



COUNCIL OF EUROPE CONSEIL DE L'EUROPE

KI(2009)002ter

Kyiv Initiative Regional Programme

General Reference Framework Pilot Project on Rehabilitating the Cultural Heritage in Historic Towns (PP2)



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1. BASIC INFORMATION

- 1.1 Title:** Rehabilitation of Cultural Heritage in Historic Towns
- 1.2 Beneficiaries:** Armenia, Azerbaijan, Georgia, Moldova, Ukraine
- 1.3 Duration:** 44 months
- 1.4 Overall cost:** 1.5 € million
- 1.5 Contributions:** 2009/2010

100 000 € European Union
 100 000 € Council of Europe
 20 000 € Voluntary Contribution (France)
 ... € Expected from participating countries

2. OVERALL OBJECTIVE AND PROJECT PURPOSE

2.1 Overall objective

Five states (Armenia, Azerbaijan, Georgia, Moldova and Ukraine) of the Kyiv Initiative Regional Programme (KI) are assisted in developing culture and heritage policies and promoting intercultural dialogue and co-operation on a bilateral and regional basis.

2.2 Project purpose

To assist national, regional and local authorities in implementing a "Strategic Intervention Plan" for the revitalisation and the social and economic sustainable development of small and medium-sized historic towns and their surrounding environments through the rehabilitation and re-use of monuments and sites.

2.3 Links with European Commission and Council of Europe programmes

The project – designated as "Pilot Project 2" (Expected Result 3) of the Kyiv Initiative Regional Programme - is implemented within the framework of the Council of Europe "Technical Assistance and Consultancy programme related to the integrated conservation of the cultural and natural heritage". It reflects one of the priorities of the Directorate for Culture and Cultural and Natural Heritage (DGIV) to assist countries in implementing European standards promoted in European conventions and treaties.

In 2009-2010, the activities (preliminary phase) are supported by DG-EAC as part of Culture Programme 2007-2013. The Joint Programme refers to the successful "Integrated Rehabilitation Projects Plan / Survey of the Architectural and Archaeological Heritage" implemented since 2003 in South-East Europe. The innovative approach of the values of the cultural heritage and its role in social and economic development policies experimented in South-East Europe is adapted in order to be applicable in the specific context of the Black Sea and to allow transfert of experiences between the two regions.

3. DESCRIPTION OF PROJECT

3.1 Background and justification

Historic towns, interdependent with their surrounding environment, are concentrating major cultural, social and economic challenges. One of the main challenges confronting the Kyiv Initiative participating countries stems from the fact that social and economic development initiatives no longer lie exclusively with central government, but lie also with the private sector and local players, highlighting the difficulty in maintaining a balance between the preservation of the heritage and the requirements for sustainable growth.

Kyiv Initiative participating countries have major resources at their disposal enabling them to act towards the necessary evolution and development of small and medium-sized historic towns. Firstly, the inhabitants represent a human capital on which holistic, all-encompassing strategies should be based. Secondly, there is a rich built and diversified heritage which has to be seen as a dynamic asset rather than as an inconvenient barrier to progress.

This perception of the built heritage as an economic and social factor is the project's core value going beyond simple conservation and restoration to encourage and facilitate rehabilitation, providing sustainable uses of the heritage, innovative planning of the built environment's future shape and new opportunities for the local population.

The project is proposed in small and medium-sized historic towns maintaining a close connection to their surrounding environment to define geographically coherent territories where local stakeholders face difficulties in improving living conditions, creating social cohesion or economic activities. The project will enable a process to guide the beneficiaries toward different steps:

- the identification and selection of "**Priority Intervention Towns**", reflecting the richness and the diversity of countries' human and heritage resources. These towns will be used as samples and symbols to assess the existing urban and heritage policies, and to identify the potential roles of heritage in urban development processes in the beneficiary countries.
- From this first list of "Priority Intervention Towns", beneficiaries will select a short list of "**Pilot Towns**" to be the target in the project's further phases to the adoption of the "Strategic Intervention Plans".
- In these towns "**Heritage Rehabilitation Projects**" having a high cultural and economic value will be identified, which could potentially have a major impact on local development. All "Heritage Rehabilitation Projects" in each "Pilot Town" will be subject to feasibility studies and business plans enabling an investment and intervention process through the mobilisation of national and international funding with a view to encouraging future public and private investments.

This project is the Council of Europe's best possible contribution to the Kyiv Initiative countries, combining the most developed skills based on past experience, especially the "Integrated Rehabilitation Projects Plan / Survey of the Architectural and Archaeological Heritage" jointly implemented by the Council of Europe and the European Commission in South East Europe since 2003, and the needs and priorities expressed by the beneficiaries. The elaboration and implementation of the "Strategic Intervention Plan" should reflect the international support given to the Kyiv Initiative Regional Programme, requested by the national authorities in order to respond to the present political and socio-economic challenges.

