

# The Heritage and Diversity Programme

*Coordination Manual*

*October 2014*

Support to the Promotion of Cultural Diversity

Funded  
by the European Union  
and the Council of Europe



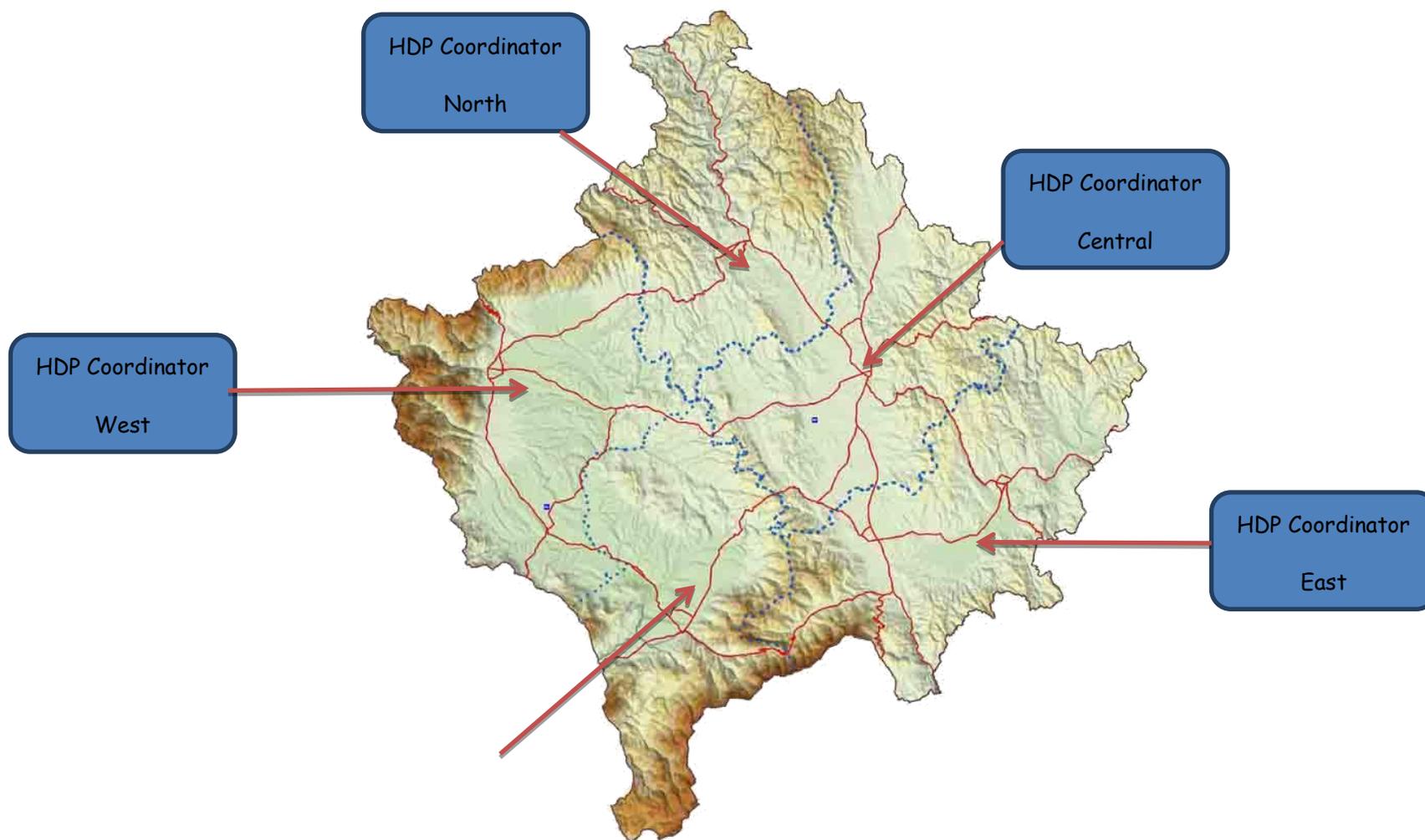
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by the Council of Europe



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## Heritage and Diversity Programme Coordination Manual

