

Tatev Revival

Over the past decade, thousands of people – builders, donors, and volunteers – came together in service of an “impossible” dream. The vision was not only to restore a magnificent landmark, to accomplish an exceptional feat of engineering, and to drive exponential economic prosperity in the depressed Syunik region. Above all, their goal was to create the future of Armenia and **a novel approach to make a change**. They called it Tatev.

The results inspired the world, rippling far beyond the construction of the aerial tramway and restoration of the monastery. One out of five Armenian tourists now come to ride the Wings of Tatev, and **more than 1 million tourists have visited Tatev** since 2010, representing more than a **17-fold increase** in the annual tourism flow to the region. New economies are budding in the surrounding region. Transportation infrastructure has been modernized and unemployment has meaningfully decreased. And the world has gained one of its best examples of the power of a venture mindset meeting the task of improving the world. **The impact is multiplicative.**

However, Tatev has always been imagined as a multi-generational project. The past decade was dedicated to laying the foundation – a proof of the concept phase devoted to infrastructure building. But it is only the beginning. Now, **Tatev enters its next chapter**, focused on commercial investment and local prosperity.

Read on to discover the extraordinary story of not only restoring a monastery, but reimagining a region – and consider, as you do so, **the role you can play in helping to fulfill the full promise of this shared dream.**



THE STORY OF TATEV REVIVAL

Back in 2008, Tatev Revival Program was launched. It was a manifestation of a powerful combination of traditional philanthropy aimed at restoring the medieval Tatev Monastery, impact investment for building the Wings of Tatev aerial tramway and social investment for local community development.

2008 - 2013 Launch of the program: the first yet bold and steady steps.



our story

Tourism development

- The construction of the **5,752**-meters-long Wings of Tatev aerial tramway. Doppelmayr/Garaventa, an Austrian-Swiss company which is a world leader in the construction of ropeways, built the cable car.
- Wings of Tatev aerial tramway was recorder in the Guinness book of records, as the world's longest non-stop double track cable car.
- Opening of **Tatevatun** restaurant, boasting authentic tastes and unique preserves of original Armenian recipes.
- Participation in major international **tourism expos** to represent Armenia and showcase Tatev
- A marquee for cultural events and exhibitions was installed in Halidzor station
- The grand **opening** event was organized bringing together donors, international experts, partners, local and international media, and governmental representatives.
- **13** hiking trails were developed in and around Tatev; the climbing routes in the area were marked.
- **A strategic** action plan for tourism and local community development in Tatev was worked out. Several plans were developed with involvement of experienced specialists of the field and in cooperation with international partners and experts.
- In 2012, Tatev hosted **69,000** travelers as compared to only 5,000 visitors per year before the construction of Wings of Tatev.

Restoration of the monastic complex

- The restoration plan and research **consultancy** with international experts and organizations were carried out. For the first time in Armenia, the restoration of a monastery was preceded by an accurate and comprehensive **preparation** phase in compliance with international standards.
- The **Dzit Han (Oil Mill)** was restored in compliance with international standards; the museum was opened.
- **Laser scanning** of the whole Monastic complex was executed.

Revival of spiritual life and community development

- Tatev Children Choir was established, involving children from surrounding villages.
- "Tatevik - the Fairy of the Aerial Tramway" **children creative contest** was organized.
- Maratuk song and dance group performed military-patriotic songs in Tatev.
- Garegin Nzhdeh film screening was organized in the courtyard of Tatev Monastery.

Infrastructure development and area beatification

- The Armenian Government within a public – private partnership scheme contributed **\$9.5 million** for infrastructure development and road reconstruction.
- **The travel duration shortened 6-fold owing to** new and affordable transportation for locals.
- The whole area was beautified; **300 trees** and **1200 bushes were** planted near the Halidzor station.



