

Culture and Development in South-East Europe (SEE)

Over the past 10 years, SEE countries have clearly put culture high on the agenda of regional cooperation, emphasizing that culture can achieve several international goals including development, reconciliation, tolerance, harmony and understanding.

Since 2003, summits of Heads of States have been organized regularly, under the auspices of UNESCO and the Council of Europe, adopting commitments on issues such as interreligious and inter-ethnic dialogue as a feature of social cohesion and stability, the management of cultural heritage and its promotion for tourism as powerful tools for socio-economic development of the region, and the need to promote cultural diversity as a prerequisite for national development. These high-level meetings demonstrate the political will of the region to continue the pursuit of a peaceful and non-violent coexistence, sustainable economic development, collaboration and cooperation in the field of culture with its tangible impact on development, and ultimately on genuine prosperity to be enjoyed by all peoples within this culturally rich region.

The MDG-F Joint Programmes implemented in Albania, Bosnia and Herzegovina, and Turkey are therefore embodied in this line building on cultural heritage and intercultural dialogue to strengthen social cohesion, peace and development.

The MDG-F Joint Programmes on Culture and Development in South-East Europe

- > **3** joint programmes: Albania, Bosnia and Herzegovina and Turkey
- > **4** United Nations partner agencies: UNESCO, UNDP, UNICEF, UNWTO
- > **17** national and local partners
- > **USD 15 million** total budget
- > **406,600** direct beneficiaries
- > **1,720,000** indirect beneficiaries

Bosnia & Herzegovina

Albania

Turkey

TARGETED MDGs



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United Nations territorial boundaries as of September 2012.

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Irina Bokova
Director-General
of UNESCO



Since it was launched in 2006, the Millennium Development Goals Achievement Fund (MDG-F) has become a flagship initiative, showcasing the importance of the links between culture and development.

The Fund has supported eighteen Culture and Development Joint Programmes across the world. Each has focused on sustaining intercultural dialogue, cultural diversity and expressions, cultural heritage and cultural industries. Each has sought to increase opportunities for social and economic development and to improve cross cultural understanding. These programmes have reached out to Governments, local authorities and civil society to demonstrate the power of culture for development. Local authorities and communities have been key actors and, especially, the first beneficiaries of each programme.

The United Nations has acted as one on each programme. We have integrated our efforts with national authorities to sharpen our impact at the institutional and community levels. We have worked with indigenous and ethnic groups and ensured the participation of women and young people. 'Delivering as one' has been at the heart of the MDG-F experience, which has sought to make the most of the strengths of each United Nations institution bringing unique expertise and networks to bear a common framework of goals and values for maximal impact. The result is a stronger global platform for action. This has meant greater creativity and sharper innovation.

Each programme has produced results on the ground, underlining for local authorities and communities the importance of culture to social and economic development. The impact has also been global. The MDG-F experience helped to ensure recognition of the contribution of culture to the Millennium Development Goals and development in the 2010 Millennium Development Goal Outcome document. It also paved the way for the adoption by the United Nations General Assembly of a Resolution on Culture and Development on 20 December 2010, which emphasizes the role of culture for sustainable development and the achievement of national and international development objectives.

The power of culture matters all the more at a time of global economic crisis. We must build on what we have learnt in order to understand and harness this potential. This means we must capture the experience of all eighteen MDG-F Culture and Development programmes. As Convenor of the MDG-F Culture and Development Thematic Window, UNESCO will lead the MDG-F Knowledge Management experience to gather knowledge and to build bridges across the development community – to plan stronger future activities.

This publication is part of our commitment to learning. It provides a regional and a country by country reading of the impact of culture on development. It shows the success stories and also the challenges of the MDG-F adventure. It provides an insider's look on the lives it has affected on the ground, and it underlines the achievements attained at the policy level. Each of the MDG-F programmes has shown how the United Nations can successfully support people and communities across the world in making the most of their cultural heritage and expressions for sustainable development and social cohesion.

Our conclusion is clear – culture is a fundamental component of sustainable development, in its economic, social, environmental and human dimensions. As a set of distinctive spiritual, material, intellectual and emotional features of society or a social group, culture frames the conditions for a genuinely human centered approach to development.

As the world engages in discussions on the post-2015 MDG agenda, we must place culture at the heart of development policy. This is an essential investment in the world's future.

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Handwritten signature of Helen Clark in black ink.

INTRODUCTION

Established in December 2006 with an overall contribution of €528 million (USD 710 million) from the Spanish Government to the United Nations (UN) system, the Millennium Development Goals Achievement Fund (MDG-F) is an innovative international cooperation mechanism seeking to accelerate progress towards achievement of the MDGs worldwide. Building on both the comparative advantage of United Nations organizations and their joint effort in the context of the United Nations Reform, the MDG-F supports national governments, local authorities and civil society organizations in their efforts to tackle poverty and inequality in eight thematic areas referred to as 'Thematic Windows.' Culture and Development (C&D) is one such Thematic Window.

UNESCO, as the UN specialized agency with a specific mandate on culture, was designated as Convenor of the Thematic Window on Culture and Development with a leading role in this joint effort of the United Nations system.

The overall purpose of the Thematic Window on **Culture and Development** is to demonstrate that, even though culture is not explicitly mentioned in the MDGs, cultural assets are an essential component of national development, notably in terms of poverty alleviation and social inclusion. To this end, **18 large-scale development programmes** (referred to as Joint Programmes, JPs) focusing on intercultural dialogue, cultural diversity and expressions, cultural heritage and cultural industries, have been carried out in Africa, the Arab States, Asia, Latin America, and South-East Europe, with a view to increasing socio-economic opportunities and improving cross-cultural understanding for marginalized people. In work at both the institutional and the community level, notably with indigenous and ethnic groups, special attention was given to the participation of women and youth.

This new cooperation model generated considerable **innovation and knowledge**. Conscious of the need to capture and capitalize on the innovation and knowledge created from the experiences of these 18 development programmes, UNESCO is working in partnership with the MDG-F Secretariat in the area of **Knowledge Management (KM)** in order to provide a space for sharing experience and expertise, showcasing success stories, improving practices based on lessons learnt, as well as building a corpus of knowledge on C&D.

As part of a series of publications seeking to present the Knowledge Management project and provide information on the JPs, the present volume focuses on the three JPs implemented in South-East Europe (SEE) between 2008 and 2012, namely in **Albania, Bosnia and Herzegovina, and Turkey**. The information and analyses which follow stem from different knowledge management tools used to gather and organize the knowledge generated by those JPs, namely a regional KM workshop for the aforesaid JPs (Sarajevo, 28-30 March 2011) and a dedicated MDG-F Culture and Development KM questionnaire completed by the JP teams.

As a result, the present publication provides information and data which the JPs chose to highlight amid the mass of activities they carried out, the products they produced, and the impact they generated. In addition, the MDG-F Knowledge Management endeavour seeks to capitalize on the knowledge generated across the entire Thematic Window. In this context, it is important to stress that the material presented is **by no means exhaustive** but rather provides a snapshot of the knowledge generated both from a regional and from an individual JP perspective around four main lines of emphasis forming the very cornerstone of the MDG-F experience:

- **achievements and impact on the targeted MDGs**
- **national ownership**
- **success factors**
- **operational challenges**

In order further to reflect on the material highlighted by the JPs and explore issues of impact and sustainability, UNESCO has worked with **academics** from the UNESCO Chair on Cultural Policies and Cooperation of the University of Girona, Spain, and the 'Silvia Santagata Research Centre', Turin, Italy, part of the International Research Centre on the Economics of Culture and World Heritage Studies, under the auspices of UNESCO, to foster the practical applications of the MDG-F culture and development experience from academic debates and theoretical perspectives. To this end, the prism of **network analysis** has been applied to these culture and development programmes.

It should finally be noted that, at the time of writing, the implementation of the JPs is still ongoing and, therefore, the information and data reflects the JPs at the time of going to press.

What is Network Analysis?

NETWORK ANALYSIS

Social network analysis is a methodology increasingly used in several societal research fields (social science, in particular), which approaches society as a network of relationships between actors, based on the following two premises: (1) individuals see themselves in relation to others; and (2) these relations give structure to individual and group behaviour and development.

Network analysis and its relevance for the culture sector

The cultural sector can be seen as a stakeholder network that promotes a creative atmosphere through interrelated and interdependent activities. The formation, durability and dissemination of vibrant new social networks are major features of the importance and sustainability of cultural development projects.

Network analysis can be an effective method in research on the extent to which cultural development projects lead to the establishment of local networks and the identification of key stakeholders crucial to their implementation. Moreover, an interpretation of network analysis **can yield additional indicators on the potential sustainability of cultural development projects** if interaction between these networks is triggered and monitored once project implementation has been terminated.

REGIONAL OVERVIEW

Addressing local needs, facing regional challenges

Culture, cultural heritage and cultural industries play a decisive role in building confidence, mutual understanding and dialogue in the South-East Europe region (SEE), either as an essential component of other sectors or as a sector in itself. This implies, among other things, **promoting creativity** in politics and governance, in technology, in industry and business, in education and in social and community development –, as well as in the arts. It also requires that the media be used to open up communication opportunities for all, by reducing the gap between the information and its recipients. It means adopting a gender perspective which looks at women’s concerns, needs and interests and seeks a fairer redistribution of resources and power. It means giving children and young people a better place as bearers of a new world culture in the making. It requires new research and responding efficiently to a number of challenges emerging for policy-makers. Indeed, the three MDG-F culture and development programmes implemented in this region, namely in Albania, Bosnia and Herzegovina, and Turkey, all **address culture as the basis of development and social cohesion**. Through a wide range of interdependent and multisectoral activities, the JPs have permitted the generation of a genuine and innovative interdisciplinary approach, linking policies to practice and helping to bring reliable answers to community-driven priorities. Aside from the specificities of each country and the respective challenges and opportunities they represent, a great deal of commonality exists between the Joint Programmes’ results, revealing their authentic capacity to achieve impact with high sustainability potential, capable of triggering new projects in the countries concerned and, consequently, in the SEE region.

Objectives

Overall Objectives of the MDG-F Culture and Development Joint Programmes in SEE

In order to foster socio-economic development and to promote social cohesion while contributing to achievement of the MDGs, the JPs have, on the whole, sought to build strong institutions, empower civil society, and create pro-poor income-generating activities building on cultural assets. Within this setting, the cultural domains covered by the three JPs have included the main culture-based economic sectors, ranging from tangible and intangible heritage to performance and celebration, visual arts and crafts, books and press, media, design and tourism. Indeed, the JPs have sought to **make use of the economic value of culture** with a view to enhancing a range of economic sectors. Moreover, they have used cultural heritage, in all its forms, **to enhance dialogue and strengthen social cohesion**. To this end, the main objectives of the JPs can be synthesized in the following categories:

- institutional capacity building
- promotion of intercultural dialogue
- development of culture-based economic activities
- preservation and promotion of national heritage
- improvement of the public’s participation in cultural life
- development of cultural tourism

Impact

Impact of the Joint Programmes

Contribution to the achievement of targeted Millennium Development Goals (MDGs)

While **MDG 1 (eradication of extreme poverty and hunger)** is the common MDG addressed by all three JPs, each intended to help achieve other MDGs, in particular **universal education (MDG 2)**, **gender equality (MDG 3)**, **environmental sustainability (MDG 7)**, and **global partnership for development (MDG 8)**.