3.2 Assessment of project impact

In signing the Terms of Reference of the Kyiv Initiative Regional Programme, the five participating countries have confirmed their strong political commitment, making this project a national priority. These Terms of Reference create the conditions for **experimentation** capable of developing new methodologies with an inclusive dynamic involving all stakeholders within the urban and rural environment according to the management rules of international projects. It confirms governments' will to **explore** new methods for conceiving and implementing projects, substituting a centralised decision-making system with a **local dynamic** relying on high **participation from the inhabitants**.

The process must necessarily take place within a **multidisciplinary and integrated political framework**, involving the different partner institutions and committing the different levels of power to a **concerted approach**. In this context, the preservation of the cultural heritage is not only an end in itself, but also a mechanism which is geared towards **wider objectives** - the promotion of diversity, the encouragement of constructive dialogues between peoples, and the promotion of mutual respect for the identities of those peoples - leading eventually to the encouragement of greater well-being and an improved quality of life. Within the constraints of sustainable development, the integrated

conservation of this heritage is based on a vision which encompasses physical, social, economic, cultural, ethnic and religious elements.

The ***pilot dimension*** of the project makes it possible to explore and test new approaches and methods in matters of direct concern to the public authorities. Each stage proposed within the project will refine the general operational arrangement in order to ***build the capacity of the institutions*** for ensuring the management of complex projects, enabling the ***replication of the process*** on a larger scale. It therefore helps to amend existing policies, making State and local authority practices more effective by directly influencing the legislative and regulatory framework, while reinforcing the role of the local population and civil society in the decision-making process.

It finally contributes to ***harmonisation and co-operation*** between Council of Europe member States.

3.3 Results and measurable indicators

3.3.1 Expected impact on target groups/beneficiaries

- Enhanced co-ordination at national authority level and improved administrative practices ensuring effectiveness and sustainability of regional co-operation;
- Effective collaboration and sharing of competencies between governmental bodies and other stakeholders (civil society organisations, private sector, professionals and cultural communities) in the implementation of decentralised integrated policies;
- Improved managerial skills of governmental/municipal officials (decision-makers) as well as professionals in the cultural and heritage sectors, ensuring that market economy challenges of in a changing international environment are faced;
- Involvement of professionals and local communities in the definition and implementation of projects, in a spirit of active citizenship and democratic participation and transparency;
- Reinforced administrative capacity of national and local institutions in charge of heritage protection and urban management.
- Elaboration, funding and implementation of pilot heritage rehabilitation projects;
- Increased awareness of the countries' populations of the importance and value of cultural heritage as a common priority and responsibility;
- Strengthened integrated national sectoral policies and strategies toward sustainable local social and economic development.

3.3.2 Concrete outputs

- Revised legal framework of each country, respecting Council of Europe standards, to ensure effective implementation of public policies in the fields of heritage;
- Reinforced project management structures and implementation mechanisms within the Ministries of Culture;
- Co-ordination structures set up at national and local levels capable of ensuring the durability of transversal projects beyond the KI timeframe;
- Long-term strategies defined for financing cultural environment projects;
- Methodology established for identification and elaboration of cross-border pilot projects and their implementation in specific fields;
- Development of new public, professional and cultural synergies and reinforcement of existing ones in order to ensure transversality and sustainability of state policies;
- Contribution to the training of professionals in different sectors of heritage;
- Two monuments / sites rehabilitated according to the project methodology implying social re-use / functions, related to tourism development or education, supported by local business;
- Educational programme, involving schools and NGOs, through school visits to pilot sites organised in each participating country, awareness-raising campaigns launched on the topic of cultural heritage at local level, teachers trained on cultural heritage related issues;
- Environmental programme, involving NGOs and civil society, investigating possible alternative clean energy and building solutions within rehabilitation processes;
- Communication and awareness programme, involving NGOs and civil society, through the dissemination of leaflets, brochure and guides on monuments / sites related to the pilot projects.

3.4 Activities

Activities look at transversal, integrated and multidisciplinary co-operation between institutions, and between institutions and civil society, in order to define the most appropriate management and project implementation tools as well as good governance practices. The process should facilitate the inclusion of outside agencies and should engage young people, schools and universities, civil societies and NGOs, and all stakeholders representing the cultural diversity, in order to secure the cultural importance of the cities and their buildings to future generations through an appropriate dialogue and consensus process.

Against this background, the areas covered by the project are:

- orientation of towns toward a development dynamic: the aim of the process is to foster the adoption of local sustainable funding strategies for coherent incorporation of these rehabilitation projects in regional economic development plans, revitalising local communities, encouraging sustainable business developments, and inspiring replication in other cities through confirmation of the approach at national level;
- promotion of new development models: the combination of social, economic and environmental issues calls for an integrated, non-compartmentalised approach to the complex issues of heritage protection, conservation, enhancement, funding and management, involving all associated sectors (culture, education, youth, sports, social cohesion, economy, etc.) without giving prominence to one sector over another;
- development of local professional skills: the promotion of specific know-how and development of tools for managing change, for making strategic choices and for ensuring that these are followed through. This calls for enhanced skills, including leadership and mobilisation of local stakeholders.