AN INDEPENDENT CIVIL SOCIETY BASED PROGRAMME THAT PLAYS A CATALYST AND COORDINATION ROLE IN PROMOTION AND MANAGEMENT OF HERITAGE AND DIVERSITY IN LINE WITH LOCAL DEVELOPMENT PROCESSES





### **Key concepts:**

#### **Heritage and Diversity Programme (HDP)**

The HDP is considered a community-based programme to conduct extensive research, collect data about the heritage in the region and carry out comparative analyses, feeding into long term strategies and plans developed locally. Through developed capacity at the local level, these plans are prepared by local stakeholders for the local communities, in accordance with the laws and regulations set by the central authorities. Working with the municipalities of the region, HDP focuses on research, promotion, innovative actions, professional development and support to strategy making and heritage planning.

#### **Heritage Community Network (HCN)**

A heritage community consists of people who value specific aspects of heritage which they wish, within the framework of public action, to sustain and transmit to future generations. In the context of the PCDK project, the concept of "Culture of Community Practice" was channeled into the "Heritage Community Network" (HCN). The network focuses on the project process, and the involvement of a wide range of individuals and entities. The HCN currently has a charter, face book page and a rotational core group that coordinates its activities with its members.

#### **Inter-Ministerial Working Group (IMWG)**

Established within the context of the PCDK project, it consists of 6 ministries including the Ministry of Culture, Youth and Sports, Ministry of Education, Science and Technology; Ministry of Environment and Spatial Planning; Ministry of Trade and Industry (Division of Tourism); Ministry of Agriculture, Forestry and Rural Development, Ministry of Local Government Administration.

Representatives from each ministry are technical personnel who have been involved with the PCDK project since 2010 and are very familiar with the process of HDP and Local Economic Development (LED). They have a pivotal role linking the civil society work to central authorities.

### **Heritage Plan (HP)**

The Heritage Plan is a community-based strategic document which intends to identify the most appropriate approaches to advance a sustainable heritage tourism component within an overall tourism strategy for the region. Heritage Plans are based upon an intensely participatory process that encourages local actors to play an increasingly important role in maintaining the heritage of their own communities and planning for its future. The Plan calls for coordinated action among all parties by activating local groups, stakeholders and communities to engage directly with heritage, and use the technical as well as social and economic tools that can be employed to ensure its protection. The PCDK has been supporting the development of 4 HPs to be considered in design of a general strategy for protection and promotion of heritage.

### **Heritage Forums**

In preparation of the annual overview and in order to maintain regular formal relationships with the local stakeholders, two heritage forums are organised annually, bringing interested stakeholders together to lay out the existing situation and potential next steps for the consideration of communities in the region west. Outcomes of the forums are recorded and reflected in the annual review. Please see the publication *Our Common Heritage - a civil society review*.

### **Regional Annual Overview**

This is a follow-up document that aims at providing credible information and assessments to inform authorities, the business community and the public to further engage the community in pursuing economic, social and environmental sustainability. It serves as an annual update and a fact sheet that lays any emerging issues in front of the public for collective problem solving

### **Local Economic Development (LED)**

In the context of this initiative, LED refers to an integrated approach to heritage and heritage management through the responsible use of heritage resources as promoted by the Local Economic Development (LED) component of the PCDK project. It is inspired by the Local Development Pilot Project (LDPP) of the Council of Europe's Regional Programme for Cultural and Natural Heritage in South East Europe.

In Kosovo<sup>1</sup>, LED followed a more specific focus on heritage tourism, laying out a sound methodology and tools alongside concrete examples of programme implementation.

### **The Faro Convention**

The Council of Europe's Framework Convention on the Value of Cultural Heritage for Society (the Faro Convention) is innovative in linking the concept of the "common heritage of Europe" to human rights and the fundamental freedoms for which the Council of Europe remains one of the historic guardians. The Faro Convention provides an original contribution to the issues related to "living together", quality of life and the living environments where citizens wish to prosper.