A first set of **MDG 1**-related results presented by the JPs are those linking support for creative industries mainly in the cultural and tourism sectors, but also in the field of crafts, to the creation of new workplaces. In addition, results also indicate facilitation of and support for recruitment processes or a higher proportion of women employees. Also linked with MDG 1 achievements are the different ways of raising awareness about various aspects regarded as important by the JPs, such as the relationship between culture and development, the importance of the work done by governments and the United Nations, the need to innovate and work in synergy across different sectors, the impact of culture and art on development, the relevance of certain ancient traditions and their safeguarding. These results apply to different levels: awareness-raising at the government and social levels, or as regards the cultural sector, artistic sector, traditional sectors and development cooperation sector. The JPs also indicate that MDG 1-related achievements can be closely interlinked with issues of empowering various groups, namely of empowering civil society and in particular community leaders and artists, as well as strengthening public administration.



As regards the other MDGs, 62% of the results selected by the JPs in the MDG-F questionnaire they completed are linked to **MDG 3** (gender equality). This MDG was nearly always selected along with MDG 1, which is why the results and links with the MDG are intertwined with those of MDG 1. This is particularly the case regarding arguments related to job creation and industry support, and consist in the fact that, for example, in terms of job creation, special attention went to creating workplaces for women, or that industry support empowered women entrepreneurs. **MDG 8** was the next most cited MDG targeted in SEE, in 43% of cases, where there was an impact on this MDG through coordination between donors and recipients, intercultural dialogue and synergies between the culture sector and other sectors (mainly tourism and education). Regarding **MDG 7**, the arguments put forward by the JPs were linked to the use of culture for sustainable tourism, as well as the use of traditional knowledge to inform environmental sustainability. Finally, **MDG 2** was also targeted through these JPs, mostly based on the evaluation of intercultural education in educational institutions to introduce an intercultural approach to teaching.



It is noteworthy that for culture and development the JP teams stressed that, while links with MDGs had been made, there was a set of complementary important achievements not necessarily measurable in terms of their impact on the targeted MDGs, namely owing to:

Qualitative/Quantitative measurement: The impact generated may often be intangible or qualitative and therefore difficult to measure in quantitative terms (e.g. strengthening intercultural dialogue). This is linked to the idea that for some MDGs, such as MDG 1 in particular, consideration should go not just to their purely economic impact but rather to a series of social factors equally important to contributing towards poverty eradication.

Time-frame: In work on culture and development, the impacts of the results are often medium- or long-term, or both, and the current monitoring and assessment frameworks put in place for the JPs do not permit such measurement. Therefore, while the potential impact may be obvious, it is often too early to be able to pinpoint and assess it after three years of implementation.

Parallel impact: Finally, it was noted that it is often difficult to isolate and measure the exact impact that the JP may have had on a particular location. This is often the case in a location where several other activities, unrelated to the JP, are being undertaken in parallel. In other words, the JP does not operate in a vacuum but is rather part of an interdependent whole, thereby often making it hard to gauge the precise past or future impact of specific activities.

Knowledge Assets

All three JPs have developed their own research process, creating products that go beyond their usefulness in the project itself, becoming potentially useful for future similar initiatives in the country or in other countries of the region.

In all, the three JPs developed 45 different products broken down as follows:

Research, studies and related documents: 36%

The nature of these types of product can be twofold. On the one hand, there are those research, studies and related documents which not only respond to specific needs of a specific project (the JP) but also **generate knowledge** which had either not been previously acquired or was incomplete, or required updating. This applies, for example, to studies on the status of specific sectors (culture, tourism, heritage management, etc.), or agencies or institutions, such as the study on the National History Museum (Albania). On the other hand, a smaller group represents different types of research, which, throughout the project, constitutes a more conclusive conceptual information type: these are documents **providing insight** which would not have been obtained had the project not taken place. Such documents were produced, for example, from the Bosnia and Herzegovina JP on such topics as cultural participation, cultural sensitivity of media, or the implementation of UNESCO Conventions in the country.

Tools for action and/or training: 30%

Another type of product is the tools that call for action or are intended for training. This group is equally important, and consists of strategies, guidelines, manuals and systems. They reveal the need to make the culture sector and its professionals, as well as the national bodies and local authorities, better able both to grasp and to implement cultural projects. We distinguish two categories of such tools:

- ▶ **Tools created to meet specific needs of the project:** this is the case for example of the management plan for the National History Museum (Albania) or the archaeological site of Ani (Turkey).
- ▶ **Tools designed for the culture and related sectors in general:** many of these respond to identified needs, mainly with regard to institutional strengthening through the creation of tools with strategies, data-collection systems, and others. Such products provide the answer to any gaps, delays in the design and implementation, in the methodology and tools used, that the actors involved would have been unable to address outside the JP framework.

Instruments of dissemination, communication and visibility of the projects and their results: 23%

Such products in various formats seek to offer different opportunities of project ownership by the target audiences, opening up the possibility of triggering local development processes. These products are addressed mainly to civil society actors (from professionals to the public at large) and are most innovative (including the contents, written languages, images, multimedia, and so forth).

Documents related to awareness and social education: 11%

Finally, there are products designed for use in processes of awareness raising and social education on the projects' contents. These products serve the dual purpose of providing the sector with tools for the 'socialization' of their principles and of preparing a favourable environment for better reception of the projects' results.

In general, knowledge products such as policies, manuals and awareness raising documents have been integrated by government counterparts in their work. One example, in Bosnia and Herzegovina, concerns the National Action Plan for the implementation of the Culture Strategy, followed by a Manual for monitoring of grants and new system of public calls for government grant programme. At the local level, increased capacities were integrated in the daily work of municipalities in their dealing with civil society and the evidence for that can be found in observing how municipalities deal with civil society and how their **knowledge of procedures on project cycle management** has changed.

Policies and Capacity Building One of the cornerstone particularities of culture and development is the importance associated with the **generation of policies and strategic documents**, as well as the importance of **capacity building**, all of which are crucial for national development. Regarding the former point, the creation of data-collection systems, statistics, the formulation of strategies, assessments, analysis, mainly in the field of culture but also in the fields of tourism, as well as gender, art or craft are important, and valuable activities are undertaken indirectly impacting the MDGs. This link is based on enhanced capacities of government officials, workers of the culture and tourism sectors, non-institutionalized agents such as artists, cultural managers and tour operators, to name but the most important. This reasoning is built on results involving an increased capacity of actors to coordinate their work, cooperate and maintain better communication.

Ownership

National Ownership

Stakeholders involved during the design, inception and implementation phases	Albania	Bosnia and Herzegovina	Turkey	TOTAL
Public cultural institutions	139	160	19	318
Private sector	20	-	30	50
Civil society	50	283	28	361
Local authorities	4	135	32	171
International partners	10	10	4	24
Total	223	588	113	924

As shown above, during the design, inception and implementation phases of the three JPs, **318** stakeholders of public cultural institutions including Universities wherever relevant, **361** cultural operators of civil society, **50** private sector entities, **171** local authorities and **24** international partners have been engaged. The level of involvement of each category of actors is closely linked to the JPs' respective objectives but, in general, it can be noted that a large number of stakeholders (more than **920**) have been involved in a participatory process, revealing that the three JPs have made significant efforts to engage **national ownership** and promote a **bottom-up participatory approach**, enhancing the sustainability of the activities carried out.

The involvement of **public cultural institutions** has been highly consistent with the main objectives of the JPs as it was an important precondition for building a solid institutional framework, and as it highlights the attention paid by the JPs to strengthening institutions and paving the way to enhanced policies and management of national and local cultural assets. The importance of this aspect rests on the premise that social and economic development needs strong institutions to be sustainable.

The JPs have also engaged **civil society, NGOs and civil associations**, operating at local level, at each step of the JPs' duration. This is crucial to guaranteeing both ownership and bottom-up development strategies as well as sustained activities. Indeed, these actors possess the necessary tools and knowledge to spread the JPs' benefits across the local population and groups.

Similarly, associating **national and local authorities** in the different phases of the programme cycle not only ensures internal coherence but also obtains commitments for a multisectoral, concerted and coordinated long-term policy strategy. In order for culture to work for development, political will needs to be mustered, including for example government policies at various levels; policies of cultural institutions; education policies; policies of the institutions of civil society, and policies relating to cultural participation and consumption.

The **private sector** has, to a greater or lesser extent, been taken into consideration by the JPs according to their objectives. All JPs made efforts and sought to involve the private sector during the latter implementation course of their activities. One JP in particular, whose prime objective was to develop cultural tourism, counted on a strong involvement and participation of the private sector in all stages of the project. Indeed, the tourism sector is made up of a number of private enterprises and, therefore, involving the private sector in the design and implementation of a project with similar objectives can make for a strong economic impact in terms of job creation and income generation.

Looking ahead, public cultural institutions, national and local authorities, civil society and the private sector are strategic actors to build new development programmes and plans in the SEE region. The **knowledge** they have acquired and the **network** in which they have been involved is a precious asset to use and turn to account in the future.

BENEFICIARIES

Beneficiaries
Altogether, the three JPs have reached out to a total of **2,126,600 beneficiaries**. Among these, the JPs identified a total of **406 600** direct beneficiaries, of whom **51% are women**. The JPs also identified a total of **1,720,000** indirect beneficiaries, **50%** of whom are women. The groups of beneficiaries ranged from the **general population** (such as population in specific geographical zones, primary and secondary school pupils, university students, youth, senior citizens, ethnic minorities, displaced persons and refugees, etc.), to **organized civil society** (including civil and community associations, foundations, community and spiritual leaders, non-governmental organizations, etc.) to the **private sector** (small- and medium-sized enterprises in the culture sector, freelance professionals, artists, creators, artisans, experts, academics, and new entrepreneurs) and **public administration** (State authorities in general, regional and local authorities, public education centres, Ministries of Culture, Education, Foreign Affairs, Tourism, and others).

Workers of cultural firms and industries as well as artisans and tourism operators have been supported through training, lectures, documentation, and financial and economic opportunities. **New employment opportunities in cultural industries** have been created, **human capital and the general population's skills** have been enhanced, artisans and craftsmen have been supported and connected with national and international markets, civil associations have been financially and technically sustained, and cultural institutions have been strengthened.

