

UDC 378**AZERBAIJAN EXPERIENCE OF MANAGING INFRASTRUCTURE
AND INVESTMENT-CONSTRUCTION PROJECTS IN
TERRITORIES LIBERATED FROM OCCUPATION
(Part 2)**

*Valiyev Farahim Alif, assistant professor
Azerbaijan University of Architecture and Construction, PhD in Economics,
Email: veliyevferahim61@gmail.com
ORCID 0000-0003-1912-0515*

2. Implemented Infrastructure and Construction Projects

Following the liberation of territories in 2020, immediate economic recovery efforts commenced alongside the initiation of crucial infrastructure projects. On November 16, 2020, the groundbreaking ceremony for the Fuzuli-Shusha highway marked the start of its construction, swiftly followed by project implementation. The highway was officially opened on November 7, 2021[4]. Let's delve into the technical details of this project, completed within a short timeframe.

Spanning 81.6 km, the highway boasts first-class technical specifications, featuring 4-6 traffic lanes and a soil bed width ranging from 14 to 21 meters. Throughout its construction, 137 culverts measuring 7200 m in length, 30 underpasses spanning 1110 meters, 7 automobile bridges totaling 763 m, 7 car tunnels stretching over 6358 m, and 9 viaducts covering 1980 m were erected [1]. To expedite work in challenging terrain, the project was divided into 5 segments [4]. In addition to resources from the State Agency of Motorways of Azerbaijan, local companies and Turkish firms such as "Kolin Construction" and "Cengiz Construction Industry and Trade" were enlisted for their expertise in managing complex projects and modern technologies. The tender procedures were conducted with full transparency to optimize financial resources.

Another significant infrastructure undertaking is the Fizuli International Airport, boasting a 3000-meter-long runway and a width of 60 meters. Leveraging modern technologies, the airport, capable of serving 200 passengers per hour, is equipped with advanced navigation systems suitable for all modern aircraft types[1]. Two modern asphalt-concrete units, three chopping-sorting units, one concrete plant, and one mixing mechanical unit were installed to enable round-the-clock operations. The swift completion of this modern airport in just 8 months was facilitated by the application of modern management methods. Given the industrial potential of the liberated territories, the airport in Fuzuli plays a crucial role in facilitating the export of industrial products from

Karabakh to the global market and expanding regional export opportunities.

Another significant infrastructure endeavor, the construction of Zangilan Airport, commenced in April 2021 and concluded on October 20, 2022. This airport features a 3000-meter-long, 60-meter-wide runway and a terminal capacity of 200 passengers per hour. International companies were engaged in its construction, selected through a tender process adhering to international standards. On August 16, 2021, ground was broken for Lachin Airport, the third airport in the Karabakh region. The airport will feature a 3000-meter-long runway, a 60-meter-wide apron area, and a terminal covering 5,000 square meters, designed to accommodate 200 passengers per hour in accordance with international standards. The initial phase of construction involves land leveling, including excavation totaling 6.9 million m³ (including blasting) and land filling of 3.8 million m³ [5].

In April 2021, construction commenced on a smart village project in Agali village, Zangilan region. The project encompassed 200 individual ecological houses, 4 two-story non-residential buildings, a school accommodating 360 students, and a kindergarten with 60 places. Innovative construction materials were utilized on an area exceeding 110 hectares. By May 2022, 200 "smart" villages, integrating modern information technologies, were completed, and residents were relocated to these houses [4].

In November 2020, the "I State Program on the Great Return to the Liberated Territories of the Republic of Azerbaijan" was adopted to facilitate the planned and effective implementation of construction and restoration works in the liberated territories. The program includes the restoration of 100 settlements (8 cities, 8 settlements, and 84 villages). Territorial planning documents for 43 settlements, including 7 cities and 36 settlements and villages, have been prepared and are currently being implemented [3]. The Action Plan outlines 188 measures across 6 priority directions and 25 action areas. Notably, the construction of the strategically important 11.6 km-long Murovdag tunnel is underway. Between 2020 and 2023, \$9.5 billion USD from the state budget were allocated for construction and restoration works. All 7 district centers are rapidly developing, facilitating the return of the population to their homeland [5]. The program aims to relocate 34,500 families to Karabakh and Eastern Zangezur by 2026, with an allocation of \$26.5 billion USD in the state budget by 2030[3].