### **Civil Society Code of Practice**

The Code offers a repertoire of good practices. It does not have a mandatory character, does not prescribe rules, or require enforcement mechanisms. It offers all actors in the democratic process guidelines stemming from concrete practical experience of dialogue and co-operation between NGOs and public authorities. The final aim is to facilitate their interaction and to enhance citizens' empowerment and participation in the democratic process at local, regional and national levels.

[http://www.coe.int/t/ngo/Source/Code\\_English\\_final.pdf](http://www.coe.int/t/ngo/Source/Code_English_final.pdf);

[http://www.coe.int/t/ngo/Source/Code\\_Albanian\\_final.pdf](http://www.coe.int/t/ngo/Source/Code_Albanian_final.pdf);

[http://www.coe.int/t/ngo/Source/Code\\_Serbian\\_final.pdf](http://www.coe.int/t/ngo/Source/Code_Serbian_final.pdf))

### **Municipal Development Plan (MDP)**

The Municipal Development Plan is a document, a multi-sector plan, which determines the future socio, economic and spatial development of the municipality, and protection of the environment. It is a common practice across Kosovo municipalities and the work of HDP is considered complementary, contributing to this plan.

### **Regional Development Agency (RDA)**

The Association of Regional Development Agencies (ARDA) is a network for the implementation of Kosovo and EU policies and is an independent, non-governmental organisation established in January 2013 by the five Regional Development Agencies (North, East, West, South and Centre) in Kosovo. ARDA's mission is to coordinate and promote regional and rural economic development in Kosovo and to support the five Regional Development Agencies (RDAs) in taking a leading role in planning and facilitating the socio-economic and regional development of Kosovo.

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<sup>1</sup> *This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.*



## **I. Introduction**

This manual is provided as an initial guidance for the Heritage and Diversity Programme (HDP) coordinators. It is expected to be reviewed and revised by the coordinators as the conditions and needs change. It lays out the general idea behind the heritage and diversity programme, its brief background, vision and structure, setting the groundwork for future development. The annual gatherings are good opportunities to work on this manual to improve it with the members of this programme as well as the input from the stakeholders.

The HDP primarily targets civil society members and communities, however, local and central authorities from all subject areas can benefit from the content and methodology that are offered. The manual is specifically designed to explain the basic information and foreseen practices recommended by the heritage plans developed for each region, published by the PCDK project.

The HDP is meant to build upon the coordinators existing knowledge and experiences in heritage and cultural diversity as well as explore new concepts and community based initiatives in line with municipal and regional development plans.

This manual seeks to offer guidance where coordinators can work independently in their respective regions and feel a part of a network that they can rely on to expand their activities. By accomplishing the programme goals, coordinators will play a catalyst role and contribute to heritage and cultural diversity for communities to have increased ownership and responsibility for their local development process through heritage resources.

## **II. Background**

The HDP is a product of the European Union / Council of Europe Joint Project - Support to the Promotion of Cultural Diversity in Kosovo\* (PCDK). It was developed as a result of a three-year period of pilot actions in the western part of Kosovo, accompanying the development and partial implementation of the Heritage Plan West.

The programme is designed to create conditions and mechanisms for social inclusion and democratic participation as essential building blocks for sustainable communities and values that connect socio-economic development work and human rights.

It is considered a dynamic process of developing and promoting the most appropriate strategies locally, feeding into a Kosovo wide heritage plan. While working closely with local and central institutions as well as international partners, the programme has a civil society nature with an emphasis on community-based initiatives, valuing diversity as an advantage.

### **III. Purpose**

The HDP conducts extensive research and collects data about the regions, offering comparative analysis, feeding into strategies and plans developed locally. The programme further establishes and maintains linkages with local and international donors, between regions in Kosovo and central authorities in order to have an active input in the national agenda. Together with local stakeholders, HDP coordinators organise and/or coordinate public awareness campaigns, promote diversity and heritage of their respective regions, with focus on heritage tourism. Through ongoing assessment, the HDP coordinators play a catalyst role for the protection, maintenance and management of cultural and natural heritage in coordination with all stakeholders. The HDP coordinators, in close cooperation with involved municipalities, create a platform for civil society to voice its perspectives, contributing to regional strategies and heritage management plan. While the first heritage plan was developed under the guidance of the PCDK project, through developed capacity at the local level, these plans should be prepared by the local stakeholders for the local communities, in accordance with the laws and regulations set by the central authorities. In this capacity, HDP coordinators ensure linkages and encourage constant dialogue among entities and communities (annex 1).