Success Factors

Joint implementation has led to a myriad of successes highlighting the enormous importance of culture for human, social and economic development at the national level. It is important to pinpoint the success factors which knit together a series of actions/activities illustrating the value added and complementarity of culture in development activities in view of **informing future programmes**. In this regard, Knowledge Management (KM) is particularly useful in identifying success factors along three main stages: (1) the **context** of the success story; this is particularly salient given that development interventions are always undertaken within a context/a culture, which it is crucial to understand for the sake of effective development cooperation; (2) the **methodology**, which is of the utmost importance for KM as it seeks to document the process and activities undertaken in order to achieve a successful result. Documenting the methodology followed which bears the fruit of a success story represents the very essence of building a solid corpus of knowledge which may be useful in informing future development programming; (3) the actual **impact/change** that has been fostered as a result of this success story, namely what has changed for the better from the original context, and how.

The JPs identified selected success stories which are to be found in the **dedicated booklet** at the end of this publication. In general, it can be noted that most of them involve the creation, restoration or adaptation of sociocultural infrastructure, and most include or are defined by a product developed under the JP (reports, plans, reference documents, etc.) and its use.

In terms of **CONTEXT**, most of these stories are set in emblematic venues possessing an important historical, heritage or cultural value (archaeological sites, historic cities, monuments and buildings of heritage interest, centres of handicraft production, among others). By contrast, some of the success stories are set in places that historically received little attention or were merely abandoned.

In the description of the **METHODOLOGY** followed, a series of common factors stand out which might distinguish the selected experiences from other experiences of the JPs which were not singled out as success stories:

- the actions taken were **based on reference documents** (assessments, research, reports, etc.) or plans, strategies, frameworks for action (external or generated by the project itself) thereby ensuring proper and successful implementation of initiatives
- the actions **involved a diverse group of stakeholders** relevant in the context of the action undertaken (agencies, organizations, groups, leaders, etc.)
- the actions were **aligned with the priorities of local government agencies** or acquired this status thanks to the JP

In terms of **IMPACT**, the following common factors were prioritized by the JPs:

Awareness:

- increased awareness of culture-related aspects, such as the importance and potential of local heritage development, cultural diversity, etc.

Replicability:

- created a useful (or possibly useful) model that may be replicable in similar or future action
- established an exemplary precedent mainly for the culture and tourism sectors
- raised the curiosity of other towns that have approached the JP and, in some cases, an expressed interest in replicating the experience, or has made specific requests to initiate processes of consultancy, assistance or suggestions
- ability to replicate activities in several locations helping a significant number of beneficiaries, with special emphasis on children and women

Sustainability:

- generated possibilities (linked to visibility, growth, etc.) that did not previously exist
- prepared documents and materials which fill a knowledge gap and serve for future use
- involved local stakeholders through a participatory process

Coordination:

- noted a good level of consensus and coordination between different actors, organizations and UN agencies regarding implementation of the JP's actions

Valuable assets:

- included high-value documentaries in terms of authenticity and prestige
- constructed new sociocultural facilities or promoted the rehabilitation or reform of facilities to ensure, firstly, their use as headquarters for the implementation of activities and, secondly, in consideration of their heritage value (cultural houses, monuments, sites, etc.)

Among all these factors, those most often highlighted by the JPs refer to **increased possibilities that did not previously exist and that attracted the interest of other locations in replicating** such experience.

OPERATIONAL CHALLENGES

The joint implementation of such large-scale development projects inevitably comes with lessons learnt on the operational challenges faced. Below are some common operational challenges highlighted by all three JPs:

Coordination Harmony and coordination at the level of local partners and agencies seems to be one of the main challenges encountered by the JP teams, and a factor affecting the design, implementation and impact of the proposals. In this regard the need for constant and fluid communication is emphasized as it is the key to improved joint work by UN agencies and a clear distribution of roles among partners.

Monitoring The JPs seem to have experienced difficulties in responding to monitoring processes. This point is recurrent and JPs may advocate a different, more flexible monitoring. Some JPs further developed the monitoring approach and created a set of mechanisms to enhance monitoring of activities, results and outcomes, through inclusive and participatory approach to monitoring processes. Local monitoring teams consisting of national and local government counterparts and civil society representatives were also set up. Some proposals in this direction include integrating local principles into the definition of monitoring and evaluation indicators, and the involvement of the entire team and all partners in designing such mechanisms.

Sustainability The JP teams stressed the need to ensure long-term sustainability of their action and hence true ownership by local actors and beneficiaries. In this sense several perspectives were offered, including the need to work closely with local actors and governments in the development of sustainability plans.

CULTURE AND HERITAGE FOR SOCIAL AND ECONOMIC DEVELOPMENT

DURATION August 2008 – December 2011

TOTAL BUDGET USD 3.26 million

UNITED NATIONS PARTNER AGENCIES UNESCO, UNDP

NATIONAL PARTNERS Ministry of Tourism, Culture, Youth and Sports
Ministry for Foreign Affairs

TARGETED GEOGRAPHICAL AREAS National, with special emphasis on the World Heritage cities of Berat and Gjirokastra, and on the archaeological parks of Apollonia and Antigonea.

OVERALL OBJECTIVE To foster social cohesion and promote the country's image abroad in the framework of Albania's national priority of accession to the European Union through the strengthening of Albania's capacities in culture and development.

101,000 BENEFICIARIES Direct: 66,000 - 51% of whom are women
Indirect: 35,000 - 35% of whom are women

Officials and specialists from the Ministry of Tourism, Culture, Youth and Sports, Ministry for Foreign Affairs, Municipalities of the World Heritage Site of Gjirokastra and Berat, Institute of Cultural Monuments, National Tourism Agency, specialists and managers from the National History Museum, National Film Archive of Albania, managers and employees from the Archaeological Parks of Apollonia, Antigonea, Butrinti Shkoder, university teachers and students who may become Cultural Resource Managers, Albanian artisans, tour guides, visitors of cultural heritage sites and institutions, Albanian cultural attachés in Albanian embassies abroad, Albanian NGOs.

“There is a lack of awareness of how Culture can be used as a tool for sustainable development, and conversely, how such development can be used as a catalyst for culture.”

Project Document



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POPULATION
3.6 million

CAPITAL
Tirana

GDP PER CAPITA
USD 6,000

PROPERTIES ON THE UNESCO WORLD HERITAGE LIST

- Butrint
- Historic Centres of Berat and Gjirokastra

ELEMENT ON THE UNESCO REPRESENTATIVE LIST OF THE INTANGIBLE CULTURAL HERITAGE OF HUMANITY
Albanian Folk Iso-polyphony

WEB SITE FOR MORE INFORMATION
www.unesco.org/new/en/mdgf

The Joint Programme's expected outcomes and core activities have been designed to build on cultural assets as driving forces for a positive transformation of both the internal perception of the country's identity and its external image, notably with regard to the European region. In line with Albania's National Strategy for tourism, culture and youth, the interventions focused mainly on the following:

- 1 Strengthening of institutional and civil society capacity and policy support in the field of cultural heritage
- 2 Promotion of intercultural dialogue and social cohesion
- 3 Improvement of access to cultural heritage and participation in cultural heritage decision-making
- 4 Fostering of socio-economic opportunities of communities in culture-based activities



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

Increased income in the tourism sector from cultural activity; new cultural ventures promoted

MDG 3:

70% of all new employees in cultural industries were women

MDG 7:

Sustainable tourism and environmental protection emphasized in cultural policy advocacy; increased awareness for the incorporation of local environmental knowledge in cultural life and values

MDG 8:

Social dialogue/cohesion and networks increased through the Alliance of Civilizations; strengthened relationship between culture and education through the creation of two MA-level programmes

MAJOR ACHIEVEMENTS AND ACTIONS**1 Strengthening of institutional and civil society capacity and policy support in the field of cultural heritage**

- Elaboration of a Draft Strategy on cultural marketing and of an updated cultural strategy
- capacity building through study trips on cultural policies development and implementation, programming and planning, and cultural enterprises management
- Strengthening of the cultural department politically, financially and with human resources
- Creation of an MA programme in Cultural Resource Management at Tirana University

2 Promotion of intercultural dialogue and social cohesion

- Promotion of Cultural policies which recognize diversity and empower cultural groups
- Creation of an alliance of civilizations with a view to promoting coexistence

3 Access to cultural heritage and participation in cultural heritage decision-making improved

- Development of the National History Museum and related cultural institutions (road map including recommendations made by the advisory board and international experts; conceptual framework; governance and management structure; asbestos study and seismic study)
- Establishment of the ethnographic pavilion in the National History Museum and physical renovation of the National History Museum's conference room
- Implementation of local-driven culture-related projects (20 culture awareness-raising and press events)
- Renovation of the archaeological Museum of Apollonia which reopened after 20 years
- Upgrade of visitors' experiences in the main cultural sites and parks through the production of diverse information tools
- Albanian filmic heritage better safeguarded through digitalization and better accessed by the public

4 Socio-economic opportunities of communities in culture-based activities

- Creation of tourism information centres in Berati and Gjirokastra

- Strengthened capacities of tour operators and artisans, especially craftworkers from the south of the country and artisans in wood and stone through study tours, field visits, lectures, documents and training
- Employment opportunities and income-generating activities developed
- Environmental protection incorporated in cultural projects

Strengthening and further developing cultural policies, as well as improving the financial self-management of cultural public institutions.

In this regard, great importance has been given to environmental sustainability by stimulating appropriate policies. Moreover, the JP has permitted greater cooperation among cultural institutions as well as better coordination between cultural and tourism policies, by organizing donor coordination meetings and working groups on tourism. A case in point is the enhanced cooperation between the Ministry of Tourism, Culture, Youth and Sports, the Ministry for Foreign Affairs and the Ministry of Education, in the framework of the implementation of the National Strategy for the Alliance of Civilizations and AoC two years action plan. The importance of stronger political cooperation represents a fundamental precondition whereby the benefits created by the JP can be sustained over time by political institutions which are able mutually to cooperate and coordinate.

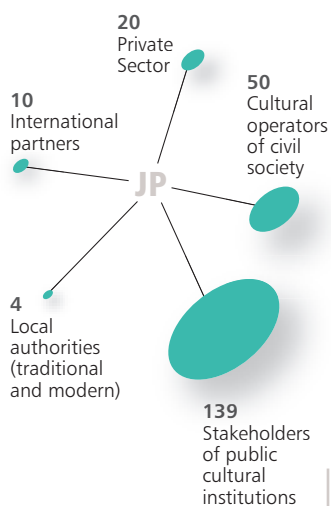
Preservation and promotion of cultural heritage and, in particular, of the National History Museum.

The main beneficiaries of the JP have been the visitors to the museum and the related cultural institutions, totalling about **30,000** actors. Indeed, significant socio-economic impact could arise from the enhancement and promotion of cultural heritage in Albania. The JP has helped create the conditions for further developing the tourism sector, attracting new flows of visitors and tourists, and resulting in new employment opportunities and income-generating activities. Future programmes and projects will be able to build on the results of the JP for creating networks of cultural attractions, suggesting itineraries, devising marketing strategies and planning cultural routes.

