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ABBREVIATIONS

EU – European Union
CHD – Cultural Heritage Database
ESDP – European Space Development Perspective
IPA – Instrument for Pre-accession Assistance
MTEF – Mid Term Expenditure Framework 2015-2018
KKTK – Kosovo Council for Cultural Heritage
MLGA – Ministry of Local Government Administration
MEST – Ministry of Education, Science, and Technology
MCYS – Ministry of Culture, Youth and Sports
SAA – Stability Association Agreement
MTI – Ministry of Trade and Industry
MED – Ministry of Economic Development
SEE 2020 – South East Europe Strategy 2020 for Employment and Prosperity in European Perspective
UNESCO – United Nations Educational, Scientific and Cultural Organization
CHIA – Cultural Heritage Impact Assessment
EIA – Environmental Impact Assessment
1. EXECUTIVE SUMMARY

National Cultural Heritage Strategy 2015-2025 is a comprehensive strategy of the Kosovo Government in the field of cultural heritage, which aims at establishing long-term frameworks for the vision and providing based solutions on the principle of sustainability. This strategic document aims the enhancement the system and mechanisms for the protection and preservation of cultural heritage in accordance with the legal framework, principles and international standards, as well as on the basis of sustainable economic, social and cultural development. Despite numerous challenges in this regard, inherited and actual ones, the continuous engagement of MCYS and relevant institutions in the field of cultural heritage has made this to become a government priority.

With this strategy, the cultural heritage is defined as an important pillar of sustainable development of the country, which will be achieved through cooperation and effective participation in the advancement of protection system. It addresses the fundamental aspects that directly aim at the opening of prospects for the promotion of real socio-cultural, economic values of cultural heritage of the Republic of Kosova, and as well as the increased visibility of its potential as a national and universal values. The Strategy objectives can be summarized as the following:

[i] Legal and institutional protection system - in accordance with the direction of the Kosovo Government towards the European Partnership Priorities and membership in UNESCO;

[ii] Integrated approach to protection - according to the principles and trends of sustainable urban, economic, social and cultural development planning;

[iii] Education, promotion and citizen awareness - with the aim of promoting the sense of cultural identity and as a source of inspiration and innovation.

The strategy is developed on concrete goals (objectives). The Strategy objectives derive from the aims high above and on the basis of analysis of past performance, current situation in the legal domain, infrastructure and programming, as well as issues in the field of cultural heritage that are made subject treatment in the following decade in Kosovo. The first objective corresponds with the first goal; objectives 2 and 3 stem from the second goal, while objectives 4 and 5 from the third goal. Objectives are defined as below:

1. Advancement of legal and institutional framework;
2. Integrated approach in the cultural heritage, towards sustainable development;
3. Inclusion of cultural heritage into the development plans;
4. Promotion of cultural heritage;
5. Education, training and active participation in protection of cultural heritage

Objectives and specific actions will be identified by the institutions of cultural heritage in accordance with their competencies for strategic sectorial planning and action as part of the institutional reform process and in the implementation function of this Strategy. Therefore, this document should be understood as a dynamic programming policy, open to sectoral and multidisciplinary contributions in the field of cultural heritage.
In this manner, the Strategy sets out approaches and directional actions for the effective orientation of the cultural heritage sector in the 2015-2025 decade.

1. In the field of advancement of the legal and institutional framework, the priority remains investment in cultural heritage institutions and protection system in general. In parallel, the continuous advancement of cultural heritage legislation would include apart from lawmaking, the measures that guarantee alignment with other Kosovo laws, as well as EU legislation. In order to implement the law, the Strategy is designed for integrated protection activity in vital sectors such as inventorying and digitalization of cultural heritage, management and monitoring of the state of heritage and its treatment, partnership and cross-sectoral cooperation.

2. With this strategy, the integrated approach takes development dimensions in all of the Kosovo territory by promoting cultural heritage as a resource of sustainable economic, social and cultural development. In this context, the Strategy is defined for the creation of association platforms and inter-institutional and multisector cooperation for preservation and effective management of cultural heritage assets and its inclusion into the Kosovo Government's agenda for sustainable development.

3. A unique and challenging objective in this approach becomes the inclusion of the cultural heritage into the municipal and national development plans and programs. The methodology and best practices of integrated conservation that promote free and sound competition, as well as encouraging of creativity and innovation, will be put into service to the Kosovo municipalities through advancement and consistent implementation of the strategic document of MCYS for the integrated conservation (2010) and in line with international guidelines and practices. Furthermore, the impact assessment on cultural heritage as part of the mechanism for environmental impact assessment will be strengthened as a measure that ensures the preservation of authenticity and adequate management of resources and cultural properties.

4. With this Strategy, the comprehensive communication and promotion of cultural heritage and achievements in the field of cultural development becomes an important link for the protection system and at the same time an independent one, which guarantees the promotion of real socio-cultural and economic values of Kosovo’s cultural heritage. The strategy in this context represents a request for a comprehensive and systematic study of cultural heritage, and the objective interpretation in order to be placed onto the publications and virtual media. In order to implement this objective, investment will be directed towards the improvement of cultural tourism and the following infrastructure for interpretation and presentation and as well the promotion of cultural diversity and the representation symbolism of the Kosovo Cultural Heritage.

