none"> Program development toward cultural landscape that connects undeveloped sites other than UNESCO World Cultural Heritage sites, marketing support for cities and handicrafts are required. 	
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> Unemployment Rate 12.7% Synergistic effect can be expected by collaborating with the activities supported by the Japan UNESCO Trust Fund and UNESCO. 	

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Security Condition in Iran



Ministry of foreign affairs JAPAN



Ministry of foreign affairs FRANCE

- Level 4: Evacuate
- Level 3: Stop Traveling
- Level 2: Not Recommended without Necessity
- Level 1: Caution

- Strongly Not Recommended
- Not Recommended without Necessity
- Caution

Shiraz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Program Development	Resources	<ul style="list-style-type: none"> • “Persepolis” is one of the Icon of Iranian tourism in International tourism market. • Tourist can enjoy tourism resources of different dynasties from Achaemenid to Gajar era. • 4 UNESCO World Cultural Heritages • Sassanid cities of Bishapur, Firuzabad and Sarvestan are going to be registered as an UNESCO World Cultural Heritage in 2018. 	<ul style="list-style-type: none"> • Tourist sites are dispersed in wide area. • It takes more than 2 hours from the regional center of Shiraz to tourist sites located outside of the city such as Persepolis and Pasargadae. • Local community is not located close to Persepolis and Pasargadae.
	Infrastructure	<ul style="list-style-type: none"> • 200 hotels and 18,000 beds • 120 guest house in Shiraz • 15 inbound travel agencies 	
	Products	<ul style="list-style-type: none"> • Diversity of tourism product such as Ecotourism, Medical tourism • Carpet from Fars province “Gabe” is a world famous handicraft brand registered as an UNESCO intangible heritage. 	
	Human resources	<ul style="list-style-type: none"> • 1 University provides tourism courses. • ICHTO provides training for local craftsman. 	

Shiraz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Marketing	Accessibility	<ul style="list-style-type: none"> • Frequent flights between different countries including UAE, Qatar, Iraq, Oman, Turkey, Austria Europe, Caucasus, Russia, etc. • Highway and Railway connected with neighboring countries 	<ul style="list-style-type: none"> • Rural road must be rehabilitated.
	Demand	<ul style="list-style-type: none"> • High demand (500,000 International tourists and 4,500,000 Domestic tourists per year 2016) • The number of Tourists is increased significantly by 22% comparing to the last year. 	
	Promotion	<ul style="list-style-type: none"> • Practical information materials for tourists such as Website, brochures, SNS are developed. • Several promotion materials are prepared by private investment. 	
Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> • A Tourism Committee composed of ICHTO, Municipality and private organizations is organized under the Government. 	
	Private partnership	<ul style="list-style-type: none"> • Good relationship between private sector including Hotel, restaurant and Guide Association 	
	Local Involvement	<ul style="list-style-type: none"> • In Kazeroon, 3 local NGOs with 500 people assist tourism development of the county. 	

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Shiraz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Impact	Economic Impact	<ul style="list-style-type: none"> • Tourism industry (2,000 craftsman and 1,200 local guides) contributes the creation of jobs. • For the purpose of promoting employment, the government plans to establish the “Eco lodge” from 34 to 100. 	<ul style="list-style-type: none"> • Economic relationship between tourism and local communities is quite limited.
	Social Impact	<ul style="list-style-type: none"> • Trainings are provided by ICHTO at Bishapur to mitigate negative impact from the Tourism. 	
Feasibility	Technical support	<ul style="list-style-type: none"> • Develop local communities located near the world famous tourist site such as Persepolis by associating local communities with tourist site. • Develop rural area by inviting tourists from Shiraz through the registration of three Sassanid sites (Bishapur, Firuzabad, Sarvestan) as an UNESCO World Heritage. 	
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> • Unemployment Rate 11.4% • The government plans to register three Sassanid dynasty sites (Bishapur, Firuzabad, Sarvestan) as UNESCO World Heritage sites and to invite tourists from Persepolis to rural areas. 	