Capacity building of actors working in cultural and tourism enterprises.

Capacities and skills of tour operators and artisans have been strengthened. An illustration of this is the support that local artisans have received in setting up their

Network analysis
during the design, inception and
implementation phases



The size of each node is proportional to the number of the related actors of the JP

sales points and incubation centres. Moreover, goods produced by the artisans of Gjirokastra have been commercialized on national and international markets. New employment opportunities in cultural industries have been created and this has especially helped **women**, accounting for **70% of all new employees in cultural industries**.

NATIONAL OWNERSHIP

Conscious of the importance of participatory processes in national ownership, some **223** stakeholders have been involved during the design, inception and implementation phases of the JP cycle, and consultations have been held with **139** cultural institutions, four municipalities (Gjirokastra, Berat, Korce and Shodra), **50** cultural operators and actors, and **10** international partners, among which, the World Federation of Tourist Guide Associations. Moreover, the JP sought to take due account of local knowledge through field visits, interviews and group meetings with representatives from Ministries and managers of cultural institutions.

What emerges from the **NETWORK ANALYSIS** undertaken for the JP is that, while **public cultural institutions** have been active and involved in all phases of project inception, design and implementation, the **private sector** has been directly involved in the implementation phase of the JP. Public institutions have been represented by stakeholders belonging to **political institutions** (Ministry of Tourism, Culture, Youth and Sports, Ministry of Foreign Affairs, Office of the Prime Minister), **cultural institutions** (National Film Archive, National History Museum, Institute of Monuments of Culture, Centre for Cultural events, Centre for the Inventory of Cultural Assets), and **higher education institutions** (University of Tirana). Indeed, public cultural institutions could also play an important role in the future by, for instance, being the interlocutors for designing new programmes and projects as well as being the key actors in their implementation.

OPERATIONAL CHALLENGES

The MDG-F experience in Albania generated a great deal of knowledge in the Albanian context, including valuable lessons learnt both in the field of culture and development and in the context of the United Nations Reform. Such lessons, provided by the Joint Programme team in Albania, mainly through the completed MDG-F questionnaire on Culture and Development, are both process-oriented (executive, operational and financial) and programme-oriented (technical), and examples of both are given below:

— **Programme design and inception:** The implementation of fewer, more focused activities is likely to have more impact. Allocation of due time to the various programming phases (particularly design and inception) and the use of feasibility studies before engaging in large-scale activities are extremely important aspects that should be taken into account.

— **Participatory approach and government support:** In addition to the importance of involving and learning from local communities, participatory processes are also crucial for the increased outreach and visibility of the programme in the wider community of cultural operators. In the same vein, government ownership and support are vital to sustaining the operation of cultural sites. Political 'buy-in' at the highest level is indeed pivotal.

— **Communication and advocacy:** A structured approach to incorporating and institutionalizing policy recommendations in legislation to achieve lasting effects is important. Clearly defined communication lines within the hierarchy of the national counterparts could improve time- and cost-effectiveness.

— **UN interagency work:** While recognizing that UN joint programming improves aid effectiveness, further work remains to be done to harmonize UN agencies' rules and procedures for joint programming.

SUCCESS STORIES

The JP team has identified the following three success stories, details of which can be found at the end of the publication:

- ▶ **Culture and Entrepreneurship:** Gjirokastra Artisan Incubation Centre
- ▶ **Culture and Tourism:** Cultural marketing strategy
- ▶ **Culture and Education:** First-ever MA programme in Cultural Resource Management in Tirana University

IMPROVING CULTURAL UNDERSTANDING IN BOSNIA AND HERZEGOVINA



International Folklore Festival in Ripac © Dino Kabiljagic

Culture lies at the centre of the development paradox in Bosnia and Herzegovina: it represents both a major challenge for development, and a key part of the solution.

Project Document

DURATION	January 2009 – June 2012
TOTAL BUDGET	USD 8 million
UNITED NATIONS PARTNER AGENCIES	UNDP, UNESCO, UNICEF
NATIONAL PARTNERS	Ministry of Civil Affairs, FBiH Ministry of Culture and Sports RS Ministry of Education and Culture
TARGETED GEOGRAPHICAL AREAS	National with a special focus on the populations of the following municipalities: Bihać, Bijeljina, Gradiska, Jajce, Novo Sarajevo, Prijedor, Rudo, Sokolac, Srebrenik, Tesanj
OVERALL OBJECTIVE	Foster social cohesion and socio-economic development of BiH by improving cross-cultural understanding and reinforcing culture-related tourism opportunities while building on the country's multifaceted cultural assets
2 MILLION BENEFICIARIES	Direct: 337,000 - 50% of whom are women Indirect: 1.6 million - 50% of whom are women

Bosnia and Herzegovina

The JP responds to two specific challenges: maximizing the economic and social benefits of cultural development and contributing to the reconciliation process. Indeed, **improving cross-cultural understanding in Bosnia and Herzegovina through the JP means promoting the country's multicultural identity through such areas of focus as the policy and legal framework in the cultural and educational sectors, community-based interventions, and rehabilitation of key symbols of the country's cultural heritage and identity.** The JP has sought in particular to develop a more integrated relationship between the cultural/creative sector and the education sector to ensure that cultural understanding and intercultural dialogue are included in the curriculum. Such an intervention constitutes value added for young people and especially for the post-war generation. The JP activities focused on:

- 1 Capacity building and development and implementation of cultural policies and legal frameworks
- 2 Improvement of cross-cultural understanding at the community level
- 3 Fostering local economic development through cultural production, cultural tourism and cultural heritage

POPULATION
4 million

CAPITAL
Sarajevo

GDP PER CAPITA
USD 6,500

PROPERTIES ON THE UNESCO
WORLD HERITAGE LIST

- Mehmed Paša Sokolović Bridge in Višegrad
- Old Bridge Area of the Old City of Mostar

WEB SITE FOR MORE INFORMATION
www.unesco.org/new/en/mdgf



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HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

Institutional impact: improved cultural policies (through the production of strategic documents, cultural statistics and increased intergovernmental cooperation)

Economic impact: generation of cultural and tourism revenue and employment opportunities

Social impact: interculturalism promoted through debates and the reconstruction of religious sites – symbols of multiculturalism

Unforeseen network impact: establishment of interrelated cultural and tourism policies

MDG 2:

Institutional impact: improved interrelation between the cultural and education components in the curricula; improved policies and legal framework in the education sector to ensure access to high-quality multicultural education

Social impact: intercultural education was carefully assessed by relevant educational institutions to introduce interculturalism as an approach to teaching

MDG 3:

Economic impact: increased income and job opportunities for women in cultural industries.

Social impact: assessment criteria encompassed specific positive discrimination for women

MDG 8:

Network impact: development cooperation actors, not least UN agencies, primarily in charge of development were made more attentive to the importance of culture for development

Unforeseen network impact: improved coordination and empowerment of civil society organizations (through their participation in the public call for municipalities to submit project proposals as part of the 'local cultural vision of my town' project)

MAJOR ACHIEVEMENTS

1 Capacity building, cultural policies and legal frameworks developed and implemented

- 'BiH Joint Action Plan for implementation of culture strategy' developed through a participatory process and agreed upon by institutional partners, officially adopted by the Council of Ministers of BiH in September 2011
- Awareness-raising publications on UNESCO 2003 and 2005 Conventions
- Methodology elaborated for the collection of cultural statistics
- **5,000** people trained in programming and planning, and workshops on cultural policies development

2 Cross-cultural understanding improved at the community level

- **Publication** of handbooks, guidelines, books, surveys, related to cultural diversity such as 'Intercultural guides for teachers, parents and children in education', 'Toolkit for culture sensitivity in media'
- **Debates** on interculturalism in local communities
- **Introduction of interculturalism as an approach to teaching:** Report on existing curricula from the perspective of intercultural understanding prepared; mapping of teachers' competencies for intercultural education; training organized for **4,000** schoolteachers, principals and 'community champions'
- **Implementation of local-driven projects** such as the rehabilitation and enhancement of **17** cultural and religious sites and an estimated **150** museum collections prepared

3 Local economic development fostered through cultural production, cultural tourism and cultural heritage

- **50** new cultural goods produced in the areas of visual arts and crafts as well as design and creative services
- **60** festivals and performances organized
- Trainings of **38** people on cultural institutions management and artistic/technical skills
- Support of **20** cultural small and medium-sized enterprises

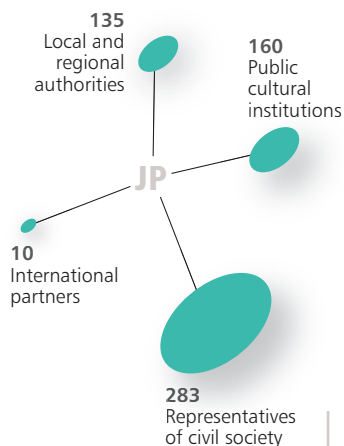
One of the main objectives and results of the JP has been to **strengthen public institutions' capacities in terms of managing development projects and using culture to foster economic and social development.** Institutional capacity building through the JP has sought to further expose local and national institutions to the importance of culture and culture-based development strategies, and to better coordinate on culture-related issues, as well as possess more efficient tools and enhanced capacities to manage the cultural sector for effective policies.

Moreover, the JP has given rise to a series of **new entrepreneurial skills and economic activities based on local cultural potential** while promoting the development of culture-based economic sectors and tourism as an important pro-poor tool, which could become strategic as a basis for new projects fostering local economic development. Indeed, the promotion of culture-based activities has paved the way for future economic benefits in the shape of new employment opportunities, job creation and income-generation for trained workers.

The JP also contributed to **strengthening cross-cultural understanding** while in particular targeting youth with concrete activities to introduce interculturalism in teaching methods and curricula. Moreover, spaces facilitating cultural exchanges among young people have helped to foster dialogue within the younger generation, thereby paving the way for reinforced social cohesion.

The JP also produced a great many publications, surveys, statistics and toolkits. Aimed at a large audience, including policy-makers and local and national authorities, as well as school management, parents, teachers, schoolchildren and gender agencies, among others, the **JP has worked towards targeted MDGs**, especially regarding teaching methods for primary education, **MDG 2** and **MDG 3**, where women account for more than half the total targeted population.

Network analysis
during the design, inception and
implementation phases



*The size of each node is proportional to
the number of the related actors of the JP*

NATIONAL OWNERSHIP

A highly participatory process has been followed during all phases of the JP, especially during the design phase through consultations with 160 public cultural institutions (including national cultural institutions, museums, art galleries, libraries and theatres), 135 local and regional authorities, 283 civil society representatives (including foundations, youth organizations and associations) and 10 international partners.

Furthermore, preliminary needs assessments were carried out on cultural institutional capacity, and local knowledge was taken into account for designing the JP document, notably through research material and studies used as background documents which were submitted for final validation by local counterparts. Stakeholders were systematically consulted throughout the implementation period.