The purpose of the programme is to promote and advocate heritage assets as unique resources to communities as well as responsible management of cultural and natural heritage in the process of socio-economic development. While each HDP coordinator works locally with regional stakeholders, within the entirety of the programme, a democratic participation to Kosovo Heritage Plan is encouraged through its modus operandi (section VIII).

### **IV. Vision**

Working in the respective economic development regions, encourages quality of community life and the living environment based on active individuals, committed through free and democratic participation in a process of development. While there is a specific focus on the regions, all these efforts feed into a similar vision for Kosovo wide sustainable communities with an inclusive and integrated approach valuing their diversity of heritage, landscape and peoples.

## **V. Values**

Values promoted through this programme are based on human rights, democracy and the rule of law, and further promote

Leadership—within the community and with stakeholders

Partnership—working together with involved parties

Innovation—commitment to discovery, research and providing factual data

Collegiality—spirit of cooperation, trust, respect

Transparency and public accountability - active information exchange with stakeholders

Inclusiveness - creating opportunities for all groups regardless their age, gender, socio-economic status, ethnicity, religion, sexual orientation, geographic origin.

Commitment to make a positive difference in their community

Diversity—respect for individuality

## **VI. Structure**

### **a. Human resources:**

Initially, one person for each region, hosted by a local NGO, RDA or municipality is engaged in order to fulfill the terms of reference of the heritage and diversity programme (HDP) coordinators. While this sets the basic structure, each region is encouraged to be expanded as needed. Cooperation between five regions, together with the heritage community network is essential for civil society perspectives to be considered and included in the actions of the authorities. While initially supported by the PCDK project, through the Memorandum of Understanding with involved municipalities, the operations of the activities will be supported both politically and financially at a local level. Based on the available budget and workload, each region could engage more persons in their human resource pool, including volunteers and interns.

Each HDP coordinator works independently under the guidance provided by the PCDK and furthers its work as appropriate for their respective region, needs and requests. At the same time, each regional coordinator takes part of the entire programme, linking their work the HCN and IMWG.

**a. Financing:**

- Initially, HDP coordinators are supported by the PCDK project
- MoU to be signed by the involved municipalities ensures political and financial support of the participating municipalities
- The HDP coordinator is responsible for ensuring the financial stability and gradually expanding his/her team, as appropriate
- The HDP coordinator will be hosted by a local entity, an NGO, RDA or municipality, which provides an actual space for work, meetings, etc.
- Suggested fundraising activities include municipal contributions; grant writing, administrative costs from the organisation of activities, income from promotional materials and contributions from local businesses.
- Ideally, the HDPs are low cost structures that require minimum but secured contributions by municipalities for structural costs.

## **VII. Programme:**

### **-Research**

Through systematic data collection, surveys and monitoring of the state of the natural and cultural heritage assets and practices in respective regions, feeding into the webpage and annual report.

### **-Promotion**

Instigate joint actions among various projects and entities to promote good practices of heritage tourism and attractions in the region to potential visitors, donors and other interested parties.

### **-Innovative Actions**

Lead original and locally sustainable initiatives to inspire heritage tourism related activities in the region.

### **-Professional development**

Coordinate professional development activities in the field of heritage tourism through forums, seminars, training sessions and consultancy services to the other regions in Kosovo.