5. Education, training and active participation, in this context, will be supported aimed at positive development of contemporary debate in the field of cultural heritage in Kosovo. Consequently, a systematic building of professional capacities of cultural heritage staff shall be supported, which constitute the source of formal communication and participatory action with general public. Beyond this commitment, the Strategy calls for an improvement of "access for all" to the cultural heritage as a right of all citizens of Kosovo and as a contribution of all parties for ensuring unhindered access, that guarantees improvement of Kosovo’s image in the eyes of Kosovar population and to other countries in the world.
Implementation of this Strategy is based in three fundamental steps as the following:

- Orientation Action Plan (Indicative) and complementary policies - Orientation Action Plan in its final format shall concretize measures and orientation actions for each strategic objective, its coordinating bodies and entities defined as institutions and/or inter-institutional/multisector groups for its implementation, deadlines and needed material resources for implementation, and as well the monitoring indicators of implementation. Complementary policies shall be set towards the objectives of this Strategy and they will be qualified as:

  i) implemented within three years, in which case takes the Medium Term Expenditure Framework 2015-2018 and the assessment of sectoral budgetary frameworks as a reference;

  ii) implemented within the ten year period/decade of this strategy, that will be later on defined through sectoral strategies and consistent action plans;

  iii) implementable that goes beyond the term of this Strategy, and that summarizes actions of continuous processes which guarantee the integration of cultural heritage into the sustainable development agendas.

- Financing of activities – that will be defined on the basis of estimated assessment of available financial resources (the Kosovo budget, which remains the main source of financing in the field of cultural heritage, municipal budget funds; IPA funds, donations, incentives, institutions own revenues, and other) and on a financial analysis and action plans, which will be materialized by taking into account:

  i) allocated budgets for actions/activities that are part of current processes;

  ii) required budgets and deadlines in ensuring them for newly needed actions/activities for effective implementation of the objectives of the Strategy.

- The mechanism for Monitoring the Implementation of the Strategy – the Strategy directs the creation of a Monitoring Committee for the Implementation of the National Strategy for Cultural Heritage (MCI-NSCH) 2015-2025, which aim is to monitor the progress and control the actions that lead to the implementation of strategic objectives, as well as the communication and reporting system relating to the progress of implementation.
2. INTRODUCTION

Cultural heritage is defined as one of the priority sectors of the Government of the Republic of Kosova, as defined in the Program of the Government of the Republic of Kosova 2015-2018 and in the Medium Term Expenditure Framework 2015-2018. These documents and other respective ones form the institutional foundation in drafting of this National Strategy for Cultural Heritage from 2015-2025; the legal base is constituted by the laws in force, namely: The Law on Cultural Heritage, the Law on Special Protective Zones, the Law on Historic Centre of Prizren, the Law on Hoça e Madhe, the Law on the village Zym; other laws (the Law on Spatial Planning, the Law on Archives, Museums, etc.), legal and sub-legal acts, including the provisions of European cooperation and international conventions which are ratified by the Republic of Kosova.

Drafting of this long-term Strategy marks an important step in the consolidation of the guidelines, policies and strategic actions in the field of cultural heritage, as well as strategic documents and programs prepared by MCYS to date. As such, this Strategy aims at establishing long-term frameworks of visioning and providing of solutions based on the principles of sustainability.

In terms program, the strategy is directed toward European objectives for cultural cooperation expressed in the Stabilization and Association Agreement (SAA), the comprehensive approach in the field of cultural heritage expressed in practices and plans of the EU for culture, as well as the regional cooperation, within the Southeast Europe Strategy 2020 on Employment and Prosperity in European Perspective (SEE 2020).

The framework of action of this Strategy is based on the principle contemporary conception of cultural heritage as an open and dynamic concept aiming at adaptation to the achievements and the ever-changing challenges in the global development context. Therefore, this document should be understood as dynamic programming policy, open to creativity and diversity of sectoral and multidisciplinary contributions in the field of cultural heritage. In this context, the specific objectives will be identified by the institutions of cultural heritage in accordance with their competencies for strategic sectoral planning and action, as part of the institutional reform process and in the function of the implementation of this strategy.

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1 In addition to the Programme of the Government of Republic of Kosova 2015-2018 and Medium Term Expenditure Framework 2015-2018, the institutional basis for the drafting of the strategy forms also: the Declaration of Medium Term Priority Policies, the Kosovo Spatial Plan 2010-2020, the Kosovo Integrated Conservation Strategy, the Strategic Development Plan of the Ministry of Culture, Youth and Sports 2006-2008, and other policy documents of cultural heritage in Kosova.

2 The vision of the former Director-General of UNESCO, Koichiro Matsuura in his speech on the occasion of the presentation of the annual achievements of UN for Cultural Heritage at the General Assembly of the United Nations at 58th session (DG / 2003/150): "Protection the World Heritage must mean the contribution on protection of cultural diversity in all its forms. The Cultural Heritage is an open concept that evokes the universal nature of human creativity. It encompasses not only magnificent temples, but the live culture as well. "See:

3. METHODOLOGY

During the drafting of the Strategy, the past experiences and the current situation of cultural heritage in Kosovo is reviewed thoroughly, as well as matters that require review and new direction in the period 2015-2025. Matters and experiences are identified in the form of data analysis from relevant documents of national importance for the Republic of Kosova³, and on the basis of institutional experience in daily dealings with the problems in the field of cultural heritage. Contributing factors and guidelines intended with this strategy were identified during a working process and consultations of the working group, through the application of affirmative models for situational analysis (including SWOT analysis) and to achieve measurable and applicable results (SMART principles). The process of working group was organized in the form of whole-day meetings and continuous consultations. Furthermore, five consultative meetings were held in order to prepare the draft document.

Some identified issues in the previous strategic and thematic documents drafted by MCYS continue to keep the significance; therefore they have been reflected in this Strategy in revised form in order to enable cross-sectoral approach.

Institutions involved in preparation of the National Strategy for Cultural Heritage are:

- Ministry of Culture, Youth and Sports and cultural heritage subordinate institutions;
- Office for Strategic Planning/OPM;
- Ministry of European Integration;
- Ministry of Finance;
- Ministry of Environment and Spatial Planning;
- University of Prishtina "Hasan Prishtina";
- Kosovo Council for Cultural Heritage;
- Local NGOs ‘CHwB’ Prishtina and ‘Ec Ma Ndryshe’ Prizren.