Activities are organised mainly in relation to the following issues: balance between the mechanisms of urban planning and of cultural and natural heritage protection; urban planning and heritage protection competencies divided between central institutions and municipalities in a decentralised society; operational arrangements and implementation conditions of rehabilitation projects. The following different components structure the activities.

a. **Management issues:** The setting-up of *ad hoc* local co-ordination and management structures ensures the commitment and appropriation of the project by the national authorities as well as long-term management conditions. *Ad hoc* structures are provisional (for the duration of the project) but should contribute to institutional reforms or improvements when needed and inspire sustainable organisational structures.

b. **Capacity building** increasing the capacity of institutions to manage cultural heritage at national, regional and local levels. Initiatives target the following actors: departments within the Ministries of Culture, institutes for monument protection, universities and students / research workers directly involved in this field. Activities cover legislative, administrative and institutional issues, to ensure the sustainability of public policies and integrated management strategies. Moreover, a qualified professional environment is indispensable to support the good functioning of the institutions. It could exist as a public, para-public or private structure in order to be present at all levels of the intervention process (studies – protection and action plans - projects – elaboration and implementation of rehabilitation action, architectural approach of the rehabilitation – and works). Relevant professional training should lead to equipping professionals with the expertise required for conservation management, craft-skills, project management, etc.

c. **Rehabilitation project** to develop the economic potential of historic towns through the enhancement of cultural heritage sites. Specific management tools will trigger a regeneration process in urban areas with direct impact on social (housing), educational (information/public awareness centres) and economic (tourism) sectors integrated into a Strategic Intervention Plan. Environment and landscape protection as well as investigation of ecological measures related to clean energy and building systems should be mainstreaming elements in this component's development.

d. **Educational development:** Development of educational activities on the importance of cultural heritage in the region. The beneficiaries of this component will be elementary, primary and secondary schools as well as the population in general. Its main aim is to educate pupils and the rest of the population on the importance of cultural heritage as a common patrimony- independent from any ethnic or religious considerations – with a particular emphasis on the dialogue between different communities fostering reconciliation in the longer term.

e. **Public awareness:** Activities aim to increase the involvement of the different stakeholders, including inhabitants and civil society, and to raise their awareness on the fundamental role of cultural heritage in society and their common responsibilities.

Activities are organised into four main stages:

3.4.1 Preliminary Stage (September 2009 – April 2010)

Duration: 8 months

Main targets: To set up the co-ordination and management structures (September – December 2009)

To set up project framework (January – April 2010)

Activities Preliminary Phase	Management organisation	Capacity Building	Rehabilitation actions	Education	Public Awareness
September 2009	<ul style="list-style-type: none"> Adoption of the General Reference framework Nomination of the Project Co-ordinators Setting up of the Steering Committees (in each country) 	<ul style="list-style-type: none"> Assessment of the situation¹; nomination of working groups members 			<ul style="list-style-type: none"> Information about the launching of the PP2
October	<ul style="list-style-type: none"> Identification of possible partnerships (national level) 				
November	<ul style="list-style-type: none"> Confirmation / extension of partnerships Application for funding support (national budgets) 	<ul style="list-style-type: none"> 1st PP2 Co-ordination meeting (general methodology and action plan 2009 – criteria for selection of Priority Intervention Towns²) 			
December	<ul style="list-style-type: none"> Activity report Confirmation of budget 2010 + adoption of action plan 2010 	<ul style="list-style-type: none"> Evaluation of the Assessment Reports by the Legal Support Task Force (CAL) – draft priorities and needs 	<ul style="list-style-type: none"> Pre-selection of Priority Intervention Towns 		<ul style="list-style-type: none"> Criteria for selection of Priority Intervention Towns + call for interest on the web Participation in the

¹ Assessment of the situation (legal, institutional, professional practices) in each country. The different approaches toward the heritage and the references. The common European references and standards must be clarified at the institutional level concerning the perception of heritage, its role, the principles of its protection and enhancement.

² Selection of 10 Priority Intervention Towns (in each country): This requires a consensus between a numbers of partners keen to resolve complex problems associated with development. It is an eminently political decision. A pilot site, whether a town or a geographical area, must satisfy a set of criteria to be discussed between the partners:

- it must be centred on a small- or medium-sized historic town with clear interdependence with its surrounding environment;
- it must benefit from a rich recognised heritage needing urgent intervention;
- minimum / maximum size of the territory and of its population;
- it must be recognised at national level on account of its cultural or institutional visibility;
- it must provide obvious coherence by bringing together a significant number of social and economic stakeholders;
- there must be a clear willingness among locally elected politicians to develop it, with the possible support of national institutions;
- it must present a range of issues related to the principles, values and goals of the Council of Europe (development, sustained peaceful prosperity, improvement of living conditions, identity, cultural diversity, intercultural dialogue, shared heritage, etc.).