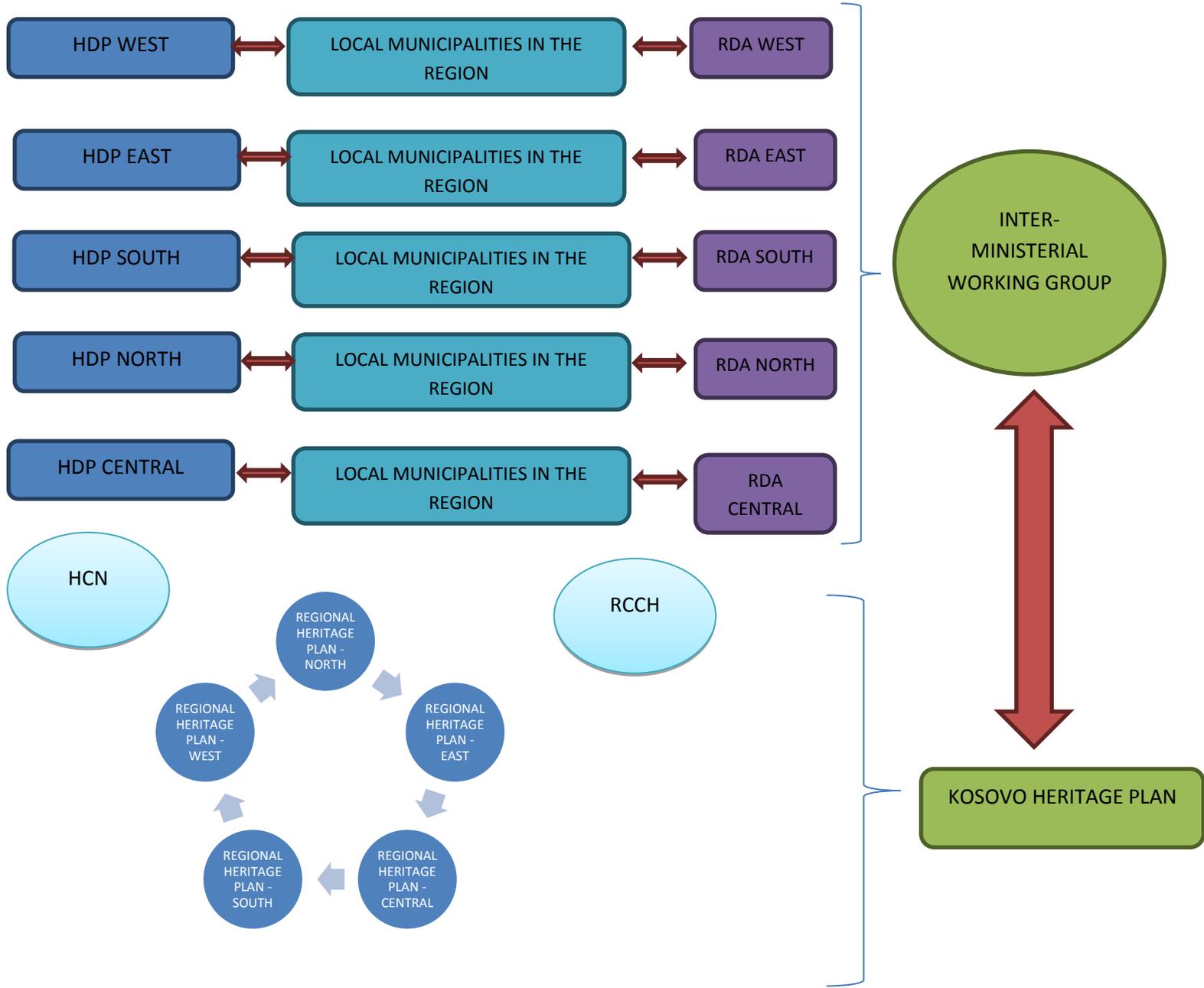
**-Support to Strategy Making and Heritage Plan**

Provide support to strategy making on fundraising, heritage plan and other long term heritage tourism and management related actions.

