HERITAGE FOR SOCIAL AND ECONOMIC DEVELOPMENT

SPANISH MDG ACHIEVEMENT FUND FOR CULTURE & DEVELOPMENT:

A Government of Albania programme implemented by UNDP and UNESCO
and financed by the Government of Spain

One UN Programme/UNDAF Outcome(s):

(1) *A transparent and accountable government;*
(2) *An enabling environment in place to ensure people's participation in policy formulation and national decision-making process;*
(3) *Quality public services delivered in an efficient, transparent, accountable and equitable manner, and*
(4) *Regional development.*

Joint Programme Outcome(s) (if different):

(1)   *A transparent and accountable government, developing and implementing effective national policies on culture and culture-related issues;*
(2)   *An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision-making at the local, regional and national levels;*
(3)   *Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner;*
(4)   *An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies; and,*
(5)   *A contribution to the National Strategy of the Alliance of Civilization and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance.*

Programme Title: *Heritage for Social and Economic Development*	Total estimated budget: $3,260,000 Out of which: 1. Planned resources:
Programme Duration: 2 years (Start/end dates): 15/06/2008 – 14/06/2010 Fund Management Option(s): Pass-through Managing or Administrative Agent: UNDP	• Government _____ • Regular/Other Resources _____ • NGO or private _____ • UN Org _____ • Donor _____

UN Organizations	**National Partners**

1.   Executive Summary

In December 2006, UNDP and the Government of Spain signed a far-reaching agreement to establish a new fund to accelerate efforts to reach the Millennium Development Goals, and to support UN reform efforts at the country level. The Spanish Government has committed €528 million to the MDG Achievement Fund (MDG-F), to be programmed between 2007 and end in 2010. The MDG-F intervenes in a number of thematic areas, including that of culture & development.

Albania's prospects for meeting the Millennium Development Goals (MDGs) can be greatly enhanced by strengthening the role of culture in its national development strategies and local and regional action plans. Harnessing the potential of Albania's cultural heritage offers opportunities for Albania to strengthen its national identity, create economic opportunities for poor and rural communities, enhance investment, and position itself positively in Europe and the rest of the world. Albania's rich, unique, and storied culture offers many opportunities to positively transform the country by weaving culture into the fabric of society – from economic development, to diplomacy, to education and every day life of its citizens.

Incorporating culture into everyday society in Albania can lead to international results, too. The Alliance of Civilizations (AoC) aims to improve understanding and cooperative relations among nations and peoples across cultures and religions and, in the process, to help counter the forces that fuel polarization and extremism. A number of activities in this joint programme will propel Albania and Albanian culture into the forefront of the AoC's global projects and activities, using it as a model for other nations and cultures to follow. Highlighted in Albania's national strategy for the implementation of the AoC, and confirmed by its participation in the AoC Forum held in Madrid on 15-16 January 2008, these projects will promote understanding and reconciliation amongst cultures on a worldwide scale, constituting a key component of this joint programme of activities, specifically including support to the development and execution of Albania's national strategy for the AoC in its relevant fields. The project will also contribute to the functioning of the Albanian National Council for the AoC, anticipated to be a key player, along with civil society organizations for the successful implementation of this project.

This programme was formulated as a partnership between UNDP and UNESCO, in close consultation with the Ministry of Tourism, Culture, Youth and Sports (MoTCYS) and the Ministry of Foreign Affairs (MFA), which provided input on all strategic interventions to ensure consistency with government priorities and sectoral strategies. This programme will help national stakeholders—particularly the Ministry of Tourism, Culture, Youth and Sports (MoTCYS), the Ministry of Foreign Affairs (MoFA), the Ministry of Education (MoEd), the Institute of Cultural Monuments (IoCM), the National Tourism Agency (NTA), as well as local/regional governments, universities and civil society organizations (CSOs)— to strengthen their capacities in the fields of culture and development and to better articulate Albania's cultural identity and heritage in the promotion of the country's image abroad.

Funded by the Spanish MDG Achievement Fund for Culture and Development, this joint programme will focus in particular on such transformative activities as: the conversion of the National History Museum into a modern cultural institution; protection of and access to two of the country's most important archaeological parks, Apollonia and Antigonea; strengthening the capacities of state employees and other cultural professionals to manage, preserve and present Albania's cultural heritage; demonstrating the viability of new economic opportunities through cultural tourism in Gjirokastra and Berat; strengthening of national policies to safeguard Albania's cultural heritage; and developing new national capacities to promote a more accurate image of Albania's culture abroad.

This joint programme builds on the 2004 Human Development Report findings by working to adapt multicultural policies in Albania that not only respect, but encourage cultural differences. The 2004 Human Development Report "Cultural Liberty in Today's

Diverse World" points out that, "Human development requires more than health, education, a decent standard of living and political freedom. People's cultural identities must be recognized and accommodated by the state, and people must be free to express these identities without being discriminated against in other aspects of their lives. In short: cultural liberty is a human right and an important aspect of human development—and thus worthy of state action and attention." (HDR 2004, Overview.)

Spain's contribution to the eighth MDG, Developing a Global Partnership for Development, is demonstrated by its interest and cooperation in formulating this joint programme document. As a result of this cooperation, the joint programme also follows the main objective of the Spanish Cooperation Sectoral Strategy for Culture: "The main objective of cultural cooperation for development is to contribute to collective welfare, and as a result, it must participate and have an impact on the processes aimed at fighting against poverty and at the reduction of social exclusion. Cultural cooperation must help promote each person's abilities and increase their opportunities, both spiritual and creative and material, so that they take part and contribute to the improvement of their quality of life." As such, culture and development constitute one of the four main pillars of Spanish cooperation in Albania.

The joint programme complements the efforts of the Government of Albania to utilize and mobilize culture for development in order to achieve the MDGs by 2015. The new sector strategies on tourism, culture and youth all adhere to the principles and objectives of the MDGs. Also, the Ministry of Foreign Affairs' efforts to further strengthen activities within the framework of the UN Alliance of Civilizations' initiative should be recognized as a commitment of the Government to achieving MDG 8, Developing a Global Partnership for Development.

This joint programme also complements ongoing UNDP and UNESCO efforts in the fields of culture and development, such as UNDP's Support to Eco and Cultural Tourism Development Programme (April 2006-April 2009) and Image of Albania programmes (May 2006-August 2008), UNESCO's Center for Restoration of Monuments in Tirana (June 2005-November 2009), and other innovative initiatives related to the further safeguarding and promotion of the tangible and intangible cultural heritage of Albania.

2.   Situation Analysis

"Culture is both a means to and the end of development" — Amartya Sen, Nobel Prize winner

Albania has been described as the last secret of Europe. Almost unknown internationally, its rich and diverse cultural heritage is undervalued within the country, much of it having been suppressed or neglected during the long years of isolation. Today's reality is very different: two current, and three potential, UNESCO World Heritage Sites are complemented by extremely valuable intangible cultural heritage, such as iso-polyphonic singing traditions, distinctive textile designs, and exemplary inter-faith cultural relations. Mosques, Muslim quarters, Orthodox and Catholic Churches, convents, Bektashi Teke, Byzantine walls, Roman and other ancient vestiges all testify to the meeting of different peoples and civilizations, and a rich and varied cultural history that has evolved over nearly three millennia.

While Albanian culture is truly ancient, the Albanian people's understanding of their culture is relatively recent (in historic terms). Albanian nationalism in the late 19th century defined Albanian culture for the first time. With a renaissance of language, literature, music, religion and a reconsideration of the history of its people, Albania established a clear cultural identity. However, after only a few decades, punctuated by three wars, Albania fell into a dictatorship that sought to redefine Albania culture to serve its own goals. The troubles the country has faced since the fall of dictatorship have presented additional challenges to both keeping existing culture alive, and of recognition of the value of culture.

Culture and the Urban-Rural Divide

Albania's cultural richness is in stark contrast with its economic and human development situation. Poverty remains an important issue despite significant income growth and improvements in some development indicators. With per capita income less than US$3,000 in 2006 (World Bank) and about one fifth of the population in poverty, Albania remains among the poorest countries in Europe. Some indicators suggest progress over time in key areas such as absolute poverty, child mortality, maternal health, and youth and young female literacy. However, there continues to be a broad disparity in MDG attainment between urban and rural areas (Albania MDG reports). Income distribution continues to worsen, particularly the difference between urban and rural areas (Bank of Albania).

Rural Albania has been the cradle of Albanian culture. Many of the remaining vestiges of rural traditions and living culture remain in these rural areas. However, they are being rapidly lost. Economic hardship in rural areas and even regional population centers has led to migration (to Tirana and abroad), and a lack of emphasis on traditional ways of life as rural families struggle to make ends meet.

Cultural Validation

Many commentators assert that younger Albanians tend to place less value on their culture than previous generations. Media and the now-significant Albanian Diaspora in other European countries have brought different cultural ideas and concepts. Imported culture now competes with traditional culture, and finds enthusiastic reception among younger Albanians who see more modern European values as more attractive and exciting than traditional Albanian concepts, which many see as outdated, or backward, or somehow less valuable due to Albania's troubles.

Government Priorities

Cultural preservation and development is a stated government priority. However, successive governments have tended to place less emphasis on cultural issues than they have on economic and other priorities. The result includes:

- The Ministry of Culture, in spite of very broad statutory obligations, is the least funded Ministerial Portfolio at only 1% of national GDP, and has been for a number of years (Bank of Albania)
- An increasing backlog of emergency interventions to protect cultural monuments (MoTCYS)
- UNESCO has developed a comprehensive series of 37 international normative instruments, of which only 17 have been ratified or accepted by the Albanian Government.

The Project

Fundamental changes need to occur at all levels of government and society for Albania's new national identity to be recognized as interrelated with culture. Most importantly, 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.

The joint programme of activities has been designed to assist Albania in meeting the Millennium Development Goals. A concise description of how the activities in this joint programme will contribute to these various MDGs is provided later in this document.

This project seeks to support Albania's development potential through attention to the three areas addressed above, with an eye toward demonstrating how Albania's unique culture and its many manifestations can advance priority national goals, such as:

- Rural development
- EU accession (defining Albania's uniqueness and its contribution to the broader Union)
- Strengthening of national identity (through cultural validation)

Projects to protect, enhance, and better finance archaeological sites and cultural monuments serve to both recover cultural identity in outlying areas, and serve as poles for tourism development and increased local enjoyment of culture. Projects to support artisans and local tourism have particularly strong positive effects on gender opportunities and equality.

The National History Museum and cinema projects are critical to helping the Tirana population (generally younger and more oriented toward other cultures) understand and validate Albanian culture. Through access to an attractive and interesting museum, all Albanians will have the opportunity to examine and appreciate their culture.