					European Heritage Days
January 2010	• Collaborative Platform		•		•
February	• 1st PP2 Steering Committees meetings (in each country)	• 2nd PP2 Co-ordination meeting		Training on heritage management (Project Co-ordinators)	• Information on Priority Intervention Towns on the web
March	•				
April			• Selection of 50 Priority Intervention Towns		
Expected results / indicators / expected decisions	<ul style="list-style-type: none"> • PP2 General Reference Framework adopted • PP2 Project Co-ordinators nominated (by MoC) • PP2 Steering Committees set up • Partnerships identified and confirmed • Statements and reports from the Steering Committees • PP2 Project Co-ordinators confirmed (by Steering Committees) • PP2 Collaborative Platform set up 	<ul style="list-style-type: none"> • Assessment reports translated (F & E) • PP2 Project Co-ordinators met 2 times and are informed / trained on the process + agree on the criteria selection for the Priority Intervention Towns • Assessment reports evaluated by the CAL + reports transmitted to countries • PP2 Project Co-ordinators decide upon the detailed General and Specific (by country) Action Plans 2010 drafted • 10 Priority Intervention Towns selected 	• 50 Priority Intervention Towns selected	• Workshop with 15 managers	• PP2 Information on the web

Estimated Budget:

PP2 PRELIMINARY PHASE	September 2009 – April 2010				
	Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources					
1.1 fees (gross amounts, local experts)	per day	150	50	7 500	
1.2 fees (gross amounts, expat/int. experts)	per day	50	400	20 000	
1.3 Salaries Secretariat staff	per month	8	1 400	11 200	
2. Travel					
2.1. International travel	Per flight	20	800	16 000	
2.2 Local transportation	Per trip	50	20	1 000	
2.3 Secretariat	per trip	6	800	4 800	
2.4 Per diems for missions/travel					
2.4.1 Abroad (int. and national experts)	Per day	45	176	7 920	
2.4.2 Local (local experts)	Per day	50	30	1 500	
2.4.3 Secretariat	per day	20	150	3 000	
3. Equipment and supplies					
3.1 collaborative platform (conception and set up)	lump sum	1	4 000	4 000	
3.2 Furniture, computer equipment	lump sum	5	500	2 500	
4. Local office/project costs					
4.1 Consumables - office supplies	lump sum	5	500	2 500	
5. Other costs, services					

5.1 Publications / exhibitions	lump sum	1	4 000	4 000
5.2 Translation	per page	600	25	15 000
5.3 Interpreter	per day	8	1 800	14 400
6. Total eligible project costs (1-5)				115 320
7. Other : administrative costs		percentage	7%	8 072
8. Total eligible project costs (1-6)				123 392

3.4.2 First phase: Pilot Projects Technical Assessments (May 2010 –April 2011)

Duration: 12 months

Main targets: To identify the Pilot Towns (May – Octobre 2010)

To implement the Pilot Rehabilitation Projects (November 2010 – April 2011)

Activities First Phase	Management organisation	Capacity Building	Rehabilitation actions	Education	Public Awareness
• May 2010	<ul style="list-style-type: none"> Identification of local partners Nomination of local working groups (one in each Priority Intervention Town) 				
• June	<ul style="list-style-type: none"> Local working groups operational (local experts) 				
• July		<ul style="list-style-type: none"> 3rd PP2 Project Co-ordination Meeting (devoted to agreement on selection criteria for Pilot Towns) 	<ul style="list-style-type: none"> General survey of the Priority Intervention towns: assessment on the existing built environment (the social, economic, environmental territorial resources) and identification of the potentials 		
• August					<ul style="list-style-type: none"> call of interest / competition: identification of potential Pilot Towns
• September				<ul style="list-style-type: none"> workshop on social and economic values of historic cities 	
• October		<ul style="list-style-type: none"> Training on project management (local managers) 	<ul style="list-style-type: none"> identification of 2 Pilot Towns 		
• November	<ul style="list-style-type: none"> nomination of Project Managers (one in each pilot town) 				
• December	<ul style="list-style-type: none"> Activity report Confirmation of budget 2010 + adoption of action plan 2011 		<ul style="list-style-type: none"> identification of the key project sites in Priority Intervention Towns (proposal to support the potential rehabilitation projects) 		<ul style="list-style-type: none"> Brochure / leaflets on Pilot Towns (local dissemination); Involvement of NGOs

• January 2011		• 4th PP2 Project Co-ordination Meeting (devoted to Pilot Projects and Technical Assessment ³)	• Project Offices installed in Pilot Towns ⁴	• school drawing competition	• participation in the European Heritage Days: presentation of the Pilot Towns • national awareness-raising campaigns to increase awareness on the importance of cultural heritage
• February	• nomination of the Project Implementation Unit staffs			• schools visits to the pilot projects	
• March	• nomination of working groups	• workshop on rehabilitation projects (Project Implementation Units)	• Identification of 3 Pilot Projects + PTA in each Pilot Towns ⁵		
• April					
• Expected results	• Project technical level consolidated • Local experts involved	• Project Co-ordinators met 2 times	• 50 General Survey on Priority Intervention Towns published • 10 Pilot Towns selected and potential project sites identified • 30 Pilot Projects identified and PTA drafted	• Competition launched within schools • School visits • NGOs involved	• NGOs involved

Estimated Budget:

PP2 FIRST PHASE: PILOT PROJECTS TECHNICAL ASSESSMENTS	May 2010 – April 2011				
	Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources					
1.1 Salaries (gross amounts, Proj. Managers + PIU)	per month	120	550	66 000	
1.2 fees (gross amounts, local experts)	per day	750	40	30 000	
1.3 fees (gross amounts, expat/int. experts)	per day	60	400	24 000	
1.4 Salaries Secretariat staff	per month	12	6 000	72 000	
2. Travel					
2.1. International travel	Per flight	65	600	39 000	
2.2 Local transportation	Per trip	40	25	1 000	
2.3 Secretariat	per trip	6	800	4 800	

³ Elaboration of Technical Assessments for each pilot project should consider the context of the site, available information, the significance of the site and buildings, the technical condition and estimated cost. A number of issues should be raised during the drafting of the document:

- the rehabilitation project should encourage local employment, which requires the involvement of specific specialist input;
- if the site is archaeologically sensitive, a strategy for investigation would need to be prepared to minimise impact on the project. This may need to be initiated at an early stage to ensure that the programme for the main work is not compromised;
- concerning the preparation of cost estimates, professional and administrative costs could be calculated fairly easily, but a specialist construction engineer should prepare building costs;
- the Project Technical Assessment (PTA) should review the impact of interruption of trading relations with Tskinali on the local economy;
- maintenance guidelines and conservation implementation;
- identification of pilot actions.

⁴ Activity necessitating investments (see Estimated Budget below)

⁵ Designation of 3 pilot projects (in each pilot town): the monuments and sites of significant heritage importance should be selected according to their urgent need for intervention with a view to conservation or restoration and their social and economic potential in terms of appropriate rehabilitation and long-term sustainability in order to provide long-term local economic growth

2.4 Per diems for missions/travel				
2.4.1 Abroad (int. and national experts)	Per day	150	176	26 400
2.4.2 Local (local experts)	Per day	125	30	3 750
2.4.3 Secretariat	per day	20	150	3 000
3. Equipment and supplies				
3.1 collaborative platform	per month	12	300	3 600
3.2 Furniture, computer equipment	lump sum	5	3 000	15 000
4. Local office/project costs				
4.1 Consumables - office supplies	per month	60	250	15 000
4.2 Other services (tel/fax, electricity/heating, maintenance)	per month	60	200	12 000
5. Other costs, services				
5.1 Publications / exhibitions	lump sum	2	5 000	10 000
5.2 Translation	per page	500	25	12 500
5.3 Interpreter	per day	12	1 800	21 600
6. Total eligible project costs (1-5)				359 650
7. Other : administrative costs	percentage	0		25 176
8. Total eligible project costs (1-6)				384 826

3.4.3 Second phase: Business Plans (May 2011 – April 2012)

Duration: 12 months

Main targets: to prepare the Technical Assessment for the Pilot Rehabilitation Projects
to prepare the Feasibility Assessments for Pilot Rehabilitation Projects

Activities Second Phase	Management organisation	Capacity Building	Rehabilitation actions	Education	Public Awareness
May 2011					
June					
July		<ul style="list-style-type: none"> 5th PP2 Project Co-ordination Meeting (devoted to Feasibility Studies methodology) 			
August				<ul style="list-style-type: none"> Workshop on cultural environment and territorial cohesion policies 	
September					
October			<ul style="list-style-type: none"> Pilot action: Elaboration of the visitor/information centre programme 		
November					
December	<ul style="list-style-type: none"> Activity report Confirmation of budget 2010 + adoption of action plan 2012 		<ul style="list-style-type: none"> Elaboration of Feasibility Assessments for each pilot project⁶ 		
January 2012		<ul style="list-style-type: none"> training on site and project management – best practices (local managers) 		<ul style="list-style-type: none"> workshop to train teachers in each pilot town 	<ul style="list-style-type: none"> Regional-wide campaign to increase awareness on the importance of cultural heritage

⁶ In order to present a problem-solving analysis of what needs to be done, and what difficulties arising from the Technical Assessment and other sources need to be overcome to demonstrate the project is viable: Part 1 (general information); Part 2 (Assessment of feasibility and identification of stakeholders); Part 3 (Design Proposal); Part 4 (Workshop)

					as part of the European Heritage Days • Production of leaflets by NGOs
February			<ul style="list-style-type: none"> elaboration of Business Plans: to allow negotiations to take place with potential funding bodies to demonstrate that the project is sustainable and that the investment will be secured and beneficial 	<ul style="list-style-type: none"> school visits to the pilot projects Compulsory training sessions organised by the trained teachers for the rest of the pedagogical team in each school 	
March			<ul style="list-style-type: none"> Identification of potential implementing partners among the business community and NGOs, encouraging creation of public/private partnerships as a main criterion 	<ul style="list-style-type: none"> curricula development (training of teachers) Development of a pedagogical program on cultural heritage 	
April			<ul style="list-style-type: none"> Pilot action (elaboration of building maintenance programme) 		
Expected results			<ul style="list-style-type: none"> Specific Feasibility Assessments methodology adopted and implemented 50 feasibility Assessments published 	<ul style="list-style-type: none"> Pedagogical programme elaborated Involvement and delegation of responsibilities toward NGOs 	<ul style="list-style-type: none"> Involvement and delegation of responsibilities toward NGOs