WHAT	Target group	Partners	Activities	Outputs
<b>Research</b> <ul style="list-style-type: none"> <li>• Data collection</li> <li>• Survey</li> <li>• Monitoring</li> <li>• Reporting</li> </ul>	All stakeholders in their respective regions  Interested ministries  International community and donors	Universities  CSOs  Research entities  Experts	Set up a monitoring system for the implementation of the heritage plan  Conduct surveys	Annual report  Database  Map of CH assets / practices  Recommendations for specific activities/actions for protection and promotion of heritage
<b>Promotion</b> <ul style="list-style-type: none"> <li>• Diversity</li> <li>• Heritage assets / practices / practitioners</li> <li>• Heritage management</li> <li>• Heritage tourism</li> </ul>	General Public  CSOs  Municipal and central authorities  Other regions in Kosovo  Diaspora  Day trippers / short stays	CSOs  Municipalities  Schools  Universities  Business community  Communities	Organisation of campaigns and competitions	2 campaigns a year
<b>Innovative Actions</b> <ul style="list-style-type: none"> <li>• Creative industries / cultural products</li> <li>• New opportunities / set examples</li> </ul>	Local business community  Local community members  Local authorities  Marginalised groups	Local business  Community members  Municipalities  Potential donors	Work with elderly and youth groups  Pilot actions on creative industries/cultural products	Promotion of cultural products

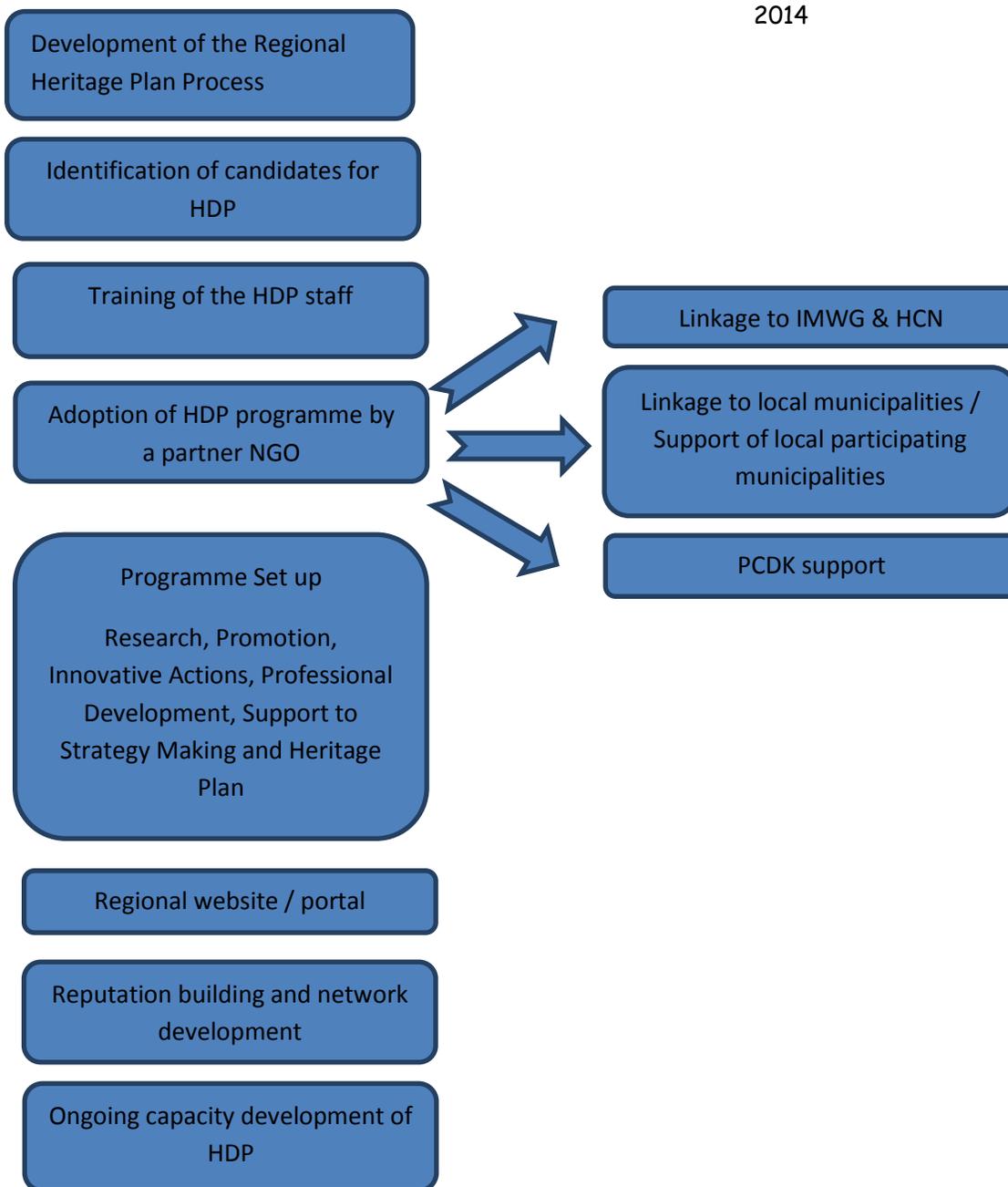
<p><b>Professional development</b></p> <ul style="list-style-type: none"> <li>• Trainings / Workshops / Seminars</li> <li>• Study visits</li> <li>• Forums / round tables</li> <li>• Consultancy / technical support</li> </ul>	<p>Local community members, small and medium businesses, CSOs, municipalities, teachers, experts in heritage</p>	<p>PCDK CSOs IMWG Municipalities Communities</p>	<p>Round tables / year Training sessions Study visits Work with other regions in Kosovo</p>	<p>Quarterly reports feeding into the annual report 20 trained persons in the region 20 person participated in the study visits</p>
<p><b>Strategy Making and Heritage Plan</b></p> <ul style="list-style-type: none"> <li>• Diversity</li> <li>• Heritage assets</li> <li>• Heritage management</li> <li>• Heritage tourism</li> </ul>	<p>Regional identified stakeholders</p>	<p>Municipalities Communities CSOs Business Community Schools Religious communities</p>	<p>Consultation sessions Training sessions Consolidation of research results Facilitation and coordination Monitoring of the HP Project support</p>	<p>Heritage Plan Fundraising and promotion strategy Information points Activities, festivals, etc.</p>

