

THE DEVELOPMENT OF A  
NATIONAL HERITAGE ORGANISATION  
FOR KOSOVO  
SUPPORTED BY THE FOUNDATION,  
CULTURAL HERITAGE WITHOUT BORDERS

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For Cultural Heritage without Borders  
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## Executive Summary

This report has evolved from a series of recommendations made for Cultural Heritage without Borders (CHwB) regarding the future development and strategic planning for their offices in Kosovo, specifically in relation to the development of a national-level membership-based cultural heritage trust. The purpose of this report is three-fold; to introduce the concepts of *trusts* and *memberships* to stakeholders; to give examples of effective trusts operating in different countries; and to lay out further recommendations as to how such an organisation may function in Kosovo.

The cultural, political and economic climate in Kosovo raises certain obstacles that may hinder the formation of a traditional heritage trust. However, it is the hope of the author that this report may guide relevant parties in better understanding these obstacles and how CHwB, with the ongoing support of the Swedish International Development Cooperation Agency (Sida) and other project funders, can assist with the growing independence of their office in Kosovo while still fulfilling its overall mission for 'saving heritage'.

Heritage trusts are non-governmental organisations that aim to preserve, restore, care for and interpret all forms of heritage. Although they do have a political role to play within civil society trusts often act on behalf of their members, who support the overall mission of the organisation. Local governments can call upon trusts, as they are often experts in areas regarding heritage preservation and interpretation. Partnerships with government bodies can lead to important networking opportunities leading to the fulfillment of the organisational mission. Trusts must act as champions for their cause and promote all aspects of heritage and its importance in modern society. In doing so, the trust will keep heritage-related issues in the fore of the public discourse.

The Introduction of a membership-base structure into an NGO can bring added value to the organisation as a whole. For some trusts, the financial benefits are often minimal as the introduction of this concept may initially be met with limited enrollment. While working with a passionate group of people who promote the appreciation of, and participation in cultural heritage may lead to a greater level of engagement, the perception of "selling a subscription" may be seen as compromising values and can be a difficult balance to maintain while trying to balance both human and financial resources.

### The British Model

Given the longevity of the British Model of a heritage trust, this is perhaps the most well known of all international trusts. This is perhaps the most successful of all 'Trusts' given the high percentage of individual members accompanied by the vast portfolio of historic properties and natural landscapes. However this is not a model that can be easily replicated anywhere else given a special set of circumstances and patrons that made the formation of the organisation possible.

The National Trust (NT) owns approximately 300 historic houses, most of which are large country estates. Many of these homes are ornately furnished and lavishly decorated with

grand furniture, paintings and other objects. The National Trust also protects an expansive length of coastline and vast natural landscapes.

The conservation of built heritage and natural landscapes has been the primary mission of the NT. They acquire properties and land through purchases, bequests and donations. Many of these properties are regularly opened for paid visitation but there is also an extensive network of properties for rent, vacation homes and historic hotels. This diverse revenue stream has made the NT one of the most 'financially successful' in the world.

There is a large public awareness campaign and media push towards *getting people outside and closer to nature*. In many ways the NT aims to focus on local activities and become more relevant to local people within the communities directly neighboring heritage sites.

Internal governance and upper management is a network of boards, committees, panels and teams, many of them operating on a voluntary basis. The Board of Trustees is responsible for adhering to the laws and regulations of the National Trust and preparing the financial statements each year.

Properties are broken down into Regional/Country units. Each region has a director and team of assistants, managers, planners, land surveyors, conservators, advisers, and curators. In addition there are two profit-making companies that are associated with the NT: Historic House Hotels Limited and National Trust Enterprises Limited. Due to the 'charity status' of the NT, these companies were created in order to better manage the larger income streams coming from their hotels and retail shops.

Most NT properties are expensive to maintain and in the early days of the trust properties were acquired without a long-term financial strategy. This meant that the properties needed to continually raise funds for their regular upkeep. It is now more common for homes, estates or land donated to the NT to come with a large endowment from which the interest would fund the future maintenance.

Membership subscription is quite high in England, Wales and Northern Ireland. Given the vast number of properties that exist throughout the country many members acquire memberships on a transactional level to gain free access to the countryside estates. The success of the British model may be admirable, however the factors that played key roles in the creation of the NT and its continued successes are unlikely to be recreated in any other country or region.

### **The Italian Model**

The Italian model of a national trust is similar to that of the British model in regards to property ownership and providing an advisory role to government and campaigning for the preservation and conservation of both built and natural heritage. Fondo Ambiente Italiano (FAI) is a national non-profit heritage trust and is based on the British trust model. As of 2012, the trust held 26 historic sites. Restoration and conservation is a major part of the daily operations at FAI. They work in partnership with government bodies to achieve their project goals in regards to education, environmental citizenship, cultural tourism and heritage preservation.

The upper management of FAI consists of an honorary president, a president, two vice-presidents, an executive vice-president, a director general and a management board. There is also a division of FAI, 'FAI International', which partners with other European organisations, such as Europa Nostra, The International National Trusts Organisation (INTO), the National Trust (UK), UNESCO and the European Union. FAI believes that through the sharing of experiences and 'best practice' from, and with, the international community will greatly benefit the overall fulfillment of their mission.

FAI raises revenue through membership subscriptions, site visitation, corporate donations, project funding and legacies. Most often the donation of properties comes with a substantial endowment that lies in trust for the ongoing maintenance of the site, this ensures that the needs of the site will be met for years to come.

FAI has 60,000 members. Advantages of an annual subscription include free entrance to all FAI sites and a quarterly newsletter. FAI has a special arrangement with the National Trust (UK), which allows FAI members free entrance to UK Trust sites. There are also discounts of up to 50% offered for several museums, theaters and other historic sites. Members are encouraged to participate in FAI meetings, conferences and guided tours around the country.

Having been modeled after the National Trust (UK), FAI shares many similar qualities but functions on a much smaller scale. This Trust has been extremely successful in their use of social media and reaching out to younger audiences.

### **The American Model**

The American model illustrates the impact of a versatile and simple nation-wide preservation strategy, which is able to change with the needs of local communities. The level of national advocacy the trust plays is noteworthy and the organisations ability to alter and implement its vision is inspiring. Keeping strategies and projects simple and finely focused has allowed the organisation to have a greater impact for the preservation of American heritage.

The National Trust for Historic Preservation (NTHP) supports the preservation of not only historic buildings but also historic neighborhoods. However, they do not focus on the ownership of property as a means of protection and conservation of America's heritage. NTHP's activities since 2011 have been centered on America's "National Treasures" at risk due to neglect, closure, demolition, lack of funding, deterioration, insufficient protection or inappropriate development. Over the last several years the highly successful 'Main Street' program mobilized 1,200 state, regional and local groups to revitalize or rebuild their downtown areas. Through the promotion of cultural tourism, the "Historic Hotels of America" has aimed to assist business owners in maintaining the quality and authenticity of over 200 historic properties. Up till 2011, the NTHP ran the *Barn Again!* program, assisting local farmers and ranchers in finding ways to maintain and use historic barns and agricultural buildings as part of modern agricultural production. Their preservation strategy incorporates public advocacy, legal actions, adaptive re-use, public engagement, and profile diversity in the fulfillment of their goals.

The organisational structure of the NTHP is similar to that of the NT (UK) where there is a large system of governance including a board of trustees. When founded, the NTHP did receive Congressional funding, however all government subsidies and funding ceased in 1998. Now the majority of funding (57%) comes from private donations and contributions. There is a lengthy tradition of philanthropy in America, and through the generosity of individuals, corporations and foundations makes the work of NTHP possible.

The NTHP has 750,000 members and supporters. This figure includes traditional fee-paying members, social media followers and donors. Members are given free entrance to NTHP sites, but recently this benefit has been expanded to over 200 other 'partner' historic sites, which include museums, monuments and historic houses across the country in an effort to develop membership. Members are also sent *Preservation*, a quarterly publication, which discusses heritage preservation and related issues.

### **Ugandan Model**

The Cross-Cultural Foundation of Uganda (CCFU) works extensively with networking people and organisations around heritage causes. Their focus of integrating cross cultural communication into the heritage dialogue is inspiring and should be seen as an outstanding model for cultural heritage organisations dealing with multiple ethnicities, cultures, religions and languages within a national boarder. Uganda has a highly diverse ethnic population, and no ethnic group makes up a majority. The mission of the CCFU is "to promote the recognition of culture as vital for human development that responds to our national identity and diversity."

The CCFU has three main overarching pillars of programing. Firstly, 'Culture in Development' is a set of programs that aims to better integrate traditional culture into a modern Ugandan society. Their second pillar entitled 'Cultural Heritage' specifically focuses on supporting small community museums through projects that work with individuals, families, clans and social groups. Finally the, 'Managing Diversity' is focused around the *Promoting Pluralism Knowledge Programme (PPKP)* that has developed strategies to partner civil society organisations to increase spaces for pluralism in practice. In 2011, the government of Uganda proposed the demolition of the Uganda National Museum. The CCFU has campaigned to 'Save the Museum,' which has networked with three African NGO's; the Historical Resources Conservation Initiatives, the Historical Buildings Conservation Trust and Jenga Afrika.

The CCFU is a registered NGO, but not strictly speaking a 'trust.' A Board of Trustees governs the Foundation, which consists of seven members. Rather than acting as project coordinators and implementers they work with an array of partners on various projects. Some of these projects have required CCFU employees to act as consultants for both short- and long-term durations. This is a deliberate choice to keep staffing costs low and has enabled CCFU to act as a catalyst rather than an implementer.

The CCFU does not have any members. The distinction between a 'trust' and a 'foundation' is primarily through a membership base, where the former has members and the latter does not. Alternatively however, CCFU does have a 'Support Group' that consists of over 200



voluntary member organisations, groups and individuals who share the desire to promote cultural heritage in Uganda's development and are instrumental in the functioning of the organisation.

### **Kosovo and CHwB**

In many regards CHwB-Kosovo is already functioning as a member-less national-level heritage trust. The organisation works towards the preservation of historic monuments, engages with the public, liaises with government, implements training programs for heritage issues. Their established networks and partnerships could be further developed through greater public involvement.

The *indevelop report* was an independent evaluation of CHwB between 2008-2011, and published in 2012. It outlines 11 recommendations for the organisation. The implementation of these recommendations can be supported, in part by the formation of a Heritage Trust or Foundation of Kosovo.

Considering the established scope of CHwB and CHwB-Kosovo, the development towards a national heritage trust would be a natural evolution. The role of CHwB is not to provide permanent support for national heritage preservation, but rather assist by "rescuing and preserving tangible and intangible cultural heritage touched by conflict, neglect or human and natural disasters." The development and definition of a broader and more inclusive, participatory, locally oriented scope of heritage preservation, rather than that which already exists within CHwB-Kosovo should be defined through a clear mission statement for a Kosovo trust. This should be created in cooperation with heritage professionals and with guidance from head office in Sweden.

As an officially recognized 'national trust' there would also be a certain amount of authority and responsibility bestowed upon the organisation. This would then allow CHwB-Kosovo to act as a central hub for any other NGO's working in the heritage sector in Kosovo. CHwB-Kosovo has a productive and functional relationship with two key government bodies, and this should continue and be further developed if possible.

Heritage trusts are often leaders and role models for sustainable conservation practices and the use of traditional materials and craftsmanship for restoration projects. In this regard CHwB-Kosovo has a proven track record in the area of conservation. CHwB has already led various projects on the management and conservation of archaeological sites, the rehabilitation of historic properties, the demonstration of sound conservation practices and materials and have assisted local groups and communities in reaching conservation objectives.

There have been building conservation and restoration camps aimed at architectural students, private owners of historic homes and craftsmen wishing to learn traditional skills. The information and data gained from yearly restoration camps can be used to further develop the array of publications produced each year. Regular publications produced by both the NT (UK) and the NTHP (USA) have been very successful. It may be worthwhile examining the possibility of CHwB-Kosovo producing a technical, multi-lingual conservation

science publication as a means of outreach and meeting more in-depth educational objectives.

Currently CHwB-Kosovo is not undertaking any commercial activities. For the long-term sustainability of heritage trust organisations, a certain level of commercial activities should be undertaken. These ventures must fall in line with current legislation regarding NGO's in Kosovo. These commercial ventures are not meant as profit making enterprises, but rather means by which to fund projects. Gift shops located at historic sites could promote the sale of local handy-crafts, books, souvenirs, post cards, CD's, chocolates, stationary, etc. The production of 'Trust' branded goods is also a good way to increase visibility within the market. As illustrated with the NT (UK), the in-house management of café's, coffee shops, tearooms, snack bars or restaurants near heritage sites can substantially increase their profitability.

If CHwB-Kosovo is to move forward with the formation of a heritage trust for Kosovo, they should be a leader and model in heritage management, supporting civil society and promoting good governance. This should hold true both within the Balkans but also serve as an example for long-term operational strategies for CHwB and CHwB-Regional offices.

The purpose of this report was to illustrate the various forms in which national heritage trusts can take, while highlighting the diverse set of activities and projects implemented that work towards a greater level of integration between heritage and people. The process by which CHwB-Kosovo undergoes it's restructuring and re-development should reflect the mission and project objectives. A broadening of staff to more effectively carryout much needed tasks relating to marketing, outreach, education, and conservation would greatly benefit the overall organisation.

Whether CHwB-Kosovo chooses to implement a membership structure should be considered, but not viewed as the only means by which the organisation can seek the participation of the general public. The inclusion of 'members' must be met with caution given the historical context of such membership-based organisation in the former Yugoslav states, as it may not be a viable option for the country at this time.