An important stage of the process of drafting the Strategy is also consulting of field experts and various parties of interest, whose involvement ensures the implementation of the Strategy. Parties that are consulted during the preparation of this document are field experts among the institutions of culture, Kosovo Municipalities, Ministries, Agencies, the academic community, civil society.

³ Documents such as Kosovo Spatial Plan 2010-2020+, the MCYS strategic documents of the time period between 2001 and 2012, thematic documents drafted by the cultural heritage institutions, mechanisms and reports by the mechanisms of international organizations, municipalities, civil society, academy, etc.).
4. BACKGROUND

The Kosovo's cultural heritage is an expression and creativity of life realities developed over the course of over eight thousand years, since the prehistory continuing up to today. This inherited treasure of unique artistic, aesthetic, historical and traditional characteristics values, is illustrated by the rich diversity of architectural, archaeological, movable and spiritual heritage, as well as with rich cultural landscape.

Krahas konsolidimit të institucioneve demokratike, sistemi i mbrojtjes dhe ruajtjes së trashëgimisë kulturore në Republikën e Kosovës është përminësuar gradualisht dhe sot zë vend të rëndësishëm në politikat shtetërore.

As in many countries of South-East Europe, the protection system cultural heritage in Kosovo is not at the level of modern requirements and trends. This discrepancy appears as a result of a history of over half a century of political instrumentation and its subjective treatment by the former monistic government, which ended with the destruction of hundreds of historic buildings and cultural complexes in the last war in Kosovo 1998/99. Despite the efforts to improve the situation during the transition period, the sector of cultural heritage remains quite complex and fragile against the new general developments. Along the consolidation of democratic institutions, the system of protection and preservation of cultural heritage in Kosovo has gradually improved and today occupies an important place in state policies.

In spite of numerous challenges, inherited and actual ones, the MCYS has consistently made efforts for the advancement of processes in the field of cultural heritage, turning it into government priority.

The National Strategy for Cultural Heritage comes as a result of this direction and the need for structural addressing of current and future challenges, in accordance with the Kosovo's direction for open and cultural cooperation with EU, within the Stabilisation and Association Agreement (SAA), as well its determination for application and membership in UNESCO. In this context, the Strategy addresses three fundamental aspects that directly aim at opening the prospects for the promotion of real socio-cultural and economic values of cultural heritage of the Republic of Kosova, and also the increasing of visibility of its potential as national and universal values.

In the context of legal and institutional reform the Strategy takes the guiding role for the promotion of cultural heritage institutions and protection system through inter-institutional coordination and in accordance with Kosovo's direction towards European Partnership Priorities and membership in UNESCO.

Kosovo is determined on its path towards European integration. An important part of this commitment continues to be the advancement of the legal and institutional framework on the protection and promotion of cultural heritage, and in line with EU standards and UNESCO criteria. In this regard, the Strategy aims at systematic structuring of cultural heritage in Kosovo's legal framework and effective networking of cultural heritage institutions.

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4 SAA, Article 108: Cultural Cooperation, sets out ... to: strengthen the capacity of cultural activities and to increase mutual understanding between individual, minorities and people. Also, the cooperation will support the institutional reform in order to promote cultural diversity in Kosovo, including the foundation of the principles enshrined in the UNESCO Convention on the protection and promotion of diversity of cultural expressions, adopted in Paris in October 2005.
The integrated approach which is promoted by this strategy constitutes the pillar of the system of preservation, protection, use and presentation of cultural heritage in Kosovo, guided by the international principles and sustainable development, urban, economic, social and cultural trends.

The safeguarding on cultural heritage is everyone's responsibility and an important factor in sustainable urban, social, economic and cultural development of the country. A standard in the field of heritage is precisely its multidisciplinary nature. The Kosovo's cultural heritage is currently not included in development plans of the desired level. In this context, a particular challenge for Kosovo remains the inter-institutional coordination and general inclusion into the planning and management of social, economic and cultural developments, with a focus on spatial and urban development plans. In this regard, the Strategy aims at systematic structuring of cultural heritage through an integrated approach to planning and development management of in the country.

In response to the need for education, promotion and continuous citizen awareness. The Strategy turns the focus on the undisputed role that the cultural heritage has in fostering the sense of cultural identity and background, and as a source of inspiration and innovation for new generations.

The Kosovo's cultural heritage is an integral and important part of our living environment, and it is considered as a treasure across entire generations of Kosovo society. Its loss is a irreversible value in damaging the identity and cultural diversity of the country. As an important part of the protection process, and at the same time a special challenge for Kosovo remains the citizen education and awareness, and as well the promotion and increasing of visibility of potential value of the cultural heritage at national and international level. An emphasis in this process will have the effective protection of spiritual heritage.

The implementation process of this strategy will be developed in a long term period, through Strategic Planning by MCYS, action plans and detailed programs for cultural heritage. The process will include various parties from relevant ministerial levels, central and local institutions, and as well as international ones, with a purpose to create the desired synergy in the function to fulfill government priorities.
## 5. VISION, GOALS AND OBJECTIVES

### VISION

The cultural heritage in the next ten years will be an important pillar of sustainable development of the country. In this context, the Kosovo Government will work in further advancement of protection system in effective cooperation and increasing the participation in the planning and development management processes, and as well in the promotion of real socio-cultural and economic values of cultural heritage of the Republic of Kosovo.