Being a member of the EU is broader than simply agreeing to rules and treaties. EU members demonstrate a commitment to a set of common values, many of which are reflected in government approaches to democracy, development, trade, investment, and very importantly culture. Albania will need to demonstrate "what it brings to the table" in terms of identity and unique contribution to the Union. One of the first set of items is a government commitment to international agreements on culture. A second area is in demonstrating financial commitment to culture – which given Albania's difficult financial situation will require creative use of public-private partnerships and innovative financial mechanisms.

Perhaps the greatest contribution Albania may be able to make to the EU and its own cultural identity is its history of peaceful multicultural coexistence. For centuries different religions and sects have co-existed peacefully. This tradition of respect for others ideas and beliefs is in stark contrast to increasing intolerance in many parts of the world, including many countries of the EU.

This moment in time presents Albania with a unique opportunity: to utilize its culture as an instrument in shaping its new national identity, as its government, economy and people move away from isolation to a greater participation on the world's stage. This identity is central to social and economic renewal and growth, both at home and abroad. As the image of Albania returns to a more stable and positive one, Albania's diverse heritage can be exploited for not just social and economic development, but for human development as well.

3. Strategies including lessons learned and the proposed Joint Programme

Background/context
This Joint Programme was primarily designed to achieve outcomes derived from the national priorities of Albania that are consistent with the Millennium Development Goals and the One UN programme, approved by the Albanian Government in October 2007. Albania's priority of EU accession was also taken into close consideration when designing this program, as were specific sectoral priorities with regards to culture and development. Structuring the Joint Programme within the One UN framework for Albania, launched in October 2007, will allow UN Agencies and their implementing partners to make concrete strides towards achieving the Millennium Development Goals by 2015. The One UN programme approved by the Albanian government in October 2007 focuses on five key development results, which are closely aligned with that of the UNDAF framework. The five One UN development outcomes are:

- More transparent and accountable governance;
- Greater participation in public policy and decision-making;
- Increased and more equitable access to quality basic services;
- Regional development to reduce regional disparities; and
- Accelerated environmental sustainable development.

Sectoral priorities for culture and culture-related issues in Albania focus predominantly on rehabilitating cultural monuments, with a secondary priority for leveraging Albania's

culture as a tourist attraction. Joint programme outcomes were designed to expand these two concerns to meet wider development objectives.

Like other post-communist countries southeast Europe, Albania is still transitioning in how culture is understood from a development perspective. It is seen as both an object of unity and of disparity, of both the future and the past. As Albania continues to transition into a stronger democracy with a more stable economy, culture will continue to evolve, too – from being seen as merely an object of discussion, to becoming the subject of it.

As the lead agency in charge of culture in Albania, the Ministry of Tourism, Culture, Youth and Sports is the primary implementing partner for this joint programme of activities between UNDP and UNESCO. Other national government bodies, such as the Ministry of Foreign Affairs, the Ministry of Education, the Institute of Cultural Monuments and the National Tourism Organization, will be involved as implementing partners. Other actors, such as civil society organizations, universities, municipalities and the private sector, will also contribute towards the achievement of these joint programme outcomes.

Lessons Learned
The design and implementation of this programme reflects a number of lessons learned from UN programming in Albania, as well as from past experience working in the field of culture and development in Albania. First, past UN programming in Southeast Europe has demonstrated that development programming must be aligned with EU accession processes. The experience of the new EU member states (both from the 2004 and 2007 expansions) shows that preparations for EU accession can have a transformative development impact on acceding countries. Secondly, UNDP-UNESCO cooperation is essential. This project offers opportunities for closer alignment of UNDP and UNESCO activities in Albania, mirroring efforts and activities beginning to be undertaken under the One UN programme. UNESCO high level expertise and operational actions in the areas of international cultural policies, protection and safeguarding of cultural heritage, promotion of the cultural diversity and intercultural dialogue as well as the artistic creativity, museums management and capacity-building based on global best practice will integrate well with UNDP's work in Albania on sustainable tourism development and image promotion.

The most important lesson learned from previous experience working in culture and development in Albania is that the overall design of this programme needs to reflect a multidimensional approach to culture and development. All five outcomes, national policy-making, physical rehabilitation/ interventions, capacity-building of crucial actors, linking culture to social and economic development, and presenting the fruits of these efforts in a factual, yet engaging manner abroad, are crucial to making solid strides towards meeting EU accession requirements and changing the attitude of the Albanian people towards culture. After working on culture-related projects in Albania for the past two decades, it is apparent to the UN Country Team that only a multidimensional approach such as this will positively affect Albanian's perceptions about culture and the role that it can, and does, play in the economic growth and sustainable development of the country.

The Proposed Joint Programme
The proposed joint programme was built upon five achievable results, and based on national, sub-national and sectoral priorities for culture and development.

The first result of the proposed joint programme is to achieve <u>a transparent and accountable governance , developing and implementing effective national policies on culture and culture-related issues</u>. While the capacity of the Albanian government to plan, design and execute policy has improved over time, there remain many areas of weakness, especially with regards to planning due to insufficient reliance on analytic evidence for policy priorities. Therefore collection and analysis of relevant data and building of monitoring mechanisms is expected to improve the policy making process. Building upon recent UNDP experience in data analysis and collection in the related field

of tourism, MoTCYS implementation of this activity will begin in the initial quarter of the programme's operation. UNESCO will support national authorities on the implementation of the already ratified and in force UNESCO Conventions for the Safeguarding of the Intangible Cultural Heritage (2003) and on the Protection and Promotion of the Diversity of Cultural Expressions (2005). UNDP will assist in identifying new legal instruments that incorporate the improved data collection and interpretation, and will enhance policy making by identifying additional sources of financing available for culture. The primary beneficiary of the above activities will be the staff of the MoTCYS, via an increased capacity for protecting Albania's cultural heritage based on international standards. The safeguarding of the national intangible cultural heritage will contribute to the better understanding of the identity of Albania through the sharing of experiences and best practices and the involvement of the entire community in policy and operations. The implementation of the UNESCO Convention of 2005 will contribute to the acknowledgement of the fundamental role of civil society in protecting and promoting the diversity of cultural expressions by encouraging the active participation of individuals, groups and communities to create and have access to their cultural expressions, paying attention to the special circumstances and needs of social groups and women and a particular focus on their impact on women's rights as human rights. On the basis of the universal principles enshrined in UNESCO's standard-setting instruments, cultural diversity would play a decisive role as engine of sustainable development and powerful weapon in the fight against poverty and serve the cause of dialogue and peace.

UNDP and UNESCO will work with IoCM technical experts to engage individuals and communities to play an increased role in the preservation of Albania's cultural heritage, ensuring government transparency and accountability in the field of culture. An architectural competition will be launched in the first year of the programme to identify new ideas for how built cultural heritage can be rehabilitated into other functions, taking into account Albania's many limitations, such as unreliable electricity, water shortages, and few lending possibilities. Once these new ideas have been generated, they will be promoted through a public-awareness campaign in all twelve regions of the country. Greater public awareness on how individuals and communities can benefit from cultural heritage preservation will encourage the national government to maintain transparency and accountability for its cultural policies.

Support to the implementation of UNESCO normative instruments in culture and the identification of new fiscal and financial mechanisms will play a direct role in realizing the ninth MDG created by Albania (Strengthening Good Governance). The third MDG (Promote Gender Equality and Empowering Women) is addressed through the implementation of the UNESCO normative instruments on culture. The eighth MDG (Developing a Global Partnership for Development) will also be contributed to through the formulation of public-private partnerships in the architectural competition and the identification and availability of new technology for use in the private sector.

The second result to be achieved through this joint programme is: <u>an enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision-making at the local, regional and national levels.</u> This result reflects the national government's sectoral priority of restoring built cultural heritage. Access to cultural heritage is denied when properties become neglected, vandalized, improperly cared for, or forgotten. The two largest repositories of cultural heritage in Albania are its museums and archaeological park system. Particular attention will be given to increasing the capacity of women to participate, govern and manage the nation's history and cultural identity. Responding directly to the MoTCYS's request to focus attention on the elements in greatest need, a significant component will be the re-conceptualization of the National History Museum in Tirana as a modern cultural institution. Led by UNDP's project management experience and by UNESCO technical expertise, this project will be a "flagship" output of the joint programme and set a new standard for museum development, management and experience in Albania. The governance and management structure of the Museum will be assessed in order to create a board of directors for the Museum, comprised of international museum experts and notable figures from Albanian society. The purpose of this new board of directors will be to define the Museum's mission, to foster public-private cooperation and to

identify new sources of funding. A series of operational action plans for meeting international standards of documentation, conservation, security, and presentation will be elaborated, through which an increased role for civil society in the Museum's day-to-day activities is envisaged. Implementation of these operational plans will be undertaken by the National History Museum, under the auspices of the MoTCYS. A 7-member scientific committee on the Museum has recently been approved to be charged with the responsibility of identifying the strategic guidelines under which the activities in the National History Museum under the auspices of this joint programme will be implemented. Lastly, a series of concrete, physical interventions will be completed to restore people's access to the museum's collections and to reconnect the museum to its location in the capital city of Tirana. These activities will facilitate the awareness of the social meaning of tangible and intangible heritage and its relationships with the entire community. The National History Museum will thus rediscover its natural role in defining cultural identity, nationally and internationally, as well as its vocation of living social space and its essential educational mission.

As with the National History Museum, Albania's archaeological park system also needs to have its management and governance structure examined. Located relatively far away from the capital, each archaeological park experiences different levels of autonomy in decision-making on security, budgeting, visitor services, and preservation. A different approach needs to be identified for the archaeological park system, one that takes into consideration the unique environment and community within which each park resides. Innovative best practices will be applied to involve these "gateway communities" near the parks using civil society to help sensitize local citizenry to the specific considerations and natural and cultural patrimony entrusted to them, guaranteeing environmental sustainability for the immediate area surrounding the parks. Further interventions to ensure, and in some cases, restore access to Albania's cultural heritage will be necessary, such as site protection and risk mitigation and developing public use/visitation plans. Two parks have been identified by the MoTCYS as "pilot" projects, one well-maintained park with high visitation – Apollonia Archaeological Park in western Albania – and Antigonea Archaeological Park, a smaller park with less frequent visitation and less-developed infrastructure, though with high potential to become a second pillar for archaeological tourism in southern Albania. UNESCO will lend their technical expertise on archaeological park management, maintenance and protection, as well as develop management plans for current and/or future World Heritage Sites in Albania.

Lastly, Albania's cinematic cultural heritage remains inaccessible. Only a fraction of the country's over 6000 films are in a digital format able to be loaned out for viewing and the only screening rooms where national films are shown are in disrepair and/or located in inaccessible locations, away from the center of town and the center of discussion. The successful digitalization of Albania's cinematic heritage, along with the creation of an accessible storage facility and screening room in the National History Museum in Tirana, will help create an enabling environment to ensure people's access to their cinematic heritage and bring Albanian cinema to the forefront of people's minds. The National Museum's governing board will be responsible for delegating management and decision-making responsibilities for the use of the cinematic wing of the Museum to an appropriate authority, ideally following the Italian model of *cooperativa*, or similar civil society organization.