Estimated Budget:

PP2 SECOND PHASE: BUSINESS PLAN		May 2011 – April 2012		
Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources				
1.1 Salaries (gross amounts, Proj. Managers + PIU)	per month	120	550	66 000
1.2 fees (gross amounts, local experts)	per day	750	40	30 000
1.3 fees (gross amounts, expat/int. experts)	per day	75	400	30 000
1.4 Salaries Secretariat staff	per month	12	6 000	72 000
2. Travel				
2.1. International travel	Per flight	80	600	48 000
2.2 Local transportation	Per trip	40	25	1 000
2.3 Secretariat	per trip	7	800	5 600
2.4 Per diems for missions/travel				
2.4.1 Abroad (int. and national experts)	Per day	175	176	30 800
2.4.2 Local (local experts)	Per day	125	30	3 750
2.4.3 Secretariat	per day	25	150	3 750

3. Equipment and supplies				
3.1 collaborative platform	per month	12	300	3 600
3.2 Furniture, computer equipment	lump sum	5	4 000	20 000
4. Local office/project costs				
4.1 Consumables - office supplies	per month	60	250	15 000
4.2 Other services (tel/fax, electricity/heating, maintenance)	per month	60	200	12 000
5. Other costs, services				
5.1 Publications / exhibitions	lump sum	2	5 000	10 000
5.2 Translation	per page	500	25	12 500
5.3 Interpreter	per day	12	1 800	21 600
6. Total eligible project costs (1-5)				385 600
7. Other : administrative costs	percentage	0		26 992
8. Total eligible project costs (1-6)				412 592

3.4.4 Third phase: development and social / economic advantages of the pilot projects within the overall defined strategy (May 2012 – April 2013)

Duration: 12 months

Main targets: to prepare the urban strategic development plans

Activities Third Phase	Management organisation	Capacity Building	Rehabilitation actions	Education	Public Awareness
May 2012					
June					
July					
August		<ul style="list-style-type: none"> Legal assistance: reforms, implementation, harmonisation with other laws (spatial planning, environment, Law on Protective Zones), drafting of administrative rules, property ownership, common regional policy, etc. 	<ul style="list-style-type: none"> Rehabilitation works using the new management tools in place 	<ul style="list-style-type: none"> workshop on restoration and conservation techniques 	
September		<ul style="list-style-type: none"> 6th PP2 Project Co-ordination Meeting (devoted to Project Settings) 			
October	<ul style="list-style-type: none"> Official discussion on possible permanent bodies 		<ul style="list-style-type: none"> Draft Strategic Intervention Plan 		
November					
December	<ul style="list-style-type: none"> Activity report Confirmation of budget 2013 + adoption of action plan 2012 				
January 2013		<ul style="list-style-type: none"> Institutional assistance: common regional policy; review the roles of central and municipal institutions; formalisation of 		<ul style="list-style-type: none"> workshop to train teachers in each pilot town 	<ul style="list-style-type: none"> exhibition as part of the European Heritage Days campaign contributing to the need to demonstrate clearly the public benefits

		the interaction with NGOs (strategy development), etc.			of cultural heritage – that it is a resource not an impediment, with clear economic benefits, and possibilities for job creation. • final event (concluding)
February		• adoption of a long term strategic development plan for the sustainability of the Pilot Site.	• Adoption of the Strategic Intervention Plan for each Pilot Town	• Compulsory training sessions organised by the trained teachers for the rest of the pedagogical team in each school	
March	• setting up of permanent bodies	• Development and adoption of national strategies for conservation			
April			• installment of information /visitors /educational centres ⁷		• information /visitors /educational centres to communicate the importance of cultural heritage, give advice to owners of their rights and responsibilities, and generally raise awareness
• Expected results			• 5 rehabilitated buildings used for visitor / educational centres		

Estimated Budget:

PP2 THIRD PHASE: OVERALL STRATEGY	May 2012 – April 2013				
	Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources					
1.1 Salaries (gross amounts, Proj. Managers + PIU)	per month	120	550	66 000	
1.2 fees (gross amounts, local experts)	per day	500	40	20 000	
1.3 fees (gross amounts, expat/int. experts)	per day	70	400	28 000	
1.4 Salaries Secretariat staff	per month	12	6 000	72 000	
2. Travel					
2.1. International travel	Per flight	60	600	36 000	
2.2 Local transportation	Per trip	40	25	1 000	
2.3 Secretariat	per trip	7	800	5 600	
2.4 Per diems for missions/travel					
2.4.1 Abroad (int. and national experts)	Per day	130	176	22 880	
2.4.2 Local (local experts)	Per day	125	30	3 750	

⁷ Activity necessitating investments (see Estimated Budget below)