### GOALS

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<th>GOALS</th>
<th>OBJECTIVES</th>
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<tr>
<td>[i] In the context of legal and institutional reform the Strategy</td>
<td>1. <strong>Advancement of legal and institutional framework</strong></td>
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<td>takes the guiding role for the promotion of cultural heritage</td>
<td>Investment in the cultural heritage institutions and in the legal protection</td>
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<td>institutions and protection system through inter-institutional</td>
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<td>coordination and in accordance with Kosovo's direction towards</td>
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<td>European Partnership Priorities and membership in UNESCO.</td>
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<td>and sustainable development, urban, economic, social and cultural trends.</td>
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<td>3. <strong>Inclusion of cultural heritage into development plans</strong></td>
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<td>The integrated conservation is based in development and management plans</td>
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<td>and in sustainable projects that replaces the current approach based on</td>
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<td>conservation-restauration actions</td>
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<td>[iii] In response to the need for education, promotion and continuous</td>
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<td>5. <strong>Education, training and active participation</strong></td>
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<td>The development of contemporary debate in the field of cultural heritage</td>
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<td>shall contribute to the improvement of Kosovo’s image</td>
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OBJECTIVE 1: ADVANCEMENT OF LEGAL AND INSTITUTIONAL FRAMEWORK  
INVESTMENT IN INSTITUTIONS OF CULTURAL HERITAGE AND IN THE LEGAL PROTECTION SYSTEM REMAINS A PRIORITY DURING THE PERIOD OF THIS STRATEGY ALSO

1.1. Law advancement, alignment and implementation

1.1.1. Completion of legislation, alignment of the Law and sub-legal acts of cultural heritage with other Kosovo Laws;
1.1.2. Continuous approximation of legislation on cultural heritage with EU legislation;
1.1.3. Effective implementation of legislation and policies on cultural heritage;
1.1.4. Membership in international organizations.

1.2. Development of cultural heritage institutions

1.2.1. Improving the physical and technical infrastructure of cultural institutions;
1.2.2. Reforming and networking of cultural heritage institutions;
1.2.3. Transparency and accountability;
1.2.4. Partnership with counterpart institutions in the region and beyond;

1.3. Inventorying and digitization of cultural heritage

1.3.1. Maintenance and advancement of digital data base;
1.3.2. Completing the list in the category of spiritual heritage and cultural landscapes;
1.3.3. Ongoing maintenance of the Interim List and the creation of the National Registry;
1.3.4. The integration of the built heritage sites in the national data systems.

This section includes three orientation actions and 13 measures aimed at substantive advancing and long-term legal and institutional system of cultural heritage in Kosovo; five of them correspond with the objectives of the Program of the Government of Kosovo (2015-2018). Deadlines and directional budgets defined with this Strategy will serve to design additional policies, including concept papers and action plans, that will be prepared by the entities defined by this Strategy as carrier institutions or/and inter-institutional/multisector groups in accordance with the framework of the Orientation Action Plan of this Strategy. This objective will be implemented with the support of the Kosovo Government, and through inter-ministerial coordination (including inter-institutional one of the MCYS with CHIA, national agencies, and the subordinate institutions of MCYS).
Measures included in the Orientation Action 1.1. addresses the legal framework, completion and systematic alignment of legislation of cultural heritage with other Kosovo laws and with the ones of EU, the effective implementation of cultural policies, as well as the membership in international organizations, focusing on UNESCO. The return of archaeological and ethnological treasure of Kosovo and archive documentation of the cultural heritage of Serbia remains constant reference in international platforms. Measures adopted under this orientation are mainly actions that are part of an ongoing work of MCYS in strengthening the legal and institutional framework. A number of new actions are promoted here for the first time with the aim of effective and content implementation of this orientation action, such as the drafting of commentary of legal provisions that regulate the cultural heritage in Kosovo legislation, the valorization in line with criteria for World Cultural Heritage, establishing of monitoring and implementation mechanisms, managing the implementation, including the fulfillment of recommendations from the Progress Report 2014, related to the effective implementation of policies and legislation in force.6

Orientation action 1.2. addresses the further development of cultural heritage institutions. The improvement of physical and technical infrastructure is a measure that remains part of the work of MCYS as a precondition for the implementation of institutional reform and good governance practices (transparency and accountability). Measures included address the definition of the status of cultural heritage institutions and the establishment of new institutions (Archaeological Museum, the Ethnological Museum, and the Museum of Natural History.). The full functioning and its networking is a process that with this Strategy is intended to be completed, thus opening possibilities for creating of sustainable partnerships with counterpart institutions in the region and beyond in the specialist areas of cultural heritage (excavation, conservation/restoration, inventorying, budgeting, education). The implementation of this orientation action is supported also in the experience of MCYS and continuous commitment within the cooperation framework for the rehabilitation of regional heritage (The Ljubljana process7).

Orientation action 1.3. focuses on enhancing the inventorying and digitization system of cultural heritage under the guiding principles of the EU and UNESCO criteria, and best practices in the region and the world. Besides the updating and publishing of Interim List and continuous completion of Cultural Heritage Database (CHD), critical measures included in this orientation action are: reconnaissance/research, documentation and valorization of spiritual heritage and cultural landscapes, the establishment of file model for permanent protection, the establishment of procedural platform for the National Register, and the integration of cartographic and numerical data and into the national/regional data system.

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6 Summary findings of the Progress Report 2014 address the issues of implementation of the legislation in force, articulated by the Strategy as activities under point 1.1.4, as the following:
- Implementation of the Law on Historic Zone of Prizren, by strengthening the established mechanisms (The Council of TK and the Task Force) and the working process and cooperation with the municipality of Prizren;
- Implementation of the Law / administrative instructions for Hoça e Madhe in cooperation with MESP;
- Provision of necessary technical infrastructure, in cooperation with the Kosovo Police and in function of the implementation of the Law on Special Areas in systematic cooperation with MESP.

