

**ECMI CIVIL SOCIETY PROJECT
IN BOSNIA AND HERZEGOVINA**

**SUPPORTING ANNEX 8 OF THE DAYTON
PEACE AGREEMENT: DEVELOPMENT OF
A CULTURAL HERITAGE ASSOCIATION
AND A CULTURAL HERITAGE
EDUCATION PROGRAMME**

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ECMI WORKSHOP

14 DECEMBER, 2002, SARAJEVO
BOSNIA AND HERZEGOVINA

ECMI Report # 42

February 2003

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European Centre for Minority Issues (ECMI)

Director: Marc Weller

ECMI gratefully acknowledges the generous support of the Royal Danish Ministry of Foreign Affairs (FRESTA/Secretariat for Peace and Stability), the Stability Pact Fund of the German Ministry of Foreign Affairs and the Swedish Foreign Ministry.



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I. Background to the Project

The ECMI Civil Society Project in Bosnia and Herzegovina (BiH) aims to assist local actors in assuming responsibility for democratic governance in BiH. BiH citizens are being involved in a process of reviewing existing policy on practical issues of concern to all communities in BiH, and of developing specific policy recommendations and grassroots initiatives to further the development of civil society and post-conflict reconstruction within the framework set out by the General Framework Agreement for Peace (GFAP, or Dayton Peace Accords).

The project targets civil society representatives, policy and decision makers in BiH at all levels of government, and researchers and experts from all national communities. Representatives from the international implementing agencies and donors are invited to attend the events. A general constitutive meeting was held in June 2001 to begin the process of identifying key issues and themes. Subsequently, in addition to this series on Annex 8 of the GFAP, workshops were held on the topics of media (November 2001) and educational reform (November 2002).

The ECMI project in BiH in autumn 2001 identified Annex 8 legislation and implementation as an issue that had been largely neglected since the signing of the GFAP in 1995. Annex 8 of the GFAP established a Commission to Preserve National Monuments in the wake of the destruction that devastated the cultural heritage of BiH during the war of 1992-1995. Through conversations with experts in BiH and from throughout the region, ECMI recognized the potential this Annex could have on peace-building and reconciliation in BiH.

Beginning in December 2001, ECMI has organized and facilitated five workshops to provide a forum for experts and concerned citizens to discuss this important issue. At the first two workshops held in December 2001 (in Sarajevo) and April 2002 (in Banja Luka), the participants were given the space to express their general opinions, ideas, concerns, and suggestions. The June 2002 workshop (in Mostar) provided an occasion for the development of concrete actions and recommendations, as the participants were encouraged to build on the ideas expressed in the first two sessions

to draft an operational action plan. The fourth workshop in October 2002 (in Sarajevo) represented the first part of the *implementation* phase of the project, as the group began to operationalize the ideas and recommendations they had articulated in the previous meetings, moving from words and ideas to actions and results. This report includes an update on implementation activities from October through December, as well as a summary of the proceedings of the fifth workshop, which took place 14 December 2002.

This ongoing effort contributes to ECMI's broader interests in supporting the development of civil society and independent institutions in BiH. It also provides an opportunity to demonstrate that an initiative can evolve from a "discussion forum" launched by outside actors to an "action forum" owned and driven by the citizens of BiH. The extent to which such a transition is successful, in this or other similar endeavours, will reflect the long-term sustainability of civil society in BiH.

II. Introduction

Since the first implementation meeting in October, the Annex 8 project has moved forward through two complementary pillars of activity. One pillar is the development of a state-level cultural heritage association that can serve as a civil society link among government officials, cultural heritage experts, and BiH citizens interested in protecting and promoting BiH's culture. Participants initially proposed and have continually expressed their interest in the development of such an association since the constitutive meeting. Part III of this report reviews the progress made in this effort, and notes the goals for 2003.

The second pillar of the Annex 8 initiative has been a civil society activity aimed at illustrating how grassroots NGOs can use cultural heritage education as a means of teaching the youth of the country about BiH's unique history. A Travnik-based NGO that has been involved in the ECMI Annex 8 effort since the beginning has developed a model extracurricular educational programme to teach children about culture in BiH. This experience is summarized in Part IV of this document, and could serve as the basis for an expanded similar initiative in 2003.

Participants from both pillars of activity were present at the December workshop.

III. Development of a Cultural Heritage Association

A. Introduction and Workshop Goals

The ECMI Representative welcomed and thanked the participants for coming to the workshop. This is the fifth workshop on the topic of Annex 8 implementation and cultural heritage awareness and protection in BiH. The continued interest in the project illustrates that many experts and interested citizens consider cultural heritage to be an integral part of the development of a strong civil society, protection of cultural heritage for historic and economic (tourism) reasons, as well as peace-building and reconstruction in general.

The meeting of 14 December had two over-arching goals: sustainability and transition of the cultural heritage project. The Annex 8 initiative has been supported and coordinated by ECMI since the constitutive meeting in December 2001. Interested individuals have been contacted, information has been compiled, and needs and goals articulated by the participants – both through the formal workshops and numerous informal meetings and conversations. One priority must now be the *sustainability* of the initiative, to ensure that the association, its members and its stated goals, can evolve and develop as a stable and organic element of BiH's civil society. A second key priority is the *transition* of the support and coordination roles to the members of the project initiative, the cultural heritage experts and concerned citizens, who can and must move the project forward.