Outcome two of this joint programme will contribute to MDG 7 (Ensure Environmental Sustainability) through the integration of the principles of sustainable development into the risk management plans for the two archaeological parks. The revision of the governance and management systems for the archaeological parks and for the National History Museum will play a featured role in achieving Albania's national MDG 9 on Strengthening Good Governance. Gender equality (MDG 3) will be pursued through increasing the number of high-level opportunities for women on the governing board and elsewhere in the National History Museum.

Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner is the third result that will be achieved through this joint programme. Despite having a large, very

skilled cultural heritage workforce, very few training and educational opportunities exist in the country for practitioners to expand their knowledge. As a result, current practices remain stagnant and show little signs of progression with international standard best practices, or for the few that can afford to do so, professionals are forced to seek additional education abroad. A series of existing courses will be adapted and offered by UNESCO and IoCM to all IoCM employees, to augment their capacities to manage, preserve and present Albania's cultural heritage and cultural industries, offered on an equitable basis, so that all who wish to further their education will be granted the opportunity to do so, regardless of their available finances. Standardized tourist guide training for cultural heritage sites will be developed and implemented by UNDP and the MoTCYS to enhance capacities for allowing access to cultural information more efficiently and transparently. Civil society will be engaged in the training modules as much as possible. Lastly, the lack of post-graduate level coursework in cultural resource management impairs Albania's ability to remain current with global best practice. With the support of existing academic and research institutions in cultural resource management, a new MA-level course will be accredited in conjunction with the MoEd. This is essential for ensuring there is a legacy developed of qualified experts in cultural resource management, and policy planning and management, for the future in Albania.

In outcome three, equal participation between men and women in all trainings, courses, and educational programmes will be a key factor in successful implementation of these activities, contributing directly to the achievement of MDG 3, Promoting Gender Equality and Empowering Women. Also, youth and women will be targeted for the training, to help them educate themselves and make them more marketable for employment, contributing to the first MDG to Eradicate Extreme Poverty and Hunger.

The fourth outcome to be achieved in this joint programme is <u>an increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies</u>. Dealing with both tangible and intangible heritage, this outcome most clearly demonstrates the culture and cultural industries as drivers of economic and social development and as means for expanding people's opportunities. As the Albanian Government linked tourism and culture together in the same ministry, it makes sense that the Government's priority should be to use investments in culture to boost opportunities in tourism. Many of the country's regional and local development strategies seek to capitalize on the tourism industry – by creating opportunities for communities to link cultural heritage with tourism and other social and economic opportunities, communities will benefit by being better enabled to meet the goals and objectives as enumerated in their respective strategies.

With its successful experience in tourist visitor experience, UNDP will work with UNESCO's experience of presenting culture to improve visitor information in cultural sites.   UNESCO will focus on the visitor experience at two archaeological parks, Antigonea and Apollonia, and UNDP will concentrate its efforts on the visitor experience in the cultural heritage cities of Gjirokastra and Berat, recognized as current and potential World Heritage Sites for their contribution to the country's cultural heritage. The MoTCYS will be the primary implementing partner, with the IoCM, civil society organizations, and municipal governments contributing resources to better link culture to social and economic opportunities in tourism. Further, UNDP will work with civil society organizations to enhance the capacities of local artisans to reach international and tourism markets, through the creation of two artisan business incubators and a series of trainings to build artist and artisan capacity to reach said markets, with a particular emphasis on the empowerment of women. Efforts underway to start an artisan incubator in Gjirokastra will be supported as well as ongoing artisan activities in Shkodra, Berat and Korce.

Outcome four on linking culture to sustainable economic development will aid Albania in realizing MDG 1 on Eradicating Extreme Poverty and Hunger through the full and productive employment for all, including youth and women. The creation of business incubators and offering of training to artisans will further contribute to gender equality and the achievement of MDG 3, as women make up approximately 75% of the target beneficiaries in the artisan projects.

The fifth and final outcome of this proposed joint program builds on all other outcomes to <u>contribute to the National Strategy of the Alliance of Civilization and to promote an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance</u>. The newly-formed UN initiative Alliance of Civilizations (AoC) aims to promote the importance of inter-faith dialogue and to improve dialogue and cooperative relations among nations and peoples across cultures and religions and, in the process, to help counter the forces that fuel polarization and extremism. With limited extremism and a millennia-long history of cultural and religious tolerance, Albania offers a valuable experience in terms of the inter-religious and inter-ethnic dialogue and is thus uniquely suited to serve as a leader in the AoC. The declaration adopted by the Regional Summit on Inter-religious and Inter-ethnic Dialogue held in Tirana on 9 and 10 December 2004, stressed the role of cultural diversity and heritage as vectors of identity and tools for reconciliation. In the framework of the first Forum of the AoC that took place in Madrid (Spain) on 15 and 16 January 2008, opened by the Prime Ministers of Spain and Turkey, Albania announced the elaboration of its National Strategy for the AoC, and the UNESCO Director-General signed with the United Nations' High Representative for the AoC a Memorandum of Understanding whose purpose is to determine concrete areas of action to promote dialogue between cultures and civilizations, mutual understanding, tolerance, respect, and peaceful coexistence. In this light and with culture as a catalyst, UNESCO will cooperate with the High Representative of the AoC to actively engage Albania on global AoC projects and activities, to develop and execute Albania's National Strategy for the AoC and to strengthen the functioning of the newly-formed National Council of the AoC in Albania. In the respect of the principles enshrined in the United Nations Universal Declaration of Human Rights and the UNESCO Universal Declaration on Cultural Diversity, giving priority to the pursuit of gender equality and the involvement of youth in all actions undertaken, a number of joint project and activities will be executed, in strict cooperation with other international or regional organizations, public authorities at national and local levels, civil society, non-governmental organizations and the private sector as essential actors in the dialogue among cultures and civilizations. Initiatives sponsored by this joint programme should include, but not be limited to, the areas of youth, media, migration and education.

The MoFA has also recently established strategic guidelines for economic and cultural diplomacy, and is set to open two cultural centers abroad in 2008, with more to follow in the coming years. Technical assistance will be provided to strengthen these new cultural centers in the form of libraries, media centers or cultural activities, and a training program will be created and systematized for cultural attaches in Albanian embassies abroad. Lastly, the National Agency for Tourism (NAT) will be supported in its efforts to develop a medium-term (3-5 years) marketing strategy and one-year action plan based on Albania's cultural heritage. Promotional materials, events and activities that directly support this marketing strategy and strengthen Albania's image abroad will also be funded though this joint programme. These promotional tools will be targeted cultural products that will promote Albania as a society of cultural understanding and religious tolerance. The specific actions undertaken in this last activity will also be used as a tool to strengthen other aspects of the entire joint programme of activities whenever possible.

Support for the realization and implementation of the National Plan for the Alliance of Civilizations will help strengthen the policy of good governance in Albania, under national MDG 9; special care will be taken to choose and implement marketing activities that highlight the role of women in the creation and transmission of Albania's cultural heritage (MDG 3).

4. Results Framework

The Joint Programme Results Framework (Table 1) on the following pages illustrates the hierarchy of joint programme outcomes, outputs, indicators, baselines and targets. All

of the outputs directly contribute to the joint programme outcomes, which are based on the UNDAF outcomes.

A detailed work plan and budget for Year One is located in Annex A of this Joint Programme Document (JPD). UNDP, UNESCO, and the implementing partners shall jointly conduct scheduled annual planning and review meetings for all activities covered in the results framework, monitoring and evaluation plan and work plans covered by this Joint Programme. This will include an assessment of the risks and assumptions to determine whether they are still holding. A new work plan and budget will be produced with the necessary adjustments made based on the lessons learned from a review of the risks and assumptions and implementation progress achieved. The JPD need not be signed every year. However, any substantive change in the joint programme scope will require revision of the JPD. The amendments will need to be signed by all parties.

Table 1. Joint Programme Results Framework

UNDAF Outcomes:
(1) A transparent and accountable government, developing and implementing effective national policies;
(2) An enabling environment is in place to ensure people's participation in policy formulation and the national decision-making process;
(3) Increased use of quality public services delivered in an efficient, transparent, accountable and equitable manner; and
(4) Regional and local development strategies implemented with full participation of communities.

Joint Programme Outcome 1: A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues

JP Outputs (Give corresponding indicators and baselines)	SMART Outputs and Responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame		
					Year 1	Year 2	TOTAL
1.1 Government mechanisms and/or instruments for protecting and preserving culture adhere to principles of good governance and offer improved services to citizens	3 fiscal and/or financial mechanisms are identified and implemented by 2010	UNDP	MoTCYS	1.1.1 Develop new fiscal and financial mechanisms to increase private sector investment and civil society involvement in support of culture and cultural heritage protection, investment and presentation, such as concessions, tax incentives, and PPPs, among others	17,400	17,400	34,800
Indicator: # of government mechanisms and/or instruments on culture improved to follow international standards of good governance Baseline: 6 UNESCO normative instruments on culture have been ratified by the Albanian Government Target: 3 government	2 UNESCO normative instruments on culture are implemented by Government by 2010	UNESCO	MoTCYS	1.1.2 Support national authorities on the implementation of UNESCO Conventions of 2003 and 2005	25,500	25,500	51,000

mechanisms and/or instruments on culture are improved to follow international standards of good governance by 2010	Successful and effective implementation of the joint programme	UNDP	MoTCYS	1.1.3 Policy support and high-level technical expertise, including management and coordination between implementing partners and other relevant stakeholders	277,460	257,870	535,330
1.2 New ideas to conserve and protect cultural monuments are shared with local communities, civil society and the private sector.	3 new architectural plans for using cultural heritage monuments identified	UNESCO	IoCM	1.2.1 Architectural Competition on new uses for historic structures to protect them through investment and higher valued use	80,250	0	80,250
Indicator: # of owners of cultural monuments are better informed on the opportunities to restore their properties Baseline: Partial information is available on the MoTCYS website Target: 60 owners of cultural monuments are better informed on the opportunities to restore their properties by 2010	60 owners of cultural monuments are better informed on the opportunities to restore their properties by 2010	UNDP	IoCM	1.2.2 Work with civil society to hold public seminars on how to transform historic buildings and other cultural heritage into local enterprises (funding, business models, etc) and publish accompanying "how-to" document	26,750	16,050	42,800
1.3 Government strategies and action plans on culture and related sectors benefiting from new data gathered and interpreted Indicator: Quality and quantity of baseline indicators used in government strategies and action plans on culture and related sectors	Baseline indicators identified and incorporated into approved Culture Strategy and related Action Plans by Dec 2008	UNDP	MoTCYS	1.3.1 Gather and interpret data and statistics necessary to establish baseline indicators for the implementation of the Culture Strategy and related Action Plans	10,700	0	10,700