7 See more on the official website of the Council of Europe on: https://www.coe.int/t/dg4/cultureheritage/cooperation/see/irpsaahljubjanaprocess_EN.asp

Draft for public consultations September 2015
OBJECTIVE 2: INTEGRATED APPROACH IN THE CULTURAL HERITAGE, TOWARDS SUSTAINABLE DEVELOPMENT

THE CULTURAL HERITAGE BECOMES A RESOURCE FOR ECONOMIC, SOCIAL AND CULTURAL SUSTAINABLE DEVELOPMENT THROUGH THE INTER-INSTITUTIONAL AND MULTI-SECTOR COOPERATION

2.1. Effective preservation and management of cultural heritage assets as a precondition for sustainable development

2.1.1. Continuation and enhancement of the program for emergency interventions;

2.1.2. Ongoing monitoring and maintenance of cultural heritage assets;

2.1.3. Drafting of management plans and appointment of managing units for major locations of cultural heritage;

2.1.4. Improving of public access and promotion of sustainable exploitation of cultural heritage assets;

2.2. Inclusion of cultural heritage into the sustainable development agenda

2.2.1. Identification and legal protection of cultural landscapes;

2.2.2. Inclusion of cultural landscapes in the planning and management mechanisms of socio-economic and spatial developments;

2.2.3. Promotion of sustainable tourism in the areas and locations of cultural heritage;

2.3. Creation and association in the cooperation platforms

2.3.1. Multi-sectoral and inter-institutional cooperation in sustainable planning and management of development projects/capital investments;

2.3.2. Inter-municipal cooperation in planning and sustainable management of territories and inter-municipal itineraries of cultural heritage;

2.3.3. Cross-border cooperation in sustainable planning and management of projects that promote regional European cultural diversity and identity


10 In line with the EU Charter on Cultural Tourism (2007). In: http://www.alcornocales.org/gestor/images/cts/PDF/1OFFICIALTEXT.pdf

The definition of "sustainable tourism" under the European Convention, "any form of tourism development, management or activity that ensures the preservation and long-term protection of natural, cultural and social and that contributes in a positive and equitable way in the economic development and in the welfare individuals who live, work, or stay in protected areas ".
This section includes three orientation actions and 11 measures aimed at implementation of principles for sustainable development through an integrated approach; two of them correspond with the objectives of the Program of the Government of Kosovo (2015-2018) and two with the directions of the Work Plan for Culture of the EU (2015-2018). The implementation of this objective depends greatly from effective inter-institutional and multisectoral cooperation expressed in national policies and strategic documents that will be aligned through systematic work of inter-ministerial working groups and with the contribution by the research and educational institutions in Kosovo. Orientation actions acquired in this objective take into consideration the budgetary constraints and real opportunities for implementation within a time period of this strategy.

Measures included in the Orientation action 2.1. are mainly actions that are part of the ongoing working process of MCYS; two of them require the coordination of actions with the Kosovo Government: the establishment of a Fund as a condition for enhancement of the emergency interventions program, and markings at all levels as a precondition to effective improving of the public access and promotion of sustainable of cultural heritage assets. A budget priority will be the redefinition of the monitoring and continuous maintenance system of cultural heritage, and as well as the prioritization and drafting of management plans. A concrete implementation action based on current work of the MCYS is the establishment of the archaeological parks in localities of Ulpiana and Dresnik.

Orientation action 2.2. creates a platform for systematic cooperation with MESP, MED and MTI for the integration of cultural heritage in the agenda of socio-economic, cultural and spatial development of Kosova and its promotion as a sustainable development resource. The strategy defines the cultural landscape as a subject and focus of this platform for which it is decided also for drafting of a special program/strategy. The process of identification, legal protection and inclusion of cultural landscapes in the planning and management mechanisms of socio-economic developments will be managed and coordinated by MCYS in accordance with the requirements of the European Convention and Kosova's priorities for sustainable urban/spatial development and open and competitive economy.

Orientation action 2.3. is part of a continuous working process of the Kosovo Government for promotion of cultural heritage and cultural tourism in the country and abroad. Measures are mainly focused on the creation of mechanisms for systematic and thematic cooperation at the national: inter-ministerial, inter-municipal and inter-institutional level, as well as at regional level, with a focus on cross-border cooperation.
OBJECTIVE 3: INCLUSION OF CULTURAL HERITAGE INTO THE DEVELOPMENT PLANS

INTEGRATED CONSERVATION BASED ON DEVELOPMENT AND MANAGEMENT PLANS AND ON SUSTAINABLE PROJECTS REPLACES THE UP TO DATE APPROACH BASED ON CONSERVATION-RESTORATION ACTIONS

3.1. Strengthening of integrated conservation as a fundamental concept for sustainable development

3.1.1. Updating of the strategic document of MCYS on the Integrated Conservation;
3.1.2. Development of policies and instruments for integrated and effective planning and management of cultural heritage.
3.1.3. Creating an experimentation framework for dynamic and systematic territorial planning

3.2. Inclusion of cultural heritage into the national policies and documents of spatial planning

3.2.1. Updating of cultural heritage provisions in the Kosovo’s Spatial Plan document and its inclusion on the Zonal Map of Kosovo;
3.2.2. Identification/strengthening of administrative, financial and educational measures for integrated conservation, and their inclusion in national policies;
3.2.3. Advancing/coordinating of legislative measures in prevention of uncontrolled urban and rural development;
3.2.4. Strengthening the impact assessment on cultural heritage as part of the Environmental Impact Assessment (EIA) mechanism.

3.3. Inclusion of cultural heritage in the municipal planning documents

3.3.1. Definition of rural and urban historical zones/centers and their integration into the municipal development planning processes;
3.3.2. The acquisition of the integrated approach to conservation and urban development and its reflection on municipal zonal map;
3.3.3. The development of pilot projects based on an integrated approach in line with contemporary principles and practices for conservation, restoration and adaptive reuse;
3.3.4. The acquisition of based approach to the Historic Urban Landscape for municipal planning and management of broad areas/territories of cultural heritage, as per recommendations by UNESCO (2011).
This section includes three orientation actions and 11 measures aimed at implementation of principles of integrated conservation. The implementation of this objective requires the establishment of a platform for the continuous and structured cooperation of MCYS with MESP, MLGA and especially with the Kosovo municipalities, as well as the extending of partnership and participatory planning with citizens, civil society and the private sector.