2014-2017

The program is in full swing: new activities, new skills, and new achievements

Tourism development

- Owing to an immersive marketing and PR campaign, collaboration with international and local organizations, the number of yearly tourists to Tatev increased from 73,000 in 2013 to **135,000** in 2017.
- Tatev became a **top tourist attraction** in Armenia; all travel agencies included Tatev destination in their tours.
- **Research** of international best practices, Armenian culture, tradition, and old games was conducted to develop one-of-a-kind tourist activities and a master plan of Tatev Gateway.
- **Souvenir shops** opened near Halidzor station and inside Dzit Han.
- **Bread and Water** kiosk opened and was positioned as a place to try authentic Tatev appetizers, made by locals for over 1 000 years.
- The first ever **BASE Jump Festival** was organized in Tatev, hosting around **400** attendants including BASE jumpers from 8 countries.
- Sheep Shearing Festival was organized for 3 years hosting around **9,000** visitors.
- **Birdwatching** information stand for tourists based on an ornithological study was constructed.

Celebrities visiting Tatev

- World-famous singer-songwriter **Charles Aznavour** visited the Tatev Monastery Complex and the Wings of Tatev aerial tramway.
- World Chess Champion **Magnus Carlsen** visited Armenia with **Levon Aronyan**.
- Among other distinguished visitors, Tatev also hosted **Baron Eric de Rothschild**, jazz musician **Tatevik Hovhannisyan**, **Komitas Quartet**, **Mirzoyan Quartet**, singer **Seal**, director **Stas Namin**, publisher **Sergey Parkhomenko** and many others.

Events and festivals

- **Tours of Tatev** shuttle developed, offering a shuttle bus from Wings of Tatev to Harsnadzor watch post and Devil's bridge.

- **Paragliding** flights from the territory of Goris airport to the cableway were organized for the first time.
- Europe's leading media outlets, including **CNN Greece**, **the Italian Rai**, and the **British Thomson Reuters** corporation visited the Tatev Monastery and the Wings of Tatev aerial tramway.
- "Armenia 2030: Transforming the Development Landscape", an in-depth study of **SKOLKOVO** Institute for Emerging Market Studies, was published including IDeA Foundation's activities, the analysis of the Tatev Revival Program and description of its successes.
- Armenian **Diaspora** representatives, leading world-known consultants, developed a detailed investment plan for the project on a voluntary basis.

Restoration of the monastic complex

- **Northern entrance** and the **spring were restored**; the seismic condition of the area was studied, geophysical, geological and material science research was conducted.
- All the **original** materials were numbered, classified, and categorized to align them to specific eras of the Monastery construction and restoration.
- **Archaeological** research was conducted in parallel with the restoration works.

Revival of the spiritual life and community development

- Expansion of **Tatev Children Choir** and inclusion of children from Shinuhayr.
- Armenian **State Academic Capella** performed in the courtyard of the Tatev Monastery Complex.
- Throughout two years, with the support of Tatev Revival program, **Sharakan festival** of spiritual music was organized in Tatev.
- **Trndez holiday**, also known as Tearnendarach (or Candlemas in English), was celebrated in the community of Tatev for several years.
- Tatev Revival Program organized New Year's performances each year for nearly **1,000 children** from seven villages in the neighborhood.
- Owners of **24 B&Bs** gained skills in the basics of **marketing**, traveled to other cities



for **experience** exchange, received support with the **registration** of businesses and the organization of **management** processes. tatevbnb.com website was created, promotional materials for B&Bs were developed.

A Crafts School Project was launched, where locals had trainings in **embroidery, miniature, and souvenir manufacturing.**

Since 2014, the Tatev Revival Program has been actively supporting local entrepreneurs by acquiring handmade **souvenirs** and other **products.**

Engineering labs opened in schools in Goris, Tatev, Halidzor and Shinuhayr.

- A **village market** designed for 16 retail outlets near the Tatev station of the Wings of Tatev aerial tramway was constructed for locals.

Infrastructure development

- The **drinkable water supply** in Tatev and Svarants villages was restored. In total, over 500 meters of damaged pipes were replaced.
- **19 LED energy-saving streetlamps** were installed in the village of Tandzatap.
- **A playground** was installed in Halidzor village.
- **Road safety** in Shinuhayr and Halidzor villages was improved.
- The construction materials for Tatev village school were replenished.
- A major refurbishment project at a local **school** in Halidzor village was accomplished.
- Local **kindergartens** were refurbished.