					Resource allocation and indicative time frame*		
Baseline: Culture strategy makes no reference to baseline indicators; tourism strategy makes strong reference to both internal and external indicators
Target: Government strategies and action plans on culture and related sectors are improved with more and better-informed baseline indicators by 2009							
Joint Programme Outcome 1 Total					**438,060**	**316,820**	**754,880**

Joint Programme Outcome 2: An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision-making at the local, regional and national levels

JP Outputs (Give corresponding indicators and baselines)	SMART Outputs and Responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
					Year 1	Year 2	TOTAL
2.1 National History Museum is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security	New public-private governance structure for National History Museum enacted and delegated decision-making authority by 2010	UNESCO	MoTCYS	2.1.1 Establish a management and governance structure for a "world-class" National History Museum	26,750	26,750	53,500
Indicator: quality of visitor experience improved through targeted actions undertaken in conformity with the Museum's approved strategic guidelines	3 action plans created in conformity with the Museum's approved strategic guidelines by 2010	UNESCO	MoTCYS	2.1.2 Create operational or action plans for National History Museum in Tirana to meet international standards of documentation, conservation, security, and presentation	107,000	0	107,000

Baseline: to be determined from visitor satisfaction survey in museum Target: Substantial improvement of the quality of visitor experience inside museum by 2010	Substantial improvement of the quality of visitor experience inside museum	UNDP	MoTCYS	2.1.3 Execution of activities that are in conformity with the Museum's approved priority areas that will make a substantial improvement to the visitor experience inside the museum	500,000	200,000	700,000
2.2 Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage and ensure environmental sustainability	Governance and management structure of archaeological park system improved by 2010	UNESCO	MoTCYS	2.2.1 Assessment of fiscal, management and governance structure of archaeological parks performed and recommendations shared with GoA and stakeholders	21,400	0	21,400
Indicator: # of measures taken to better protect and preserve Albania's archaeological parks and their surrounding environments	Security measures enacted to mitigate risk and ensure environmental sustainability at 2 archaeological parks by 2010	UNESCO	MoTCYS	2.2.2 Improve security and mitigate risk at Antigonea and Apollonia archaeological parks through creation and implementation of risk management plans	48,150	48,150	96,300
Baseline: Few measures in place to protect Apollonia and Antigonea archaeological parks from vandalism and visitor impact	Public use/ visitation plan is created for 1 archaeological park by 2010	UNESCO	MoTCYS	2.2.3 Develop public use/visitation plan for Apollonia archaeological park	0	50,000	50,000
Target: 5 measures taken to better protect and preserve Albania's archaeological parks and their surrounding environments by 2010	2 management plans created or updated for current or future potential World Heritage Sites by 2010	UNESCO	MoTCYS	2.2.4 Provide technical assistance to the further inclusion and/or follow up of Albanian cultural heritage sites inscribed on UNESCO World Heritage list	0	30,000	30,000
2.3 Albanian film archives are digitalized and preserved for future generations	3000 Albanian films are digitalized by 2010	UNESCO	MoTCYS	2.3.1 Albania's film industry documented, digitalized and archived	49,220	14,980	64,200
Indicator: # of Albanian films digitized and stored in a publicly-accessible venue	All digitalized films are stored in a publicly-accessible venue by 2010	UNESCO	MoTCYS	2.3.2 Creation of a film screening room and digital film archive in the National History Museum in Tirana	0	90,950	90,950

					Year 1	Year 2	TOTAL
Baseline: 100 films are digitalized and none are stored in a publicly-accessible venue Target: 3000 Albanian films are digitalized and stored in a publicly-accessible venue by 2010							
Joint Programme Outcome 2 Total					**752,520**	**460,830**	**1,213,350**

Joint Programme Outcome 3: Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner

JP Outputs (Give corresponding indicators and baselines)	SMART Outputs and Responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
					Year 1	Year 2	TOTAL
3.1 Skill level of staff employed at cultural sites is improved in cultural heritage management, conservation, and protection	20 cultural heritage management professionals trained on best practices by 2010	UNESCO	IoCM	3.1.1 2 courses offered to train museum and archaeological park staff on best practices in cultural heritage management	21,400	21,400	42,800
Indicator: # of staff employed at cultural sites trained in cultural heritage management, conservation, and protection Baseline: New Center for the Restoration of Cultural Monuments opened and courses on restoration begun in December 2007 Target: 80 people trained on cultural heritage management, conservation and protection by 2010	60 employees trained on conservation practices, security procedures, or risk management by 2010	UNESCO	IoCM	3.1.2 Tailored programme to train state employees in conservation practices, security procedures, and risk management; programme will be offered in 2 courses	32,100	32,100	64,200

JP Outputs (Give corresponding indicators and baselines)	SMART Outputs and Responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output			
3.2 Formal training and credentials available to cultural professionals	25 tourist guides at cultural sites and monument complete tourist guide training course by 2010	UNDP	MoTCYS	3.2.1 Curriculum developed and approved for tourist guides at cultural sites and monuments	32,100	0	32,100
Indicator: # of accredited MA-level courses in Arts and Cultural Resource Management are in place

Baseline: No programs currently available in Albania

Target: One accredited MA-level course in Arts and Cultural Resource Management is in place by 2010 | One accredited MA-level course in Arts and Cultural Resource Management is in place by 2010 | UNESCO | MoEd | 3.2.2 New MA-level program in Arts and Culture Resource Management designed and accredited | 53,500 | 87,000 | 140,500 |
| **Joint Programme Outcome 3 Total** | | | | | **139,100** | **140,500** | **279,600** |

Joint Programme Outcome 4: An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies

JP Outputs (Give corresponding indicators and baselines)	SMART Outputs and Responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
					Year 1	Year 2	TOTAL
4.1 Quality of visitor experience improved at cultural heritage sites	Visitor information is improved in 2 cultural heritage cities by 2010	UNDP	MoTCYS	4.1.1 Visitor information improved in the cultural heritage cities of Berat and Gjirokastra through the creation and support to tourist information centers and increased visitor signage	96,300	0	96,300
Indicator: Improved accessibility of visitor information at cultural sites

Baseline: Minimal signage and access to visitor information available in cultural sites | Visitor information is improved at 2 archaeological parks by 2010 | UNESCO | MoTCYS | 4.1.2 Access to visitor information improved at Antigonea and Apollonia archaeological parks through signage, informational pamphlets and creation of visitor kiosks, where appropriate. | 26,750 | 69,550 | 96,300 |

Target: Improved quantity and accessibility of visitor information at cultural sites by 2010							
4.2 Albanian artists and artisans are accessing new markets	2 business incubators for artists and artisans are opened by 2010	UNDP	MoTCYS	4.2.1 Support the creation of artisan centers, fairs and business incubators in Gjirokastra, Shkodra, Korce and Berat	84,550	84,550	169,100
Indicator: # of artists and artisans able to access international or foreign markets Baseline: Access to international or foreign markets is randomly organized and limited to roadside vendors selling to tourists Target: 30 artists or artisans able to access new markets by 2010	30 artists or artisans receive training on business planning and marketing by 2010; 75% of beneficiaries are women	UNDP	MoTCYS	4.2.2 Train artisans in business planning/marketing activities, with special emphasis on gender equality and the empowerment of women	16,050	32,100	48,150
Joint Programme Outcome 4 Total					**223,650**	**186,200**	**409,850**

Joint Programme Outcome 5: *A contribution to the National Strategy of the Alliance of Civilization and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance*

JP Outputs (Give corresponding indicators and baselines)	SMART Outputs and Responsible UN Organization	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
					Year 1	Year 2	TOTAL
5.1 Increased participation of Albania in global dialogue for cross-cultural and religious understanding	Albania's participation in the Alliance of Civilizations is strengthened	UNESCO	MoFA	5.1.1 Support Albania's strategic process in the Alliance of Civilizations through the development of its National Strategy of the AoC	148,875	148,875	297,750

Indicator: # of Alliance of Civilization projects and activities that Albania sponsors or participates in Baseline: Albania has participated in the first Alliance of Civilizations forum, January 2008	At least 5 new marketing products, activities, or events for Albanian culture developed and accessible by 2010	UNDP	MoTCYS	5.1.2 Support to the development and implementation of a cultural marketing strategy to strengthen Albania's image abroad	131,075	51,845	182,920
Target: Implementation of the National Strategy of the AoC underway by 2010	4 Albanian Embassy Cultural Centers supported to deliver cultural activities	UNDP	MoFA	5.1.3 Support to MoFA strategic efforts for cultural diplomacy	24,075	24,075	48,150
	MFA system is place to support cultural outreach abroad	UNDP	MoFA	5.1.4 Training of MoFA and/or embassy staff to fulfill the function of cultural attaches	53,500	0	53,500
Joint Programme Outcome 5 Total					**357,525**	**224,795**	**582,320**
Joint Programme Total + Program Formulation Mission Advance (2007)					**1,910,855**	**1,329,145**	**3,240,000 20,000**

5. Management and Coordination Arrangements

This programme will be implemented by UNDP and UNESCO in cooperation with participating national partners.

UNDP and UNESCO have both been strong supporters to the Government of Albania in the fields of culture and tourism. UNESCO has been continuously active with the Albanian Government in particular in improving the management of exiting World Heritage sites in Albania, such as the property of Butrint, included on the World Heritage List in 1992 (extended 1999), by organizing on-site management planning seminars. Cooperation with other international legal instruments covering protected areas, such as the Ramsar Convention (1971) was strengthened. Through these efforts more local stakeholders and communities were involved in planning processes and the infrastructure of the site, one of the key tourism destinations, was improved. In addition, UNESCO has responded to the Government's needs by collaborating in the creation of a Center for Restoration of Monuments in Tirana and of holding in trust Government funds for the rehabilitation of the historic center of Gjirokastra, a World Heritage City. In 2005, the Prime Minister of Albania formally requested assistance from UNDP to develop the country's cultural and eco-tourism national strategy. UNDP assisted the Government in the drafting of the 2005 Strategy and Action Plan for Tourism Based on Culture and Environmental Tourism and the formulation and implementation of the Support to Eco and Cultural Tourism Development Program, April 2006 – April 2009. UNDP has also previously provided support directly to the culture sector in the implementation of its 2005-2006 Beautiful Gjirokastra project, funded by the Austrian Government.

To guarantee proper checks and balances of programme activities the UNRC will establish committees at two levels: 1) A National Steering Committee (NSC), and 2) Programme Management Committee (PMC).