VIII. LINKAGE BETWEEN HERITAGE & DIVERSITY PROGRAMME (HDP), HCN AND IMWG



## IX. DEVELOPMENT OF THE HERITAGE & DIVERSITY PROGRAMME (HDP) IN KOSOVO

2014



## **X. Priorities within the next 6-months**

- Monthly gatherings / working group
- Data collection / mapping
- Development of the webpage
- MoU with municipalities
- Workshops with the HCN and IMWG
- Organisation of Forums
- Reputation building, networking, fundraising
- Concept note for possible programmes

## **XI. Resource entities**

PCDK project - [www.coe.int.pcdk](http://www.coe.int.pcdk)

Regional Development Agencies & Association of Regional Development Agencies - <http://arda-kosovo.org/>

Ministry of Culture, Youth and Sports - <http://www.mkrs-ks.org/>

Regional Working Groups

Inter-ministerial working group (including Ministry of MCYS, MEST, MESP, MARD, MTI - tourism division, MLGA)

Heritage Community Network

Regional Centres for Cultural Heritage

Non-Governmental Organisations

## **XII. Monitoring and Evaluation**

### **a. Monitoring**

Monthly meetings - checking in with other regions, PCDK and HCN

Annual gathering - discussing common issues, joint actions, needs and consultations with IMWG