Nature protection and Tatev National Park

In 2015, IDeA Foundation in close cooperation with the Armenian branch of the World Wildlife Fund (WWF) launched a project to create the Tatev National Park. The main incentives for creating this park include the preservation of the biodiversity of natural ecosystems and safeguarding of historical and cultural sites.

- The **cartographic** work was performed in ten communities: Halidzor, Bardzravan, Harzhis, Kashuni, Ltsen, Svarants, Tandzatap, Tatev, Khot and Shinuhayr.
- The installation of 20 **garbage** bins in Tatev village greatly improved the collection of waste in the community.
- **Garbage** in Halidzor village was collected and the **Devil's Bridge** area was cleaned.
- **1000 trees** were planted in the neighborhood.



2018-2021

The era of ups and downs: tourism growth in 2018- 2019, disasters of 2020, and gradual recovery

Tourism development

- Wings of Tatev aerial tramway breaks all the records: in 2019 the aerial tramway had over **155,000** passengers, and 50,000 more people traveled to Tatev Monastery by car.
- **Tatevatun restaurant** was remodeled: new opendoors kitchen was constructed with modern architectural solutions.
- **Wings of Tatev Private Villa** was opened in Halidzor village, and have been reconstructed over 2019-2020. The villa afterwards became one of the **top attractions** in the area.
- **Jeep tours**, Wheels of Tatev, were launched, offering jeeping to Tatev area's old abandoned villages, such as Old Halidzor, Old Shinuhayr and Old Khot.

Despite the tragedies and disasters of 2020, the 44-day war and COVID- 19, the Wings of Tatev, continued to welcome local and international tourists owing to additional funding from the founders to cover operational costs. Having only 32,000 tourists in 2020, the number already doubled in 2021.

- Thanks to cooperation with local service providers and hotels, **affordable packages** for domestic travelers were developed for the crisis year.
- A new, bigger souvenir shop opened in 2020, with over **2000 new souvenirs**, including branded items, souvenirs from local artisans and special souvenir lines.
- Funding was received from People in Need NGO (co-funded by EU) and **new VR binoculars** were installed near Halidzor station.
- **We and Our Mountains Arts&Crafts Festival** (co-funded by the Ministry of Economy) took place including the Sheep Shearing Contest, arts& crafts master classes, sales of local goods and food, concert and many more.

- **Russian travel TV programs** such “A Secret Shared with the World”, “Vacation without a Ticket” and many others presented special shows and films about Tatev.
- Development of a **new promotional video** and materials for “Spread Your Wings and Fly” marketing campaign.
- Wings of Tatev was recognized as the **winner** of the 28th World Travel Awards in the **“World’s Leading Cable Car Ride 2021”** category, and Armenia was the winner in the “World’s Leading Heritage Destination 2021” category.
- A unique **dining experience** was organized in the maximum altitude of 320 meters of Wings of Tatev aerial tramway.
- Over **20 international media** representatives visited Tatev in autumn 2021. Journalists from world-famous magazines, such as Forbes USA, El Publico, Die Presse, Conde Nast Traveler, Robb Report, Gastro Obscura, Roads & Kingdoms, Identita Golose and many others were among them.
- In late 2021, Wings of Tatev was included in the list of **Forbes’ Top Experiences** of 2021.

Restoration of the monastic complex

- The reconstruction of the Church of **Surb Astvatsatsin** similar to its original design was completed.
- The **auxiliary buildings** of the monastic complex (northern part) were restored.
- A museum opened, housing historical exhibits of the monastic complex and ancient





khachkars, some of which were discovered during the restoration works.

- Detailed architectural plans for the **dungeon, eastern wall of the complex, visitor center and adjacent area to St. Astvatsatsin** were developed.