There will be only one NSC in each country, while each Joint Programme will have its own PMC. The NSC's role is to provide oversight and strategic guidance to the programme. The NSC will be small, with membership formally consisting of non-implementing parties to allow for independence. These members will at a minimum include a representative of the Government (Department of Strategy and Donor Coordination, Prime Minister's Office), a representative of the Spanish Government (H.E. the Spanish Ambassador to Albania) and the UNRC. The UNRC and the representative from the Government will co-chair the NSC. Other representatives and observers may be invited to join the NSC by the co-chairs (Civil Society, other donors, etc.). The NSC will normally meet semi-annually and will make decisions by consensus.

A Project Management Committee (PMC) will be established and will consist of the following core members: the Ministry of Tourism, Culture, Youth and Sports; the Ministry of Foreign Affairs; UN Joint Programme Agency Representatives; and a representative of the Government of Spain. Other stakeholders and implementing partners may be invited to participate as deemed necessary by the core members, including but not limited to: the Ministry of Education; Municipality Representatives; the Institute of Cultural Monuments; the National Agency for Tourism and representatives of various civil society organizations. The PMC will serve as the decision-making board and coordinating mechanism among agencies aiming at coordinated achievement of Joint Programme results. The PMC will also be responsible for ensuring overall programme monitoring and evaluation and will be co-chaired by the MoTCYS and the designate of the UNRC. It will meet quarterly to review the Progress Reports, the Technical Reports and take any decisions dedicated to ensure the proper implementation of the project. Decisions of the PMC will be made through consensus. The PMC will also exercise oversight and be responsible for making necessary arrangements for the assurance function.

A programme management unit ("Spanish MDG Achievement Fund for Culture and Development Office") will be set up to facilitate the day-to-day coordination of programme activities, its implementation, monitoring and reporting. Based at the Ministry of Tourism, Culture, Youth and Sports, the unit will be staffed with a UN Programme Coordinator for Culture and Development, a full-time National Project Manager, and other support staff such as finance/administrative assistant and a driver. A non-paying intern program for national undergraduate and graduate students will be established at the programme management unit to facilitate smaller components of the programme, offering students the opportunity to enhance their capacities in an international work environment.

A Programme Coordinator for Culture and Development will be appointed, reporting to the PMC under the guidance of the UNRC, and selected jointly between UNDP and UNESCO. Together with the members of the programme management unit, the Programme Coordinator will directly manage and implement UNDP programme activities and when required, assist UNESCO in the implementation of activities for which it is accountable. The Programme Coordinator will have a strong background in cultural policy reform, museum rehabilitation, and/or archaeological resource management, and will be responsible for monitoring the daily implementation of the joint programme, ensuring harmonization of activities and collaboration amongst all stakeholders and partners. Familiarity with the UN system, rules and procedures is highly desirable in the candidate. At the request of the Ministry of Tourism, Culture, Youth and Sports, the Programme Coordinator will ideally have significant work experience either in Albania or other Balkan or Mediterranean countries.

The National Project Manager will have relevant experience in culture and/or tourism development, and be familiar with UN Agency procedures. Reporting directly to the Programme Coordinator, he/she will be responsible for the direct implementation of activities for which UNDP is responsible.

The Government of Albania will offer its support to the programme management unit through the designation of two focal points, one in the Ministry of Foreign Affairs and another individual in the Ministry of Tourism, Culture, Youth and Sports.

For the activities directly implemented by UNESCO, UNESCO is substantively and financially accountable. The UNESCO component will be coordinated by the UNESCO Venice Office Regional Bureau for Science and Culture in Europe (BRESCE), and implemented through the strengthening of existing UNESCO staff structures, in full accordance with UNESCO administrative rules and procedures. In particular, UNESCO will be responsible for:

1)	The professional and timely implementation of the outputs and activities identified in the programme document,
2)	Delivery of the technical and progress reports as identified in the programme document,
3)	Contracting and supervision of qualified local and international experts,
4)	Financial administration, monitoring, reporting and procurement, and
5)	Carrying out the necessary tasks to facilitate the work of the NSC and the PMC.

As Specialized Agency within the United Nations systems having a specific and unique mandate in the field of Culture, UNESCO will also provide high level expertise, as well as substantive cross-programme support and coordination (including the coordination with other programmes in the region with UNESCO involvement).

International and national consultants will be hired as identified in the annual work plans to provide policy advice and technical assistance as needed for the activities in this Joint

Programme. These consultants will be supported and augmented by the programme management unit and the UNESCO Venice Office.

The Office of the High Representative for the AoC will also be involved in the development of Albania's National Strategy for the AoC and activities related to it, providing convenient expertise and assistance.

To insure that Government, partners, beneficiaries and other stakeholders are adequately informed about the progress on the project activities, a communications strategy will be developed by the programme management unit in coordination with the UN Communications Team, aligned with the One UN Communications Plan, "Communicating as One". The communications strategy will focus on both internal and external communication for the joint programme. The internal communications plan will work to mobilize increased support of different stakeholders at different moments of the programme's implementation, such as line ministries, civil society, and other UN agencies. The external communications plan will manage public relations for the joint programme. It will identify a brand image for the project and elucidate the timing and formats for all press releases, launch events, style guidelines and other communication tools. It is also envisaged that the joint programme will have a website linked to the UN Albania website and produce a bi-annual newsletter of its activities.

6. Fund Management Arrangements

The proposed project will be implemented in Joint Programming – Option C – Pass through management (see Guidance note on Joint Programming of the UNDG of 19 December 2003).

The Multi-Donor Trust Fund (MDTF) Office of UNDP will serve as Administrative Agent and will operate as the main interface at the country level with the Government and targeted beneficiaries at local and central level. It will also take over the responsibilities for fund management and consolidated reporting to the UNDP/Spain MDG Achievement Fund. Implementation of the activities under the responsibility of the different agencies, and achievement of results will be independent and linked to that specific agency in line with the agreed Joint Programme Document.
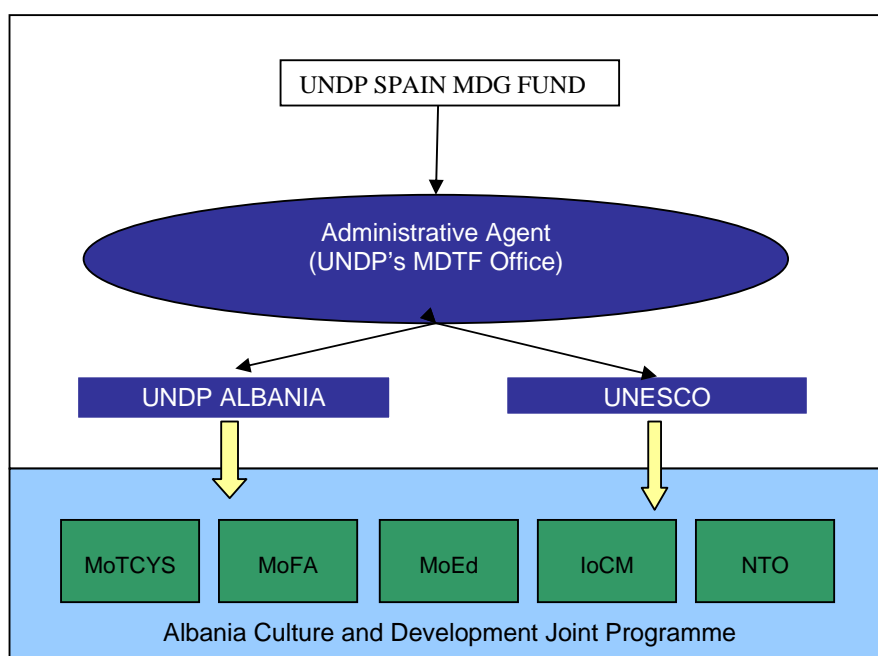
The Administrative Agent (MDTF) will sign a Memorandum of Understanding with UNESCO. UNDP and UNESCO will programme and manage activities and funds in line with their established regulations and rules.

The common work plan will clearly indicate the activities to be supported by each of the agencies. The indirect costs to be charged by each organization are reflected in the respective budgets. The programmatic and financial accountability rests with the participating UN organizations and national partners that would be managing their respective components of the joint programme.

7. Feasibility, risk management and sustainability of results

Feasibility
The overall joint programme is within the scale and scope of programmes that are typically executed by UNDP and UNESCO in Albania. The components and sub-components are similar in many aspects to current projects being executed with the Government of Albania by both UNDP and UNESCO in the areas of culture and tourism.

The Government of Albania, UNDP, and UNESCO possess the necessary human resources and skills to effectively implement the project, with the inputs from technical experts as noted in the annual work plans. Nearly all of the components complement, or are part, of ongoing areas of interest within the Albanian government, civil society, and international cooperation. They generally have broader stakeholder support, and the support of knowledgeable parties interested in seeing successful outcomes.

Risk Management

All the sub-components present specific technical and management challenges and risks. However, the UNDP and UNESCO technical teams have considered many of these potential challenges and risks and are convinced that there are effective contingency options for most of the sub-components, with the National History Museum project as the exception, given its size and high visibility (politically and technically).

There are two important related areas of risk to consider.

a. **Shifting governmental priorities:** Albania's democratic institutions are quite immature, and the country's political landscape shifts frequently and with little notice. In the area of culture (and its Ministerial portfolio partner, tourism) successive Ministers have been keen to place their imprimatur on MoTCYS priorities and activities. This has caused some difficulties in project continuity across changes in government, and even within governments. Election periods tend to exacerbate the effect. The expected mid-2009 general elections will take place roughly halfway through the lifetime of this project, and could present some risk.

   Mitigation strategy: Most of the components of this joint programme are small enough (or apolitical enough) to pass "under the radar" of shifting political priorities. The larger projects (notably the National History Museum and cinema projects) are more likely to fall victim to shifting priorities. The project partners will support the MoTCYS in creating mechanisms that establish these larger projects as broader "State Policy." Successful strategies could include broadening the stakeholder base for the projects to include notable members of Albanian society, and where appropriate political figures from different parties that share the overall mission of the programme and the projects themselves. Effective communication, direct with stakeholders and indirect through media channels will be critical to broadening the appeal and maintaining the momentum of these projects.

b. **Continuity:** Many of the projects in this joint programme are demonstration projects or critical components of larger, more complex projects, such as the National History Museum rehabilitation. This programme will provide critical analytical, conceptual and technical support capable of catalyzing important long-term efforts in culture. The projects have been careful selected to "put processes and initiatives in motion." Rapid scale-up in one area could potentially reduce human resources available for other important projects, reducing continuity in other areas. Or, after significant effort (and perhaps even success), the programme's efforts are not able to sustain the interest of partners who may identify other priorities.

Mitigation strategy: Very little can be done ex ante to reduce this risk, except to recognize the risk and prepare for different manifestations of it. The commitment and oversight of the Programme Management Committee will be the principle mechanism for periodic examination of continuity, and potential risks.