Production of the annual overview per region

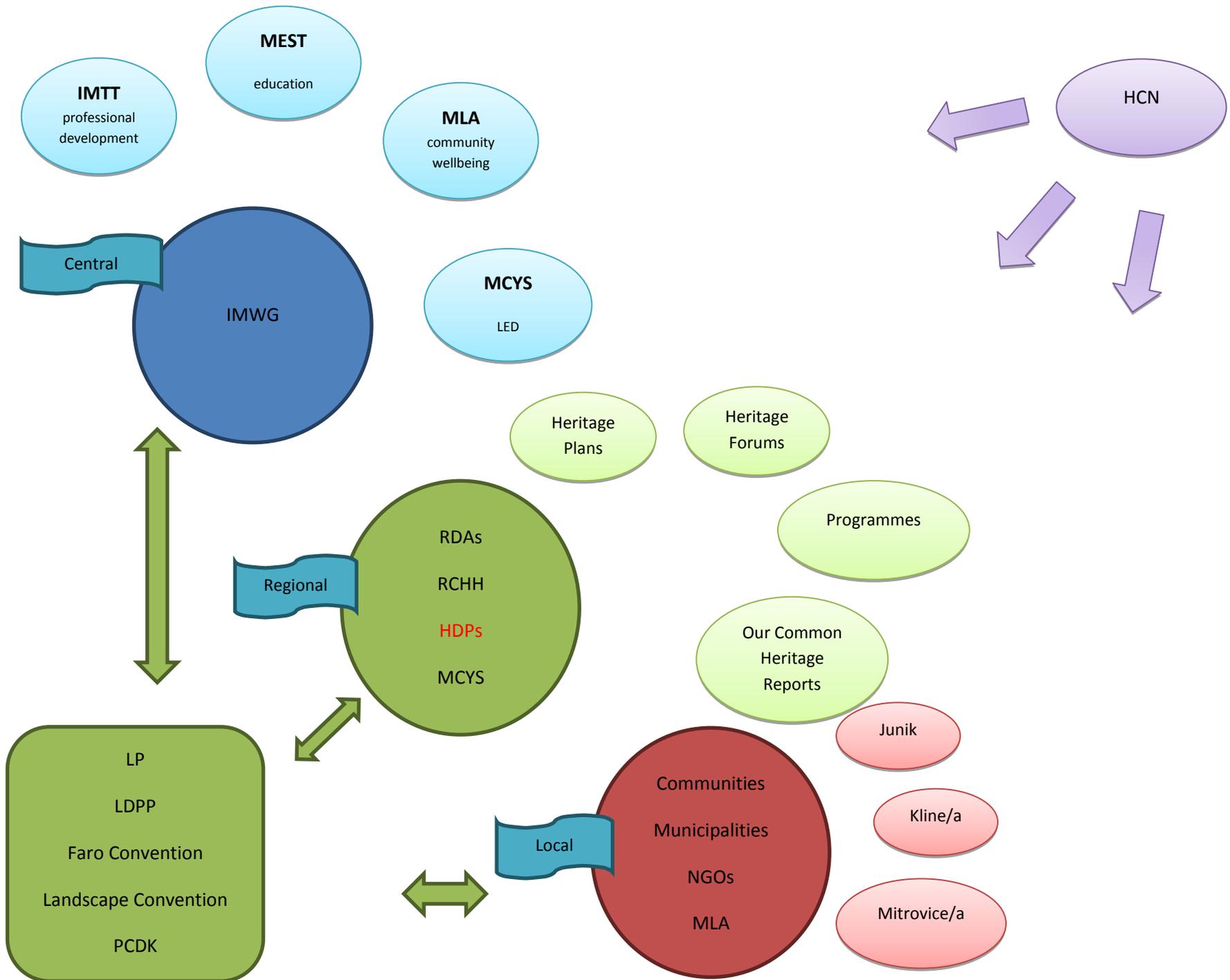
### **b. Evaluation**

A network of stakeholders that are engaged in each region

MoUs signed, ensuring municipalities' active support

Community based initiatives are conceived, begin when possible

Comprehensive and coordinated website is available and updated



Within the framework of the European Union and the Council of Europe Joint Programme “Support to the Promotion of the Cultural Diversity”, this manual provides an initial guidance for the Heritage and Diversity Programme (HDP) coordinators. The manual introduces the general idea behind the heritage and diversity programme, and its vision and structure, setting the groundwork for future development. The manual is specifically designed to explain the information and foreseen practices recommended by the heritage plans developed and published by the PCDK project for each region.

The Council of Europe is the continent's leading human rights organisation. It comprises 47 member states, 28 of which are members of the European Union. All Council of Europe member states have signed up to the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law. The European Court of Human Rights oversees the implementation of the Convention in the member states.

The European Union is a unique economic and political partnership between 28 democratic European countries. Its aims are peace, prosperity and freedom for its 500 million citizens – in a fairer, safer world. To make things happen, EU countries set up bodies to run the EU and adopt its legislation. The main ones are the European Parliament (representing the people of Europe), the Council of the European Union (representing national governments) and the European Commission (representing the common EU interest).

#### Support to the Promotion of Cultural Diversity