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Esfahan

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Program Development	Resources	<ul style="list-style-type: none"> • “Maiden Imam” is one of the Icon of Iranian tourism related to the Silk Road in International tourism market. • Tourist can enjoy tourism resources of different dynasties and cultures including 5 UNESCO World Cultural Heritages. 	<ul style="list-style-type: none"> • Tourist sites are dispersed in wide area. • It takes more than 2 hours from the regional center of Esfahan to tourist sites located outside of the city such as Kashan, Abyane and Naein.
	Infrastructure	<ul style="list-style-type: none"> • 105 hotels and 25,000 beds • 80 hotels are under construction by 2020 • 300 qualified restaurants (Esfahan City) 	<ul style="list-style-type: none"> • Shortage of hotels during high season
	Products	<ul style="list-style-type: none"> • Diversity of tourism products including 2,200 attractions • Esfahan is a world famous handicraft center such as Enamel works, textile, metal works, etc. • Naein carpet is a world famous handicraft brand. 	
	Human resources	<ul style="list-style-type: none"> • 1 University and 7 institutions provide tourism courses. • ICHTO provides 72 hours training courses for hotel, travel agency and handicraft craftsmen. 	

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Esfahan

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Marketing	Accessibility	<ul style="list-style-type: none"> • Frequent flights between different countries including Turkey, UAE, Austria, etc. • Highway and Railway connected with different cities 	
	Demand	<ul style="list-style-type: none"> • High demand (350,000 International tourists and 2,800,000 Domestic tourists, per year 2016) • The number of tourists is increasing in recent years. 	
	Promotion	<ul style="list-style-type: none"> • Practical information materials for tourists such as Website, brochures, SNS are developed. 	
Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> • ICHTO organizes different regular tourism development committee including private sector. 	
	Private partnership	<ul style="list-style-type: none"> • Good relationship between private sector including Hotel, restaurant and Guide Association. 	
	Local Involvement	<ul style="list-style-type: none"> • Around 60 local NGOs • In Naein, the monthly Tourism Development Council is held including local communities and the Mayor received the award by the 10 years efforts of community involvement. 	

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Esfahan

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Impact	Economic Impact	<ul style="list-style-type: none"> Tourism industry (70,000 people in the hotel industry, 3,000 in the travel agency industry and 900 local guides) contributes the creation of jobs. 	
	Social Impact	<ul style="list-style-type: none"> In Naein, through ten years efforts for the participation of local communities, the value of local resources tourism has been understood by residents and it also contributes to the pride of the residents. 	<ul style="list-style-type: none"> Many of the residents in Abyane have become souvenir shops and their traditional lifestyle and culture are being lost.
Feasibility	Technical support	<ul style="list-style-type: none"> Develop surrounding areas of Esfahan such as Naein, Kashan and Abyane village registered in the tentative heritage list by inviting tourists from Esfahan to rural areas. 	
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> Unemployment Rate 14.6% Esfahan plans to quadruple the number of nights spent by the next 5 years. 	

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Tabriz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Program Development	Resources	<ul style="list-style-type: none"> Tabriz is the gateway of the Silk Road between Europe and Eastern Asia since pre-Islamic era until now. Tourist can enjoy tourism resources of different dynasties and cultures, including 5 UNESCO World Cultural Heritages, related to the Silk Road. Unique landscape in Kandovan village is going to be registered as an UNESCO World Cultural Heritage. 	<ul style="list-style-type: none"> Tourist sites are dispersed in wide area. It takes more than 2 hours from the regional center of Tabriz to tourist sites located outside of the city such as Qazvin, Zanjan, Takht-e Soleyman and Armenian Churches.
	Infrastructure	<p>East Azerbaijan:</p> <ul style="list-style-type: none"> 58 hotels and 8,500 beds 780 qualified restaurants 	
	Products	<ul style="list-style-type: none"> Diversity of tourism products such as Ecotourism, Medical tourism Tabriz carpet is a world famous handicraft brand 	
	Human resources	<ul style="list-style-type: none"> 1 University and 3 institutions provide tourism courses. ICHTO provides training for local craftsman. ICHTO provides "On the Job Training" for Technical Management, Tour Leadership and Ecotourism. 	