Orientation action 3.1. includes measures aimed at establishing the principles of integrated conservation and its substantial and long-term integration in the planning, development and management processes of protected areas. A priority will be the updating of MCYS strategic document on Integrated Conservation in order to respond to the objectives of this Strategy. The inevitable part of this effort is the development of policies and instruments for integrated and effective management of cultural heritage by having into consideration the recommendations defined in international doctrinal documents, as well as budgetary constraints and real development opportunities in Kosovo.

Orientation action 3.2. aims at the effective implementation of legislative provisions in the field of spatial and cultural heritage planning that will be achieved through systematic cooperation of MCYS with MESP, MLGA, Kosovo municipalities and other responsible institutions in these fields. A program priority will be the inclusion of cultural heritage in national policies and spatial planning documents (Spatial Plan of Kosovo and the Zonal Map of Kosovo, and other policies). The Strategy in this section calls for strengthening the impact assessment on cultural heritage as part of the Environmental Impact Assessment (EIA) mechanism, in order to ensure protection from inappropriate developments in the protected urban and rural areas. At this point, the joint action between MCYS, MESP, MLGA, municipalities and inspectors of central and local level will be operationalized, in order to implement the Law on Construction without Permit.

Inclusion of cultural heritage in municipal planning documents constitutes the objective and at the same time a particular challenge for Kosovo municipalities. Orientation action 3.3. mainly addresses actions that are part of the processes already-established for protection of historical sites/centers in towns and villages, but that should be promoted in terms of territorial coverage, as well as the accommodation of methodologies and best practices integrated conservation that promote incentives of creativity and innovation, based on sound competition. Budgetary priority will be to define the urban and rural historical sites/centers and their reflection in the municipal development plans and municipal zonal maps. The MCYS in cooperation with Kosovo municipalities will stimulate the development of pilot projects that promote integrated approach in line with principles and modern practices for conservation, restoration and adaptive reuse of built heritage. Program priority will be the identification of pilot projects that promote based approach on Historic Urban Landscape for inter-municipal planning and management broad sites/centers of cultural heritage, as per UNESCO recommendations.

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15 Also identified as a recommendation in the Progress Report for Kosovo in 2014.
OBJECTIVE 4: PROMOTION OF CULTURAL HERITAGE

COMMUNICATION AND PROMOTION OF CULTURAL HERITAGE WILL BRING OUT THE REAL SOCIO-CULTURAL, ECONOMIC AND CULTURAL HERITAGE VALUES OF KOSOVA

4.1. The studying and interpretation of cultural heritage

4.1.1. The objective studying and interpretation of socio-cultural and economic values of cultural heritage of Kosovo
4.1.2. Increasing the number of publishings, guides, virtual media, etc. and systematic distribution in the country and internationally
4.1.3. Increased usage of digital media and online networks for promotion of cultural heritage in Kosovo

4.2. The development of cultural tourism on the basis of sustainable development principles

4.2.1. Acquisition of strategic approaches for sustainable tourism development;
4.2.2. Improvement of tourist infrastructure, standardization and spatial distribution in strategic points/sites throughout the territory of Kosovo;
4.2.3. Creating the representative symbolism for assets and major locations of cultural heritage;
4.2.4. Promotion of traditional local gastronomy as a tourism product;
4.2.5. Marketing and branding of significant cultural and socio-economic values of cultural heritage and their promotion under the global principles of sustainable economic development.

4.3. Promotion of cultural diversity, respecting and protection of heritage and cultural expression of Kosovo minorities

4.3.1. Dissemination of the ratified Convention on Cultural Diversity;
4.3.2. Respecting and protection of heritage and cultural expression of Kosovo minorities;
4.3.3. Promotion of concrete actions and respect and trust between communities as added values.

Orientation Actions also correspond with the Republic of Kosovo Government Program 2015-2018; at the same time they are in line with the EU Charter on Cultural Tourism (2007) In: http://www.alcornocales.org/gestor/images/cets/PDF/01OFFICIALTEXT.pdf

As per recommendation of the EU Charter for Cultural Tourism (2007)


Point 4.3.2 and 4.3.3 address the recommendations of the Progress Report 2014, listed under point 2. Political Criteria, The human rights and protection of minorities, Respecting and protection of minorities, cultural rights. In the function of the implementation of recommendations, the Strategy articulates the following activities:

Draft for public consultations September 2015
This section includes three orientation actions and 10 measures aimed at communicating and promoting the heritage and diversity of cultural expression in Kosovo, it’s placing within cultural tourism and in conditions of sustainable development. Four orientation actions correspond with the aims of the Kosovo Government Program (2015-2018), two of them with recommendations of the European Charter for Cultural Tourism and two with the orientation of the Work Plan for Culture of the EU (2015-2018). The implementation of this objective depends greatly from the partnership on planning and development of the interpretation, presentation and communication, marketing and branding of cultural heritage in the public sphere and social and private sector. With this section the drafting of strategic documents is ordinat, which will determine the specific directions and real opportunities for implementation of this strategy.

Measures included in the orientation action 4.1. are mainly actions that are part of the ongoing work of MCYS and that relate the studying, interpretation and publishing of studies and promotional materials; measures and follow-up activities related to the development of cultural tourism require the coordination of activities with the Kosovo Government (eg. opening of touristic pages for the entire territory of Kosovo and tourist sites separately as a precondition for increasing the use of digital media and online networks for promotion of cultural heritage in Kosovo).

Orientation action 4.2. creates the platform for the development of sustainable tourism in line with world principles and practices conform and supported on the European Charter (2007) and the International Guidelines for Sustainable Tourism, promoted by UNESCO.20 Program priority will be placing of representative symbolism that will be used for creation brands and marketing of traditional products and significant heritage values. Budgetary priority will be to improve the touristic infrastructure (marking, Infocentres, the event-operator connection, etc.) with programming support of the Kosovo Government, the standardization of information points as per the selected model in cooperation with MTI and spatial strategic distribution lines/points (airports, train/bus stations, city centers) in cooperation with the municipalities and the relevant ministries. The definition of this orientation action 4.2 and the interaction with other objective directions of this strategy will be made in line to strategic approaches for the development of sustainable tourism that will be adopted by the Institutions of the partnership platform, which is promoted with this strategy.