3. New management forms applied in the restoration of Karabakh and Eastern Zangezur economic regions

The application of new management methods was necessary for the implementation of the aforementioned large-scale construction, restoration and

infrastructure projects. Since there were 62 administrative regions in Azerbaijan until then, the infrastructure and construction projects implemented in the regions were led by the local executive authorities of those regions. This would create a huge problem in the application of modern management methods and in the implementation of control over the spending of allocated funds. Therefore, the President's Special Representative Institute was established for East Zangezur and Garabagh economic regions. In order to coordinate the activities, a Coordination Headquarters was established on July 7, 2021 for the centralized resolution of issues in the Karabakh and Eastern Zangezur economic regions and the liberated territories of the Republic of Azerbaijan[2]. The Headquarters, a new model of functional management, plays the role of a center that coordinates institutions performing separate tasks on specific issues at the highest level. The Coordinating Headquarters, while having a centralized structure, is also established according to the principle of hierarchical management. At the same time, it covers both central executive power bodies and local executive power bodies and performs the function of a bridge between institutions. This ensures flexibility and efficiency in solving socio-economic, humanitarian, organizational and other urgent issues to be carried out in the liberated territories. This composition of the headquarters allows to carry out strategic planning at a high level along with current affairs. The headquarters is actually organized in accordance with all the principles of management and adequately copes with the tasks set before it. In order to improve the management of construction and restoration works, the Restoration, Construction and Management Service was established in the Karabakh Economic Region on July 21, 2022. The scope of this service includes the organization of the construction of multi-apartment buildings and individual residential houses, temporary management of the apartments in those buildings until they are fully handed over to residents, management of utilities, and organization of landscaping and greening works in the relevant area.

One of the innovative innovations carried out in the management system is the creation of the "Portal for monitoring and reporting the implementation of the State Program for the Great Return to Territories Freed from Occupation". Through the portal, executive bodies, economic regions, cities and regions, as well as implementation periods for objects, technical-economic and other necessary indicators of projects, information on the current situation, relevant photo and video materials, as well as direct (online) in relation to large projects, related to the measures mentioned in the Program camera surveillance is provided. Because all projects are implemented mainly at the expense of the state budget, ensuring transparency and accountability is one of the main tasks

facing the management system.

It should be noted that considering that the Republic of Ukraine will face similar problems on a larger scale, studying this experience will be very useful

Conclusion

The analysis conducted indicates that centralized state administration plays a crucial role in post-conflict reconstruction, construction, and infrastructure projects. The rapid implementation of such projects in the East Zangezur and Karabakh economic zones highlights the effectiveness of the Azerbaijan model in post-conflict construction—a novel approach in global practice. The success of this model suggests its potential applicability in other regions worldwide, with particular relevance to the Republic of Ukraine.

References:

1. "Questions on the liberated territories of the Azerbaijan Republic." Decree of the President of the Republic of Azerbaijan on the creation of a coordination headquarters for the centralized solution of issues in the liberated territories of the Republic of Azerbaijan, November 24, 2020.
2. Decree of the President of the Republic of Azerbaijan on the establishment and operation of the public legal entity "Recovery, Construction and Management Service in the Karabakh Economic Region." Baku city, July 21, 2022, №1757.
3. Adoption of the "I State Program on the Great Return to the Territories Freed from Occupation of the Republic of Azerbaijan".
4. State Statistics Committee of the Republic of Azerbaijan. Regions of Azerbaijan 2021. Statistical compilation. Baku: 2021, 844 p.
5. State Statistics Committee of the Republic of Azerbaijan. Statistical Indicators of Azerbaijan. Statistical compilation / 2022. Baku: 2022, 748 p.
6. Hartshorne, Richard (Jan, 1950). "The Franco-German Boundary of 1871", *World Politics*, pp. 209–250.
7. "How The Potsdam Conference Shaped The Future Of Post-War Europe". Imperial War Museums. Retrieved 12 February 2018.7, <https://stat.gov.az/>
8. МАМЕДОВ, М., МАМЕДОВА, Ф., ГАНИЄВ, Х., & НАГДІЄВ, О. (2021). ORGANIZATIONAL AND ECONOMIC MECHANISM AND DEVELOPMENT STRATEGY FOR THE RESTORATION OF THE LIBERATED TERRITORIES OF AZERBAIJAN IN THE POST-CONFLICT PERIOD. *Економіка транспортного комплексу*, (38), 45-45.
9. Mammadov, M., F. Mammadova, and Kh Ganiyev. "The main directions of reintegration of the economy of the de-occupied territories into the country's economy." (2022).
10. Новрузов Р. Є. PECULIARITIES OF THE FORMATION OF INNOVATIVE INFRASTRUCTURE IN THE TERRITORIES OF AZERBAIJAN LIMITED FROM THE OCCUPATION //Київський економічний науковий журнал. 2023. №. 1. С. 53-59.
11. Mammadov, M., F. Mammadova, and Kh Ganiyev. "The main directions of reintegration of the economy of the de-occupied territories into the country's economy." (2022).