Key stakeholders should be consulted in the earliest stages of this transition. This includes further cultivating relationships with government bodies. Fostering mutually beneficial relationships between CHwB-Kosovo and other NGO's working in the field of heritage will garner a strong sense of community and capacity surrounding the role of a National Trust. Although there are certain norms within the formation of heritage trusts, it is important for CHwB-Kosovo to develop a *Trust* that works for them and can be sustained on a long-term basis.

# 1 Introduction

## 1.1 Background of report

This report has been commissioned by the CHwB-Kosovo Office to better understand how membership-based organisations are created and managed on a national level. This has come out of the “indevelop report,” an independent evaluation that was delivered to CHwB-Sweden in early 2012. In this document, drafted by Dr June Taboroff and Cecilia Ljungman gave several recommendations for the further development of the CHwB-Kosovo Office moving forward. *Recommendation 12* of the report states:

CHwB should consider establishing an independent national membership NGO in Kosovo and include relevant objectives and activities in its 2012–2015 proposal. Given its potential relevance to civil society development in Kosovo, Sida should consider funding the process involved to establish such an NGO.

The authors of that report believe this is an achievable goal within the next four-year but goes on to note that this shift will allow CHwB-Kosovo to:

- Step up its public relations and awareness work, in particular in developing its website;
- Determine options for its governance structure;
- Test the feasibility – socially and financially – of a membership organisation at the national level;
- Study examples of the organisation and function of national trust like organisations; and
- Explore mechanisms for building a membership base and developing attractive products.

This study aims to meet some of these objectives but also introduce the concept and framework for national level heritage trusts to both the Kosovar and Swedish offices. The author hopes this overview will provide guidance to CHwB in the decision-making process and strategic planning for the growing independence of their regional offices but particularly how a heritage trust can be formed from what is now the CHwB-Kosovo Office. This study also makes suggestion on ways to further develop many of the recommendations made in the *indevelop report*, which also fit into a heritage trust structure.

In addition, it is important to mention that the participants of a study visit that took place in October 2012, independently put the formation of a national heritage trust forward as an option for independent heritage management. This study trip to the UK was part of another CHwB project [INSERT NAME HERE], which invited partner municipalities and ministry representatives to see first-hand various cultural heritage preservation strategies on a local, regional and national level. This was accomplished through a small series of lectures by cultural heritage professional across the UK and complemented by several site visits. Although CHwB representatives had knowledge of this *indevelop report* recommendation, no mention was made to the visiting parties of a Kosovar heritage trust. However, during

open discussions after presentations by guest speakers, several individuals suggested that the formation of a Kosovar trust would be an interesting and welcomed option to the overall national heritage plan.

## **1.2 Approach to report**

Although the original terms of reference for the drafting of this report was to describe how a membership-base can be created using CHwB-Kosovo as a starting point, this study also pulls in other aspects of conservation, education, public outreach, commercial ventures, and funding sources. All these topics, which are important aspects for any heritage trust, are elaborated throughout. This will hopefully give a better understanding of the overall concept of a heritage trust and all its functions within overall heritage preservation.

## **1.3 Limitations**

This document is meant to give a better understanding of the scope and objectives of national level heritage trust organisations and the potential benefits of the creation of a membership-base scheme to the current structure of CHwB-Kosovo. There is currently little information on, or precedent set for the large-scale involvement of the general public through a membership scheme within Kosovo, or generally the Balkans, by which to draw from. The cultural differences between the four case studies presented in this paper and Kosovo are vast.

As a consequence the Kosovo office will have to break new ground in this field if it chooses to move forward with the formation of a membership based heritage trust. CHwB has a proven track record for the recognition of process goals and using projects to learn along the way<sup>1</sup>. During the development of a membership-based trust, there must be some understanding that certain aspects will work and others will not. CHwB and Sida should offer long-term support for the office to effectively, and securely work through these early obstacles over the next several years.

## **1.4 Structure**

This report is organized into three key sections:

Section 2 offers a basic explanation of the overall concept of membership-based heritage trust organisations. It delves into the role trusts play within civil society, government and the general public. As this study is within the context of heritage, the discussion will also look at membership as a means of heritage promotion and networking. Some of the benefits and drawbacks for creating a membership-base will also be discussed.

Section 3 is a comparative analysis of four different national level heritage organisations: The National Trust for Places of Historic Interest or Natural Beauty, which operates in

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<sup>1</sup> Indevelop report, see appendix 1 and 4.

England, Wales and Northern Ireland, but also has a sister organisation operating in Scotland; Fondo per l'Ambiente Italiano, which is the national trust for Italy, and was originally based off the British NT model; the National Trust for Historic Preservation in America; and the Cross-Cultural Foundation of Uganda. Within each of these examples, five key areas are examined: scope of the organisation; the main activities carried out by the trust; organisational structure; sources of funding; and the role of members. No heritage trust is perfect; and no model is perfect for every case. Each trust or heritage organisation has areas in which it excels due to the nature of its management or cultural contexts, but there are aspects that need to be developed further. It is not the goal of the author to lay out the failings or praise the work of any trust, but rather illustrate that trusts are and should be ever-changing models of cultural heritage management which adapt to the needs and demands of its members and general public and keep up with revised conservation standards.

### **1.5 Background of author**

Rachel Nordstrom has worked for CHwB-Kosovo on several projects over the previous 18 months. Prior to this, she has worked for The National Trust in the UK at the Fox Talbot Museum, Lacock as their historic-process workshop coordinator. She has a background in conservation and collections management from Sir Sandford Fleming College in Canada, and most recently completed her master's degree in *International Museum Studies* from the University of Gothenburg in Sweden. Although much of her work has focused on the management and preservation of historic photographic collections, her thesis concentrated on the challenges of post conflict cultural heritage preservation in Kosovo.

Throughout the writing of this report, expert advice and collaborations were sought to promote a multi-faceted input and to ensure accuracy. All of these have previously been mentioned, however this report would not have taken its present form without the assistance of Catherine Leonard, of the International National Trusts Organisation, and the previous research, writing and expertise of June Taboroff.

## 2 What is a membership-based heritage trust?

### 2.1 Definitions

#### 2.1.1 Heritage trust

A *heritage trust* is an organisation, independent of government, with a mission to preserve, restore, care for and/or interpret a particular sort of heritage, tangible, intangible, and/or natural. The scope is dependant on the nature of the founding principles and documents of the organisation. Trusts can be as focused to protect one sort of historic building, broader in scope to include all monuments and sites within a certain city, or preserve all cultural heritage within a particular region or nation. Although there may be several different types of trusts with varying missions operating simultaneously within a country or region, the formation of *national*-level heritage trusts is becoming more common as part of a broader heritage preservation agenda.

#### 2.1.2 Memberships

Members are an important part of most heritage trust organisation. A membership base is a symbol of national support and the sharing of values among the general populace of a country or region. Any individual who shares and supports the values of the Trust is able to become a member. Memberships also give individuals a sense that they have a stake in the country or region's heritage. Members are not simply statistics contributing to the size of an organisation but they also have voting rights and contribute to the direction of the trust.

A membership fee is set by the organisation, and in return paying members are awarded certain benefits. Fees should be at such a level that any member of society could afford to join. This may mean offering multiple levels of membership depending on the financial contributions made and the level of involvement one wishes to have. Different levels often come with a varying set of benefits and responsibilities. For example, students and youth are often given steep discounts on membership rates in consideration of their limited financial means and in an effort to attract the support of young people. Some organisations offer 'Supporter'<sup>2</sup> level memberships, which might only give the member free access to properties and regular publications such as newsletters and magazines. Alternatively if they were to become a 'Guardian' they could pay a higher membership fee but also gain voting rights within the Trust, have special access at meetings and discounts at partner organisations.

Although the sale of membership packages will raise some revenue for trusts, there are no models where membership-income gives full financial support for the organisation. The value of members goes beyond their financial contributions, as each member illustrates the breadth of the organisation among the local communities, and is a symbol of shared values and the importance of the mission. Giving members voting rights, regular publications,

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<sup>2</sup> 'Supporter', 'Friend', 'Steward', 'Guardian', etc are simply example titles for varying levels of membership found at different Trusts from around the world. These titles are arbitrary and do not have any specific meaning beyond the differentiation between levels of membership.

access to properties, annual meetings or conferences, discounts in shops and special access to partner organisations are all ways that trusts work to promote engagement and passion about the work of preserving heritage.

## **2.2 Memberships in civil society**

Although heritage trusts are non-governmental, they do have a political role to play within civil society. Trusts act on behalf of its members, who subscribe to, and support the *mission* of the organisation. The trust must work to fulfill their mission, often by working with government on proposed legislation, heritage designations, development restrictions, museum funding, etc. A trust must work with the governmental bodies but without showing favour to any particular political party.

A trust can often be called upon as experts within a particular area of heritage specialization. In many ways, the government may reach out to the trust if it has a strong and supportive membership base as a means of acknowledging the power of the trust. This partnership with government bodies can lead to key networking possibilities, which will strengthen the overall organisation and allow it to work more effectively to fulfill its mission.

In some cases it may also act as a watchdog over both the public and private sector when it comes to heritage related issues. Where there is a direct threat to the mission of the trust or heritage in general, the trust may play an activist role for a particular cause. In some cases members may be encouraged to illustrate the support for such a cause. However, caution must be taken to not over-use these powers as a heritage trust is not a political organisation, nor should members feel as though they have joined one. Choosing political moves wisely and ensuring the support of members is vital. In many ways, an active membership base should guide the organisation on when to act and how to speak out on issues.

## **2.3 Heritage Promotion**

The preservation of, and engagement with heritage should be a key part of the mission for any heritage trust. To accomplish this, the trust must act as champion for the cause and promote all aspects of heritage and its importance in modern society. In doing so, the trust will keep heritage-related issues on the minds of the general public.

An effective marketing strategy with clear priorities relating to the mission should generate discussion in society on the relevance of heritage within contemporary culture. The appropriate use of social media will add a more inclusive and participatory layer of public involvement for both members and non-members alike.

A heritage trust aims to educate the public on heritage issues. The more visible the organisation, the more successful the projects, the greater involvement of members and effectiveness of marketing campaigns; the more value will be placed on heritage in general. Trusts can also act directly through creating educational programs in schools by promoting

the value of heritage to young children and fostering their appreciation and understanding of cultural heritage.

## **2.4 Benefits**

The introduction of a membership-base into a heritage charity or NGO can bring added value to the organisation as a whole. For some trusts, the financial benefits are often minimal as the introduction of this concept may initially be met with limited enrollment. This is particularly the case if there is not a history of private charity donations or a culture of appreciation of membership organisations.

However, working with a passionate group of people to draw attention to the preservation of cultural heritage is advantageous to the trust. This illustrates, not only to the government and to the organisation itself that the mission is important, but also to the public who may not have previously considered becoming members. As more people join and the trust becomes a recognizable brand, the mission begins having a greater impact.

Encouraging participation and engagement within ones own cultural, natural, artistic and national heritage is the greatest benefit a membership-base can put forward. The more involved these members become in the running of the trust and the implementation of the mission, the more relevant each project becomes to the people they serve.

## **2.5 Drawbacks**

A move towards the involvement of members should not be met with blind enthusiasm however. There are disadvantages that should be considered.

Asking for membership subscriptions can be seen as 'selling something.' For some prospective members, this 'transactional' form of membership, whereby a service or product is provided for a set annual fee, may be reasonable. However, other potential members may not immediately see the benefits and value in supporting the activities of the trust. To balance both these views, a membership package should be worth purchasing and illustrate the value of the mission. This is often a difficult balance to get right. Each trust should endeavor to provide members with goods and services that have value beyond the altruistic nature of a membership, based solely on the good of the mission and beliefs of the organisation.

Membership services and appeals require substantial human and financial resources, which may be seen as having greater short-term return if directed towards certain projects. In some cases, membership services can cost more money than they bring in.

Membership drives and recruitment can distract from the overall mission. If members are neglected due to a lack of meaningful involvement or a failure on the part of the trust, it will be more difficult and costly to re-recruit them down the road. Members must always be held within the highest regard in the organisation.



Members are often given voting rights in regards to the election of a board of trustees, the initiation of certain projects or the general direction of the trust. Although all proposed resolutions and projects would be relevant to the mission of the organisation, the voting outcomes may take the organisation in a different direction than originally intended. These results must always be respected; as this is the nature of a 'membership-based' trust. The failure to do so would be detrimental to the reputation of the Trust and would result in the loss of membership support.

## 3 Comparative Analysis

### 3.1 *The British Model: The National Trust for Places of Historic Interest and Natural Beauty*

*For Ever, For Everyone*

The traditional British Model of a national heritage trust is perhaps the largest and most well known. On some level it is also the most successful, with a high percentage of individual members, vast amounts of property and natural landscapes and diverse portfolio of income generating revenue streams. This however, is not a model that is going to be easily replicated in anywhere else.

The inclusion of this model is two fold. One, it should prove to be an inspirational example of the political and social impact of such an organisation on the national stage, and two as an illustration of the need for a diverse income generation streams and sustainability of projects with a long term vision.