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Tabriz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Marketing	Accessibility	<ul style="list-style-type: none"> • Frequent flights between different countries including Europe, Caucasus, Russia, Turkey, etc. • Highway and Railway connected with neighboring countries 	<ul style="list-style-type: none"> • Limited access to the tourist sites during the winter • Rural road must be rehabilitated.
	Demand	<ul style="list-style-type: none"> • High demand (450,000 International tourists and 4,000,000 Domestic tourists, per year 2016) • The number of tourists is increased significantly by 23% in recent 2 years. 	
	Promotion	<ul style="list-style-type: none"> • Multi language Website including English, French, German, etc. • Practical information materials for tourists are developed towards "Tabriz 2018". 	
Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> • ICHTO provides trainings for Customer Relation Management (CRM) to the local community such as Kandovan Village. 	
	Private partnership	<ul style="list-style-type: none"> • Good relationship between private sector including Hotel, restaurant and Guide Association. 	
	Local Involvement	<ul style="list-style-type: none"> • 635 local NGOs • Trainings for Customer Relation Management (CRM) are provided by ICHTO at Kandovan Village. 	

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Tabriz

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Impact	Economic Impact	<ul style="list-style-type: none"> • Tourism industry (4,500 people in the hotel industry, 1,500 in the travel agency industry and 780 restaurants) contributes the creation of jobs. 	
	Social Impact	<ul style="list-style-type: none"> • Trainings for Customer Relation Management (CRM) are provided by ICHTO at Kandovan Village to mitigate negative impact from the Tourism. 	<ul style="list-style-type: none"> • Construction of contemporary houses is a threat to heritage conservation in Kandovan. • Many of the residents in Kandovan have become souvenir shops and their traditional lifestyle and culture are being lost.
Feasibility	Technical support	<ul style="list-style-type: none"> • Establish concrete Brand image of Tabriz as a symbolic destination of the Silk Road in the international tourism market through tourism promotion. 	
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> • Unemployment Rate 10.8% • Under the slogan of the "Tabriz 2018", tourism development is accelerating. 	

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Yazd

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Program Development	Resources	<ul style="list-style-type: none"> Yazd is the world largest “Mud Brick” city on the Silk Road registered as UNESCO World Cultural Heritage in 2017. 3 UNESCO World Cultural Heritages. Meybod is going to be registered as an UNESCO World Cultural Heritage. Unique facilities adapted to the climate of semi-arid areas such as Bird girls, Qanat, Ab-Anbar, Pigeon Tower and the streets made of “Mud Brick” is able to create an original destination image different from other destinations. Tourism attractions are located within specially compact area along the “Golden Route” and close to the city center of Yazd. 	
	Infrastructure	<ul style="list-style-type: none"> 36 hotels are going to be constructed and total number of beds will be 10,000 by 2020. 	<ul style="list-style-type: none"> Low hotel capacity (actually only 4,000 beds)
	Products	<ul style="list-style-type: none"> Diversity of tourism product such as Desert tourism, Ecotourism, Medical tourism 30 handicrafts including Terme, Icot, etc. Famous Yazd sweets 	
	Human resources	<ul style="list-style-type: none"> 1 University and 4 institutions provide tourism courses. ICHTO provides training for local craftsman. 	

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Yazd

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Marketing	Accessibility	<ul style="list-style-type: none"> Direct flights between Iraq and Saudi Arabia. Located on the “Golden Route” Highway and Railway connected with neighboring cities 	<ul style="list-style-type: none"> Climate during Summer (June – August) is not suitable for the tourist.
	Demand	<ul style="list-style-type: none"> High demand (140,000 International tourists, 350,000 Domestic tourists and 1,111,000 Domestic Tourists during Nowruz period, per year 2016) The number of Tourists is increased from 12,000 to 140,000 in recent 6 years. 	
	Promotion	<ul style="list-style-type: none"> Practical information materials for tourists such as Website, brochures, SNS are developed. 	
Commitment of Stakeholders	Public initiative	<ul style="list-style-type: none"> ICHTO organizes regular meetings for tourism development with private sector, NGOs and local communities twice a month. 	
	Private partnership	<ul style="list-style-type: none"> Good relationship between private sector including Hotel, restaurant and Guide Association 	
	Local Involvement	<ul style="list-style-type: none"> 30 local NGOs In Meybod, renovation of historical buildings was carried out with donation from local NGO. 	