The representatives of civil society and public cultural institutions have played an important role in the design, inception and implementation phases of the JP. The deep **involvement of civil society and public institutions** is highly consistent with the main objectives of the JP and, in particular, it has been an important precondition for building a strong institutional framework, to help towards guaranteeing ownership and bottom-up development strategies.

Indeed, the **NETWORK ANALYSIS** undertaken for the JPs shows that the JP has directly interacted with 16 different civil associations, 11 of which have collaborated with a total of 42 partner associations which can be termed the hubs of the network. The fact that the associations directly involved have developed a dialogue both with the JP management and with external partners augurs well for future network potential. A dense and solid network is now the base on which new potential collaborations and outputs can be established. In addition, local community leaders, civil associations and NGOs have been the biggest beneficiaries of organized civil society. This is an interesting point for local sustainability through a bottom-up approach as NGOs and civil associations, operating at local level, have both the tools and the local knowledge to spread the benefits across local population and groups.

With regard to **public administration**, the JP has particularly benefited the centres of public education and teachers, in accordance with **MDG 2**, as well as 17 affiliated Ministries of Education and Culture. It represents an important means of helping to guarantee institutional sustainability through a top-down approach. Strengthening public institutions can bring about a process of trickle-down whereby the benefits achieved will be able to move from the top to the general population. As a result, positive indirect socio-economic impacts could spread far and wide.

Finally, by **promoting events and partnerships**, the JP has been able to create new networks of local actors and to prepare fertile ground for future collaboration and activities which may make for sustainable results. The JP in Bosnia and Herzegovina has been marked by the especially numerous events organised related to the management and organization of its activities and specific trainings in capacity development. In all, 125 events have been organized and more than 870 agencies and associations have participated in them. An event can be seen as an opportunity to create new acquaintances and contacts; in other words, people participating in the same event become part of a new network. Moreover, events create the potential for new local, national and international partnerships and cooperation arrangements for development, thereby contributing to **MDG 8**.

OPERATIONAL CHALLENGES

The MDG-F experience in Bosnia and Herzegovina generated a great deal of knowledge in the context of Bosnia and Herzegovina, including valuable lessons learnt both in the field of culture and development and in the context of the UN Reform. Such lessons, provided by the JP team in Bosnia and Herzegovina mainly through the completed MDG-F questionnaire on Culture and Development, are both process-oriented (executive, operational and financial) and programme-oriented (technical), and examples of both are given below:

— **Participatory process for the elaboration of the Action Plan for the implementation of a culture strategy:** Consensus-building and explanatory sessions with all levels of governmental counterparts are necessary to ensure a joint vision and align the Action Plan with the government's priorities; working meetings were essential in preparing a detailed plan of activities; open public debates on the proposed Action Plan were necessary to inform the public and ensure that civil society organizations fulfilled their watchdog function. This process was followed for the JP's Action Plan for the implementation of a national culture strategy. In the Bosnia and Herzegovina context, this is particularly salient given the various layers of federal and national government.

— **Inclusive monitoring teams:** It is important that local monitoring teams made up of representatives from different sectors (i.e. government authorities, civil society) be put in place to monitor local projects according to a set of SMART indicators established before the implementation phase and in line with the programme's schedule of disbursements. Simplified monitoring procedures should be applied to small-scale projects or projects of limited complexity. Inclusive monitoring provides UN agencies and national counterparts with quality information on local project implementation, and also ensures both a high level of local ownership and greater cooperation and trust among stakeholders.

— **Sustainability plans:** Sustainability plans for joint programming activities are necessary to follow up implementation and permit monitoring. The level and type of activities undertaken by the JP will determine whether the sustainability plan is applied locally or nationally. Sustainability plans map out firm modalities for ensuring the continuation of activities – thereby providing good motivation for parties involved in joint programming – while also guaranteeing that the government is responsible for its actions.

SUCCESS STORIES

The JP team has identified the following two success stories, details of which can be found at the end of the publication:

- ▶ **Culture and Social Cohesion:** Intercultural camp in the municipality of Rudo: a tool for reconciliation through the promotion of cultural diversity
- ▶ **Culture and Tourism:** Revitalization of the old medieval fortress and old house of the 'Eminagica family' in the municipality of Tesanj

ALLIANCES FOR CULTURE TOURISM IN EASTERN ANATOLIA

DURATION August 2008 – April 2012

TOTAL BUDGET USD 3.8 million

UNITED NATIONS PARTNER AGENCIES UNESCO, UNDP, UNICEF, UNWTO

NATIONAL AND LOCAL PARTNERS Ministry of Culture and Tourism, Ministry of Foreign Affairs, Ministry of Development, Ministry of Family and Social Policies, Municipality of Kars, Governorate of Kars, Chamber of Commerce and Industry, Kars Tourism Infrastructure Service Union, Sarıkamış District Governorate, Sarıkamış Municipality, Kars Kafkas University, Ocaklı Village Headman

TARGETED GEOGRAPHICAL AREAS Eastern Anatolia of Turkey (Kars, Ağrı, Ardahan, Bingöl, Bitlis, Elazığ, Erzincan, Erzurum, Hakkari, Iğdır, Malatya, Muş, Tunceli, Van). The pilot city is Kars.

OVERALL OBJECTIVE Develop and enhance cultural tourism in Eastern Anatolia through pro-poor tourism development policies, the safeguarding of tangible and intangible cultural heritage and the development of capacities of communities and enterprises for income generation and job creation in the province of Kars.

88,600 BENEFICIARIES
Direct: 3,600 - 39% of whom are women
Indirect: 85,000 - 45 % of whom are women

The development of the Cultural Tourism Sector in Kars will contribute to social cohesion by recognizing pluralism and by reducing income disparities between people of Kars and the rest of the country.

Project Document



An Archaeological Site / Site Management Planning © MDG-F JP Turkey

POPULATION
76.8 million

CAPITAL
Ankara

GDP PER CAPITA
USD 11,900

PROPERTIES ON THE UNESCO WORLD HERITAGE LIST

- Archaeological Site of Troy
- City of Safranbolu
- Great Mosque and Hospital of Divriği
- Hattusha: the Hittite Capital
- Historic Areas of Istanbul
- Nemrut Dağ
- Selimiye Mosque and its Social Complex
- Xanthos-Letoon
- Göreme National Park and the Rock Sites of Cappadocia
- Hierapolis-Pamukkale

ELEMENT ON THE UNESCO REPRESENTATIVE LIST OF THE INTANGIBLE CULTURAL HERITAGE OF HUMANITY

- The Arts of the Meddah, Public Storytellers
- The Mevlevi Sema Ceremony
- Novruz, Nowrouz, Nooruz, Navruz, Nauroz, Nevruz
- Âşıkılık (minstrelsy) tradition
- Karagöz
- Kırkpınar oil wrestling festival
- Semah, Alevi-Bektaşî ritual
- Traditional Sohbet meetings

WEB SITE FOR MORE INFORMATION
<http://www.mdgf-tr.org/kultur/v2/p/en/home.php>

The JP sought specifically to develop the cultural tourism sector in Kars, contributing to social cohesion by recognizing pluralism and by reducing income disparities between the people of Kars and the rest of the country. Special attention has gone to women's empowerment. To achieve these objectives, JP action has mainly focused on the following:

- 1 Development of institutional capacities and the regulatory framework for the safeguarding of tangible and intangible cultural heritage as well as enhancement of cultural tourism delivery
- 2 Increase of communities' capacities and enterprises in Kars for income generation and job creation in the culture-based tourism sector
- 3 Promotion of social cohesion and dialogue through the development of conceptual tools, partnerships and governance mechanisms for local authorities and civil society



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Turkey

HIGHLIGHTS OF CONTRIBUTIONS TO THE MDGs

MDG 1:

Institutional impact: supporting and strengthening the Cultural Tourism Development Strategies of the Ministry of Culture and Tourism, local institutions, NGOs and cultural communities (in particular to safeguard and promote the Minstrel tradition); better implementation of the legislative and regulatory framework for the culture sector; greater cooperation between the central, regional and local authorities; strengthening of the relationship between culture and tourism in a sustainable manner

Social and network Impact:

creation and strengthening of social networks; provision of cultural and life skills-based education programmes to increase children's understanding of cultural diversity; public-private partnerships set up in cultural tourism

Economic Impact: cultural tourism enhanced (Kars province targeted); income generation and job opportunities through the Culture House; cultural goods produced for promotional purposes

MDG 2:

Though not initially targeted by the JP, the Ministry of Education is currently considering the incorporation of the Children's Museum training modules in primary and secondary schools

MDG 3:

Social impact: Though not initially targeted, the JP impacted this MDG through the increased participation of women in the culture sector

Economic impact: increased employment and income generation for women generated in cultural tourism through entrepreneurial initiatives and such activities as the Minstrels Festival, felt production, traditional doll-making, and cheese production

MAJOR ACHIEVEMENTS

1 Development of institutional capacities and regulatory frameworks

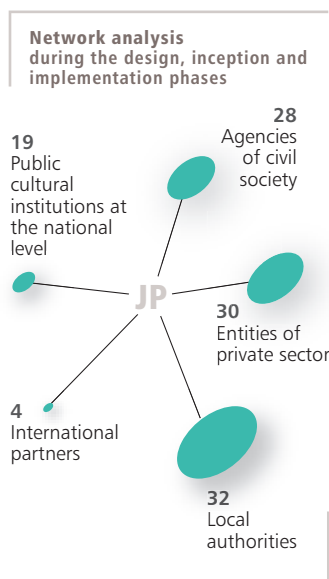
- **Cooperation** between national and local authorities strengthened and local authorities' institutional capacities developed
- **Cultural policies** strengthened and implemented more effectively (capacities enhanced for the implementation of the 2003 Safeguarding of the Intangible Cultural Heritage Convention, and completion of National Inventory forms)
- **Cultural heritage management capacities enhanced and related tools developed** ArcGIS software and automated system developed for the creation and management of digital data on conservation, monitoring and supervision of registered sites and immovable cultural and natural assets in the province of Kars and activated. Revision and update and integration of existing official map of Ani completed
- **Policy documents** elaborated: Tourism Master Plan; Tourism Action Plan; Children Museum Training Kit; Ani Site Management Plan Framework approved in preparation of the draft 5-year Ani Site Management Plan according to current legislative framework ; Safeguarding Intangible Cultural Heritage Basic Texts Booklet
- **Site management workshops** held with the participation of central and local authorities together with the private sector and NGOs