Orientation action 4.3 aims to promote the cultural diversity through comprehensive dissemination of the UNESCO Convention on Cultural Diversity. The priority measure in this regard remains the actions that promote coherent cooperation, and as well the respect and protection of heritage and cultural expression of minorities in Kosovo.

- The support to the integration of Roma, Ashkali and Egyptian communities, through the active work of the Committee for Culture and Information of MCYS21 (also, corresponds/coordinated with Action 1 of the objective 4. of the strategy for Integration of Roma, Ashkali and Egyptian communities in Kosovo 2007-2017.

- The Strengthening the cooperation with the Serbian Orthodox Church continuing with the implementation of concrete actions and by building confidence and mutual respect;

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Draft for public consultations September 2015
OBJECTIVE 5: EDUCATION, TRAINING AND ACTIVE PARTICIPATION IN PROTECTION OF CULTURAL HERITAGE

DEVELOPMENT OF MODERN DEBATE IN THE FIELD OF CULTURAL HERITAGE WILL CONTRIBUTE THE IMPROVEMENT OF KOSOVO’S IMAGE

5.1. Improvement of “access to all” in the cultural heritage

5.1.1. The Promotion of the National Strategy for Cultural Heritage, with the aim of strengthening the public debate and awareness relating to the objectives of the National Strategy

5.1.2. Improving intellectual, physical and virtual access to assets and locations of cultural heritage

5.1.3. Promotion of alternate uses of heritage sites, with purpose to strengthen the link between cultural heritage and arts

5.1.4. Promotion of traditional knowledge, transfer of collective memory and spoken histories from older generation to the new generation.

5.2. Improving professional capacities of employees of cultural heritage

5.2.1. Professional specialization and licensing of parties involved in conservation-restoration activities.

5.2.2. Training programs for tour-guides and museum curators, managers, lab officers and other field professionals;

5.2.3. The modules in formal and informal education, organizing of scientific researches, debates and conferences in the field of cultural heritage.

5.2.4. Training in the use of technologies and technical apparatus for documenting and contemporary treatment cultural heritage

5.2.5. Training in the use of technologies and technical tools for documenting and contemporary treatment cultural heritage

5.3. Education of young generations on cultural heritage

5.3.1. Systematic inclusion of cultural heritage in curricula of the education system

5.3.2. The studying, recognition, archiving, documenting the practices and techniques of traditional art

5.3.3. Encouraging of creative ideas, philanthropy, charity

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22 Partly corresponds to the orientation B2) of the Work Plan for Culture of the EU (2015-2018): “Skills, training, transfer of knowledge, traditional heritage and new professions in the field of heritage.”
This section includes three orientation actions and 11 measures aimed at raising the level of education, training and active participation in the protection of cultural heritage with the purpose of continuous awareness of internal and external public as an important factor in the positive development of Kosovo's cultural image.

Measures included in the orientation action 5.1. promote the unhindered access to the cultural heritage as an important segment of human rights and as an indispensable condition for cultural education, vocational training and promotion of contemporary debate in the field issues of cultural heritage. Improving of approach for all and promotion of knowledge is defined in the Strategy, supported on the UNESCO Declaration on Cultural Diversity and also takes into account the directions of the Work Plan for Culture of the EU (2015-2018). Program priority will be the promotion of National Cultural Heritage Strategy 2015-2025 with the aim of awareness relating to objectives of the Strategy. An action with budgetary priority at this point will be the implementation of pilot projects which, among other things, enable the promotion of Strategy and the comprehensive dissemination of its objectives, and which can serve as examples for the transfer of gained experience in other activities of the Strategy.

Orientation action 5.2. aims to develop sustainable education systems and formal and informal training in the sector of protection, treatment, adaptive use and promotion of cultural heritage based on the principles of sustainability. Legal priority remains to be the professional specialization and licensing of parties engaged in conservation-restoration activities, as a basic condition for the development of professional capacities of cultural heritage staff. This orientation action also aims at qualitative and substantive consolidation of activities and training programs provided by public institutions, international programs and civil society (e.g., programs for tour-guides, museum curators, managers, lab officials, etc.), as well as its balanced distribution in function of effective implementation of objectives of this Strategy. In this regard, the MCYS will continue with systematic support in organizing of scientific researches, meetings, debates, conferences, and also cultural and media activities in the field of cultural heritage. Budgetary priority will be the consolidation of technologies and technical tools for contemporary documenting and treatment of cultural heritage and as well as training of employees on their use.

Orientation action 5.3. aims at establishment of the framework for continuous theoretical education and professional practice in the field of cultural heritage. An important measure in this regard is the establishment of a long term and structured cooperation with the Ministry of Education, Science and Technology (MEST) for completion and development of curricula and education of new generations on cultural heritage. Program and mid-term priority of this cooperation will be the studying, recognition, archiving, documenting of practices and techniques of traditional art, and as well as encouraging creative ideas, philanthropy and charity in cultural heritage through the dissemination and support to the membership associations schemes and trust friends, foundations, societies and clubs, regulating of sponsorships and collection of funds and donations.