Revival of spiritual life, nature protection and community development:

- **Komitas's 150th anniversary** event was organized in Tatev within Aurora Forum. Tatev Monastery hosted an exhibition dedicated to Komitas in Dzit Han.
- The **libraries in 9 surrounding villages were enriched and equipped.**
- Tatev Stone Memory concert was organized with Marseille Ensemble Musicatreize and Maîtrise de Radio France for locals and guests. Two day master-classes for Tatev choir kids were organized with Radio France.
- A concert of **Akhtamar String Quartet (France, Belgium)** took place in the yard of Tatev Monastery complex, aiming to revive the cultural life of Tatev region.
- Tatev Ventures, with the support of EU4Business “Innovative Tourism and Technology Development for Armenia” project implemented by GIZ, established **MADE Tatev Artisan's Community**. Over **1000 pieces** of craft made of wood, clay, textile, recycled paper and concrete were produced by 14 artisans from Tatev, Goris, Sisian and Dilijan.
- Program gave away **Christmas gift** packages to around **600 children** in seven villages of the Tatev community to fill their lives with joy and warmth.
- **Garden of Gratitude** was established near Halidzor station housing **250 cornelian trees** –symbolizing the number of Tatev Revival Foundation's donors.



Social impact & Key data



Enhanced library resources in **9** schools

1000+ hours trainings and capacity building for staff and local community members

6 staff members globally employable technical skills for local community with no higher education

Improved hard and soft infrastructure in schools and kindergartens for more than **300** children

Engineering laboratories teaching new skills annually to **50** children

Professional musical education provided annually to **30** children



UNESCO World Heritage Site

Restoration and preservation of the 9th century monastery complex based on international standards, which will help to the inclusion of Tatev Monastery in UNESCO World Heritage Site list

20+ events and festivals contributing to the quality of community life in Tatev



17x Annual increase in touristic flow to the region

25% decrease of local unemployment through indirect job creation

150 temporary **77** permanent **direct jobs** **50%** female **90%** by locals

11x increase in accommodation capacity of the region

Direct support to the creation/growth **30** local SME

\$250,000 or **80%** sourcing from Armenian suppliers

around **\$100,000** annually sourcing from local communities



1,200 planted trees
Mapping of vegetation **940 plants** (24 endangered)

9.5ha of forestry preservation and sustainable tourism development

90km hiking trails with proper signage and mapping

237 species (45 endangered) in the region

Initiation of **9.5 ha** National Park project

Regular cleanup of key natural landmarks



1st private partnership project in Armenia

10+ pieces of world class research

70+ international media coverage

\$ 3M+ taxes paid

4x increase of regional investments

\$ 37M+ investments
160 donors, 8 strategic partners

11x increase of investments by the private sector



10+ community initiatives waste management, water supply, street lightning, addressing needs of around **6k** local population