2 Increase of communities' capacities and enterprises in Kars

- Socio-economic questionnaire filled by the residents of Ocakli Village to prepare the Ani Site Management Plan
- **Tour Operators** Survey and Tourism Cluster Road Map elaborated
- **Cultural enterprises** supported: establishment of the Culture of House for the Minstrel Tradition
- **Tourism sector training** delivered by the Ministry of Cultural Tourism to 260 people, 38% of which are women
- **Cultural goods produced:** CDs, books on intangible cultural assets such as publication on 'Folk Tales from Minstrels' and Eastern Anatolian Folk Tales collection; book on 'Mapping Intangible Cultural Heritage of Kars Province'; brochures for awareness-raising on the safeguarding of cultural heritage and relevant legislative framework at national level
- **Tourism promotion and marketing:** brochures, documentary film, map on Kars province; participation in two international tourism fairs (in Istanbul in

February and in Moscow in March), a live radio show on TRT (National Broadcasting Agency)

- Improvement of artisans and creators **technical skills** in 'saz' and 'tar' making (traditional instruments) and performing (a chorus has been established)
 - **Methodologies of cooperation** introduced at the national and local level (Cooperation Agreement signed by the Municipality, Ministry of Culture and Tourism and Minstrels Association for the establishment of a 'Culture House' dedicated to the promotion and safeguarding of Minstrels Tradition.
 - Promotional tour for Kars organized by local stakeholders
 - **Public-private cooperation** established, for example info tour for national tour agents and media
 - Establishment of models, good practices and methodologies for up-scaling/replication elsewhere, even beyond Turkey (e.g. Ani Site Management Plan, Children Museum Rooms, Training Modules for technical/managerial skills for income generation and micro and small business development)
 - Both upstream dimension in terms of formulation of Tourism Development Strategy (based on culture, nature and winter sports), Sustainable Tourism Development Action Plan and establishment of Tourism Development Organization, as well as downstream income generating and poverty alleviation interventions with a focus on women entrepreneurs
 - Introduction of 33 specific tourism related products for marketing and support of SME's thereby creating income generation activities and opportunities
 - 8 grant scheme projects were implemented to support the infrastructural and organizational efforts that will meet the immediate requirements for further development of tourism industry in Kars
- ### 3 Promotion of social cohesion and dialogue
- International Minstrels Festival organised (participation from neighbouring countries)
 - Children Museum Training Modules on cultural heritage delivered in 8 cities
 - Social network created and strengthened: a platform for discussions and expression of opinions created for civil society
 - Participatory process involving central and local authorities as well as civil societies leading to established partnerships
 - Brochures aiming at raising awareness at both local and national level on the legislative and normative framework for the safeguarding of cultural heritage distributed in 81 provinces of Turkey.
 - Promotion of cultural diversity through the mapping of intangible cultural heritage via field



The size of each node is proportional to the number of the related actors of the JP

research in **80** villages involving **50** trained students from the Kafkas University Field and following a participatory process with the targeted population.

Strengthening of institutional capacity has been key in helping create an enabling environment for sustainable tourism development in the Kars province. The JP fostered increasing knowledge capacities of the tourism sector, as well as new management and action plans and greater awareness of the cultural potentialities, all of which are preconditions for improving policies and regulatory frameworks. In turn, the latter are fundamental in creating favourable preconditions for the effectiveness of private initiatives. The tourism strategy with **33** tourism products prepared for Kars provided a model for Turkey's less developed regions, and official requests regarding the application of similar action in neighbouring provinces have already been received.

In this regard, through its products, the JP has contributed to **improving the managerial skills of tourism service providers, creating tools for heritage safeguarding, management and promotion, and providing cultural operators with training and courses which help prepare for international tourism.** For instance, the Grant Scheme launched by the JP and beneficiary institutions from civil society and the private sector such as Kars Hoteliers and Restaurants Association, Kars Goose Breeders Association, Kars Culture and Art Foundation, was identified by most stakeholders as an efficient action for its direct effect on income generation and therefore its direct potential to reduce poverty in Kars (**MDG 1**) as well as for its efforts to mainstream gender and to reach women entrepreneurs (**MDG 3**). For example, the traditional ('saz' and 'tar') instrument-making and performing training programme raised great interest in the younger generation and will be pursued beyond the JP. Moreover, great attention has gone to enhancing the tourism sector by attracting new tourists and visitors thanks to a number of promotional and marketing products and initiatives.

Finally, more than one third of all beneficiaries of the JP belong to the private sector. In particular, **1,150** persons employed in cultural industries and firms have benefited from the JP, about **half of whom have been women.** This has also had an indirect effect on their families, benefiting some **5,300** additional persons. Moreover, given that the economy is a network of backward and forward linkages

through the value chain, development of the tourism sector may indirectly benefit the population living and working in the centre of Kars (around **5,000** persons). Looking ahead, the JP activities have paved the way for potentially new economic incentives to flourish alongside an increase in tourism and the potential creation of new small- and medium-sized firms such as hotels, restaurants and shops.

NATIONAL OWNERSHIP

The JP is marked by a highly participatory process followed throughout the JP's duration which constantly involved **various public cultural institutions** (Ministries, Universities, Institutions), **local and regional authorities** (particularly of the Kars province), **30** representatives of the **private sector** (tourism sector and sub-sectors such as restaurants, hotels, travel agencies, etc.), **28 civil society** representatives (associations, NGOs), and **4 international partners** (strong synergy among activities implemented by UNDP, UNESCO, UNWTO, UNICEF).

In view of the importance of stakeholder ownership, numerous consultative meetings were held, and **synergies and networks were created** and initiatives undertaken to build a shared sense of purpose among key stakeholders of the JP, all of which did much to enhance the ownership of national stakeholders. Similarly, the participatory methodology of the field research on intangible heritage undertaken in **80** villages, together with the awareness-raising initiatives through local and national media, contributed to enhancing ownership of the JP activities by the local population of the targeted area.

NETWORK ANALYSIS shows that new networks involving national authorities, international development agencies, civil society and local authorities have been generated. In this context, the Ministry of Culture and Tourism has represented an important link by cooperating with local authorities in the realization of their activities and assisting them in raising funds. An agreement has also been reached between the Minstrel Association, the Municipality of Kars and the Ministry of Culture and Tourism establishing a Culture House dedicated to Minstrels Association and stipulating the roles and responsibilities of each partner, to render the Culture House functional and contribute to safeguarding and promoting the Minstrel tradition.

OPERATIONAL CHALLENGES

The MDG-F experience in Turkey generated a great deal of knowledge in the Turkish context, including, valuable lessons learnt both in the field of culture and development and in the context of the UN Reform. Such lessons, provided by the JP team in Turkey mainly through the completed MDG-F questionnaire on Culture and Development, are both process-oriented (executive, operational and financial) and programme-oriented (technical), and examples of both are given below:

Ensure strong local and national ownership:

Several corrective measures were taken to increase local and national ownership as well as address the situation created by the change of local authorities during the inception phase of the JP: a high-level mission was organized between the Undersecretary of the Ministry of Culture and Tourism, the Spanish Ambassador and UN agencies' representatives; a team-building study tour to Spain involving local and national stakeholders was conducted; workshops were organized.

Foster continuous information sharing:

Aside from the established coordination mechanism meetings, regular joint coordination meetings were held between UN agencies and national counterparts, as well as weekly teleconferences with agencies and meetings between local beneficiaries and stakeholders. This is particularly important for an even sharing of information and helps to ensure ownership of the activities.

Be sure the monitoring method is defined:

To monitor and assess the progress of the JP, the M&E Framework was revised during implementation and indicators were established in order truly to reflect the results of the JP. In particular, it is important to define qualitative indicators as appropriate. Following the implementation of each activity, questionnaires /evaluation forms /written exams/ interviews/ follow-up meetings were conducted. For grant scheme programme monitoring, visits were conducted and reports prepared.

SUCCESS STORIES

The JP team has identified the following four success stories, details of which can be found at the end of the publication:

- ▶ **Culture and Social Cohesion:** Support to the safeguarding and promotion of cultural diversity and heritage, with a special focus on intangible cultural heritage and the diversity of cultural expressions
- ▶ **Culture and Tourism:** Creation of a Model for Strategic Direction, Prioritizing and Safeguarding of Tangible Cultural Heritage
- ▶ **Culture and Tourism:** Plan for Kars and Local Economic Development Initiatives for Tourism Development (LDITD) Grant Scheme Programme

The MDG-F Joint Programme (JP) teams in Albania, Bosnia and Herzegovina, and Turkey have identified success stories which tangibly illustrate how each JP has contributed to specific national needs and priorities, while at the same time being marked by value added for the South-East Europe region (SEE). Often highlighting their multifaceted contribution to the Millennium Development Goals (MDGs), these success stories illustrate the capacity of the JPs to **trigger results** and to give rise to **perspectives** reaching far beyond the local and sometimes even national borders, through combining organizational and managerial skills-building for national and local authorities, promoting intercultural dialogue, addressing women, children and youth as priority target groups, and consolidating the comparative advantage of the United Nations organizations' expertise and intervention in the region. The success stories entail the promise of serving as an example and inspiration to other stakeholders and parties concerned.

In the context of the MDG-F Knowledge Management project on Culture and Development, a success story has been defined as a set of activities resulting in a desired outcome based on collectively supported values that can be replicated in different contexts. It not only aims to communicate and showcase specific components of the JP but also serves as a tool to crystallize memory and transfer knowledge in order better to inform and to improve future programmes on culture and development. Below, you can explore the success stories that were chosen by the JP teams, based on this definition, in order to highlight their activities and outcomes.

CULTURE AND DEVELOPMENT SUCCESS STORIES

MDG-F Joint Programmes implemented in
South-East Europe

Albania

Bosnia and
Herzegovina

Turkey

Albania

- CULTURE AND ENTREPRENEURSHIP** Gjirokastra Artisan Incubation Centre
- CULTURE AND TOURISM** Cultural marketing strategy
- CULTURE AND EDUCATION** First-ever MA in cultural resources management at Tirana University

Bosnia and Herzegovina

- CULTURE AND SOCIAL COHESION** Intercultural camp in the municipality of Rudo: a tool for reconciliation through the promotion of cultural diversity
- CULTURE AND TOURISM** Revitalization of the old medieval fortress and old house of the 'Eminagica family' in the municipality of Tesanj

Turkey

- CULTURE AND SOCIAL COHESION** Support to the safeguarding and promotion of cultural diversity and heritage, with a special focus on intangible cultural heritage and the diversity of cultural expressions
- CULTURE AND TOURISM** Creation of a Model for Strategic Direction, Prioritizing and Safeguarding of Tangible Cultural Heritage
- CULTURE AND TOURISM** Tourism Master Plan for Kars and Local Economic Development Initiatives for Tourism Development (LDITD) Grant Scheme Programme



Gjirokastra Artisan Incubation Centre



Artisan incubator © UNDP Albania

Over 250 artisans have benefited from the centre in and around Gjirokastra, including areas near Tepelene, Permet and Delvine. In all, over 500 micro- and small entrepreneurs benefited from participation and/or attendance at the annual artisan fair organised.