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Yazd

Indicators	Sub-indicators	Findings	
		Strength	Weakness
Impact	Economic Impact	<ul style="list-style-type: none"> Tourism industry (4,000 people in the hotel industry, and 250 local guides) contributes the creation of jobs. 	
	Social Impact	<ul style="list-style-type: none"> ICHTO organizes regular meetings with local communities twice a month for awareness raising. 	<ul style="list-style-type: none"> Increase of traffic in the historical district
Feasibility	Technical support	<ul style="list-style-type: none"> Develop Yazd and surrounding areas such as Meybod, Mehriz and Saryazd located on the "Golden Route" by inviting tourists from Esfahan and Shiraz. Establish concrete Brand image of Yazd as a symbolic destination of <i>the Silk Road</i> in the international tourism market through tourism promotion. 	
	Effectiveness & Appropriateness	<ul style="list-style-type: none"> Unemployment Rate 12.8% Short term effect can be expected by inviting tourists from Shiraz and Esfahan. Synergistic effect can be expected by collaborating with ongoing museum project by ICHTO. 	

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Session 2

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Tourism Type of Iran

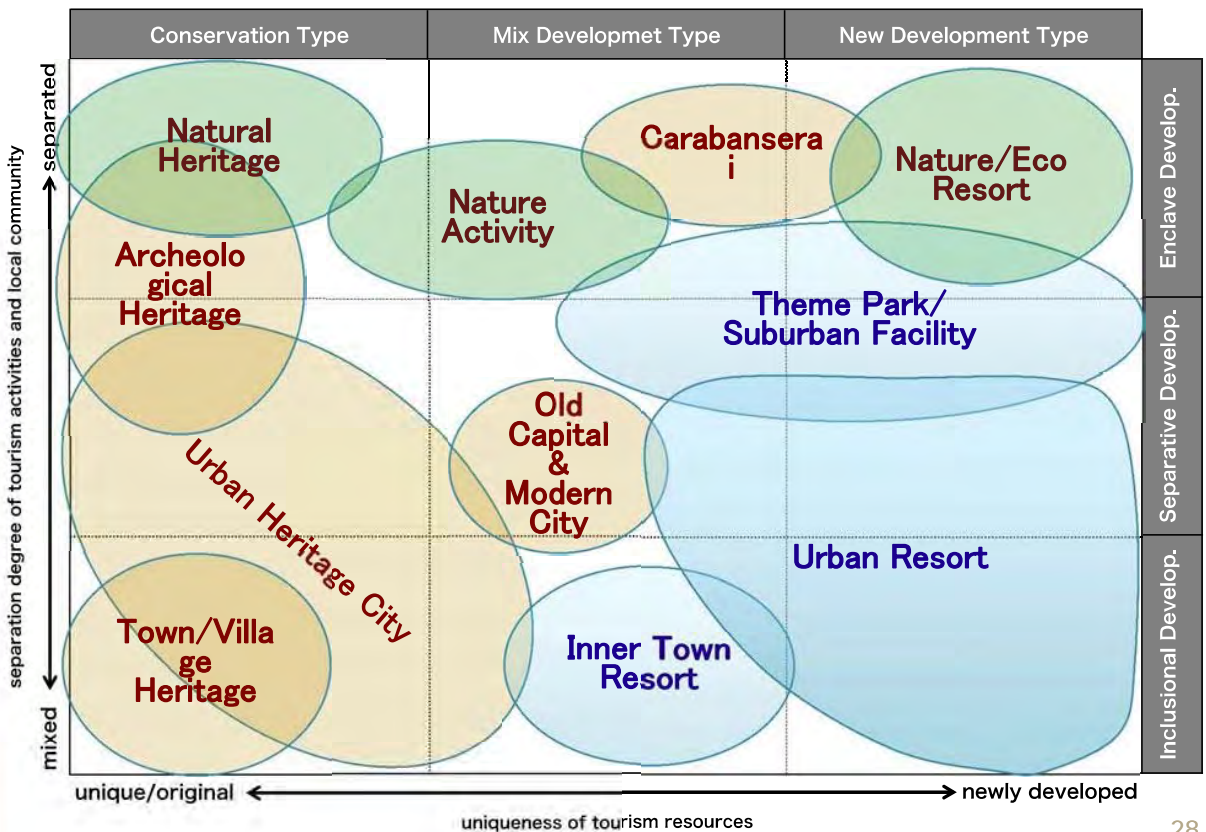
by 'Resouces Uniqueness' - 'Separation of Tourism/Local Community' Axis