x6 shortened travel time with new and affordable transportation

12km road infrastructure enhancement

x6 decreased transportation fair for locals

97%

visitors say they will come to Tatev again

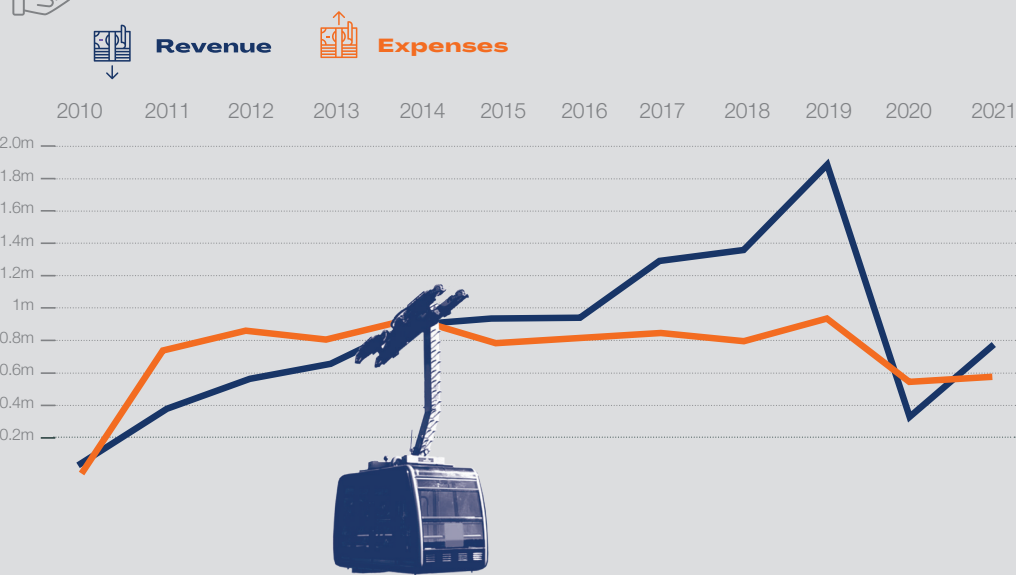
More than **1mln passengers**

in 12 years

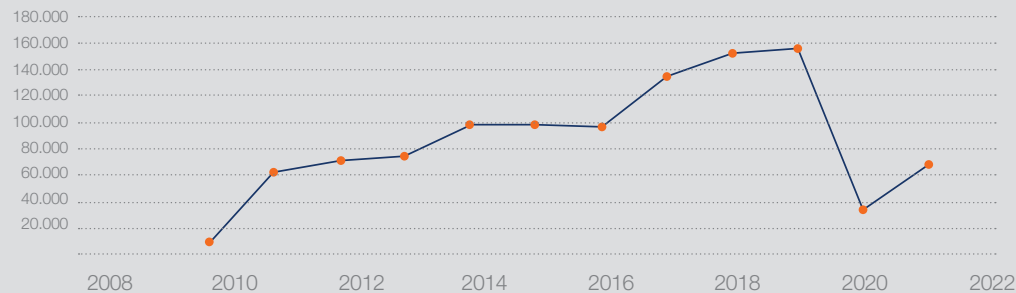
99.7%

visitors will recommend Tatev to their friends

Operating Profit



Passengers

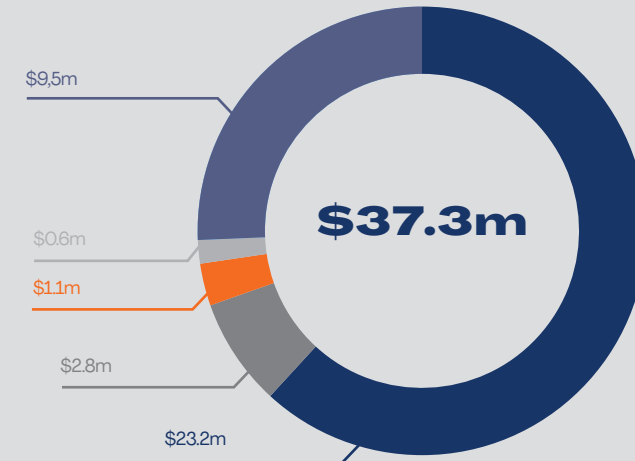


Service Quality ★★★★★

We have surveyed around 1,500 randomly selected aerial tramway visitors each year since 2013 and carefully study their feedback to enhance the quality of services rendered.

Operations

In 2014, Wings of Tatev ensure full operation cost recovery. The whole income generation from the operation of the aerial tramway is allocated to restoration of the monastery and local development projects.



More than \$37m blended funds have been directed to Tatev since 2009.

- Wings of Tatev ropeway and adjacent tourism infrastructure
- Rural infrastructure development
- Halidzor Gateway
- Tatev community development
- Tatev Monastery restoration

Development model

We were well aware that a long-term socio-economic impact can only be expected where there is a well established cooperation among various agents of change.

TAKEN SEPARATELY, NEITHER THE CONSTRUCTION OF THE AERIAL TRAMWAY NOR THE RESTORATION OF THE MONASTERY COULD HAVE ENSURED THE COMPREHENSIVE DEVELOPMENT OF THE AREA.

It was clear that simply restoring the monastery was not enough. The Wings of Tatev reversible aerial tramway provided out-of-the-box solution to make Tatev, this pearl of medieval Armenian architecture, more accessible.