Sustainability

The links between culture and development are well understood, but frequently less tangible than other areas of policy and programme intervention. If successful, project activities will contribute greatly to the sustainability of efforts to strengthen transparent and accountable policy making on culture and the linkage between culture and development in Albanian society. Staff in the relevant ministries, regulatory bodies, and local governments, CSOs, and (where appropriate) commercial structures will have acquired much needed human and social capital (training, skills, cooperative relationships, familiarity with EU-consistent regulatory instruments and practices) that are currently absent.

Sustainability of project activities will also be ensured through the involvement of local and regional authorities in activity implementation and monitoring, specifically the Regional Directorates of Cultural Monuments. This includes the availability of human and financial resources to continue the activities beyond the final phase of the joint programme. Civil society will also be encouraged to support local and regional authorities in this regard whenever possible. UN philosophy is to strengthen civic engagement in decision-making; this joint programme seeks to support this philosophy in its implementation of all activities.

8. Accountability, Monitoring, Evaluation and Reporting

UN agencies are committed to manage projects within specific measurable results frameworks. Monitoring and evaluation of this project will be conducted in accordance with the UNDAF monitoring and evaluation plan and will also be subject to the relevant agency regular internal audits.

The participating agencies are primary responsibility of developing tools and methodologies for the UN to better monitor and evaluate the work of the proposed programme. Quarterly status reports will be prepared by each agency, in partnership with their government and regulatory counterparts – to be consolidated by the UN Programme Coordinator for Culture and Development, and submitted to the UN Resident Coordinator. The National Steering Committee (NSC), comprised of Government, the Spanish Government and the UNRC will monitor and evaluate the effectiveness of the programme's implementation. UNDP and UNESCO will jointly coordinate the monitoring of Outcome Indicators, in partnership with the MoTCYS and MoFA.

A detailed Annual Work Plan will be developed during the first month the joint programme is initiated. The Monitoring and Evaluation plan will also be developed at this time. Each participating UN organization will prepare reports in accordance with its financial regulations and rules and operational policy guidance. Reports will be submitted to the Programme Management Committee for discussion and approval. The UN Programme Coordinator shall be responsible for submission of a consolidated report to the UN Resident Coordinator to be shared with the donor in accordance to the agreed timelines. An annual review of the joint programme, done collectively by national partners and participating UN organizations, will also be undertaken, presented in a single report to reduce transaction costs. A common format for reporting based on results-based annual programme level reporting should be used to the extent possible. This format will need to be approved by the Programme Management Committee.

Table 2: Programme Monitoring Framework (PMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Joint Programme Outcome 1: A transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues					
1.1 Government mechanisms and/or instruments for protecting and preserving culture adhere to principles of good governance and offer improved services to citizens	Indicator: # of government mechanisms and/or instruments on culture improved to follow international standards of good governance Baseline: 6 UNESCO normative instruments on culture have been ratified by the Albanian Government Target: 3 government mechanisms and/or instruments on culture are improved to follow international standards of good governance by 2010	New Minister's Orders are signed by the Minister of MoTCYS or the respective Ministry or are passed before the appropriate governing board in Government. Consultants will follow up on the final version of the legal instruments to ensure they are at international standards and in the spirit of global partnership	Follow-up with Director of Cultural Heritage and Tourism Development at the MoTCYS via phone calls or short meetings every month after each consultancy mission.	UNDP (Fiscal/financial mechanisms and policy support) UNESCO (Implementation of int'l conventions on culture)	Medium risk - passing new legislation or legal instruments may involve other unforeseen Government bodies and the process may not be as straightforward as anticipated.
1.2 New ideas to conserve and protect cultural monuments are shared with local communities, civil society and the private sector.	Indicator: # of owners of cultural monuments are better informed on the opportunities to restore their properties Baseline: Partial information is available on the MoTCYS website Target: 60 owners of cultural monuments are better informed on the opportunities to restore their properties by 2010	Civil society NGO that is hired to administer the public meetings will be required to work with MoTCYS to identify owners of cultural monuments and encourage them to attend the seminars	NGO documents how many owners of cultural monuments are in attendance at public meetings	UNESCO (Architectural Competition) UNDP (How-to seminars)	Low risk – is possibility that there may be very few viable entries. This risk can be addressed by advertising the competition well and offering a substantial reward to interest architects and students

1.3 Government strategies and action plans on culture and related sectors benefit from new data gathered and interpreted	Indicator: Quality and quantity of baseline indicators used in government strategies and action plans on culture and related sectors Baseline: Culture strategy makes no reference to baseline indicators; tourism strategy makes strong reference to both internal and external indicators Target: Government strategies and action plans on culture and related sectors are improved with more and better-informed baseline indicators by 2009	Baseline information is incorporated into Culture Strategy and information in Tourism Strategy is augmented	Follow up with MoTCYS counterparts to ensure changes have been made to both strategies.	UNDP	No risk - Government has already committed to incorporating data collected under this programme of activities into its existing and forthcoming strategies and action plans on culture and tourism.
Joint Programme Outcome 2: An enabling environment is in place to ensure people's access to cultural heritage and participation in cultural heritage decision-making at the local, regional and national levels					
2.1 National History Museum is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security	Indicator: quality of visitor experience improved through targeted actions undertaken in conformity with the Museum's approved strategic guidelines Baseline: to be determined from visitor satisfaction survey in museum Target: Substantial improvement of the quality of visitor experience inside museum by 2010	Undertake a visitor satisfaction survey in summer 2008, before any transformative activities have taken place; repeat survey in summer 2010	Questionnaires will be completed individually and turned in to a collection box in the Museum; results will be tabulated by Museum staff in collaboration with joint programme interns	UNESCO (Governance structure and operational plans) UNDP (Physical rehabilitation of museum space)	Medium risk – if efforts to restructure the governance and management of the institution fail, the programme may be limited in the changes that it wishes to make and rehabilitation efforts may fall behind schedule.
2.2 Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage and ensure environmental sustainability	Indicator: # of measures taken to better protect and preserve Albania's archaeological parks and their surrounding environments Baseline: Few measures in place to protect Apollonia and Antigonea	Follow-up with Director of Cultural Heritage and Tourism Development at the MoTCYS, directors of archaeological parks, director of Institute of Cultural Monuments	In-situ meetings every two months after targeted interventions are be identified in cooperation with MoTCYS and implemented	UNESCO	Low to medium risk – project activities are supported by all stakeholders so limited political risk; minor implementation risk due to parks being scattered around the Albanian countryside and may be difficult to reach on a regular basis.

	archaeological parks from vandalism and visitor impact Target: 5 measures taken to better protect and preserve Albania's archaeological parks and their surrounding environments by 2010				
2.3 Albanian film archives are digitalized and preserved for future generations	Indicator: # of Albanian films digitized and stored in a publicly-accessible venue Baseline: 100 films are digitalized and none are stored in a publicly-accessible venue Target: 3000 films are digitalized and stored in a publicly-accessible venue by 2010	Action plan for digitization. Follow-up with the Director of Cinema.	Short meetings (1/month) and periodical reporting on activities executed (every two months)	UNESCO	No risk.
Joint Programme Outcome 3: Increased capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner					
3.1 Skill level of staff employed at cultural sites is improved in cultural heritage management, conservation, and protection	Indicator: # of staff employed at cultural sites trained in cultural heritage management, conservation, and protection Baseline: New Center for the Restoration of Cultural Monuments opened and courses on restoration begun in December 2007 Target: 80 people trained on cultural heritage management, conservation and protection by 2010	Staff at cultural sites perform a self-assessment to determine educational and vocational training needs; international experts and trainers also perform pre- and post-assessments as part of their terms of reference	Follow-up with Director of Cultural Heritage and Tourism Development at the MoTCYS, as well as with directors of archaeological parks; final reports of international experts and trainers hired to run courses.	UNESCO	Low to medium risk – availability of staff is to be assured by directors of cultural sites.

3.2 Formal training and credentials available to cultural professionals	Indicator: # accredited MA-level courses in Arts and Cultural Resource management are in place Baseline: No programs currently available in Albania Target: One accredited MA-level course in Arts and Cultural Resource Management is in place by 2010	Accreditation papers from Ministry of Education are finalized	Follow-up with Ministry of Education on a semi-annual basis	UNDP (Training of cultural tourist guides) UNESCO (MA-level program)	Medium to high risk - Unforeseen difficulties may arise in getting courses accredited by the Ministry of Education and Science. Possible pressure coming from implementing partners and interested stakeholders.
Joint Programme Outcome 4: An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies					
4.1 Quality of visitor experience improved at cultural heritage sites	Indicator: Improved accessibility of visitor information at cultural sites Baseline: Minimal signage and access to visitor information available in cultural sites Target: Improved quantity and accessibility of visitor information at cultural sites by 2010	Perform pre- and post-assessments of the cultural sites to be improved; combine with information on any visitor surveys performed at these sites	Follow up with the local focal points at each cultural site; examine results from any visitor surveys used	UNDP (Cultural cities) UNESCO (Archaeological parks)	No risk.
4.2 Albanian artists and artisans are accessing new markets	Indicator: # of artists and artisans able to access international or foreign markets Baseline: Access to international or foreign markets is randomly organized and limited to roadside vendors selling to tourists Target: 30 artists or artisans are able to access new markets by 2010	Take a baseline of how many artists and artisans who know how to access foreign markets	Ask artists and artisans in training seminars how to access international markets and train them where the knowledge gaps are	UNDP	Low risk – information presented in seminars may not be equally applicable to all types of artistic and artisanal products
Joint Programme Outcome 5: A contribution to the National Strategy of the Alliance of Civilization and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance					

5.1 Increased participation of Albania in global dialogue for cross-cultural and religious understanding	Indicator: # of Alliance of Civilization projects and activities that Albania sponsors or participates in Baseline: Albania has participated in the first Alliance of Civilizations forum, January 2008 Target: Implementation of the National Strategy of the AoC underway by 2010	Tally total number of global, regional, national and local AoC events that Albania sponsors or participates in	Monitored on an annual basis.	UNESCO	Low risk – goal may be too ambitious for national AoC council to coordinate

9. Ex Ante Assessment of Cross-cutting Issues

This project focuses on three ex ante cross-cutting issues: tourism development, gender equality, and capacity development.

Tourism development
Albania is well positioned to become an important destination for culture and nature tourism over the coming decade. Tourism and the cultural development activities in this program are mutually reinforcing. Improvements to cultural assets and increased visibility of culture will strengthen Albania's tourism product. And tourism provides a very rapid feedback to improvements in culture, as visitor interest and satisfaction turns into positive reputation for the country rather quickly – validating the improvements made.