#### 3.1.1 Scope

The National Trust of England, Wales and Northern Ireland (NT) was founded in 1894 after the three original founders recognized the encroaching development of the industrial revolution on rural landscapes and large parts of British heritage. As of 2012, they owned over 300 historic houses, most of which are large country estates or have been associated with famous British citizen or historic figures. Many of these homes are furnished and decorated with grand furniture, paintings and other objects. The NT also protects coastline and natural landscapes and is charged with the protection and conservation of more than 250,000 hectares making up approximately 1.5% of the area of England, Wales and Northern Ireland, and just under 10%, or 700 miles of coastline.

The conservation of built heritage and natural landscapes is the main scope of all activities carried out by the NT. They acquire properties and land through purchasing outright, donations or legacies.

The NT has a 4-Part strategy to *bring places to life*, and provide *leadership and delegation* for the management of all properties. This strategy has been developed over years and is more of an overall framework to carry out all projects, which work towards the greater mission. When the NT *brings places to life* they provide enjoyable experiences for all visitors and supporters by making projects relevant and interactive for the local community and visitors. Within the context of property and heritage management, they aim to deliver a sustainable level of care in both the conservation and energy consumption of sites.

On an international level they provide leadership as the largest heritage trust. This *leadership and delegation* is also part of their long-term strategy where they focus on financial efficiency and human resource investments in both staff and volunteer satisfaction.

The founding documents (Acts) of the NT gave a unique legal status to trust properties. The *inalienability* of buildings and land prevents the sale or censure of land against the will of the NT and must be approved by a special parliamentary procedure. This secures the long-

term status of trust properties from any land development that might encroach on places of natural or historic significance.

### **3.1.2 Activities**

The organisation is best known as a conservation trust, while creating vast array of publications on all areas of object conservation, built heritage management and land conservation. However, over the past several years, with the extensive reshaping of its mandate and vision moving forward, there has been a greater push towards *visitor enjoyment* and creating a place for individuals and families to spend time and enjoy the outdoors. They now have grown their mission to mean more than just conservation.

To achieve this vision they aim to *bring places to life*. This has been achieved by a re-interpretation strategy at many historic houses, opening up more rooms, creating more interactive participatory strategies and telling the stories of the people who lived in places as opposed to the places themselves. Art projects also enhanced the use of certain properties with the 'Trust New Art' exhibitions across the country.

An extensive network of properties for rent, vacation homes and historic hotels allows visitors to more closely interact with these sites and spend more quality time at each location.

There is a large public awareness campaign and media push towards *getting people outside and closer to nature*. Within this NT aims to get children and adults more active, participating in and with their local sites, such as the 'Fresh Air' Campaign, which also included the marketing push of selling bottles of 'fresh country air' to people in the city noting the benefits of stress relieving fresh air. Although this was met with mixed media reviews, it was highly successful in gaining public attention towards the NT and it's latest mission. The Trust sees themselves as a 'National Gallery of landscapes' and champion of rural Britain.

In many ways the NT aims to focus on local activities and become more relevant to local people within the communities directly neighboring heritage sites. To achieve this, many site managers work to keep sites fresh and ever changing, and bring in repeat visitation with 'added value' events such as theater plays, musical evenings, kids trails, and temporary exhibitions.

Activities associated with *performing at our best*, are more in line with internal management, however with such an extensive network of staff and volunteers, the push to increase staff and volunteer satisfaction is one that also has repercussions with visitors. The choice to delegate the decisions making process to those in direct contact with the public should open greater opportunities for participatory activities and visitor interaction.

### **3.1.3 Structure**

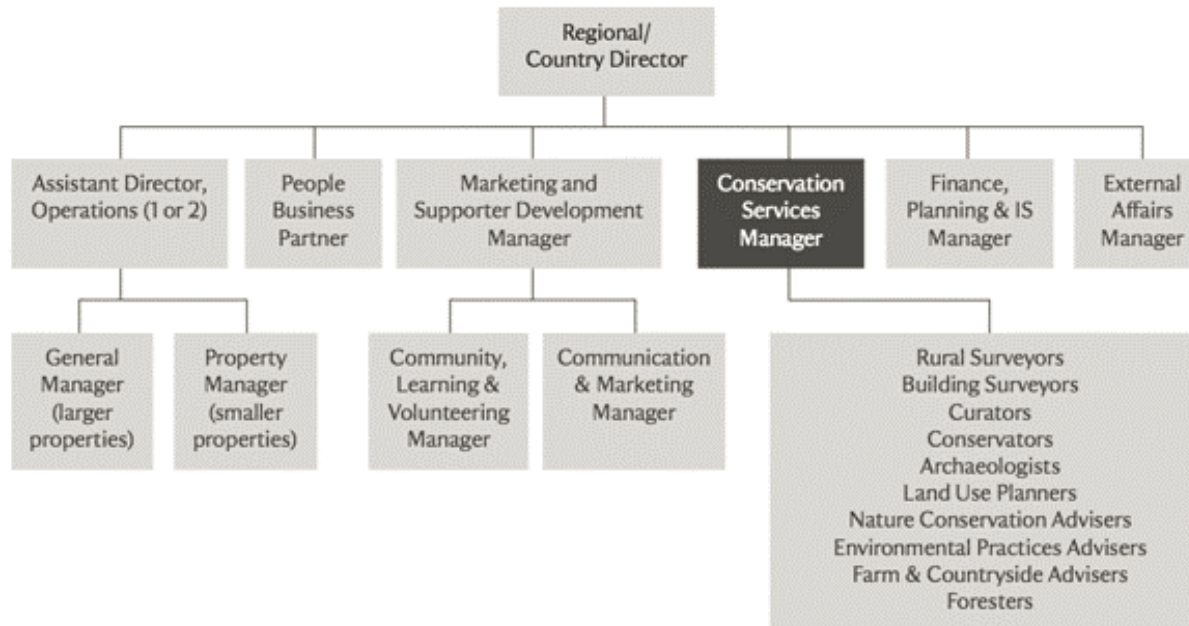
Internal governance and upper management is a network of boards, committees, panels and teams, many of them operating on a voluntary basis. Among these are three figureheads making up the top echelon of the organisation a President (HRH Prince Charles); a Chairman, and a Director-General. The Board of Trustees is responsible for adhering to the laws and regulations of the National Trust and preparing the financial statements each

year. There are four standing Committees within the Board of Trustees: The Appointments Committee, which recommends suitable candidates for various committees and the Board; The Audit Committee, which oversees the financial reporting process; The Senior Management Remuneration Committee, which reviews succession planning and the development of senior management; and The Investment Committee, which recommends appropriate investment strategies. There are Regional/Country Advisory Boards which offer advise and support to trust staff operating in England, Wales and Northern Ireland.

Advisory Panels are in place to offer conservation expertise on: Archaeology, Architecture, Arts, Gardens & Parks, Land Use & Access, Nature Conservation, and Commercial activities.

In addition to Trustees, there are also two profit-making companies that are associated with the NT: Historic House Hotels Limited and National Trust Enterprises Limited. Both these organisations direct all profits from commercial ventures back into the National Trust as revenue, together making up 14% of overall income for the Trust.

Properties and sites are broken down into eight Regional/Country units, six in England and one for each Wales and N. Ireland. Each region has a director and team of assistants, managers, planners, land surveyors, conservators, advisers, and curators. Properties are managed on a local level with General or Property Managers who will each have a team of house stewards, curators, gardeners, collections managers, and visitor services managers who each deal more directly with the general public. For a breakdown of Regional/Country management structure, see Figure 1.



**Figure 1: Regional Management Structure for the National Trust (UK)**

As mentioned above, the NT has a unique legal standing within the government of the UK. Although the NT is non-governmental, there are certain legal and political rights and responsibilities the organisation must hold to as a *national trust*.

In addition to these, the NT has three key tax related benefits bestowed from the government. Gift Aid is a donation that the Government gives charities on top of donations and/or membership subscriptions (£0.28 for every £1 donated) if donors have paid income tax or capital gains tax equal to the tax deducted from their donations. Registered charities, including the NT can reclaim their Value Added Tax (VAT), which they are charged through the purchasing of certain items used, such as office supplies, and building materials. Inheritance Tax, money left to certain parties through a bequest or in a will is waved when left to a registered charity. The gift is subtracted from the net value of the estate when the total liability has been decided. In the UK, inheritance tax is set at 40%, which means that a gift costs only 60% of its value, as the remainder would otherwise have been paid in inheritance tax.

International networking and leadership is also a part of the overall management of the NT. There is a small International Office, which hosts the Secretariat of the International National Trusts Organisation (INTO) and assists other countries/regions with the development of their own national heritage trusts. In addition there is the Royal Oak Foundation that works to promote the activities of the NT and raise funds from the USA.

### **3.1.4 Funding**

Most NT properties are expensive to maintain, both with staff and ongoing conservation efforts. In the past, properties were generally acquired with little long term financial planning. This meant that the properties needed to continually raise funds for the regular upkeep. This is no longer the case. Now the donation of homes, estates or land has often come with an endowment from which the interest would fund the future maintenance. The size of the endowment is calculated by The Chorley Formula (named after Lord Roger Chorley), which was introduced in 1968. This takes into account all perceived expenditure, such as staffing, minor works and overheads, repairs, equipment and depreciation; the potential income generated at the property, such as rent, visitors, and grants; along with inflation and capitalization. The Chorley Formula can produce some very large numbers but ensures the long-term sustainability of properties.

The National Trust of England, Wales and Northern Ireland is one of very few national heritage trusts that actually derives a substantial amount of income from membership fees, approximately 30% (£129.6 million in 2011/12) of annual NT income. However, the NT has operated in the UK for over 100 years and is a well-respected part of British culture. In addition to this, admission fees contribute 5% of income (£19.8 million in 2011/12).

Commercial activities are a large part of revenue generation for the National Trust. As mentioned above, there is a corporate side to the organisation, National Trust Enterprises, which focuses solely on raising money through the sale of souvenirs, gift items, chocolates, branded clothing, greeting cards, chocolates, jewelry, etc, at or near NT sites. Revenue from shop sales makes up about 13% of annual income (£56.6 million in 2011/12), however the expenses associated with the running of retail shops is quite sizable thus limiting the actual revenue put back into the Trust.

National Trust Tea Rooms and catering typically contribute to 10% of revenue generated (£44.8 million in 2011/12). The marketing push for visitors to spend the entire day at a

property encourages the need for visitors to stop and have lunch, tea or snack. Tea Rooms offer light lunches, drinks and deserts to visitors. In some locations this is the only food option for many visitors. However, prices often quite reasonable and choice are typically standardized across the country so visitors always know what they are getting and how much it will cost which encourages repeat customers. Over the past several years, the NT has made moves towards bringing all Tea Rooms back in hand, as opposed to using third party companies to provide these services. Collecting the profit from the overall business, rather than simply rental income, increased revenue in this category by 300%.

There is substantial income generated from Legacies 11% (£44.7 million in 2011/12), which are donations or gifts made through a persons Will. As this is the third highest revenue generation stream, there is regular effort put towards potential donors through 'Legacy Days' where individuals are invited to particular properties to illustrate the potential impact of large monetary or property donations.

Another revenue generating branch are rents from properties. This makes up 8% of income (£37 million in 2011/12). Along a similar vein are holiday cottages, 2% (£8.4 million in 2011/12), and historic hotels, 2% (£7.9 million in 2011/12).

Other income is generated from grants, investments, appeals and gifts. For a complete breakdown of income and expenses for the NT over the last three years, see Figure 2.

Not all NT properties cover their running costs. However, those that do (often located in the Southern, more populous regions of England), feed enough revenue back into the overall organisation to support other smaller, less visited sites. This is one of the financial strengths of having a larger organisation, which has a diverse profile of properties such as the NT.

Income	2009/10	%	2010/11	%	2011/12	%	Avg %
Membership	125.20	31	124.30	30	129.60	30	30
Enterprises	54.70	13	53.50	13	56.60	13	13
Legacies	50.30	12	46.20	11	44.70	10	11
Catering	37.50	9	39.30	10	44.80	10	10
Rents	33.30	8	34.90	8	37.00	8	8
Grants/Contribut'n	24.40	6	30.10	7	32.30	7	7
Investments	25.20	6	26.50	6	30.90	7	7
Admission	18.30	5	18.90	5	19.80	5	5
Appeals and Gifts	10.80	3	13.40	3	12.20	3	3
Other Prop Income	8.90	2	9.00	2	10.20	2	2
Hotel Income	8.00	2	8.20	2	7.90	2	2
Holiday Cottages	7.70	2	7.80	2	8.40	2	2
Net gains	1.80	0	0.80	0	1.50	0	0
<b>Total</b>	<b>406.10</b>	<b>100</b>	<b>412.90</b>	<b>100</b>	<b>435.90</b>	<b>100</b>	<b>100</b>

Expences	2009/10	%	2010/11	%	2011/12	%	Avg %
Property Running	209.40	52	223.50	52	230.90	51	52
Conserv. Projects	68.10	17	61.50	14	67.70	15	15
Membership	50.20	12	55.00	13	62.90	14	13
Enterprises	41.90	10	43.00	10	45.00	10	10
Acquisitions	8.20	2	13.90	3	10.10	2	2
Advisory Services	12.10	3	15.90	4	16.70	4	3
Hotel Costs	8.00	2	8.00	2	7.70	2	2
Fundraising	3.10	1	3.20	1	3.00	1	1
Investment Mngt	2.60	1	2.80	1	3.60	1	1
Governance	2.60	1	2.70	1	2.40	1	1
<b>Total</b>	<b>406.20</b>	<b>100</b>	<b>429.50</b>	<b>100</b>	<b>450.00</b>	<b>100</b>	<b>100</b>

**Figure 2: National Trust (UK) Financial Income and Expenses for 2009-12 (£ million)**

### 3.1.5 Role of members

Given the vast number of properties that exist in England, Wales and Northern Ireland. Many memberships are acquired as a transactional exchange, in that visitors wish to simply pay once and visit as many sites as they like for the year. A standard individual membership is £53/year (family membership £93.50/year) however there are regular offers and deals where people can pay as little as £39.85/year (family membership £70.12/year). The average property entrance fee is £6.50 per person (£17/family). If a person or family visits NT sites regularly then a membership is the most economical option.