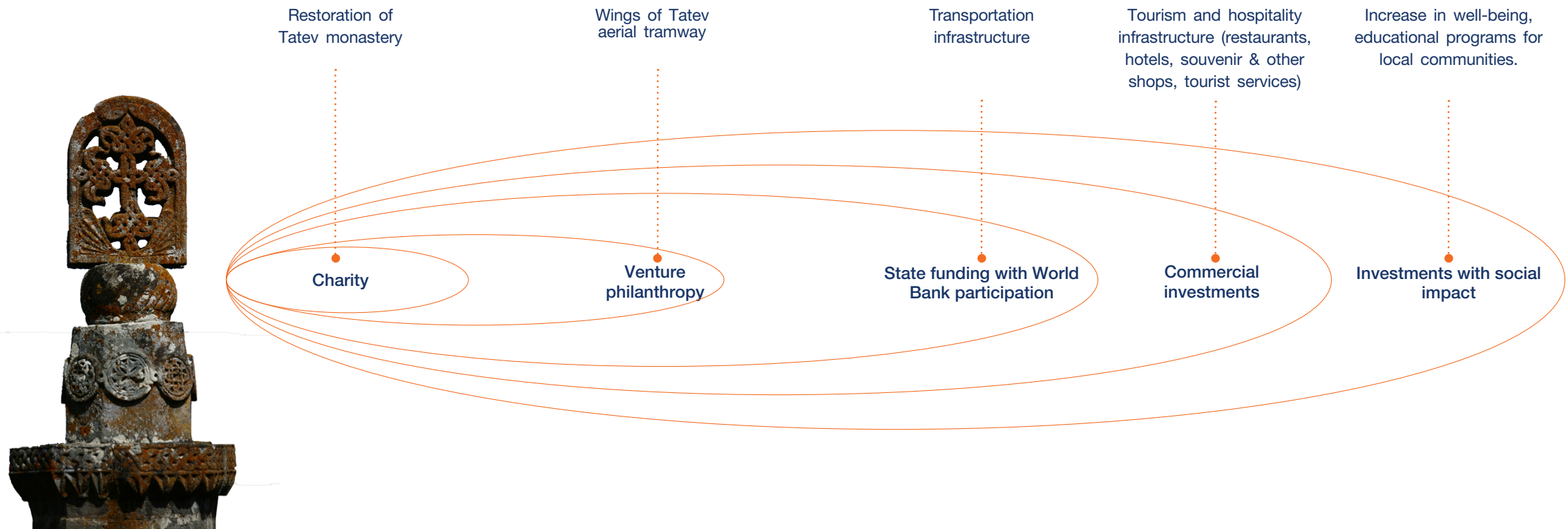
With this initiative, we intended to promote economic growth in the economically stagnant region. Wings of Tatev Project attracted a significant inflow of tourists to an otherwise inaccessible monastery.

This started generating income necessary for the restoration of the monastic complex.

This in turn created the conditions for attracting government funding. It also opened new prospect for private funding the hospitality industry as well as local food and souvenir production.

the model

THIS PROJECT WAS JUST WHAT WE NEEDED TO CREATE A POWERFUL RIPPLE EFFECT FOR A POSITIVE CHANGE.



Tatev Revival:

PAST, PRESENT, FUTURE

-
- 1. Restoration of Tatev Monastery and Revival of monastery life**
 - 2. Development of tourist sector**
 - 3. Larger Tatev: development of the community life, Preservation of the local ecosystem**

1 Restoration of Tatev Monastery and Revival of monastery life

Restoration of buildings, revival of monastery life and reestablishing its educational and cultural legacy.

2000	>10,000 visitors	2010	1 mln visitors	2020	5 mln visitors	2030
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Endangered monastic complex

Start of restoration of the monastic complex

Awakening of cultural life in the monastery

Restoration of monastic life

Tatev Monastery, the Great Hermitage of Tatev and the vicinity of Vorotan Gorge as a UNESCO World Heritage Site

Past, Present, Future

- COMPLETED
- IN PROGRESS
- APREPARATION STAGE



- 1 DZIT HAN OILMILL
- 2 NORTHERN ENTRANCE AND SPRING WATER
- 3 CHURCH OF SURB ASTVATSATSIN (HOLY MOTHER OF GOD)
- 4 MUSEUM PART