Gender equality
As in other Southeast European countries, women in Albania are more likely to be poor and less likely to participate in the labor force than men. However, much of the work women undertake in the home can be considered "cultural activities", ranging from food preparation, to textile weaving, to basket-making, etc. Cultural activities such as these provide women with a unique skill set that their male counterparts often do not have and gives then an advantage in certain labor markets, cultural tourism being one of the most obvious. By seeking to provide increased economic opportunities for cultural industries in Albania, this project will provide particularly significant benefits to Albanian women, particularly in rural areas. Most importantly it will demonstrate the viability of mechanisms that support the entry of women in to the nation's growing culture industry. Furthermore, UNIFEM or other UN agency gender programmes will be asked to assist in adopting an equitable approach to implementation of project activities whenever possible, to ensure equal participation between men and women.

Capacity development
The project focuses heavily on capacity development among the state institutions responsible for the preservation, protection and presentation of Albania's cultural heritage. A number of the components are specifically dedicated to strengthening human resource capacity in institutions (such as degree program, conservation management training, and business development). Others enhance the range of policy options the government is able to execute in favor of cultural development – such as cross-ministerial fiscal and financial mechanisms, and more stable governance structures for critical institutions, such as the NHM. As a general underpinning of the programme, UNDP and UNESCO have designed the project components and support from experts to be executed alongside, and in conjunction with local experts and counterpart institutions. No project will be executed "on behalf of the government" – all will be executed with government to facilitate "learning by doing" and maximize capacity transfer and skill development. Wherever possible, the expertise to be employed will be national, as suggested in the MDGF "Use of International Experts and Capacity Development" (UNDP – Spain MDG Achievement Fund guidance note).

10. Legal Context or Basis of Relationship

Each agency's activities under this Joint Programme will be governed by the respective applicable basic and other agreements of the agency.

The Government of Albania (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement - 'SBAA'), which was signed by both parties on 17 June 1991. Based on

Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation', enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UN Development Group (UNDG) simplification and harmonization initiative.

On 24 October 2007, UNESCO has signed as Participating UN Organization, the Memorandum of Understanding regarding the Operational Aspects of the One UN Coherence Fund for Albania and therefore agreed that the United Nations Development Programme (UNDP), which is also a Participating UN Organization, should be asked to serve as the administrative interface between donors and the Participating UN Organizations.

UNESCO shall carry out its respective part of the Joint Programme activities in accordance with the regulations, rules, directives and procedures applicable to it. Accordingly, personnel shall be engaged and administered, equipment, supplies and services purchased, and contracts entered into accordance with the provisions of such regulations, rules and directives and procedures. On the termination or expiration of this Agreement, the matter of ownership shall be determined in accordance with the regulations, rules, directives and procedures applicable to such Participating UN Organizations, including, where applicable, its basic agreement with the Government concerned.

11. Annex A

Work Plan for: Albania's Cultural Transformation: From Isolation to Participation
Period: Year One

ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount
JP Output 1.1 Culture is treated as an integral part of national Government strategy, rather than an isolated sector strategy										
3 fiscal and/or financial mechanisms are identified	1.1.1 Develop new fiscal and financial mechanisms to increase private sector investment and civil society involvement in support of culture and cultural heritage protection, investment and presentation, such as concessions, tax incentives, and PPPs, among others			X	X	UNDP	MoTCYS	MDG-F	International consultant Local consultants Travel Misc F/A	8,000 3,000 4,500 500 1,400
Implementation is underway on 2 UNESCO normative instruments on culture	1.1.2 Support national authorities on the implementation of UNESCO Conventions of 2003 and 2005		X	X	X	UNESCO	MoTCYS	MDG-F	International experts /consultants Subcontracts Travel Misc F/A	11,000 6,000 6,000 830 1,670
Successful and effective implementation of year one annual work plan of joint programme	1.1.3 Policy support and programme management, including coordination between UN agencies, implementing partners, and other relevant stakeholders	X	X	X	X	UNDP	UNDP	MDG-F	Programme Coordinator Support staff Equipment Travel Communication Misc F/A	150,000 80,000 15,000 5,000 7,000 2,300 18,160
JP Output 1.2 Private owners of cultural monuments are given increased opportunities to conserve and protect their properties										
Architectural competition (w/ website) completed and criteria for demonstration project award announced	1.2.1 Architectural Competition on new uses for historic structures to protect them through investment and higher valued use	X	X	X	X	UNESCO	IoCM	MDG-F	National professional contracts Subcontracts Travel Misc F/A	18,000 54,000 2,000 1,000 5,250

ANNUAL TARGETS	ACTIVITIES	Q1	Q2	Q3	Q4	UN AGENCY	RESPONSIBLE PARTY	Source of Funds	Budget Description	Amount
40 owners of cultural monuments are better informed on the opportunities to restore their properties	1.2.2 Work with civil society to hold public seminars on how to transform historic buildings and other cultural heritage into local enterprises (funding, business models, etc) and publish "accompanying "how-to" document		X	X	X	UNDP	IoCM	MDG-F	Local consultants Travel Publications Misc F/A	12,000 9,000 3,500 500 1,750

JP Output 1.3 Government strategies and action plans on culture and related sectors benefiting from new data gathered and interpreted

ANNUAL TARGETS	ACTIVITIES	Q1	Q2	Q3	Q4	UN AGENCY	RESPONSIBLE PARTY	Source of Funds	Budget Description	Amount
Baseline indicators identified and incorporated into Culture Strategy and related Action Plans by Dec 2008	1.3.1 Gather and interpret data and statistics necessary to establish baseline indicators for the implementation of the Culture Strategy and related Action Plans	X	X			UNDP	MoTCYS	MDG-F	Graduate internship Travel Misc F/A	5,000 4,500 500 700

ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount

JP Output 2.1 National History Museum is transformed into a modern cultural institution at international standards of governance, management, documentation, presentation, conservation and security

ANNUAL TARGETS	ACTIVITIES	Q1	Q2	Q3	Q4	UN AGENCY	RESPONSIBLE PARTY	Source of Funds	Budget Description	Amount
New public-private governance structure for National History Museum identified and approved by Government	2.1.1 Establish a management and governance structure for a "world-class" National History Museum	X	X	X	X	UNESCO	MoTCYS	MDG-F	Subcontracts Travel Misc F/A	22,000 2,500 500 1,750
3 action plans created in conformity with the Museum's approved strategic guidelines	2.1.2 Create operational or action plans for National History Museum in Tirana to meet international standards of documentation, conservation, security, and presentation	X	X	X	X	UNESCO	MoTCYS	MDG-F	International experts /consultants National professional contracts Travel Misc F/A	75,000 19,000 5,000 1,000 7,000
Substantial improvement of the quality of visitor experience inside museum	2.1.3 Execution of activities that are in conformity with the Museum's approved strategic guidelines that will make a substantial improvement to the visitor experience inside the Museum			X	X	UNDP	MoTCYS	MDG-F	Local consultant Contractual services Equipment / Supplies Misc F/A	30,000 325,000 110,000 2,280 32,720

ANNUAL TARGETS	ACTIVITIES	Q1	Q2	Q3	Q4	UN AGENCY	RESPONSIBLE PARTY	Source of Funds	Budget Description	Amount
JP Output 2.2 Albania's archaeological park system upgraded to better safeguard Albania's cultural heritage										
Assessment completed and recommendations shared	2.2.1 Assessment of fiscal, management and governance structure of archaeological parks performed and recommendations shared with GoA and stakeholders	X	X	X		UNESCO	MoTCYS	MDG-F	International experts /consultants National professional contracts Travel Misc F/A	10,000 6,000 4,000 1,000 1,400
Security measures enacted to mitigate risk at 1 archaeological park	2.2.2 Improve security and mitigate risk at Antigonea and Apollonia archaeological parks through creation and implementation of risk management plans			X	X	UNESCO	MoTCYS	MDG-F	International experts /consultants Subcontracts Misc F/A	12,000 32,000 2,000 3,150
JP Output 2.3 Albanian film archives are digitalized and preserved for future generations										
600 films of Albanian film are digitalized	2.3.1 Albania's film industry documented, digitalized and archived	X	X	X	X	UNESCO	UNESCO	MDG-F	Subcontracts Equipment Misc F/A	13,000 32,000 1,000 3,220

ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount
JP Output 3.1 Staff employed at cultural sites are trained in cultural heritage management, conservation, and protection										
10 cultural heritage management professionals trained on best practices	3.1.1 2 courses offered to train museum and archaeological park staff on best practices in cultural heritage management		X	X	X	UNESCO	IoCM	MDG-F	Training Travel Misc F/A	15,000 1,000 4,000 1,400
30 employees trained on conservation practices, security procedures, or risk management	3.1.2 Tailored programme to train state employees in conservation practices, security procedures, and risk management; programme will be offered in 2 courses				X	UNESCO	IoCM	MDG-F	Training Travel Misc F/A	22,000 7,000 1,000 2,100
JP Output 3.2 Formal training and credentials available to cultural professionals										

ANNUAL TARGETS	ACTIVITIES	Q1	Q2	Q3	Q4	UN AGENCY	RESPONSIBLE PARTY	Source of Funds	Budget Description	Amount
25 tourist guides at cultural sites and monument complete tourist guide training course	3.2.1 Curriculum developed and approved for tourist guides at cultural sites and monuments	X	X	X		UNDP	MoTCYS	MDG-F	Local consultants Contractual services Misc F/A	4,000 25,000 1,000 2,100
Course developed and approved	3.2.2 New MA-level program in Arts and Cultural Resource Management designed and accredited	X	X	X	X	UNESCO	MoEd	MDG-F	Subcontracts Travel Misc F/A	45,000 4,000 1,000 3,500
JP Output 4.1 Quality of visitor experience improved at cultural heritage sites										
Visitor information improved in Berat and Gjirokastra	4.1.1 Visitor information improved in the cultural heritage cities of Berat and Gjirokastra through the creation and support to tourist information centers and increased visitor signage	X	X	X		UNDP	MoTCYS	MDG-F	Local consultant Contractual services Equipment / Supplies Travel Misc F/A	10,000 25,000 51,000 2,000 2,000 6,300
Cultural signage improved at 1 archaeological park	4.1.2 Access to visitor information improved at Antigonea and Apollonia archaeological parks through signage, informational pamphlets and creation of visitor kiosks where appropriate			X	X	UNESCO	MoTCYS	MDG-F	Subcontracts Equipment Travel Misc F/A	6,000 15,500 2,500 1,000 1,750
JP Output 4.2 Albanian artists and artisans are accessing new markets										
1 business incubator for artists and artisans created and operational	4.2.1 Support the creation of artisan centers, fairs and business incubators in Gjirokastra, Shkodra, Korce and Berat		X	X	X	UNDP	UNDP	MDG-F	National Project Manager Contractual services Equipment / Supplies Travel Misc F/A	30,000 18,000 20,000 10,000 1,020 5,530
10 artists and artisans trained on business planning or marketing; at least 8 beneficiaries are women	4.2.2 Train artisans in business planning/marketing activities, with special emphasis on gender equality and the empowerment of women				X	UNDP	UNDP	MDG-F	Contractual services Travel Misc F/A	11,000 3,000 1,000 1,050
ANNUAL TARGETS	ACTIVITIES	TIME FRAME				UN AGENCY	RESPONSIBLE PARTY	PLANNED BUDGET		