In addition to free admission, members also get free parking at all sites, a membership handbook, which is a complete guide to all properties, regional newsletters and three National Trust magazines per year.

Each year there is an Annual General Meeting held for members to hear about current projects, listen to debates and vote on resolutions and council elections, which give the NT governing body membership direction for the coming year. In 2012, this meeting was attended by over 500 members and nearly 25,000 members voted in the Council Elections.

### 3.1.6 Discussion

The NT is a very top-heavy organisation with many levels of upper and middle management. This creates a large void between the organisations decision-making process and the 'engaged' visitor. Although there have been changes to the vision and strategy within the NT over the past several years to delegate the decisions these do not always play out on the ground level. Despite the ability for members to be engaged, there is a relatively small percentage that takes advantage of these rights as members.

Property ownership and the associated costs is a liability to the entire organisation. However as there are such a large number of sites that work together as a collective, the entire organisation is able to sustain itself through the dispersion of funds. In addition, newly acquired properties often require large endowments to subsidize the future upkeep and management of buildings.

As with many large-scale membership organisations and 'National Trusts' there is often a sense of elitism associated with both the properties themselves and the card-carrying member. This is not contradicted with the general favor that has been paid towards preserving large country estates and palaces. There is now an effort underway to diversify the acquisitions policy to address this issue with the acquisitions of workhouses and tenement homes (small, urban, overcrowded residences for poor families common in the mid-1800s), which more often illustrate great poverty. As much as the preservation of these more humble homes is an important step in a more inclusive interpretation strategy for the Trust there is still a missing 'middle-class' story, which is often overlooked. The recent purchases of Paul McCartney and John Lennon's childhood homes, could be used to fill this void, however the overshadowing nature of the fame associated with the young inhabitants may be a difficult story to effectively interpret. Along these same lines effort has also been made to reach out to inner-city youth through community projects, particularly in the city of Newcastle. It is important that such projects continue to serve the community as they may otherwise appear tokenistic and the impact may be hard to measure.

The NT is highly visible and has a great deal of political clout. They choose their political battles wisely and speak out when they feel the issue is in direct conflict with both their mission and the wishes of their members. The governance of the NT contains several high profile individuals who speak on behalf of four million members, almost 5,000 staff and over 60,000 volunteers, and they are one of the largest land-owning organisations in the country. This level of involvement and support from the public ensures that the voice with which the National Trust speaks carries a great deal of weight, such as the case in 2011 when the NT campaigned to stop the sale of national forests by the government for development. The political power held by the National Trust due to its large and active membership, and the media attention gained by the campaign, was successful in forcing the government to re-evaluate their strategy.



## **3.2 The Italian Model: Fondo Ambiente Italiano**

*For the landscape, art and nature. Forever, for everyone.*

The Italian model of a national trust is similar to that of the British model in regards to property ownership and providing an advisory role to government and campaigning for the preservation and conservation of both built and natural heritage. The example here may provide the same lessons and inspiration, however the limited size and scope of FAI should be a useful illustration for the adaptation of one particular model to fit the local needs and resources at hand.

### **3.2.1 Scope**

Fondo Ambiente Italiano (FAI) is a national non-profit heritage trust. It was founded in 1975 with the objective: 'to safeguard Italy's artistic and natural heritage'. The founders of FAI based the Italian trust on the British model. As of 2012, the trust held 26 historic sites, consisting of: four castles; nine villas and homes; one theatre; six natural sites such as woods, parks, coastal areas, archeological sites and gardens; three historic retail spaces; two monastic houses; and one historic mill. Some of these properties have collections of art and objects also in the care of the trust. The set of properties is eclectic and varied, including interesting examples such as a historic barbershop in Genoa, a 19<sup>th</sup> century newsstand in Mantua and an old citrus tree protected by a lava rock wall on the island of Sicily.

FAI's mission is twofold: "on the one hand, it is to promote a tangible culture of respect for Italy's natural heritage, art, history and traditions; and on the other, it is to protect a legacy that forms a fundamental part of the roots and identity of the Italian people."<sup>3</sup> They have a three-layered approach to their mission: to protect and enhance; to educate and raise awareness; and to supervise and intervene.

### **3.2.2 Activities**

Restoration and conservation is a major part of the daily operations at FAI properties. These activities include the complete restoration of new properties, the maintenance and upkeep of existing sites, both built and natural, but also the general conservation and preservation of art and objects housed in these sites.

Within FAI's founding documents, Article 2 outlines the importance of education and public awareness across Italy. This is accomplished through the implementation of teaching programs within schools. FAI notes that educating children and young adults is an important step towards instilling a respect for cultural and natural heritage, which they will carry with them through their life. This however is only possible because the schools also recognize this importance and have a mandate for 'discovery education' and getting children out of the classroom. Specific activities include school trips to sites, teaching workshops for children, volunteer-run summer camps, and a nation-wide programme called "Apprendisti Ciceroni" (Apprentice Tour Guides). The *Apprentice Tour Guides* are young people who work at properties during major cultural events.

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<sup>3</sup> Mission taken from FAI website: <http://eng.fondoambiente.it/about-us.asp> Last accessed 19 December 2012.

Following the successful conclusion of the 2010-11 national projects, entitled “Fratelli d’Italia” (Brothers and Sisters of Italy) and “Torneo del paesaggio” (Countryside Tournament), in the autumn FAI launched two new projects that involved around 40,000 school students: “Io Museo, e tu?” (I Visit Museums, What About You?), and the second “Torneo del paesaggio” (Tournament of Landscapes), a culture-based contest focusing on the UNESCO Intangible Cultural Heritage. Primary and middle schools in various regions around Italy, namely Lombardy, Emilia Romagna, Molise and Sardinia, were involved with the environmental education project called “Viva la Terra! Fai anche tu: fai la differenza” (Long Live Planet Earth! Do Your Bit To Make The Difference).

Additionally, in partnership with the Italian Ministry of the Environment, FAI launched an environmental education project aimed at nursery school children, entitled “R come Ricerca, Rifletto, Riduco, Riciclo e...guarda come mi diverto!” (R as in I Research, I Reflect, I Reduce, I Recycle...And Look How Much Fun It Is!). FAI sent all 45,000+ school students involved in the project a ‘School Membership Kit’, containing the two most recent issues of “I Quaderni FAI Scuola” (The FAI School Notebook), which dealt with exploring their local area, and the “Art Stories” CDs, which concentrate on the theme of water in art. The [www.faiscuola.it](http://www.faiscuola.it) website received more than one million hits through the promotion of these school-focused projects.

Their education programs are not solely targeting young people, but adults are included through a series of art course. FAI's Honorary President, Giulia Maria Mozzoni Crespi has often been quoted as saying: “you defend what you love and you love what you are familiar with”, thus getting the public involved and culturally aware, at all ages is a major activity for the organisation.

On a national level FAI organizes events and festivals aimed at inviting the public into *their* heritage spaces. ‘FAI Spring Day,’ ‘The Places of the Heart,’ and ‘Alla Riscossa – Environmental Treasure Hunts’ and the newly launched FAI Marathon, all take place across the country, speaking directly to their mission, they get people outdoors and partaking in their natural and cultural heritage. At the property level, there are smaller single-site events such as flower exhibitions and markets, historical re-enactments and costumed interpretation, cookery sessions, concerts and major art exhibitions. Every year there is a FAI Golf Cup, which has worked to raise the profile of the organisation but also raise some much needed funds. FAI holds annual national conference focusing on a designated theme relating to the overarching mission of safeguarding art, environment and landscape.

Promoting cultural tourism is also an important objective for FAI. They offer their members the opportunity to go on several organized tours, both within Italy and internationally. There are also ‘touring seminars’ on archaeology and art history so that cultural tourists can get more out of their visits to sites and monuments.

FAI also sees them selves as a spokesperson for the country in areas of environmental and landscape management. To fulfill this role, FAI has set up a separate department, *Environment and Landscape Observatory*. This department partakes in three distinct activities: legislation; environmental policy; and territorial disputes and emergencies. In regards to legislation, FAI works in partnerships with the legal department of the WWF Italy (World Wildlife Fund). The Italian government has recognized FAI as an environmental

protection agency, a recognition which allows FAI to participate in policy making, make observations in regards to various activities and oversee the implementation of protection projects.

### **3.2.3 Structure**

The upper management of FAI consists of an honorary president, a president, two vice-presidents, an executive vice-president, a director general and a board of management, which is made up of 25 individuals. There is also a board of trustees and a board of auditors. In addition to this, there is a team of over 6,000 volunteers who give their time and energy towards events and the general management of properties. As with most trusts with property holdings, a strong volunteer team is required for the functioning of the whole organisation.

There is also a division of FAI, 'FAI International', which partners with international organisations, such as Europa Nostra, the National Trust (UK), UNESCO and the European Union. FAI believes that the sharing of experiences and 'best practice' from and with the international community will greatly benefit the overall functioning and preservation of Italy's cultural heritage. There are also two foreign partner non-profits-organisations; 'Friends of FAI' based in New York that aims to raise awareness of Italian heritage in America, and 'FAI SWISS', which promotes cross-cultural exchanges between Switzerland and Italy.

FAI does not have the legal designation of an NGO, but rather that of a 'trust'. FAI properties and land is also not protected by legislation, such as that of the UK National Trust.

### **3.2.4 Funding**

Membership, site visitation, corporate donations, project funding and legacies are all ways in which FAI raises money for the overall management of projects and properties. Annual memberships raised €2.3 million in 2011, or 16% of the overall organisational budget. Entrance tickets for non-members ranges from free to €8 with discounts for children from 4-12 and in some cases also for local residents, raised €2.06 million in 2011, or 13,6% of the overall organisational budget. In 2011 corporate donations contributed €2,3 million and legacies €1,5 million to FAI. On occasion, if these legacies do not strictly fit with the overall mission of FAI, they are sold off to raise money for property management needs and project funding.

The acquisition of FAI properties that have been donated through legacies, handed over from state ownership, or purchased outright. Most often the donation of properties must also come with a substantial endowment which lies in trust for the ongoing maintenance of the site, this ensures that the needs of the site will always be met through the regular and guaranteed interest gained from those funds. In addition, alternative sources of funding for special one-off projects, have been sought out through specific nation wide fundraising campaigns

### **3.2.5 Role of members**

As of 2005, FAI had 60,000 members (approximately 1 in 1,000 of the Italian population), each paying €39/year for individuals, €20 for young adults and €66 for families.

Advantages of an annual subscription include free entrance to all FAI sites and a quarterly newsletter. FAI has a special arrangement with the National Trust (UK), which allows FAI members free entrance to UK sites while visiting England, Wales and Northern Ireland. There are also discounts of up to 50% offered for several museums, theaters, historic houses, major exhibitions, parks, botanical gardens, and some magazine subscriptions. FAI member also get 30% off events, concerts and shows organized by FAI as well as a discount in their bookshops. In addition to 'members only queues' at FAI properties open during FAI Spring Days, a subscription will also ensure you a place on the 'History of Art' courses which run in Rome, Milan and Turin throughout the year, and also organized FAI Trips in Italy and worldwide.

Members are encouraged to participate in the 100+ 'FAI Delegations', which take the form of meetings, conferences and guided tours.

### **3.2.6 Discussion**

FAI is a highly professional, modern and well-organized heritage trust. It communicates well with the public through an effective and efficient use of both their website and social media outlets. Astonishingly, there are more 'Likes' of FAI's facebook page (87,000), than there are members of the actual trust. This speaks to the level of awareness and respect for the organisation within the national and international community who participates in social media outlets such as facebook. In fact, compared to that of the National Trust (UK), who only has only 76,000 'Likes' but over 4 million paying members, there is significantly more interest in FAI and their work in Italy. This however raises the issue of 'the paying member' vs. 'the interested individuals' where there may be an un-tapped resource of individuals who may be interested but for some reason have not been sold on the importance of a 'subscribed membership'. FAI should perhaps take a closer look at what they need to offer interested individuals to become even more involved beyond the realm of social media.

Also speaking to the high level of social media activity, there is a substantial effort towards the involvement of young people. Both within activities and volunteerism target audiences, children, teens and young adults are encouraged to take part in their heritage.

There are certain limits to the legal 'trust' designation in regards to revenue generation and commercial activities. For the further development of FAI, alternative methods of fundraising and financial growth would greatly benefit the overall organisation such as the running of on-sight cafés that bring in revenue as opposed to simply collecting rent from a third party.

As with many national level heritage trusts, there is a certain sense of elitism associated with involvement and membership subscriptions. However, working to keep events and activities meaningful to the general public and young people can offset this. There are also benefits to the elitist ideology, in that potential members may find this an added incentive.

### **3.3 The American Model: The National Trust for Historic Preservation**

*Save the past. Enrich the future.*

*People saving Places*

The American model illustrates the impact of a versatile and simple nation-wide preservation strategy, which is able to change with the needs of local communities. The level of national advocacy the trust plays is noteworthy and the organisations ability to alter and implement its vision is inspiring. Keeping strategies and projects simple and focused has allowed the organisation to have a greater impact for the preservation of American heritage.