- 5 ADJUST AREA TO THE CHURCH OF SURB ASTVATSATSIN
- 6 DUNGEON AND EASTERN WALL OF THE COMPLEX
- 7 AUXILIARY BUILDINGS (NORTH)
- 8 CHURCH OF SURB GRIGOR LUSAVORICH (ST. GREGORY THE ILLUMINATOR)

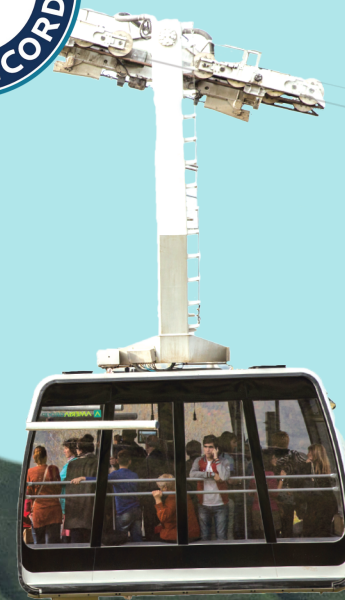
- 9 CHURCH OF SURB POGHOS-PETROS (ST. PAUL AND PETER)
- 10 BELL TOWER
- 11 GAVAZAN SWINGING COLOMNU
- 12 AUXILIARY BUILDINGS (SOUTH)
- 13 KOTOGH OBELISK
- 14 MONK CELLS
- 15 BATH

2 Halidzor and Tatev gateway: development of tourism sector

Development of the territory near anchor project, Wings of Tatev aerial tramway. Creating a local tourism infrastructure by investing in a hotel, playgrounds, touristic routes, campgrounds, information centers, gardens vista points and etc.



Past, Present, Future



We keep thinking big

One-of-a-kind attractions of Tatev and Halidzor gateways will drive the region to the next level.



Making Tatev the world-class destination is our next goal

The Tatev and Halidzor Gateways are strategic development projects aiming to make Tatev region's top touristic destination.

The program includes the development of the area near Tatev and Halidzor stations of Wings of Tatev.

This will allow the expansion of several tourist services in an effort to increase the time visitors spend in Tatev to derive more income from their visits.

In addition to the regional development and improvement of the socio-economic conditions for the local people, the planned projects will also contribute to the development of hotel and restaurant businesses

Tatev National park

The main incentives for creating Tatev National Park include the preservation of the biodiversity of natural ecosystems and the safeguarding of historical and cultural sites. Also underway are plans to

- educate locals on the environment
 - create regulated tourism and recreation
 - implement scientific methods of nature conservation
- establish environmental monitoring processes
- restore disturbed natural ecosystems and historical-cultural complexes

Revival of medieval villages

Our efforts also include the restoration and preservation of abandoned medieval villages including Khot, Shinuhayr, Halidzor and Tatev. It also implies the development of a touristic product for adventure travelers seeking to discover the authenticity and color of medieval Armenia.



3 Larger Tatev: development of the community life, Preservation of the local ecosystem

Fostering the development of regional communities, creation of new jobs, development of the infrastructure in the region, and assistance to local farmers and entrepreneurs. Preservation of the biodiversity of natural ecosystems and the safeguarding of historical and cultural sites, as well as education of locals on environment.

2000	>10,000 visitors	2010	1 mln visitors	2020	5 mln visitors	2030
	Survival of the community without sources of income		Development of social infrastructure		New sources of income (B&Bs, restaurants, festivals, touristic services)	
					Community welfare	Establishment of Tatev National Park, revival of old villages

Past, Present, Future



Our Donors

THE TATEV REVIVAL PROJECT IS BEING IMPLEMENTED OWING TO THE SUPPORT OF NUMEROUS DONORS INCLUDING ARMENIANS FROM DIASPORA WHO HAVE NOT PREVIOUSLY BEEN ENGAGED IN DEVELOPMENT OF THEIR HISTORICAL HOMELAND.

\$ 2,488,145

donated by

160+

DONORS



Since 2008, 169 donors from 11 countries have invested almost 34 million US dollars in the project. This has given them a unique opportunity to be part of something bigger and engage in a worthwhile endeavor.

21%
repeating donor

51%
non-Armenian

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