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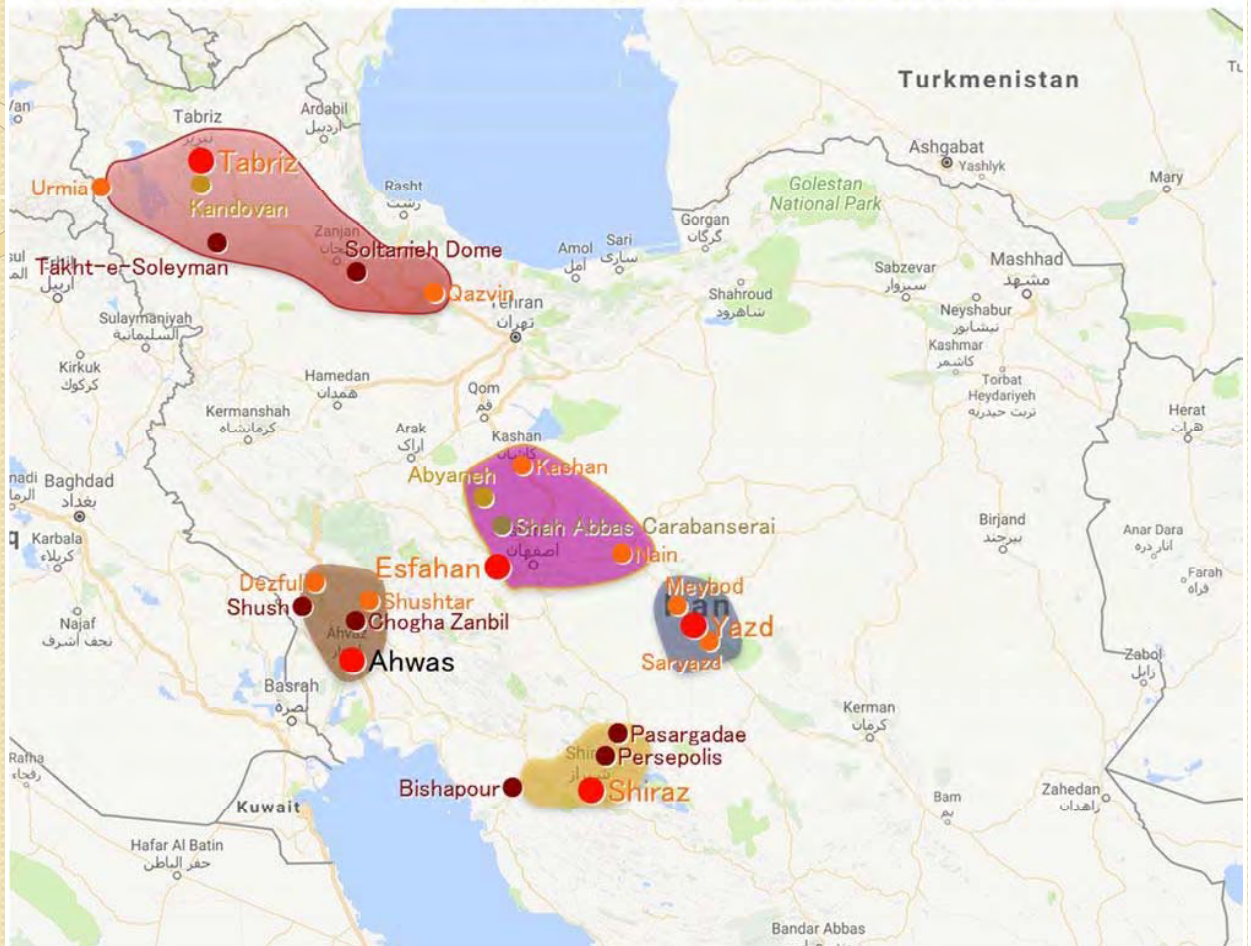
Tourism Type of Iran

by 'Resouces Uniqueness' - 'Separation of Tourism/Local Community' Axis



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Location of Tourism Satellites