#### **3.3.1 Scope**

The National Trust for Historic Preservation (NTHP) is an older model, which was founded in 1949 by a congressional charter, which supports the preservation of not only historic buildings but also historic neighborhoods. The NTHP mission is: "Save America's diverse historic places and revitalize our communities by providing leadership, education, advocacy and resources." This mission allows the trust to focus on projects that work closer with local communities and more broadly reach across the country.

In keeping with their mission, they do not focus on the ownership of property as a means of protection and conservation of America's heritage. For America's size, NTHP does not own a vast number of properties. As of 2012, the NTHP had a portfolio of 27 historic sites, 23 of which are owned by the organisation. The portfolio includes Drayton Hall, a Palladian-style plantation in Charleston, South Carolina; President Lincoln's Cottage in Washington, D.C.; Montpelier, the home of President James Madison who is considered the father of the U.S. Constitution; Acoma Pueblo in New Mexico, the oldest continually inhabited community in the U.S.; and Mies van der Rohe's modernist icon, the Farnsworth House, in Plano, Illinois. There are four historic sites that are owned by others but have a marketing relationship to the NTHP programs. All of these sites have a high degree of national significance in American culture and history.

The strategic objective for 2012-2014 is to "Increase the scale, implications and diversity of [their] work through implementation of National Treasures, Preservation Priorities & Outreach to Local Preservationists." There are four relevant issues now being addressed as 'Preservation Priorities' by the NTHP where they have devoted time and resources into further development. These areas are: building sustainable communities; protecting historic places on public lands; re-imagining the historic site; and promoting diversity and place.

#### **3.3.2 Activities**

The main framework for the NTHP's activities since 2011 has been a campaign to focus on America's "National Treasures" at risk of being lost due to neglect, closure, demolition, lack of funding, deterioration, insufficient protection or inappropriate development. This new preservation strategy incorporates public advocacy, legal actions, adaptive re-use, public

engagement, and profile diversity. The answer to the loss of national treasures is not always a financial one, but other means of preservation are explored and the raising of capital to fund restoration projects is kept as one avenue, but not the only avenue of a long-term development scheme. Each year, NTHP publishes a list of 'America's 11 Most Endangered Places' that raises awareness for sites of significant historical interest that face urgent threats in hopes to mobilize communities to save these sites. So far over 240 sites have been saved through preservation efforts.

One of the most successful programs run over the last several years by the NTHP has been their 'Main Street Center' which has mobilized 1,200 state, regional and local groups to revitalize or rebuild their downtown areas. This is primarily a community driven strategy centered on the traditional business districts across the country.

Through the promotion of cultural tourism, the "Historic Hotels of America" has aimed to assist business owners in maintaining the quality and authenticity of over 200 historic hotels. This program was founded in 1989.

Through 2011, the NTHP ran the *Barn Again!* Program which assisted local farmers and ranchers to find ways to maintain and use historic barns and agricultural buildings as part of modern agricultural production. According to the US Census, 664,264 farms were noted as having 'historic barns' built prior to 1960. This program was created and managed in partnership with a popular agricultural magazine, which published articles and information on technical issues, educational workshops and promoted successful cases through an awards program. This program addressed farmers' needs with practical and useful information, demonstrated the economical benefits of re-use and restoration and acted as a resource for farmers and certified contractors. The NTHP advocated for barn preservation on a national, state and local level.

Each year, the NTHP organizes a 'National Trust Preservation Conference', which brings together over 2,000 participants over a one week period of field sessions, workshops and tours which highlight local architecture, examples of historic preservation and community revitalization projects.

The NTHP works towards networking corporate, government, civil society and private individuals around various heritage projects. 'Partners in Preservation' is just one of these examples where, over the past six years American Express has awarded over \$6.5 million to over 100 preservation projects in cities across the country.

Some projects are focused more on capacity building and education. 'Barn Again!' has focused on the dissemination of information, training and advocacy for preservation of historic barns on private land.

In addition, they advocate and encourage policy for the benefit of a strong heritage preservation policy, including the adoption of the Historic Tax Credit, which has, for the past 30 years, helped owners restore or revitalize 38,000 buildings and assisted in the creation of 2.2 million jobs.

### 3.3.3 Structure

The organisational structure of the NTHP is similar to that of the NT (UK) where there is a large system of governance including a board of trustees. The NTHP however is much more tightly focused into five divisions: Preservation, Legal, Marketing, Finance, and Resources Development (fundraising). All five division-chiefs directly report to the President/Chief Executive Officer. The largest division is that of 'Preservation' with over 200 of the 275 full time staff employed by NTHP. The preservation division manages the 27 historic sites, deals with most government relations and other partnerships.

However, as the NTHP is not primarily focused on property ownership, but rather providing leadership, advocacy and heritage services on a local level, the lower levels of management are divided into main hubs of 'Field Service'. These field offices, all under the management of the Preservation Division, are set up in 13 major cities across the country.

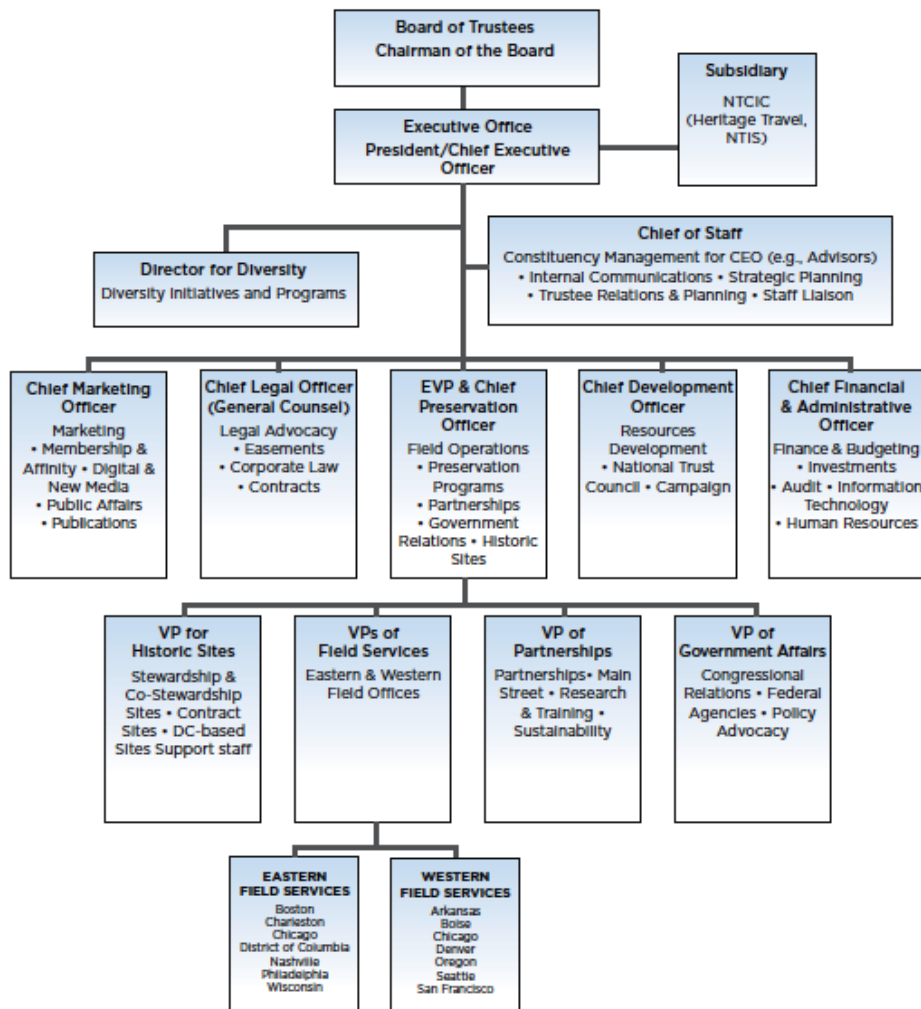


Figure 3: National Trust for Historic Preservation Organisational Chart

### 3.3.4 Funding

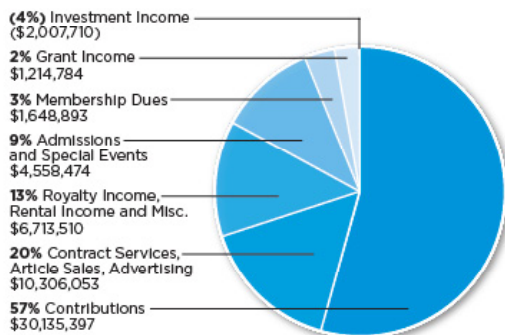
When founded, the NTHP did receive Congressional funding, however all government subsidies and funding ceased in 1998. Now the majority of funding (57%) comes from private donations and contributions.

There is a lengthy tradition of philanthropy in America, and through the generosity of individuals, corporations and foundations makes the work of NTHP possible. Within each Annual NTHP report, there is an extensive list of donors, highlighting the importance of each contribution.

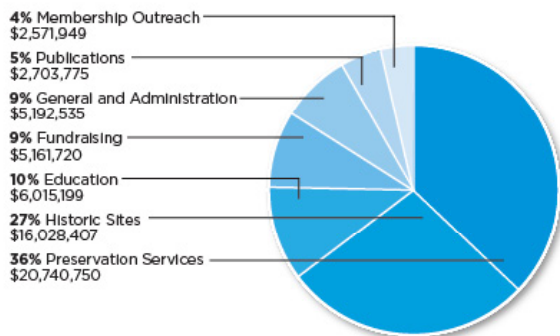
In a similar vein to the NT (UK), there is also a tradition of *legacies*, which also contributes substantial funds to the NTHP.

Other avenues of funding come from contract services, article sales and advertising (20%), royalty and rental income (13%), site admissions and special events (9%), investment income (4%), membership dues (3%), and awarded project grants (2%). For a breakdown of operating revenues and expenditures, see figure 4 below.

**FY11 OPERATING REVENUES**  
TOTAL—\$52,569,401



**FY11 OPERATING EXPENSES**  
TOTAL—\$58,414,335



**Figure 4: Financial Year 2011 NTHP Revenues and Expenses.**



### **3.3.5 Role of members**

The NTHP has 750,000 members and supporters. This figure includes traditional fee-paying members, social media followers and donors. Members are given free entrance to NTHP sites, but recently this benefit has been expanded to over 200 other 'partner' historic sites, which include museums, monuments and historic houses across the country in an effort to develop membership. Members also receive a discount at Historic Hotels, gift shops and entrance to a network of other national trust organisations around the world. The NTHP offers an excellent and varied level of membership subscriptions, starting at only \$20 per year for individuals giving Americans the freedom and ability to find the most suitable choice for their desired level of involvement (See Appendix 6 for a further breakdown of membership levels).

*Preservation* is a quarterly publication, which can either be subscribed to, or is given as part of the membership benefits. Through this magazine, there is also a section on 'Historic Real Estate' that lists historical significant homes and monuments for sale across the country.

In cooperation with the Bank of America, supporters also have the option to have a "National Trust for Historic Preservation" bank account and debit cards. Through this partnership the Bank of America will support the trust but also this increases visibility with the NTHP name on cards and cheques. The trust also offers historic home insurance.

Returning to the financial overview for 2011, it should be noted that the income from membership dues makes up only 3% of revenue or \$1.6million. This is in contrast to the \$2.6million spent in membership outreach. From a purely financial outlook, this organisation essentially loses money on memberships, however, the value of members to a national trust goes beyond their monetary scope. The strength in numbers behind the preservation movement, just as with the NT (UK), can not be measured, however the size of the organisation has a key role to play in the power of advocacy and political might which is put behind the NTHP.

### **3.3.6 Discussion**

One of the greatest attributes of the NTHP is its focused and clear long-term mission. The visioning strategy, which steers the current projects, is equally well focused and is followed through with short-term strategic objectives. The Main Street Project was successful and upon completion of the mission, a new project was developed in an effort to keep heritage and historic preservation relevant to Americans and promotes local involvement through the call to save national treasures in danger of being lost. In this regard the NTHP aims to stay relevant to current issues and is versatile enough to develop newer strategies.

Although internal studies have shown that there are more than 15 million Americans who share the values of NTHP, there are only 750,000 members and public supporters. This limited official involvement and engagement is an area which will be developed moving forward as the NTHP aims to work closer with 'local preservationists' who may not identify themselves as such.

### **3.4 The Ugandan Model: Cross-Cultural Foundation of Uganda**

*Valuing our past to enrich our future.*

In many ways this model can act as an immediate touchstone for the further development of a heritage trust in Kosovo. The Cross-Cultural Foundation of Uganda (CCFU) works extensively with networking people and organisations. Their focus of integrating cross cultural communication into the heritage dialogue is inspiring and should be seen as an outstanding model for cultural heritage organisations dealing with multiple ethnicities, cultures, religions and languages within a national boarder.

#### **3.4.1 Scope**

Uganda has a highly diverse ethnic population, and no ethnic group makes up a majority. As of 2002, the Baganda people account for 16.9%, Banyankole 9.5%, Basoga 8.4%, Bakiga 6.9%, Iteso 6.4%, Langi 6.1%, Acholi 4.7%, Bagisu 4.6%, Lugbara 4.2%, Bunyoro 2.7% and dozens of other small ethic tribes make up almost 30%. Supporting ethic diversity and the importance of culture is a vital part of the future development of Uganda.