BACKGROUND

The Historic Centre of Gjirokastra is inscribed on UNESCO's World Heritage List, jointly with the Historic Centre of Berat. Gjirokastra, is home to 35,000 people. The population lives in either the historic upper town, which is hundreds of years old, or the modern lower town, dating from the 1970s. Gjirokastra has suffered from a lack of investment, but efforts are under way to revitalize the historic town and restore its buildings.

Gjirokastra is also home to approximately 200 artisans specializing in local handicrafts and is consequently one of the major artisan centres of Albania. The artisans enjoy a mutual sense of familiarity and cooperation with one another, but they suffer from a lack of organized sales channels.

PROCESS

To address the issue of having a sales point and a production centre that would also permit the transmission of skills from one generation to the next, it was proposed that an incubation centre be set up by the Joint Programme (JP).

The JP team identified a previously inhabitable building, and developed designs for renovations works which were conducted by UNESCO and UNDP. With funds-in-trust from the Albanian Government given for the restoration of the historic center of the town, UNESCO worked on the exterior of the building, while UNDP contributed with MDG-F JP funds to rehabilitate the interior.

Outcomes

Since the building's inauguration, it has acted as a hub for local artists and artisans that have also benefitted by various training on product development. The centre is being operated by a local NGO, the Gjirokastra Conservation and Development Organization (GCDO) and has subsequently attracted the attention of other supporters of cultural heritage activities. Now the building houses a number of 'add-on' projects, which would be unable to operate without the common space allocation. Some examples include an iso-polyphny intangible heritage project, financed by a Telecom company, and inscribed on UNESCO's Representative List for Intangible Cultural Heritage, and an annual artisan fair, run with support from the British Council.

In all, over 250 artisans have benefited from the centre in and around Gkirokastra, including artisans from areas near Tepelene, Permet and Delvine. A total of over 500 small entrepreneurs benefited from participation in the annual artisan fair, which is growing ever-larger as the town further develops its arts and crafts in realization of its cultural tourism potential.

The artisan centre in Gjirokastra also sparked off other donor-financed projects aimed at renewed support for the artisan community in southern Albania.





11 Nëntor 2010
Tirana International Hotel



Cultural Marketing © UNDP Albania

- Five new tools for cultural marketing produced.
- Visit Albania Year 2012, celebrating the centenary of the country's independence developed.

BACKGROUND

In the past, Albania's rich and diverse cultural heritage has often been undervalued, at times even suppressed and neglected, particularly during the country's long years of isolation. Today, two UNESCO World Heritage Properties and one element inscribed on the Intangible Cultural Heritage Representative List testify to Albania's role as a place where different peoples and civilizations have harmoniously coexisted over nearly three millennia.

Albania is well situated to harness culture as an instrument in shaping a new national identity, particularly as its government, economy and people move towards greater participation in international fora. Albania's diverse heritage should be promoted for social, economic and human development, however, fundamental changes are still needed at all levels of government and society to make this idea resonate. Most importantly, there is a need for an increased national awareness of how culture can be used as a tool for sustainable development and, conversely, how sustainable development can serve as a catalyst for culture.

PROCESS

The Culture Marketing Strategy, developed under the MDG-F Joint Programme (JP), is designed to tackle these problems. The Strategy provides technical assistance and support to the Albanian National Tourism Agency to develop action plans on how to utilize Albania's cultural legacy to increase both tourism and international visibility. The JP has already instituted new marketing tools (products, activities and events) which have heightened the awareness of clients abroad about Albanian culture (such clients include Albanian embassies, foreign cultural institutions, NGOs, and businesses).

Five of these tools have been selected and produced on the basis of their effectiveness under the culture marketing strategy and action plan to promote Albania as a society of cultural understanding and religious tolerance. A donor mapping plan in the area of cultural heritage has also been developed by the programme team and has served as a complementary guidance tool for future work.

These background studies, along with other main strategic documents of the Albanian Government, have been accompanied by frequent stakeholder meetings in Albania, as well as a market survey in Western countries that will help attract visitors to Albania.

Outcomes

The Year One Action Plan (2011) will launch Albania's cultural heritage marketing in primary and secondary markets, as well as globally, through the promotion of 'Visit Albania Year 2012'. This year-long celebration coincides with the centenary of Albanian independence, which was achieved in 1912. It will galvanize the tourism industry behind the national centenary celebration, boost local pride in heritage, and ensure that a positive cultural image of Albania is projected internationally. The marketing tools produced have been made available to Albania's Ministry for Tourism, Culture, Youth and Sports, the National Agency for Tourism, and also the Ministry for Foreign Affairs which is currently in the process of developing its own cultural diplomacy strategy, largely as a result of this initiative.



First-ever MA programme in Cultural Resource Management in Tirana University

CRM MA-Program in Tirana University © UNDP Albania



BACKGROUND

Despite Albania's skilled cultural heritage workforce, very few post-graduate training and educational opportunities exist for practitioners. As a result, Albania's national cultural heritage industry remains stagnant and shows little sign of alignment with international standards. Furthermore, the lack of domestic educational options means that those professionals who can afford it are forced to seek additional education abroad.

PROCESS

The need for the establishment of an MA Programme was identified at the inception phase of the MDG-F Joint Programme (JP). The architects of the future MA Programme anticipated obstacles with respect to accreditation of the programme, based on previous experience. Therefore, the JP team made sure to identify, from the outset, the main stakeholders involved in the management of cultural sites. These main stakeholders included, among others: the Ministry of Education and Science; other universities public or private which had shown an interest; and other institutions.

A number of meetings were organized at the initial stages which helped the team identify the main issues, take stock of the needs of the cultural sector and the capacities of the educational sector to initiate and sustain this programme. In order to make sure the Joint Programme had 'all the facts' about the main dilemmas surrounding the creation of the MA programme, it was decided that a feasibility study should be conducted. On the basis of the recommendations of a local consultant hired through a competitive process, the JP partners decided to house the MA programme in the University of Tirana, Faculty of History and Philology.

The main issue raised was the lack of the local academic capacities to cover some of the courses in the curriculum. To respond to this need in the short term, visiting professors were invited to lecture.

In the long term and with the view to keep the programme aligned with the current relevant discussions and developments, MA premises were provided with the technical equipment for distance learning and lecturing.

One issue raised was gender parity. The designers prioritized ensuring a balance between male and female students, in order to promote gender equality among graduates of the programme, who aim to be the next generation of managers in the Albanian cultural heritage industry.

Outcomes

On October 25, 2010, the Masters programme was launched in the Faculty of History and Philology at the University of Tirana, which possesses a long-standing reputation in the in-service training of cultural heritage specialists. Mainstreaming the programme in the regular State higher education system guaranteed its sustainability while making it accessible to a wider range of interested students and future managers.

The MA programme has managed to mobilize the quality professors from a number of related faculties, thereby reflecting the interdisciplinarity of the MA programme. It has also been able to provide scholarships to Albanian-speaking students from outside the country.

The first year of the first ever MA Programme on Culture Resource Management was concluded with a study tour Tirana – Athens, which enabled the students to experience first hand and discuss on the various aspects related to the cultural and historical sites and institutions visited. This was an enriching practice both for the MA students and the university.

With its formal launch on 25 October 2010, the MA Programme on Culture Resource Management was accredited and it could accommodate only 50% of the applications received during its first year of operation.



Intercultural camp in the municipality of Rudo: a tool for reconciliation through the promotion of cultural diversity



Visit to Rudo camp © Danijel Hopić

- Intercultural Youth Camp in Rudo organized for over 5,000 children.

- Elementary school restored and opened for summer activities.

BACKGROUND

In the aftermath of the 1992-95 war and with the transition from a State to a market economy, the Municipality of Rudo lost its major sources of local income which had previously consisted mainly of revenue from State companies. It was the success of the neighbouring municipality (across the Dayton Peace Agreement-declared boundary line) that sought to revitalize itself by seeking funding from a number of external sources, which inspired the Municipality of Rudo to apply for project assistance under the MDG-F Programme.

PROCESS

The municipal authorities, aware of the limited capacities available, employed a Local Development Agency (LDA) to act on their behalf in preparing the project application. The LDA consulted with all stakeholders (teachers, school directors, the mayor, and neighbouring municipality organizers) in order to prepare a programme proposal that matched local needs. The municipal management gathered sufficient human capital, and utilized the municipality's natural beauty and resources in planning and implementing the programme. The municipality also managed to persuade the Ministry of Education and Culture to assist in obtaining the required co-financing since it could not meet the requirements from its own budget.

Outcomes

An abandoned local school at the edge of the lake in the rural area of the Municipality of Rudo was fully refurbished and turned into an intercultural camp for over 5,000 children of all ethnic groups from both BIH entities. The strong local network of schools ensured a sustainable and effective experience for students, particularly through the support of local teachers who worked in close collaboration with teachers from the neighbouring municipality. The project was further developed by the Mayor himself, who cooperated with the Ministry of Education and Culture in creating a major development-based programme to help the municipality expand its tourism sector. This success story provides evidence of exemplary cooperation between two United Nations agencies: UNDP for reconstruction, call for tenders, and governance issues; and UNICEF for beneficiary (children) motivation, distribution of information, and intercultural education aspects.



Revitalization of the old medieval fortress and old house of the 'Eminagica family' in the municipality of Tesanj

Tesanj: Eminagica house and fortress © Ferhad Mulabegovic



Outcomes

The municipality had encountered problems in obtaining licences for the reconstruction and because of limited funding for completion of the projects. United Nations agencies teamed up to assist both in liaising with national authorities and in providing co-financing for completion of the projects. A local oral-history project was also established to stimulate and sustain a new wave of interest in local history. A documentary was produced on the life of the Eminagica family using authentic documentation, and their descendants were interviewed to paint a more personal picture of life during that period. This case also illustrates the comparative advantage of cooperation between three United Nations agencies, namely between UNESCO and UNDP for reconstruction, UNDP for workshops and classes, and UNICEF for inter-cultural education intended for schools. Both monuments are now equipped to service tourists, most notably as: summer festival destinations; classrooms and lecture halls offering lessons about traditional activities in the Ottoman Empire; and moreover, sites where history can be experienced through participation in a living culture.

- Positioning of monuments as an attractive tourism destination.
- Wide participation of civil society.
- Illustration of the comparative advantage of United Nations agencies working together.

BACKGROUND

The Municipality of Tesanj is centrally located at the intersection of all major roads in Bosnia and Herzegovina, and houses a medieval fortress which had been completely abandoned and lacked maintenance. Situated on the outskirts of the fortress, and in a similar if not worse condition, was the prominent Eminagica family's former residence, an architectural jewel dating back to the age of the Ottoman Empire. The municipality of Tesanj applied to the Open Call for municipal projects with a proposal for the restoration of both monuments, including a cultural tourism plan. The proposal would rely on local co-financing to achieve its aims.