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Ahwaz

Satellite Candidate Sites (travel times from hub city) _Contents	Basis for Assessment		Examples of Envisaged Technical Support Contents
	☆ Strengths ★ Weaknesses	Viewpoint of Assessment	
Ancient Civilization <ul style="list-style-type: none"> Chogha Zanbil Haft Tappe (2h) Shush (1.5h) Remains of Mesopotamian civilization	<ul style="list-style-type: none"> ☆ Currently, this is the only destination in the world where you can see the Mesopotamian civilization and remains from that age. ☆ Numerous ancient remains are being successively discovered and developed. 	<ul style="list-style-type: none"> ↑ Top quality remains that have not yet been branded or leveraged to attract visitors ↑ Has the potential to be a hub for state branding ↑ Activities for promoting awareness of remains, developing human resources, and developing tourism commodities based on PPP = public-private partnership between local ICHTO branches and local NGOs ↓ Major decline in visitors during the summer 	<ul style="list-style-type: none"> • Support for formulation of a tourism development master plan / marketing strategy on the provisional theme of, "The only destination in the world where you can see remains of the Mesopotamian civilization" • Support for construction and promotion of a wide-area DMO* based around Shushtar • Ecomuseum support assuming the entire target area to be the territory (support for development of cultural scenery comprising nature, cuisine and livelihoods, Training of guides and other human resources, improvement of TIC*, signs and other tourism infrastructure)
Living Heritage <ul style="list-style-type: none"> Shushtar (1.5h)_Ancient remains still in operation Dezful (2h) 	<ul style="list-style-type: none"> ☆ Integration of ancient remains and living heritage ★ Avoidance during summer due to extreme heat (October ~ March only) ★ Concerns over safety due to proximity to the border with Iraq ★ Poor overland access 		

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Shiraz

Satellite Candidate Sites (travel times from hub city) _Contents	Basis for Assessment		Examples of Envisaged Technical Support Contents
	★ Strengths ★ Weaknesses	Viewpoint of Assessment	
Ancient Civilization <ul style="list-style-type: none"> Pasargadae (2h) Persepolis (1h) Bishapour (2.5h) Firuzabad (2.5h)_Sassanid Palace Sarvestan (2.0h)_Sassanid Palace Others <ul style="list-style-type: none"> Nomadic traditional guesthouses (Bumgadi) 	<ul style="list-style-type: none"> ★ A grouping of satellite resources comprising ultra-international ancient city remains and related remains. ★ A representative desert oasis city (gardens, fortress, etc.) ★ Unclear relationship with the local community / enclosure-type destination satellite (Persepolis, etc.) 	<ul style="list-style-type: none"> ↑ Hard construction measures have been taken geared to World Heritage registration, work is now underway on soft measures (education on awareness and human resources development) (Bishapour) → A mature tourism industry (is support necessary?) ↓ There are no support needs for the main tourism business 	<ul style="list-style-type: none"> • Support for formulation of a tourism development master plan /development of Ecomuseum linking existing remains parks and local communities while leveraging the existing area brand • Support for development of Ecomuseum linking the remains of Bishapour following World Heritage registration with citizens in surrounding areas (10 communities, 10,000 people) • Support for development of Eco lodge (Bumgadi: traditional guesthouses) in the suburbs of the hub city

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Esfahan

Satellite Candidate Sites (travel times from hub city) _Contents	Basis for Assessment		Examples of Envisaged Technical Support Contents
	★ Strengths ★ Weaknesses	Viewpoint of Assessment	
Silk Road <ul style="list-style-type: none"> Kashan (2h) _Tabātabāei House, rose water Abyaneh (2.5h) Ghortan (1.5h)_Ruins of the ancient town Valzane (1.5h)_Sand dunes Naein(2.5h)_Old town 	<ul style="list-style-type: none"> ★Diverse tangible and intangible tourism resources linked to the Silk Road ★Established historical city brand and growth city image ★Non-continuity and dispersion of satellite sites ★Overwhelming shortage of hotels 	<ul style="list-style-type: none"> ↑ Initiatives based on public participation have been ongoing for 10 years (Nain) → Hard construction is needed (Nain) → A mature tourism industry (is support necessary?) ↓ Historical communities are already constructed (Abyaneh) ↓ Even if the diverse peripheral satellite sites are supported, ripple effects on the giant tourism sector in the hub city will be minimal 	<ul style="list-style-type: none"> • Support for development of Ecomuseum/ construction of area DMO in already developed satellite cities and communities (Kashan, Abyaneh, etc.) while leveraging the existing area brand