The mission of the CCFU is “to promote the recognition of cultural as vital for human development that responds to our national identity and diversity.” This simple statement is built off four assumptions: 1) that culture provides the basis for people to reason, make decisions and choices that determine priorities in their lives; 2) culture is a way of life and despite external influences, it remains a core aspect of ones identity; 3) culture is dynamic which allows for it to be modified, restored and expressed in various ways, but there is always an intrinsic desire to preserve and promote culture; and 4) development and transformation may be externally stimulated, however real change must be internal and community driven for meaningful and long lasting results.

#### **3.4.2 Activities**

There are three pillars to the work of CCFU. These three programs are interlinked and all promote the mission of the organisation.

Their first pillar, ‘Culture in Development’ is a set of programs that aims to better integrate traditional culture into a modern Ugandan society. Through research, documentation, publications, training courses and partnerships with like-minded organisations CCFU aims to keep heritage relevant in present-day Uganda.

Their second pillar, simply entitled ‘Cultural Heritage’ specifically focuses on supporting small community museums through the projects that work with individuals, families, clans and community groups to showcase their artefacts and literature in a museum context. This initiative also works with school groups. CCFU helps develop teachers’ resource kits, promotes cultural heritage resource located near schools and advocates heritage education, conservation and development with policy makers.

With such a diverse population living in Uganda, the CCFU recognizes the importance of understanding and supporting pluralism within society. Their third pillar ‘Managing Diversity’ is focused around the *Promoting Pluralism Knowledge Programme (PPKP)* that has developed strategies to partner civil society organisations to increase spaces for pluralism in

practice. These partnerships have led to research initiatives, publications, the creating of a 'Reading Room' information centre, an international summer school and various learning spaces.

In 2011, the government of Uganda proposed the demolition of the Uganda National Museum for the proposed construction of a new 60-storey structure. The CCFU has campaigned to 'Save the Museum,' which has networked with three African NGO's; the Historical Resources Conservation Initiatives, the Historical Buildings Conservation Trust and Jenga Afrika. Through this ongoing campaign they have encouraged public dialogue by employing media outlets, arranging meetings, press conferences and debates for open public discussion and exploring various legal avenues to protect the historically relevant museum building.

### **3.4.3 Structure**

The CCFU is a registered NGO, but not strictly speaking a 'trust.' A Board of Trustees governs the Foundation, which consists of seven members. The Executive Director is also the Secretary to the Board. CCFU does not own properties and therefore does not need to employ property managers. The Foundation chooses to maintain a small staff of eight: consisting of a director, advisor, and several key administrative staff.

Rather than acting as project coordinators and implementers they work with an array of partners on various projects. Some of these projects have required CCFU employees to act as consultants for both short- and long-term durations. This is a deliberate choice to keep staffing costs low and has enabled CCFU to act as a catalyst rather than an implementer.

### **3.4.4 Funding**

The CCFU receives funding from various international partners and through sub-grants from other Ugandan organisations. Their main funding comes from HIVOS (Humanist Institute for Cooperation with Developing Countries) a Dutch based development organisation focusing on pluralism and diversity; the Dan Church Aid, which has supported training and research; UNESCO Regional office in Nairobi; DRT (Development Research and Training), working with local clan leaders; and The Prince Claus Fund which supports the implementation of cultural heritage programs in developing countries. These organisations cover main programme costs and contribute to institutional general running costs. While CCFU may work closely with government departments responsible for cultural heritage no direct government funding is acquired through these channels. The governmental contribution does however provide technical and logistic support when needed.

According to the CCFU Annual report, they raised just over 150,000€ (or 569,646,500 UGX) in 2011 which was directly used for projects. All funding for the CCFU comes from other NGO's, both national and international, such as the Prince Claus Fund for Culture and Development, Ugandan National NGO Forum, UNESCO, Kosmopolis Institute and several others, including individual supporters.

### **3.4.5 Role of members**

The CCFU does not have any members. The distinction between a 'trust' and a 'foundation' is primarily through a membership base, where the former has members and the latter does not. Their primary function of cultural heritage preservation however, may be the same.

Although the Foundation does not have a membership base, they do have a 'Support Group' that consists of over 200 voluntary member organisations, groups and individuals who share the desire to promote cultural heritage in Uganda's development. This Support Group acts as the constituents that CCFU is indirectly accountable to. They are also the primary target group for any project opportunities that are channeled through CCFU. Some members of the Support Group have formed lobby groups or coalitions to advocate for issues that are of common concern, for instance, the current campaign to save the Uganda National Museum from demolition.

### **3.4.6 Discussion**

This organisation has a clear mission and strategy plan which is followed through with well-focused projects. The CCFU appears to be well organized and highly professional.

The Foundation has spearheaded a number of initiatives that have brought aspects of culture into the public eye. These include raising the profile of heritage through support to community museums and heritage education in schools. Generating knowledge and stimulating debate on pluralism in a country with 65 ethnic groups has been a useful contribution to development discourses in various fora.

The lack of members should make the CCFU limited in its ability to reach out and interact with their constituents, however this does not appear to be the case. The lack of members gives the organisation the freedom to work more directly with its target audience and Support Group.

Despite their advocacy efforts, especially regarding the preservation of tangible cultural heritage has not met with much success so far.

These achievements have not been without challenges as the relevance of culture to development is a relatively new concept, which has not always been embraced by the general populace. Uganda is a poor country where most people are concerned with the challenges of day-to-day survival rather than the long-term preservation of cultural heritage. While the Foundation has carried out research and generated knowledge on *culture in development* as well as pluralism in a multi-ethnic society, this has not been adequately disseminated. Although different strategies have been devised to engage the media, CCFU's visibility in national and international media could be improved.

## **3.5 Conclusions**

Generally speaking, heritage trusts have two main objectives; firstly to preserve heritage in all forms; and secondly, to include people in the process. These objectives usually meet through the use of an active membership base or included public.

Participation in heritage can take many forms and should cross age, gender, ethnic and social barriers. Activities for all organisations should relate directly to their mission, vision and goals. Some organisations focus mainly on the preservation and interpretation of built heritage, such as with the NT and FAI, while others such as that of the CCFU and NTHP primarily focus on education, public awareness, activism and broad project management/coordination.

The concept and role of members varies, depending on the level of involvement expected from citizens, structure of the organisation, mission and sources of funding required. The NTHP focuses on networking, partnerships, assistance, activism, through members and non-members, they aim to be a resource for all Americans and are highly successful through education, activism and political networking. On the other hand the CCFU has no members, which allows the foundation to include everyone equally and not place certain individuals higher than others in their level of involvement and outreach, giving an equal platform for involvement. The most successful 'membership organisation', the NT has been so successful at working with their members and gaining great financial success from member-subscriptions, however this speaks to the long tradition of involvement by the public in the NT. Although FAI has worked well to gain a strong support with members and non-members alike, they have gained more support through social media and other outreach opportunities than strictly looking at their 'membership base'.

Each of the organisations presented are members of a larger 'trust'. They, and 54 other members partner with the International National Trusts Organisation (INTO), which assist and network heritage trusts and similar non-governmental organisations and promote a shared built, natural, tangible and intangible heritage. Through cooperation between the international community of heritage trusts, INTO works to develop and promote best conservation practices, increase the capacity of individual organisations, establish trusts where they do not presently exist, and advocate in the interests of heritage conservation. INTO is an invaluable resource for smaller trusts to become involved with in the early stages of development.

Networking within national borders will also work towards developing a level of regional control, specialization and professionalism in the area of heritage preservation. Working with external partners will not only broaden the sense of inclusion, but also the resources and influence of heritage related issues.

## 4 The case for Kosovo and Cultural Heritage without Borders

In many regards CHwB-Kosovo is already functioning as a member-less national-level heritage trust. The organisation works towards the preservation of historic monuments, engages with the public, liaises with government, implements training programs for the public and coordinates with media outlets to raise public awareness for heritage related issues. Their established networks and partnerships could be further developed through the creation of an official heritage trust.

Although this document is simply meant to give CHwB-Kosovo an overview of concepts related to heritage trusts and the framework to potentially develop such an organisation for Kosovo, the tone that is expressed in the following section is based on the assumption that the formation of a national level heritage trust would go ahead. This does not imply however, that any decision has been made in this regard.

The following section is a merger of Dr. June Taboroff's handbook, *Heritage Trusts: Creating Opportunities for Public Participation in Cultural Conservation*; the independent *indevelop report* from 2012; the Kosovar Law on Freedom of Association in Non-Government Organisations; and examples and lessons learned from models presented in the previous section.

The handbook *Heritage Trusts: Creating Opportunities for Public Participation in Cultural Conservation* gives a general overview for creating locally based national heritage trusts. The organisational layout of this report roughly mirrors that of the handbook. This report was immensely useful in the development of this study despite being 10 years old. This handbook would greatly benefit from a more updated and more current revision. The extensive work and research that has been carried out in the field of heritage preservation and development over the past decade would prove useful in better understanding the economic, social and political nature of cultural heritage today. Until such a time that it can be updated, one should refer to the report for more in depth details on any particular section mentioned below.

The *indevelop report* was an independent evaluation of CHwB between 2008-2011, and published in 2012. It outlines 11 recommendations for the organisation as a whole (see Appendix 1), all of which should be considered for CHwB as a whole, however some of these recommendations can be implemented through the Kosovo office and will be useful guidelines for their overall strategic planning of a national heritage trust. They are mentioned where appropriate.

Also mentioned in the following sections are articles within the Law on Freedom of Association in Non-Government Organisations (L-134). Under the formation of a heritage trust for Kosovo, the articles contained in this law shall provide detailed directives. Overviews of the most pertinent articles are mentioned where appropriate.

## **4.1 Scope**

The scope of heritage trusts can vary depending on the local needs and resources available. Trusts can be limited to the preservation of one type of building in on particular area, a specific city or region, or an entire country.

Considering the established scope of CHwB and CHwB-Kosovo, the development towards a national heritage trust is a natural progression. The role of CHwB is not to provide permanent support, but rather assist by “rescuing and preserving tangible and intangible cultural heritage touched by conflict, neglect or human and natural disasters.”<sup>4</sup> The development and definition of a broader and more inclusive, participatory, locally oriented scope than which already exists should be defined through a clear mission statement for a Kosovo trust, one which should be created in cooperation with heritage professionals and with guidance from head office in Sweden. Although this mission statement may end up being very similar to that which exists currently for the organisation, it is important to define the scope of a more independent CHwB-Kosovo, one that has a local focus but still meets the objectives of CHwB as a whole. A clear and concise mission will be the foundation from which future activities; projects, partnerships and memberships will be based. It cannot be stressed enough how important this statement is to the future development of a heritage trust.

## **4.2 Activities**

As an officially recognized ‘national trust’ there would also be a certain amount of authority and responsibility bestowed upon the organisation. This would then allow CHwB-Kosovo to act as a central hub for any other NGO’s working in the heritage sector in Kosovo. Currently, cultural heritage work carried out by USAID (USA International Aid), IRD (International Relief & Development), UNHCR (United Nations Refugee Agency) and Beledije (regional cultural heritage training programs) often occurs independent of one another. This current situation is not only inefficient but limits the full impact of already limited, financial, logistic and human resources available to the sector. If CHwB-Kosovo can centralize and network not only like-minded individuals but also like-minded organisations, there would be more effective results on overall heritage preservation nationally.

CHwB-Kosovo has a productive and functional relationship with two key governmental ministries; the Ministry of Culture, Youth and Sport, and the Ministry of the Environment and Spatial Planning. These relationships are key to the development of a heritage trust. Given the lack of continuity within the political system in Kosovo, having a non-governmental body that is able to effectively preserve and promote cultural heritage in Kosovo would be immensely valuable with through political activism, legislation support, consultation, and developing non-financial support systems.

*Recommendation 1* of the indevelop report states: “CHwB should explore the possibilities of creating greater synergies among its programme areas in its proposal for 2012-2015.”

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<sup>4</sup> CHwB Mission Statement

CHwB-Kosovo, like the CCFU in Uganda, has a clear three pillar approach to strategic programming: 1) Cultural heritage integrated into spatial and urban planning both on the municipal and national level; 2) The reformation of the government body, Qendra Rajonale për Trashëgimi Kulturore (QRTK, formerly known as the Institute for the Protection of Monuments, IPM) into a Conservation Centre; and 3) Community and heritage development towards better service delivery for the tourism industry. Although these three areas are highly focused and well managed, they could be further developed to include more input and participation from the general public allowing them to play a meaningful role in the organisation and public projects.

#### **4.2.1 Conservation**

Heritage trusts are often leaders and role models for sustainable conservation practices as well as promoting the use of traditional materials and craftsmanship for restoration projects. In this regard CHwB-Kosovo has a proven track record in the area of conservation. They not only work in line with ICOMOS's Nara Document on Authenticity (1994), but the local and national governments seek out their expertise on the development of similar projects.

CHwB has already led various projects on the management and conservation of archaeological sites, the rehabilitation of historic properties, the demonstration of sound conservation practices and materials and have assisted local groups and communities in reaching conservation objectives.

In addition to the general restoration of historic monuments, there should also be a broader focus on site development and land management. Potential members, and the visiting public would benefit greatly from a more varied and diverse experience. Although much of their previous work has been focused on built heritage, there could be moves towards including natural heritage and landscapes within the context of a nation-wide trust. This would work towards a more inclusive agenda that would not leave out certain regions, such as Dragash, which might be limited in built structures but rich in natural environments, also in need of protection and conservation. The National Trust, UK proves to be a great role model in this area, speaking out against unchecked rural development and provides leadership for environmental conservation practices.