PROCESS

Many civil society organizations were involved in preparing the proposal. A number of local schools specializing in trades such as cooking, traditional designs, and crafts were also involved. The schools contributed their expertise in helping to portray the monuments as attractive cultural tourist destinations for more than their external beauty. They showed the possibility of engaging a visitor in a variety of activities during his/her stay, including sampling of local food and crafts.





Support to the safeguarding and promotion of cultural diversity and heritage, with a special focus on intangible cultural heritage and the diversity of cultural expressions



Sazes and Tar making training programme © MDCG-F, JP, Turkey

- Awareness-raising on the importance and value of intangible cultural heritage.
- Women from Kars were encouraged to practice the Minstrelsy tradition themselves.
- Memorandum of Understanding signed between the Municipality of Kars and the Minstrels Association.

BACKGROUND

The JP provided concrete contributions to the safeguarding and promotion of intangible cultural heritage (ICH), through a set of complementary activities aimed to raise awareness on the ICH concept, and to support its safeguarding and viability. Bearing in mind that the preparation of the national inventory of ICH is a long-term and dynamic process under the responsibility of the Ministry of Culture and Tourism (MoCT) and considering the short timeframe available for the implementation of the JP, it was decided that the JP activities related to ICH would consist in the identification and mapping of the main intangible cultural assets in the Kars province, and in the provision of support to selected manifestations of this heritage, particularly Minstrelsy tradition. Support by means of transmission through written form, creating a platform for the making and performing of traditional instruments, contributing to promotion, and providing a culture house, all formed a solid basis for further activities.

PROCESS

Activities started with two workshops intended to inform and train local stakeholders for the preparation of the national inventory of ICH, led by the MoCT. Activities continued with the preparation, implementation and publication of research for mapping ICH main assets in the Kars province. The research covered 80 villages; 50 students from Kafkas University (50% women, 50% men) were trained. Approximately 7,000 pages of data transcriptions, 2,000 photographs, and 260 video recordings were collected. Selected data was presented in a publication and the research was submitted to MoCT for archiving and further processing.

Besides this encompassing action, specific activities especially designed to support the safeguarding, viability and promotion of the 'Minstrelsy' tradition, a distinctive feature of the local cultural heritage (also inscribed in the UNESCO Representative List for ICH), were implemented. These activities included vocational training for making traditional musical instruments, recording and publishing an audio CD with Minstrels' performances, preparation and publishing of a book in traditional folk tales, organizational support for an international festival, and the establishment of a permanent meeting point for Minstrels in a refurbished, historical building named 'Culture House'.

Outcomes

Awareness was raised concerning all stakeholders, from relevant authorities, to the bearer-community, to local civil society at large, on the nature, importance and value of ICH. Tools and resources were made available for supporting the safeguarding, viability and transmission of local intangible heritage, with special focus on the Minstrelsy tradition wherein professionals were trained in the making of traditional musical instruments. Local intangible cultural heritage was better integrated into processes and policies for the sustainable development of cultural tourism, notably through the completion and publishing of research for the mapping of the primary ICH in the province of Kars. Ownership from local communities and authorities was prioritized. The overall experience formed a model for the establishment of other culture houses and the creation of platforms for different traditions in different contexts.

It is important to note that, while 20% of the audience of the Minstrelsy tradition is female, the practice mostly involves men as the tradition stemmed historically from travelling. Through the JP, however, women from Kars were exposed to the tradition and were encouraged to practice it themselves. The most important component of this initiative was the establishment of the Culture House, and the Memorandum of Understanding signed between the Municipality of Kars and the Minstrels Association, which will strive to ensure the sustainability of related activities beyond the end of the project. Furthermore, an audio cd of Minstrels' performances was produced, and International Minstrels' Festivals were organized in Kars, Kaçızman and Sarkamış. In addition, a book on Eastern Anatolian Folk Tales was published, which will help raise awareness on the overall importance of safeguarding oral traditions.

Creation of a Model for Strategic Direction, Prioritizing and Safeguarding of Tangible Cultural Heritage



Awareness – raising Brochures for the Safeguarding of Cultural Heritage © MDG-F JP Turkey

BACKGROUND

An integrated model for the protection of cultural and natural assets, encompassing strategic direction, prioritization, and safeguarding, was needed in Turkey in order to promote sustainability and integration into local tourism-development programmes. This model, which would ideally comprise a decisive improvement of existing institutional capacities, was achieved by means of two main sets of interventions: creating a digital data management system, and preparing a management plan for the Site of Ani.

PROCESS

a) Creation of an automated system for managing digital data on conservation, monitoring and supervision of registered sites, immovable cultural and natural assets in the province of Kars. Activities included engineering the system structure and functioning, developing software, purchasing and installing said hardware, as well as training the system users at both local and national levels. The system, designed and realised in close coordination with the Ministry of Culture and Tourism, which was both the main user and a direct beneficiary, and related Regional Preservation Councils, is the first comprehensive tool for the digitisation of cultural heritage in Eastern Anatolia, and will represent a point of reference for the development of similar structures in the region.

b) Preparation of a management plan for the Site of Ani, which is the main cultural asset and potentially the most important cultural attraction in the project area. Site Management Planning is a relatively new subject for Turkey. The first legal disposition was approved in 2004 and specific regulations were introduced in 2005. Since then, only a few management plans have been defined in Turkey in draft form mostly through external procurement. The JP initiated and led the process for the definition of the draft management plan, provided technical assistance and activated partnerships between all relevant stakeholders, with an inclusive participatory approach. It should be highlighted that this is the first management plan developed with such methodology in Turkey (where existing management plans of other

sites have been mostly developed through an externalization of services), thus posing itself as a good practice to be possibly replicated in other sites. Within this process, the revision and integration of the existing official map of the Ani archaeological site was completed and integrated into automated software system. As a result of a series of workshops and consultation processes, a 'Site Management Development Framework' was approved, and an agreement established between the relevant stakeholders on the preparation of a draft 5 - year Management Plan based on the Turkish legislative framework as well as on relevant international standards.

Outcomes
 The afore-mentioned activities resulted in a decisive improvement in the safeguarding and management of cultural and natural sites in the project area, and paved the way for their sustainable integration into the local tourism development programmes. The creation of the automated system for the digitization of local cultural heritage accelerated the establishment of the Regional Preservation Council in Kars, which was long planned by the Ministry of Culture and Tourism and was opened in 2011. Furthermore, the activities brought significant results in terms of training, institutional and professional capacity building, awareness-raising, and the establishment of partnerships between central state authorities, local government agencies, and stakeholders for the academic sector and civil society. The activities within the Ani Site Management Plan process determined an increase of funds allocated by the Ministry of Culture and Tourism for the conservation and restoration of the site. The Ani Site Management Planning process is an outstanding achievement considering the methodology based on international standards and leveraging directly on the structures and capacities of the relevant institutions.

■ Improvement in the safeguarding and management of cultural and management sites.

■ Sustainable integration into local tourism development programmes.



Tourism Master Plan for Kars and Local Economic Development Initiatives for Tourism Development (LDITD) Grant Scheme Programme



Ani Archeological Site /Site Management Planning © MDG-F JP Turkey

BACKGROUND

Based on national strategic documents such as the 9th Development Plan of Turkey, Tourism Action Plan (2007-2013), Tourism Strategy 2023, and Kars Brand City Action Plan, the Diagnostic Report for Kars was prepared to assess the current situation of the tourism sector.

Following this report, a sustainable tourism strategy was developed to define the objectives aimed at mitigating constraints, benefiting from opportunities and key success aspects. Thus, the tourism development strategy focused on definition of product, destination and promotion strategies considering human resources. An action plan was prepared for the period 2010-2023 in line with the schedule of the Tourism Strategy of Turkey. The programmes composing the Action Plan were based on analysis of gaps between the current situation and the desired situation which is intended to be reached by 2023. The Action Plan foresees realizing the tourism development strategy defined for the region, with gender, poverty reduction and sustainable development taken into consideration as primary factors.

PROCESS

The JP aimed to develop national ownership through the effective cohesion of programme outputs and to build local capacities to achieve sustainable tourism development beyond the project. The studies in the field revealed that competencies of the local stakeholders are not sufficient to sustain the momentum created during the project. Social capital, which refers to connections within and between social networks, had not emerged in the region either. For this reason, a Grant Scheme, which is considered a tool to build competencies and social capital, was launched for civil societies in Kars. This tool is expected to contribute not only to build the capacity of cluster stakeholders, but also to facilitate the implementation of actions identified within the JP. In line with the outputs and complementary activities of the JP, a support scheme within the activity plan was foreseen. Taking into account both the progress of activities and feedback from local stakeholders, a grant scheme programme was formulated as 'Local Economic Development Initiatives for Tourism Development in Kars' in order to support small scale infrastructural and organizational efforts that will meet the immediate requirements for further development of the Tourism Industry in Kars for Culture, Winter, and Nature Tourism.

Selected activities supported institutional capacity building, product development, and income-generating activities for women. Special attention was given to poor or disadvantaged rural communities and areas with high-potential for natural tourism. Local development initiatives covered small scale actions having the potential to boost larger-scale economic developments in Kars and its environs.

The activities suggested within the project proposals had a concrete impact on the tourism potential of Kars. On the global level, initiatives including meeting immediate small scale infrastructure or organizational needs for the development of tourism within the context of the project proposal; enhancing public/private partnerships in the field of tourism; raising awareness on the importance of tourism in the economic development of Kars, and supporting collective actions within tourism actors for enhanced public-private partnerships.

More concretely, an alternative tourist route incorporating cultural assets of Kars together with historic and well-known characters in literature was developed. In line with the development of the long term tourism strategy which focused on the winter season, a snow-park for an alternative winter tourism product was established, as were capacity building activities for hotels and restaurants for improved service quality. Training facilities and hygienic packaging equipment for local goose producers was obtained, and a cheese museum for showcasing the local cheese making tradition and for determining the relevant inventories was established. The JP promoted the fabrication of felt products and traditional dress dolls as important tools for supporting women's participation in the workforce. Training programmes were organized in cooperation with municipalities. As an added bonus, the projects mobilized partnerships between NGOs and government institutions.

Outcomes

- Promotion of tools for supporting women's participation in the workforce.

- Mobilisation of partnerships between NGOs and government institutions.

- Enhancement of public/private partnerships in the field of tourism.

“Culture can clearly facilitate economic growth through job creation, tourism and the cultural industries, as an important economic sector for production, consumption and access. Furthermore, Culture provides the social basis that allows for stimulating creativity, innovation, human progress and well-being. In this sense, culture can be seen as a driving force for human development, in respect of economic growth and also as a means of leading a more fulfilling intellectual, emotional, moral and spiritual life.”

Excerpts from the Terms of Reference of the MDG-F Culture and Development Thematic Window



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Educational, Scientific and
Cultural Organization



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For further information please contact:

Dorine Dubois: d.dubois@unesco.org Maria Gropa: m.gropa@unesco.org Caroline Munier: c.munier@unesco.org