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Tabriz

Satellite Candidate Sites (travel times from hub city) _Contents	Basis for Assessment		Examples of Envisaged Technical Support Contents
	☆ Strengths ★ Weaknesses	Viewpoint of Assessment	
<p>Silk Road</p> <ul style="list-style-type: none"> Zanjan (2.5h) Soltanieh Dome (3h) Qazvin (4.5h) Kandovan (1h) <p>Others</p> <ul style="list-style-type: none"> Armenian monasteries(2h)_Armenian churches Urmia (2h)_Diverse culture and church/ Natural images Takht-e-Soleyman (4h) Ushtubin (from hearings) 	<p>☆ Big bazar evoking the image of the Silk Road (Intangible Heritage)</p> <p>☆ Iran's gateway to Europe since ancient times</p> <p>★ Non-continuity and dispersion of satellite sites</p> <p>★ Avoidance during winter due to extreme cold (closure of roads)</p>	<p>↑ There is active public-private support geared to "Tabriz 2018"</p> <p>↑ A diversity of tangible, intangible, cultural, and natural tourism resources</p> <p>↓ It is difficult to construct a story (form a brand image) that links Tabriz and the other satellite sites.</p>	<ul style="list-style-type: none"> Support for formulation of a tourism development master plan/ marketing strategy on the provisional theme of, "Desert Culture and Trading City where You Can Experience the Eternal Silk Road" Support for construction and promotion of a wide-area DMO/area DMO based on Tabriz (Old Town, Kandovan, etc.) Support for linkage between satellite sites based around Tabriz (Training of guides and other human resources, improvement of TIC, signs and other tourism infrastructure)

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Yazd

Satellite Candidate Sites (travel times from hub city) _Contents	Basis for Assessment		Examples of Envisaged Technical Support Contents
	☆ Strengths ★ Weaknesses	Viewpoint of Assessment	
<p>Silk Road</p> <ul style="list-style-type: none"> Meybod (1h)_Old town (WH Tentative list) Mehriz (1h)_Persian garden (WH) Saryazd (1h)_caravanserai, fortress <p>Local area</p> <ul style="list-style-type: none"> Traditional guesthouses in the desert and mountains (Bumgadi) 	<p>☆ Old town that remains as 'Living Heritage' (famous for confectionery) that evokes the feeling of the Silk Road.</p> <p>☆ The old town and communities offer a compact concentration of ancient city elements such as townscape, castle, qanat, towers, etc.</p> <p>☆ Linkage with ecotourism satellite sites (Natural Heritage)</p> <p>★ The Old Town is dangerous due to entry by vehicles.</p>	<p>↑ It is effectively possible to establish a destination image based on a group of satellite sites of similar type.</p> <p>↑ The living heritage (Meybod) infrastructure is already in place regarding the community landscape.</p> <p>↑ CBT* Development support and eco museum support are effective</p>	<ul style="list-style-type: none"> Support for formulation of a tourism development master plan / marketing strategy on the provisional theme of, "Desert Culture and Trading City where You Can Experience the Eternal Silk Road" Wide-area DMO/Area DMO based on Yazd (Yazd Old Town, Meybod, etc.) Ecomuseum support assuming the entire target area to be the territory (Training of guides and other human resources, improvement of TIC, signs and other tourism infrastructure)

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Provisional Assessment Sheet for Screening Potential Areas

Theme	Hub City	Provisional Assessment for Screening Potential Areas (Assessment indicators are according to analysis of current conditions)						Radar Chart
		Program development (PG)	Marketing (MK)	Stakeholder Involvement (SH)	Impact (IP)	Feasibility (FB)	Total	
Ancient Civilization Corridor	Ahwaz	5	3	5	4	4	21	
	Shiraz	3	4	3	4	4	18	
Silk Road	Esfahan	3	4	3	3	4	17	
	Tabriz	4	4	4	5	4	21	
	Yazd	5	4	5	5	5	24	