Although CHwB-Kosovo does not work directly with collections and object care, heritage in Kosovo, particularly within the traditional museum context, would benefit from gaining greater access to the resources and networks of the local offices. Collections care and conservation are often drawn into the work of many heritage trusts. Current partnerships with other heritage NGO's and networks may be fostered through a more inclusive relationship with museums and collections in Kosovo and the region.

#### **4.2.2 Education and Outreach**

On some level all heritage trusts will play a part in cultural heritage education; working with government, civil society and private individuals. CHwB is already fulfilling this role, however their educational programming is quite limited in scope if not in depth.



There have been building conservation and restoration camps aimed at architectural students, private owners of historic homes and craftsmen wishing to learn more traditional skills, and heritage professionals. Participants are given a theoretical framework through introductory lectures and case studies, and gain hands on experience carrying out restoration works on historic monuments. The Kosovo Office has worked closely with CHwB-Regional in Tirana, which excels at the delivery of their Regional Restoration Camps in the World Heritage Site of Gjirokastra in Southern Albania. CHwB-Kosovo has organized workshops with government and municipal partners, funding a study trip to the UK to learn about local, regional and national level heritage preservation strategies and the importance of heritage to local economies.

The information and data gained from yearly restoration camps can be used to further develop the array of publications produced each year. A heritage trust should be one of the best national sources for scientific manuals and academic publications on a variety of heritage topics including conservation, cultural resource management, land and resource management, local history, and heritage and development, such as those available online from CCFU (Uganda) and previously produced by the NT (UK). It is also important, as *Recommendation 3* of the indevelop report suggests, that “CHwB should engage native English editors and translators for publications and key documents ...” for these texts to convey a greater sense of professionalism and authority on the area of heritage.

Regular publications produced by both the NT (UK) and the NTHP (USA) have been very successful. It may be worthwhile examining the possibility of CHwB-Kosovo producing a multi-lingual publication as a means of outreach. The production of such a quarterly publication highlighting activities, projects and articles about cultural heritage, not only pertaining to CHwB and Kosovo, but even extended to other areas in the Balkans and internationally will broaden the view of the readers on topics of heritage and preservation. It is important to keep in mind that those individuals who might commit to a membership or show their support for a national-level heritage trust have a passion and interest in heritage in general. Considering a distribution plan and network must be considered prior to production. These publications do not have to be extensive, and should not be highly technical but rather aimed at a broader and more diversified audience. These publications could discuss current topics in heritage and conservation; highlight projects, discussing relevant issues in heritage, promoting museums, events, courses, exhibitions or other participatory activities within Kosovo but also across the globe. In addition to printed copies, the distribution of electronic copies through mailing lists or download from the website would be an effective means of keeping costs low but promoting heritage work.

Working with youth and school groups is an excellent way to get young people involved in heritage from an early age. Developing programs that suit their needs and curriculum will foster an appreciation for heritage and become a resource for future activists, volunteers, members, staff or private sector supporters.

Kosovars are well known for their love of children and embrace of activities that are geared to them. Through a diversification of activities and inclusion of a multi-leveled educational agenda, CHwB-Kosovo could encourage the participation of families and children to reach out to a broader audience. The NT (UK) has been exceptionally successful at promoting the

family oriented 'Good Day Out' which encourages families to visit and use heritage properties. The focus on activities, which may be loosely linked to heritage sights have fostered a long tradition of appreciation for heritage. If CHwB-Kosovo can slowly introduce this tradition through their inclusion of children and families as a target audience, they will benefit greatly in the long run.

*Recommendation 3* of the report also goes on to note that CHwB should "continue to deepen the context of its website." The use of social media and an interactive, visitor friendly website can play a key role in a trusts impact with the local community but also international visitors and partners. Social media and websites should provoke discussion, public debate and add an additional layer of participation and involvement with heritage issues on a local level. Currently CHwB-Kosovo does not have the independence over either of these areas that would allow *local* people to interact with the organisation in an organic and meaningful manner. FAI (Italy), which has more facebook followers and users than actual members should be a clear illustration of the outreach possibilities of social media sites.

### 4.2.3 Commercial Activities

Currently CHwB-Kosovo is not undertaking any commercial activities. For the long-term sustainability of a heritage trust organisations, a certain level of commercial activities should be undertaken. In accordance with the L-134 governing NGO's in Kosovo:

**Article 4: Non-distribution of net Earnings and Profits and Restriction on Special Benefits:** NGO shall not distribute any net earnings or profits as such to any Person. The assets, earnings, and profits of NGO shall be used to support the not-for-profit purposes of the organisation and shall not be used to provide benefits, directly or indirectly, to any founder, director, officer, member, employee, or donor of the NGO. This Article does not preclude the payment of reasonable compensation to such Persons for work performed for the organisation.

This distinction is also noted within the statues for the NT (UK). To work around this law, a subsidiary was established, *National Trust Enterprises*, which handles all the commercial activities for the National Trust, such as its shops, restaurants, tearooms, and holiday cottages. All profits from National Trust Enterprises are returned to the National Trust, which is a registered charity.

These commercial ventures are not meant as profit making enterprises, but rather means by which to fund projects. As *trusts*, members are not stockholders who gain financially from the actions or activities of the organisation. However, business models may be used to ensure the long-term viability of the trust and their projects. The commercial undertakings of Trusts usually fall into three categories: 1) gift shops and cafes; 2) agricultural production; and 3) property restoration and rental or sale.

Gift shops located at historic sites could promote the sale of local handy-crafts, books, souvenirs, post cards, CD's, chocolates, stationary, etc. The production of 'Trust' branded goods is also a good way to increase visibility within the market. As illustrated with the NT (UK), the in-house management of café's, coffee shops, tearooms, snack bars or restaurants near heritage sites can substantially increase their profitability.

It has yet to be determined if a heritage trust for Kosovo would be a land owning organisation. If this route was chosen, the ability to grow and sell crops at market or plants in gift shops has proved to be a viable option for other trusts. Alternatively, the sale of such items through trust gift shops or local markets could be an opportunity to partner with local landowners.

Indirectly, CHwB-Kosovo has already ventured into the property rentals market, albeit through third party management. Restoration and capacity building projects for a series of 'Bed and Breakfasts' in the Dukagjin region of Kosovo have worked to restore and develop properties and local businesses as holiday accommodations. These sights might also be considered for event venues and filming locations. Some trusts have also been able to purchase, restore and re-sell historic properties. These ventures are self-funding as any profits made are put back into the purchasing of future properties.

There is a great opportunity for a heritage trust to offer fee-paying training programs. The National Trust, UK offers 'Working Holidays', similar to a 'Restoration Camp'. These 'Working Holidays' are not restricted to members, but members are often given first choice and offered a discount on fees. Although fees are often kept quite low, rates would only be a means of subsidizing the cost of running the workshop/camp but not wholly funding it or generating a profit.

## **4.3 Structure**

### **4.3.1 Legal Framework**

In Chapter II, Article 5 of L-134, the establishment of an NGO in Kosovo can take two forms: an association, which has members; or a foundation – often used to manage property or assets but has no members. For some national level heritage trusts additional legislation is needed in order to legally form a heritage trust. However L-134 does cover many of the areas of concern for the formation of a heritage trust in Kosovo, as most trusts require legal protection in the following areas:

- Confirmation that trusts do not make or share profits (Chapter I, Article 4)
- Ability to charge admission to sites (Chapter III, Article 16, Paragraph 1)
- Ability to raise money (Chapter III, Article 16, Paragraph 2)

However, the inalienable right and power to own land is only partially covered by Chapter III, Article 16, Paragraph 3 which states that: "an NGO may own and manage property and assets for the accomplishment of its not-for-profit purposes." Clarification is required on the security for the trust, or association, or foundation to not have that land taken away by the government (*inalienable*) – this is an important attribute for heritage trusts, which should have the security of this clause as they are holding properties *in trust* for the people and should not be at risk of having the monument, building or land reclaimed for development purposes.

Although not clearly covered in L-134, trusts often have the ability to work with local authorities and government bodies; there have been several projects and partnerships,

which show this to be working effectively in Kosovo. Most notably the “Memorandum of Understanding (MoU) on the implementation of the Programme ‘Local Cultural Heritage Plans 2012-2015’” which was signed by seven municipalities (Dragash, Gjakova, Gjilan, Kaçanik, Partesh, Rahovec and Vushtrri), the Ministry of Culture, Youth and Sport, the Ministry of Environment and Spatial Planning and CHwB-Kosovo.

This MoU could be used to further develop and define relationships between government and CHwB-Kosovo as it creates a heritage trust. The language used, expected results, level of appreciation and cooperation for the long-term preservation of heritage in Kosovo shows great promise. This level of cooperation, or more defined roles for a heritage trust may need to be clarified through parliamentary legislation.

#### **4.3.2 Organisational structure**

Much of the organisational structure of CHwB-Kosovo can remain the same, however the incorporation of a more diverse set of staff that can focus on commercial activities, educational programming and membership outreach must be considered.

With the incorporation of members into the structure of a Trust, L-134 regulates that in Article 13, Paragraph 1: “The highest governing body of an association shall be the Assembly of members which shall consist of all members of the association. All members of the association shall be entitled to participate in meetings of the Assembly.” A defined and transparent relationship between the Trust and the ‘Assembly’ of members must be addressed in the founding documents of such a trust. As with the NT (UK), the board outlines objectives they wish to see carried out, but the Trust itself makes decisions on how those objectives are implemented.

If a ‘foundation model’ is opted for, then a Board of Directors must be formed that consists of at least three members in accordance with Article 13, Paragraph 2. In either case, Paragraph 3 goes on to mandate that the ‘Board’ or ‘Assembly,’ which makes up the highest governing body will be responsible for all “policies and financial affairs of the organisation and shall meet at least twice a year, at which time it shall review and approve the assets, liabilities, income, expenditures, and programs of the organisation for the past year as well as the anticipated plans for assets, liabilities, income, expenditures and programs for the upcoming year”

#### **4.3.3 Civil Society and Good Governance**

If CHwB-Kosovo is to move forward with the formation of a heritage trust for Kosovo, they should be a leader and model in heritage management, supporting civil society and promoting good governance. This should hold true both within the Balkans but also serve as an example for long-term operational strategies for CHwB and CHwB-Regional offices. Within the indevelop report, *recommendation 10* states: “CHwB should ensure that strengthening civil society and promoting good governance are reflected in its future goal structure ...” With proper management and operations priorities, CHwB-Kosovo could be a case study for future organisational goals.

## **4.4 Funding**

Securing core funding for any NGO is not only important for the long term sustainability of the organisation, but also allows staff to more effectively focus on developing and implementing meaningful projects. If CHwB and Sida approve *recommendation 7*: “In dialogue with Sida, CHwB should examine the possibilities for a funding proposal that constitutes a strategic plan with an indicative budget, annual work plans, annual budgets and biannual reporting for its 2012-2015 programme,” then CHwB-Kosovo may be given the financial stability to explore the possibility of developing a heritage trust.

Many trust have a long tradition of support through donors, members, sponsorship, philanthropy or large bequeathed legacies. Initially, this may not be a viable option for a heritage trust for Kosovo. Overtime, as a local trust grows and gains recognition this situation may change.

### **4.4.1 Members**

With high unemployment (CIA World Factbook estimates around 45%), a low average monthly income (less than €5,000/year per capita), it is unlikely CHwB could, or should expect any substantial revenue generated from membership fees. Although membership fees should be kept low, it is not recommended to have ‘free memberships’ offered. The reason for this is two-fold: 1) more value is perceived from something which costs money, no matter how small the amount; and 2) as a CHwB-Kosovo trust were to grow and develop it would be more difficult to move from free-to-fee membership subscriptions, rather than simply raising the rates slowly over time.

If a fee-based membership is implemented, having varying levels of membership is also recommended. This would be particularly beneficial for involving students with a ‘student-rate’ membership. Many heritage trusts find that gaining the support of young people and students will foster long-term support for the cause of heritage preservation.

It is important to remember the value of members is greater than their membership fees. As seen with the example of NTHP (USA), the costs associated with members is greater than the revenue brought in by subscription fees. Alternatively, the CCFU (Uganda), which operates as a ‘foundation’ and has no members still meets goals and works highly effectively as a heritage preservation and conservation organisation.

Perhaps a more viable option for Kosovo might be the promotion of ‘Supporters’ and ‘Patrons’ who contribute to the organisation financially and are recognized publicly through the Annual Report, such as with the NT (UK) and NTHP (USA). The concept of ‘members’ can be kept very loose and may simply be a network of individuals, groups and organisation that assist CHwB-Kosovo in working towards their mission. These ‘supporters’ could be treated as members from an organisational standpoint, being given access to publications, entrance to sites, etc in exchange for their time and efforts.

### **4.4.2 Project funding**

The team at CHwB-Kosovo has been highly successful at gaining project funding from international sources. If CHwB-Kosovo is successful in securing core funding through other

international organisations, such as Sida then office staff could continue focusing on project-based funding through the growth of a heritage trust.

#### **4.4.3 Commercial Activities**

As noted above, and illustrated through other examples of national heritage trusts, commercial activities can contribute substantially to the growth of a heritage trust. As charities, NGO's and Trusts are not to make profits; these funds will be circulated back into the operational and project budgets. Legislation regarding these matters should however be covered in the founding documents passed through government during the official formation of the Trust.