2.4.3 Secretariat	per day	25	150	3 750
3. Equipment and supplies				
3.1 collaborative platform	per month	12	300	3 600
3.2 Furniture, computer equipment	lump sum	5	2 500	12 500
4. Local office/project costs				
4.1 Consumables - office supplies	per month	60	250	15 000
4.2 Other services (tel/fax, electricity/heating, maintenance)	per month	60	200	12 000
5. Other costs, services				
5.1 Publications / exhibitions	lump sum	2	5 000	10 000
5.2 Translation	per page	300	25	7 500
5.3 Interpreter	per day	8	1 800	14 400
6. Total eligible project costs (1-5)				333 980
7. Other : administrative costs	percentage	0		23 379
8. Total eligible project costs (1-6)				357 359

3.5 Project management and administration

In order to implement this project, and in line with the Council of Europe's Financial Regulations, a grant contribution agreement will be signed between the countries and the Council of Europe. In 2009 this agreement will provide for contributions from the Council of Europe and the European Commission of €200 000 in total, corresponding to the first phase of the project. The budget for the operational phases (estimated up to € 1 419 516) has to be secured through joint efforts between the Council of Europe, the European Commission and the countries. The co-financing from the countries (€ ...) during the preliminary phase will contribute to the management and organisation of activities and during the operational phase to the rehabilitation work on some of the sites (capital investment), mainly through synergies between existing public programmes or specific fund-raising actions.

The Council of Europe Secretariat will manage procurement, implementation, evaluation of progress, reporting and co-ordination with other donors to the PP2, taking remedial actions if and when needed. The 2009 Council of Europe and European Commission joint contribution agreement will be implemented through joint management between both organisations – in close co-operation with the KI Programme Co-ordinators and PP2 Project Co-ordinators. The Council of Europe Secretariat's primary responsibility will be to ensure that the project produces the required output, conforms to quality standards and remains within the specified constraints of time and cost.

The visibility of the Council of Europe and the European Commission will be ensured in the countries and representatives of both Organisations will be invited to participate in all project meetings or events of political relevance to the project.

In each country, under the direct political authority of the KI Interministerial Commission set up in 2008, the **PP2 Steering Committee** will manage the entire implementation of the project, approve all major plans, set up implementation bodies, nominate national specialists and authorise any major deviations from initially agreed plans. The Steering Committee will be responsible for the overall direction of the project and comprise at least representatives from the main partners/stakeholders, including the municipalities concerned (priority intervention towns) and where appropriate, additional stakeholders (European Commission delegations, business associations and civil society organisations) will be invited to take part in Steering Committee sessions as observers.

The **PP2 Project Co-ordinator** should be confirmed by the Steering Committee as soon as it is in place. The PP2 Project Co-ordinator's institutional responsibility is to co-ordinate the different activities and to be a liaison officer between national partners as well as between national and international partners (circulation of reference documents, reporting, evaluation of progress, etc.).

Project Managers should be nominated for each pilot project by the Steering Committee in order to run the Project Implementation Unit in charge of the daily technical implementation of the activities. The Project Manager's responsibility, who should have wide autonomy for implementing the action

plan adopted at political and managerial level, is to organise the activities and make sure that expected results are reached. The tasks of the Project Manager should be the following:

- to animate and feed the decision-making process;
- to elaborate and conduct the implementation of the process;
- to animate the local partnerships and to foster mobilisation at national and local levels for the project (chairing the working groups, contacts with the different stakeholders, etc.);
- to represent the project toward the partners and to ensure its promotion;
- to develop partnerships (at national and international level);
- to manage the staff and local experts;
- to provide relevant reporting and monitoring concerning the progress of the activities;
- to propose recruitment of additional staff in the Project Implementation Unit in relation with the different actions;
- to supervise the setting-up of working groups and the involvement of specialists.

Specific skills expected from the Project Manager are the following:

- capacity of mediation and sense of decision;
- diplomacy, capacity to motivate technical team members and to work in partnership;
- rigor and anticipation, capacity for organisation and planning, sense of management;
- understanding of the values of heritage.

Working Groups composed of full-time and/or part-time specialists should be set up when needed on a temporary basis, in relation to the stages / phases of activity.

“Soft” monitoring will be performed externally by the Council of Europe Secretariat in relation to completion of the expected results fixed at each stage and phase; internal monitoring should be ensured by countries through regular (monthly) reporting and an annual progress report.

3.6 Assumptions and sequencing

Council of Europe experience in managing Regional Programmes has underlined lessons learned:

- *Assumptions:* Project implementation is often hampered by either insufficient staff or resources allocated to (newly established) institutions or insufficient operational funds available in the government budget to allow for appropriate implementation of the mandate of the department concerned. A condition for the commencement of project activities will be the availability of financial resources and qualified personnel from the beneficiary side to guarantee smooth implementation of project activities.
- *Co-ordination within the government:* Further improvements - in terms for example of meeting European standards, reforming institutions or legal frameworks or developing alternative development policies – could be realised with stronger government leadership through co-ordination efforts at central and local, municipal level. The KI Interministerial Commission will address this important issue.
- *Balance between different measures:* The provision of technical assistance for capacity building remains a very high priority. However, technical assistance will not be effective if the working environment of the counterparts is not up to standard. Therefore, a balanced approach with both technical advisory support and material support is essential to realise the projects’ expected impact. The current project will set aside a budget for material support to beneficiaries.
- *Co-financing:* Financial support from local partners (significantly) increases ownership and political will to promote project activities as well as sustainable continuation of activities after the end of the project. This project will seek cash or in-kind co-financing from partners.