23 The High Commissioner for Human Rights to the United Nations, the Special Reporter in the field of cultural rights (2011), Point 5) on the right to education, says: "... it is the education that allows access to knowledge, values and cultural heritage." See more on: http://www.ohchr.org/Documents/Issues/CulturalRights/Summary_thematic_issues.doc
24 Article 6 – Towards access for all to cultural diversity. While ensuring the free flow of ideas by word and image care should be exercised so that all cultures can express themselves and make themselves known. Freedom of expression, media pluralism, multilingualism, equal access to art and to scientific and technological knowledge, including in digital form, and the possibility for all cultures to have access to the means of expression and dissemination are the guarantees of cultural diversity.
25 Within the guidelines for Public Private Partnership in the field of Culture, UNESCO appreciates the role of private foundations in the domain of cultural philanthropy besides charity that remains a proven activity for some time. Grants of private funds today are becoming increasingly important and quite often are crucial in promoting sustainable development agenda, as well as innovative approaches and oriented to results with high visibility. See more the section "Public Private Partnerships in the Culture Sector" (2013). In: http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/CLT/images/PublicPrivatePartnershipENG.pdf
6. NEXT STEPS IN THE IMPLEMENTATION OF THE STRATEGY

Orientation Action Plan and complementary policies:

The Orientation Action Plan is a key instrument for the operationalization and implementation of the Strategy. This document will be put for public review after the consolidation of recommendations that will be collected on the occasion of the public consultation of this draft Strategy.

The Orientation Action Plan of this Strategy defines measures and orientation actions for each strategic objective, its coordinating bodies and entities defined as institutions and/or institutional/multisectoral groups for their implementation, timelines and material resources required for implementation, and as well as monitoring indicators for implementation.

The Orientation Action Plan defines measures and actions that are fully or partially part of policies and existing strategies and qualifies them as:

iv) to be implemented within three year period, in which case takes as a guide the Medium Term Expenditure Framework 2015-2018, and the assessment of sectoral budgetary frameworks that will be prepared by responsible subjects defined as responsible institutions/groups for implementation;

v) to be implemented within ten year/decade period of this strategy, that will be defined further through sectoral strategies and action plans drafted by institutions of cultural heritage in accordance with their competencies for planning and strategic sectoral action;

vi) implementable beyond the term of this Strategy, and that summarizes actions continuous processes that ensure the integration of cultural heritage into the agendas of sustainable urban, economic, cultural and social development of the Republic of Kosova. In this context, the strategy should be understood as a dynamic plan open to changes, in order to respond demands and changing views on the national and international level.

The MCYS is in charge of the implementation Orientation Action Plan, its organizational units, responsible for the protection and preservation of cultural heritage and its subordinate institutions, as well as other relevant central bodies, institutions, agencies and public institutions, municipalities and other organizations.
Financing off activities:

The implementation of the strategy will be funded by:

a) The Kosovo budget, which remains the main source of financing in the field of cultural heritage;

b) Budget funds of municipal government;

c) of the IPA funds and EU programs EU (in this context, it is important to strengthen the institutional absorptive capacities at all levels);

d) donations and other local and international sources of funding;

e) incentives in the field of sustainable development and cultural tourism arising from sectoral programs of certain ministries (MCYS, MTI, MED, MLGA, MEST, etc.);

f) own revenues of institutions/stakeholders and by the customers (entry fees to cultural heritage sites, tourism and catering activities, the sale of souvenirs and promotional materials, etc.);

g) sponsorship of concrete actions by the private business sector supported on the concept of corporate responsibility;

h) allocation of finances by all participants in the implementation of the strategy, as per activities and their participation in specific action plans.

Approximate estimation of available financial resources will be based on an analysis of available resources and possible resources, as well as action plans. For effective implementation, the Strategy establishes structural mechanisms, such as the Fund for emergency interventions, etc.

The estimated budgets for each objective will be reflected in the Orientation Action Plan, and will be materialized by taking into account:

i) allocated budgets for actions/activities that are part of current processes, partly reflected in the Medium Term Expenditure Framework 2015-2018, as well as financial resources provided by financial structural supports and donations;

ii) needed budgets and deadlines for ensuring their new actions/activities proposed as necessary for the enhancement of existing processes and for effective implementation of the objectives of the Strategy.

The mechanism for Monitoring the Implementation of the Strategy:

The Implementation of the *National Strategy for Cultural Heritage 2015-2025* depends greatly on inter-institutional and multi-sectoral cooperation, involving a number of entities in the implementation of measures and actions, as well as continuous monitoring of the processes and defined dynamics for each strategic direction. In this context, this Strategy, based on the need for systematic and open application, as well as in accordance with best practices, ordinates creation of a Monitoring Committee for the Implementation of the National Strategy for Cultural Heritage (MCI-NSCH) 2015-2025, which purpose is to monitor the progress and control of actions that lead to the implementation of strategic objectives.

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26 Within IPA II, Kosovo will continue to benefit support from of pre-accession assistance during the period 2014-2020.
The Minister of MCYS through a special decision decides the establishment and responsibilities of the Committee (monitoring of progress in the implementation of action plans, the identification of risk factors in the implementation and mitigation measures, updating new requirements, organizing of annual meetings with the public, members of the cultural heritage community and interested parties in implementation monitoring and evaluation of the Strategy, etc.), and as well the communication system and responsibilities for monitoring and reporting of defined entities as institutions and/or inter-institutional groups responsible for implementation strategic objectives.
7. REFERENCES


Law no. 04/L-188 on treatment of constructions without permit In: https://gzk.rks-gov.net/ActDetail.aspx?ActID=8990


Kosovo Spatial Plan 2010-2020 +, In: [http://www.kryeministriks.net/repository/docs/Plani_Hapesinor_i_Kosoves_2010-2020_shq.pdf](http://www.kryeministriks.net/repository/docs/Plani_Hapesinor_i_Kosoves_2010-2020_shq.pdf)


Strategic Development Plan of the Ministry of Culture, Youth and Sports 2006-2008


Ljubljana Process on the official website of the Council of Europe on: [https://www.coe.int/t/dg4/cultureheritage/cooperation/see/irppsaah/ljubljanaprocess_EN.asp](https://www.coe.int/t/dg4/cultureheritage/cooperation/see/irppsaah/ljubljanaprocess_EN.asp)