### **4.5 Role of Members**

Giving Kosovars a venue for greater involvement in the preservation of their cultural heritage is a significant aspect of the creation of a membership-based heritage trust. Elaborating on a section of CHwB's mission statement "...We see our work as a vital contribution to building democracy and supporting human rights. CHwB is neutral when it comes to conflicting parties, but not to the rights of all people to their cultural heritage" *recommendation 5* of the indevelop report reaffirms this; "CHwB should consider adopting a more explicit rights-based approach, with a focus on the right to partake in culture/cultural freedom." This shift in the overall structure of CHwB-Kosovo to a membership-based organisation works towards meeting both the mission and recommendation.

A rights-based approach to cultural heritage is important, however, members must still feel as though they are *getting something* for their fee beyond a membership card and feeling of good will. This should include not only a series of opportunities for engagement, but also the delivery of certain goods and benefits.

Volunteerism often plays a vital role in heritage trusts. Although this tradition may not be as prevalent in Kosovo, a heritage trust can nurture this field of civic participation through small projects that offer highly visible results over short periods of time. Asking for the donation of only a few hours to assist with projects or events such as; clearing river banks of rubbish, museum weeks, food and music festivals, craft and culture fairs, holiday celebrations and restoration camps will not only benefit the community but also raise the visibility of the organisation and lower the overall cost of projects.

#### **4.5.1 Historical Context for Memberships in Former Socialist States**

Kosovo's Yugoslav history may have a bearing on how willing people are to join a heritage trust. During the Yugoslav period, memberships in various organisations were prevalent, from the Communist Party (though membership was by no means universal or required) through to such organisations as the Chess Federation and the Youth Brigadiers. Taking on an official capacity, these were always accompanied by the requisite 'membership card', which often took the shape of a small pamphlet. Such a system boasted a very regulated system of membership in urban areas of Kosovo, including well-monitored membership rolls, which made such organisations an efficient tool for monitoring a citizen's interests, be they related to sport, hobbies or political/social activism.

Given the history of organisational membership as one of the tools of Yugoslav state surveillance (albeit a minor one), people in Kosovo may react cautiously or negatively to being asked to register as a member of a public, nationwide organisation, such as a heritage trust.

In a related context, rural areas were less likely to be exposed to this or any sort of organized NGO. In this regard, many rural clans may react negatively or suspiciously to the overall concept of 'memberships' associated with a larger organisation they are unfamiliar with.

#### **4.5.2 A Kosovar Approach**

Given the historical context just mentioned, the lack of precedent shown for positive membership-organisations in Kosovo or the Balkans, CHwB-Kosovo should have modest expectations if it wishes to proceed with such an approach.

In much the same way that CCFU (Uganda) fulfills the objectives of a national-level heritage trust, but does so without a membership base, CHwB-Kosovo could employ a similar approach. This would class CHwB-Kosovo as a 'foundation' and would be required to meet a different set of regulations within Kosovar law (L-134), however the role within society would not be any different to that of a heritage trust. CHwB-Kosovo could take a loose approach to memberships, perhaps with a structured approach for the involvement of 'Supporters'. In time, there may be room to develop a more formal membership structure.

Having said this, CHwB-Kosovo, could, over time, work towards instilling both a positive perspective towards membership organisations and foster a sense of civic participation and volunteerism through projects and work. This may be a long-term objective of the organisation that is advanced over decades of work.

## 5 Conclusions

The purpose of this report was to illustrate the various forms in which national heritage trusts can take and highlight the diverse set of activities and projects implemented, which work towards a greater level of integration between national heritage and local peoples. A heritage trust for Kosovo is not only achievable through the work of CHwB-Kosovo, but a natural progression for the organisation to become evermore self-sustaining. International funding will not last forever and the need for long term planning and sustainability cannot be under-stated.

The process by which CHwB-Kosovo undergoes its restructuring and re-development should reflect the mission and project objectives. A broadening of staff to more effectively carry out much needed tasks relating to marketing, outreach, education, conservation, interpretation and funding will not only benefit the organisation, but also illustrate the importance of a broader perspective on heritage preservation within Kosovo.

Whether CHwB-Kosovo chooses to implement a membership structure should be considered, but not viewed as the only means by which the organisation can seek the participation of the general public. There are other ways, which may be better suited to the historical and cultural context of Kosovo. Support structures and donors, coupled with a loose sense of a 'membership-base' can bring in revenue, and overtime a more formal membership-structure can be developed. Regardless of the logistics, the core ideals of public involvement, communication and outreach must be a principal aspect of CHwB-Kosovo moving forward.

Key stakeholders should be consulted in the earliest stages of this transition. This includes further cultivating relationships with government bodies. Fostering mutually beneficial relationships between CHwB-Kosovo and other NGO's working in the field of heritage will garner a strong sense of community and capacity surrounding the role of a national heritage trust. Looking outside Kosovo's borders for international support may also be helpful for future networking opportunities that will bring a Kosovar heritage trust into a global context in the field of cultural heritage. INTO has assisted many other emerging national heritage trusts over the years and can continue to act as a resource for CHwB-Kosovo. In addition, partnerships should continue or be further expanded between similar organisations in the Balkans and Europe, particularly in Sweden.

Although there are certain norms within the formation of heritage trusts, it is important for CHwB-Kosovo to develop a *Trust* that works for them and can be sustained on a long-term basis. There are very few steadfast rules for the development of such trusts and the possibilities are endless in both opportunity and implementation. Moving forward, the development of both CHwB and CHwB-Kosovo will undoubtedly have a significant and valued impact on the future of heritage preservation in Kosovo and the Balkans.



## 6 Appendices

### 6.1 *Indevelop. Report Recommendations, 2011*

**Recommendation 1:** CHwB should explore the possibilities of creating greater synergies among its programme areas in its proposal for 2012-2015.

**Recommendation 2:** CHwB should consider how it can continue to add value to its programme by drawing on the Swedish resources base in its proposal for 2012-2015, and thereby promoting Swedish management approaches and raising its profile in Sweden.

**Recommendation 3:** CHwB should engage native English editors and translators for publications and key documents and continue to deepen the context of its website.

**Recommendation 4:** CHwB, Swedish embassies and the Swedish Institute should make a greater effort to inform one another on related work to improve potential for synergies and increase the visibility of the CHwB programme.

**Recommendation 5:** CHwB should consider adopting a more explicit rights-based approach, with a focus on the right to partake in culture/cultural freedom.

**Recommendation 6:** CHwB should continue to use a variety of tools, paying particular attention to those that are best matched to meet overall objectives.

**Recommendation 7:** In dialogue with Sida, CHwB should examine the possibilities for a funding proposal that constitutes a strategic plan with an indicative budget, annual work plans, annual budgets and biannual reporting for its 2012-2015 programme.

**Recommendation 8:** CHwB, in cooperation with Sida, should consider refining its reporting format to fully capture programme results.

**Recommendation 9:** CHwB should strengthen its monitoring efforts by undertaking ex-post surveys of workshop/camp/course participants. It should also establish key baseline data, develop SMART indicators, and monitor and report on these.

**Recommendation 10:** CHwB should ensure that strengthening civil society and promoting good governance are reflected in its future goal structure for the 2012-2015 programme. Under each programme area, objectives and rationale should be explicitly linked to the overall goals.

**Recommendation 11:** Sida should consider providing a multi-year institutional development grant to CHwB for the period 2012-2015 to allow it to re-focus from the Balkan region to other post-conflict areas of the world. It should also support CHwB in linking up with different parts of the organisation and understanding its current policy framework to identify how CHwB's resources, competence, approach and experience can be applied in other countries where Sida works.

## **6.2 Acronyms**

**CCFU** – Cross-Cultural Foundation of Uganda

**CHwB** – Cultural Heritage without Borders (Sweden)

**CHwB-Kosovo** – Cultural Heritage without Borders, Kosovo Offices including Prishtina, Peja and Prizren)

**CHwB-Regional** – Cultural Heritage without Borders, Regional Offices, including Tirana and Sarajevo, generally grouped together under ‘Regional’

**FAI** - Fondo Ambiente Italiano (Italy)

**HIVOS** – Humanist Institute for Cooperation with Developing Countries

**ICOMOS** – International Council on Monuments and Sites

**MoU** – Memorandum of Understanding (referring to the MoU for the implementation of the Programme “Local Cultural Heritage Plans 2012-2015” between CHwB-Kosovo, seven municipalities and two government ministries)

**NGO** – Non-Governmental Organisation

**NT** - The National Trust for Places of Historic Interest and Natural Beauty (of England, Wales and Northern Ireland)

**NTHP** – National Trust for Historic Preservation (USA)

**PPKP** – Promoting Pluralism Knowledge Programme (Uganda)

**Sida** – Swedish International Development Cooperation Agency (Sweden)

**SMART** (indicators) – in reference to KPI (Key Performance Indicators) as a measurement of success. The indicator must be: Specific, Measurable, Achievable, Relevant, and Time-phased.

**UNESCO** – United Nations Educational, Scientific and Cultural Organisation

## **6.3 Interviews and Consulted Persons**

Catherine Leonard, International National Trusts Organisation, and the National Trust, UK

Nicola Andrews, National Trust, UK

Roger Watson, Curator, Fox Talbot Museum, National Trust, UK

Livia Armellini and Rosita Marin, Fondo Ambiente Italiano, ITALY

David Brown, National Trust for Historic Preservation, USA

Emily Drani and John De Coninck, Cross-Cultural Foundation of Uganda

Sali Shoshi ,Cultural Heritage without Borders, Kosovo

#### **6.4 Consulted documents**

*Cross-Cultural Foundation of Uganda: Annual Report 2011*. Kampala, 2012. Print.

*National Trust for Historic Preservation: 2011/12 Annual Report*. Washington, D.C.: Preservation, 2012. Print.

*National Trust for Places of Historic Interest and Natural Beauty: 2010/11 Annual Report*. Swindon, 2011. Print.

*National Trust for Places of Historic Interest and Natural Beauty: 2011/12 Annual Report*. Swindon, 2012. Print.

Taboroff, June. *Heritage Trusts: Creating Opportunities for Public Participation in Cultural Conservation - A Handbook*. Rep. N.p.: InterAmerican Development Bank, September 2002.

Taboroff, June, and Cecilia M. Ljungman. *Evaluation of Cultural Heritage without Borders (2008-2011)*. Rep. Stockholm: Indvelop., September 2011.

ICOMOS. Nara Conference on Authenticity in Relation to the World Heritage Convention 1994. *The Nara Document on Authenticity*.

Law on Freedom of Association in Non-Governmental Organisations, Republic of Kosovo Law No. 3/L-134.

#### **6.5 Websites**

<http://www.insidersitaly.com/2011/02/17/fai-italys-national-trust/>

<http://www.friendsoffai.org/>

<http://www.indonesianheritage.info/>

<http://savingplaces.org/>

<http://www.preservationnation.org/>

[www.crossculturalfoundation.or.ug](http://www.crossculturalfoundation.or.ug)

<http://www.hivos.net>

<http://www.ird.org/en/our-work/programs/kosovo-cultural-heritage-program>

## 6.6 Membership levels for the National Trust for Historic Preservation

Level	Annual Fee	Benefits include:
Individual Membership	\$20.00	<ul style="list-style-type: none"> <li>- A subscription to the award-winning, quarterly Preservation magazine</li> <li>- Discounts at over 500 historic places worldwide, including all National Trust Historic Sites across the country</li> <li>- 10% off the best available rates at Historic Hotels of America</li> <li>- New members will receive a FREE National Trust totebag.</li> </ul>
Family Membership	\$30.00	<ul style="list-style-type: none"> <li>- All the benefits of Individual Membership are extended to two adults and all children under 18 in the household</li> <li>- New members will receive a FREE National Trust totebag.</li> </ul>
Contributing Membership	\$50.00	<ul style="list-style-type: none"> <li>- All of the great benefits of Family Membership,</li> <li>- Special rates at historic places worldwide</li> <li>- New members will receive a FREE National Trust totebag.</li> </ul>
Sustaining Membership	\$100.00	<ul style="list-style-type: none"> <li>- All of the benefits of Family Membership,</li> <li>- Plus two free Guest Passes to any of the National Trust Historic Sites</li> <li>- New members will receive a FREE National Trust totebag.</li> </ul>
<b>Preservation Council Level</b>	<i>\$250.00 +</i>	<i>The Preservation Council is a select group of Members who wish to play a more substantive role in the leadership of the National Trust for Historic Preservation. It recognizes those who contribute \$250 - \$4,999 annually in support of programs and services.</i>
Preservation Council Steward	\$250.00	<ul style="list-style-type: none"> <li>- Members at this level will receive all of the benefits of Sustaining Membership,</li> <li>- Plus two free gift memberships to share with family, friends, or colleagues.</li> <li>- New members will receive a FREE National Trust totebag.</li> </ul>
Preservation Council Guardian	\$500.00	<ul style="list-style-type: none"> <li>- Members at this level will receive all of the benefits of Sustaining Membership,</li> <li>- Plus three free gift memberships to share with family, friends, or colleagues.</li> <li>- New members will receive a FREE National Trust totebag.</li> </ul>
Preservation Council Heritage Society	\$1,000.000	<ul style="list-style-type: none"> <li>- Members at this level will receive all of the benefits of Sustaining Membership,</li> <li>- Plus four free gift memberships to share with family and friends</li> <li>- New members will receive a FREE National Trust totebag.</li> <li>- Special recognition in the Annual Report</li> </ul>