		Q1	Q2	Q3	Q4			Source of Funds	Budget Description	Amount
JP Output 5.1 Increased awareness of Albania's cultural heritage by foreigners										
National Strategy on Alliance of Civilizations is finalized and approved by GoA	5.1.1 Support Albania's strategic process in the Alliance of Civilizations through the development of its National Strategy of the AoC	X	X	X	X	UNESCO	MoFA	MDG-F	Subcontracts Travel Misc F/A	100,000 35,000 4,135 9,740
Improved stand at trade fairs designed and new cultural brochures available	5.1.2 Support to the development and implementation of a cultural marketing strategy to strengthen Albania's image abroad	X	X	X	X	UNDP	NTO	MDG-F	Local consultants Contractual services Printing production Travel Misc F/A	10,000 75,000 15,000 20,000 2,500 8,575
2 Albanian embassy cultural centers are supported to deliver cultural activities	5.1.3 Support to MoFA strategic efforts for cultural diplomacy	X	X	X	X	UNDP	MoFA	MDG-F	Contractual services Misc F/A	21,500 1,000 1,575
Train the trainers program established for cultural diplomacy	5.1.4 Training of MoFA and/or embassy staff to fulfill the function of cultural attaches	X	X	X	X	UNDP	MoFA	MDG-F	International consultant Local consultants Contractual services Travel Misc F/A	20,000 10,000 15,000 4,000 1,000 3,500
Total Planned Budget for Year One										**1,910,855**
+ Program Formulation Mission Advance (2007)										**20,000**

12. Annex B

Job Description

I. Position Information	
Job Title: **Programme Coordinator for Culture and Development** Location : Tirana, Albania Expected Starting date: 1 October 2008	Grade: ALD 4

II. Background Information and Context

Albania has been described as the last secret of Europe. Not always well known internationally, its rich and diverse cultural heritage is undervalued within the country, much of it having been suppressed or neglected during the long years of isolation. Today's reality is very different: two current, and three potential, UNESCO World Heritage Sites are complemented by extremely valuable intangible cultural heritage, which testify to the meeting of different peoples and civilizations, and a history of harmonious coexistence over nearly three millennia.

This peaceful multicultural coexistence presents Albania with a unique opportunity: to utilize its culture as an instrument in shaping its identity, as its government, economy and people integrate and participate in globalized world. This identity is central to social and economic renewal and growth, both at home and abroad. As the image of Albania returns to a more stable and positive one, Albania's diverse heritage can be an advantage for not just social and economic development, but for human development as well. Key changes need to occur at all levels of government and society for Albania's new national identity to be recognized as interrelated with culture. Most importantly, 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.

Programme Summary:
The Joint Programme "Heritage for Social and Economic Development" was primarily designed to achieve outcomes derived from the national priorities of Albania that are consistent with the Millennium Development Goals and the One UN programme, approved by the Albanian Government in October 2007. Sectoral priorities for culture and culture-related issues in Albania focus predominantly on rehabilitating cultural monuments, with a secondary priority for leveraging Albania's culture as a tourist attraction. Joint programme outcomes were designed to expand these two concerns to meet wider development objectives.

As the lead agency in charge of culture in Albania, the Ministry of Tourism, Culture, Youth and Sports (MoTCYS) is the primary implementing partner for this joint programme of activities between UNDP and UNESCO. Other national government bodies, such as the Prime Minister's Office, the Ministry of Foreign Affairs (MoFA), the Ministry of Education (MoEd), the Institute of Cultural Monuments (IoCM) and the National Agency for Tourism (NAT), will be involved as implementing partners. Other actors, such as civil society

organizations, universities, municipalities and the private sector, will also contribute towards the achievement of these joint programme outcomes.

The proposed joint programme was built upon five achievable results, and based on national, sub-national and sectoral priorities for culture and development:

1. Achieve a transparent and accountable government, developing and implementing effective national policies on culture and cultural-related issues: Capacity development of the Government to plan, design and execute policy with increased reliance on analytical evidence for policy priorities. Through collection and analysis of relevant data and building monitoring mechanisms policy making process is expected to improve.

2. Create an enabling environment to ensure people's access to cultural heritage and participation in cultural heritage decision-making at the local, regional and national levels: The two largest repositories of cultural heritage in Albania are its museums and archaeological park system. At the MoTCYS's request focus will be devoted to the re-conceptualization of the National History Museum in Tirana as a modern cultural institution. This project will be a "flagship" output of the entire joint programme.

3. Increase capacities to manage, preserve and present cultural heritage and cultural industries in an efficient, transparent, accountable and equitable manner: Despite having a skilled cultural heritage workforce, few training and educational opportunities exist in the country for practitioners to expand their knowledge. A series of courses will be offered to all IoCM employees, to augment capacities to manage, preserve and present Albania's cultural heritage and cultural industries, standardized tourist guide training for cultural heritage sites will be developed and implemented and a new MA-level academic program will be developed.

4. Assure an increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies. Culture and cultural industries are drivers of economic and social development and a means for expanding people's opportunities. Many of the country's regional and local development strategies seek to capitalize on the tourism industry – by creating opportunities for communities to link cultural heritage with tourism and other social and economic opportunities, communities will be better enabled to meet the goals and objectives as enumerated in their respective strategies.

5. Contribute to the National Strategy of the Alliance of Civilization and an increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance. The Project will work with the MoFA to support Albania's role in the Alliance of Civilizations and to promote Albania's unique situation internationally, helping improve the perception of Albania to a more accurate understanding. Support to cultural diplomacy efforts and to the implementation of a marketing strategy based on culture will be accompanied by a series of targeted marketing products and activities that will also serve as tourism promotion activities.

III. Functions / Key Results Expected

Reporting to the UN Resident Coordinator, in his/her capacity as co-chair of the Programme Management Committee, the Programme Coordinator for Culture and Development will oversee the joint programme activities, ensuring coordination and collaboration between the activities implemented by UNDP and those implemented by UNESCO. The Programme Coordinator will provide strategic recommendations, technical advice, coordinate the programme's daily activities and fulfill the necessary reporting requirements under the guidance of the Programme Management Committee (PMC), which includes the Ministry of Tourism, Culture, Youth and Sports and the Ministry of Foreign Affairs and the Representative of the Government of Spain.

The main functions of the Programme Coordinator will be:

1. Coordination and liaising between UN agencies and implementing partners
   - Provide strategic recommendations to the PMC for the overall coordination of programme activities;
   - Respond to PMC directions for the implementation of programme activities;
   - Responsible for on-going communication between UN agencies and implementing partners;
   - Identify and present programme risks, concerns and mitigation recommendations to the PMC for its consideration;
   - Support monitoring and evaluation activities of the PMC;
   - Ensure quality and timely documentation of program implementation, progress and experiences, as well as regular financial and narrative reporting to UN Agencies, donors and the PMC;
   - Provide recommendations to the PMC on how to better harmonize joint programme activities with other UNDP/UNESCO activities in the culture sector, as well as activities implemented by other actors in the field; and,
   - Prepare progress and ad-hoc reports as and when required to the PMC.

2. Manage and implement programme activities for which UNDP is substantively and financially accountable
   - Implement UNDP programme activities as described in the annual work plans, as approved by the PMC;
   - Manage and supervise Programme Management Unit, located at the Ministry of Tourism, Culture, Youth and Sports;
   - Responsible for ensuring sustainability of UNDP programme interventions through partnerships established with implementing partners and other stakeholders;
   - Responsible and accountable for the efficient delivery of UNDP programme funds per the work plan and available budget;
   - Oversee all UNDP operational matters of the programme to ensure that contractual agreements and procurement regulations are adhered to at all times, per the relevant agency; and,
   - Perform other duties as and when required.

3. Support the implementation of programme activities for which UNESCO is substantively and financially accountable
   - Support UNESCO by following up on the implementation of the activities under its responsibility, though providing feedback to UNESCO on a regular basis;
   - Address management and implementation problems and concerns to UNESCO, if and when they occur;
   - Provide technical expertise on UNESCO activities, as and when required by UNESCO; and,

4. Provision of policy advice and expertise
   - Provide policy advice and expertise on culture-related issues to the Minister of Tourism, Culture, Youth and Sports, as requested by the Minister.
   - Provide formal recommendations on culture and culture-related issues to the Government of Albania and other implementing partners, as approved by the PMC.

IV. Impact of Results

Successful implementation of the Joint Programme:
- Culture positioned as a central part of national Government strategy, with new legal instruments, strategies and action plans developed;
- Access to Albania's cultural heritage increased, through rehabilitation of key cultural heritage, including museums, archeological parks, and the cinema;
- Increased capacities to manage, preserve and present cultural heritage through training of relevant resources;
- An increased role of cultural heritage in social and economic opportunities and in engaging community participation in regional and local development strategies;
- An increased awareness of Albania's cultural heritage internationally as a means to promote cultural understanding and religious tolerance.

V. Competencies and Critical Success Factors

The applicant should have a strong background in cultural policy reform, museum rehabilitation, and/or archaeological resource management. In addition to a minimum of 10 years of sectoral experience, the Programme Coordinator will ideally have significant programme management experience either in Albania or other Balkan or Mediterranean countries. Candidates with prior UN and international project/programme management experience in this field may be given preference.

Corporate Competencies:
- Demonstrates integrity by modeling the UN's values and ethical standards;
- Advocates and promotes the vision, mission and strategic goals of the UN system;
- Displays cultural, gender, religious, ethnic and age sensitivity and adaptability;
- Treats people fairly and without favoritism.

Functional Competencies:
- Proven analytical capacity;
- Ability for planning and establishing priorities, coordinating and monitoring the work of others, and delegating responsibility where appropriate;
- Excellent interpersonal and supervisory skills;
- Resourcefulness, initiative, and maturity of judgment;
- Excellent communications, organizational and management skills in a complex multi-stakeholder environment;
- Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships;
- Excellent computer/information systems skills.

Management and Leadership Competencies:
- Strong results orientation;
- Effective problem-solver;
- Demonstrated capacity-building and facilitation skills;
- Consistently approaches work with energy and positive-constructive attitude;
- Ability to establish effective working relations in a multicultural team environment;
- Effectively manages teams and creates an enabling work environment;
- Flexible and responsive with a client-oriented approach.

VI. Recruitment Qualifications	
Education:	Master's Degree or equivalent with a strong development and/or culture component.
Experience:	At least 10 years of relevant experience in cultural policy reform, museum rehabilitation, and/or archaeological resource management, and significant programme management experience either in Albania or other Balkan or Mediterranean countries.
Language Requirements:	Excellent spoken and written English.

To apply, please send an email to recruitment@un.org.al including your cover letter and updated CV and indicate the position title in the subject line.