Consequently, the project includes the following assumptions:

- organisation, selection and appointment of PP2 Project Co-ordinators, Project Managers and members of working groups;

- active participation of at least three countries during each phase of the project prior validation and implementation of the following phase;
- endorsement by all key national and local stakeholders of the PP2 objectives, activities, planning and shared responsibilities (through the adoption of Memoranda of Understanding to be established for each pilot site);
- selection and identification of the pilot sites through general consensus, based on PP2 criteria (including commitment of local authorities towards resolving complex problems associated with development);
- securing of the global budget by the end of the preliminary phase (end of 2009);
- acknowledgement and validation of each technical step of the preliminary phase by relevant bodies (ministries, PP2 Steering Committee, KI Interministerial Commission);
- appointment of relevant staff by the beneficiaries to participate in training activities according to the work plan;
- appropriate co-ordination with other international organisations active in the participating countries.

The Council of Europe and Programme Co-ordinators will be responsible for carrying out permanent monitoring of the process. External and internal evaluation of progress and activity reports will be organised by the Council of Europe and Project Co-ordinators.

In the event that assumptions are not met, suspension or cancellation of the project or specific activities will be considered.

4.0 INDICATIVE GLOBAL PP2 BUDGET (September 2009 – April 2013)

PP2 BUDGET	September 2009 - April 2013				
	Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources					
1.1 Salaries (gross amounts, Proj. Managers + Proj. Impl. Unit)	per month	360	550	198 000	
1.2 fees (gross amounts, local experts)	per day	2 150	50	107 500	
1.3 fees (gross amounts, expat/int. experts)	per day	255	400	102 000	
1.4 Salaries Secretariat staff					
1.4.1 manager	per month	36	6 000	216 000	
1.4.2 assistant	per month	40	3 000	120 000	
2. Travel					
2.1. International travel	Per flight	245	800	196 000	
2.2 Local transportation	Per trip	170	20	3 400	
2.3 Secretariat	per trip	26	800	20 800	
2.4 Per diems for missions/travel					
2.4.1 Abroad (int. and national experts)	Per day	500	176	88 000	
2.4.2 Local (local experts)	Per day	425	30	12 750	
2.4.3 Secretariat	per day	90	150	13 500	
3. Equipment and supplies					
3.1 collaborative platform (conception and set up)	lump sum	44	300	13 200	
3.2 Furniture, computer equipment	lump sum	5	10 000	50 000	
4. Local office/project costs					
4.1 Consumables - office supplies	per month	188	250	47 000	
5. Other costs, services					
5.1 Publications / exhibitions	lump sum	1	19 000	19 000	
5.2 Translation	per page	1 900	25	47 500	
5.3 Interpreter	per day	40	1 800	72 000	
6. Total eligible project costs (1-5)				1 326 650	

7. Other : administrative costs	<i>percentage</i>	7%	92 866
8. Total			1 419 516

5.0 CROSS-CUTTING ISSUES

The PP2 should be regarded as a vehicle for implementing a cross-sector approach in cultural and natural heritage, environment protection, urban and spatial planning, social cohesion, and economic development spheres. Therefore cross-cutting activities can be developed in relation to the other projects implemented within the framework of the Kyiv Initiative Regional Programme.

It involves a multi-sectoral approach:

Social development and personal development

- Traditional housing, and in particular creation or rehabilitation of social housing under schemes to rehabilitate older buildings in association with programmes to combat poverty and/or post-crisis management programmes.
- Contribution to social development: actions aimed at increasing skills (education and training); assistance with access to employment for individuals and the most vulnerable groups and minorities.
- Personal development linked with heritage enhancement: awareness-raising, communication, information.
- Rehabilitation of public / cultural equipment in relation to the cross-border cultural project (PP1).

Economic development (agriculture, tourism, crafts, industry, trade and services) from a perspective of heritage protection and enhancement

- Economic exploitation of local resources to encourage development and creation of activities.
- Maintenance and development of economic life compatible with the development aims of the territory: creation and preservation of jobs, observation and awareness, planning and facilities.

Preservation and enhancement of the environment and the natural and cultural heritage

- Protection of the environment: waste and sewerage management, water supply, energy, communications, protection and management of natural spaces, biodiversity and the landscape.
- Control of development of the territory: improvement of living conditions, especially in degraded urban and rural areas, management of urban development, modernisation of rural areas, management of migratory flows, return and integration of displaced persons and refugees.
- Protection and rehabilitation of the historical heritage, enhancement of the built and vernacular heritage, raising of public awareness.
- Synthesis between planning, aesthetics and the surrounding environment.

Actions to ensure cohesion and co-ordination of action on the ground

- Actions and tools contributing to appropriate territorial organisation of development and planning.
- The areas covered by the project are: orientation of regional policies towards a development dynamic, promotion of new development models, and development of local professional skills.