The immediate objectives of the workshop in support of these larger goals include the following:

1. Provide an update on the development of the cultural heritage association
2. Provide an update on other relevant civil society activities (see Part IV)
3. Provide additional resources in support of ongoing development
4. Ensure the involvement of national minority groups in cultural heritage activities
5. Set realistic, necessary and achievable goals for 2003 (see Part V)

The ECMI Representative emphasized the importance of transition to local ownership of this project initiative. To be truly effective and reflective of the needs of the BiH cultural heritage community, the project, association and related efforts must be coordinated and organized by the citizens of BiH. The ECMI Representative noted that she could continue to advise, network and support the efforts of the group, but stressed that it was time for the BiH actors themselves to take the lead in moving the project forward.

B. Update on the Development of “Bosna i Herzegovina Nostra”

There have been four main activities in the support of the establishment of the cultural heritage association *Bosna i Herzegovina Nostra* (hereafter *BiH Nostra*, or the Association) since the fourth workshop of October 2002:

1. *Summary of Questionnaire Survey Results*

Following the October meeting, the ECMI Representative distributed a questionnaire to all individuals on the Annex 8 project mailing list to determine and measure the level of interest and commitment of potential association members (see Annex C). The questionnaire was conceived as a basic and necessary step in the initial start-up effort, to ensure broad input from all potential members and to encourage continued development of the mailing list. All potential respondents were encouraged to copy the questionnaire and to distribute it widely. Out of approximately 150 questionnaires mailed, 37 completed responses were received prior to the December workshop, corresponding to a 25 per cent return rate.

The ECMI Representative reviewed the purpose of the questionnaire, and highlighted some of the key results:

- 33 of the respondents stated that they would like to become a member of *BiH Nostra*
- 7 respondents were willing to volunteer five or more hours per week; 4 respondents offered three to five hours per week; and 13 respondents agreed to volunteer one to three hours per week on the work of the Association. This volunteerism is equivalent to a minimum of 60 hours per week, and a maximum of 94 hours per week, illustrating that pooled talents and resources can provide significant support.
- 13 respondents expressed their interest in serving on the *BiH Nostra* Initiative Board, to work on the start-up planning and development of the Association.
- In terms of the goals of the Association, 25 respondents want to teach youth about the heritage of BiH, 23 want the Association to serve as a link among experts, citizens interested in cultural heritage and the relevant authorities; a large number of the respondents want the Association to serve as a networking forum within BiH (14) and with experts in the rest of the world (20).
- There was interest in forming several sub-committees, including one for professional development and continued education (17), special activities and

exhibitions (19), youth outreach (13), and technical heritage evaluation and assessment (14).

- 14 respondents indicated the approximate amount of membership dues that they would be willing to pay.
- Strong interest was shown in receiving organizational support and developmental training materials on the topics of cultural heritage associations' best practices (28), fundraising techniques (20) and volunteer strategies (18).

The completed questionnaires will be given to the Initiative Board upon their consolidation in 2003. The information should be used as a resource in the gradual evolution of the Association, and the specific interests, skills and talents noted and volunteered by potential members in these questionnaires should be appreciated, acknowledged and utilized.

2. Registration Update

The ECMI Representative provided an update of the registration of the Association as an NGO at the state-level, addressing several questions. One of the participants was uncertain of whether or not it was even possible to register as an association at the state-level. However, several participants and the ECMI Representative assured the group that structures are indeed in place to facilitate this, and referred the group to the appropriate legislation.¹

The question whether the words “Bosna i Hercegovina” could be included in the name of the organization – which had already been raised shortly after the October meeting – was brought up again. The ECMI Representative explained that while it is allowed registration authorities recommend to include a short statement with the application packet, explaining why the group would like to include the name of the country in the

¹ According to the *Official Gazette of BiH*, number 32/01 (in effect as of 28 December 2001), p. 441, the “Law on Associations” clearly states how an NGO (*udruženje građana*) can be formed on the state level through the Council of Ministers' Ministry of Civil Affairs and Communications. While there have been reported problems of employees at this Ministry being unwilling to do their job properly and allow for such registration, individuals interested in registering an NGO at the state-level should be persistent in demanding their rights laid down in this law.

name of the organization. Copies of the law, and contact information for individuals at the registration office who can address further questions, are available through the ECMI Representative

After these initial questions, the ECMI Representative asked the participants to review the draft Statute and Founder's Act (the two documents needed to complete the application for registration). These drafts were developed according to basic registration guidelines by a Sarajevo civil society activist with experience in registering NGOs. It was noted that eight of the participants from the October workshop had received a copy of this draft as well and were asked to provide comments and suggestions (Smail Klicic of Bihac and Asim Djonljic of Sarajevo did so). Basic elements of the draft were reviewed in the workshop, and discussed among the participants.

Participants interested in making additional comments or suggestions on the draft Statute and Founder's Act were encouraged to send their comments to the ECMI Representative by January 31. All feedback will then be forwarded to Smail Klicic in Bihac, who has legal expertise and has agreed to work on the development of the final documents.

3. Ensuring Sustainability – Tools and Resources

The key part of ensuring both sustainability and transition is the development of an organizational structure and network that can continue the momentum of the past year. Several participants mentioned that similar efforts had failed in the past, due to an inability or unwillingness to push the project forward and effectively pool the resources of interested people, or due to frustration with and ultimate defeat by government bureaucracy. While this unfortunately is a common occurrence in the difficult development of civil society in any region in transition, there are steps that can be taken to avoid failure. The most important step is training and education in basic civil society support skills. To ensure adequate information and skills, ECMI distributed three training manuals to every workshop participant. (All questionnaire respondents who noted an interest in these materials will receive them by mail.) Each

of the manuals is aimed to provide perspective and practical guidance to strengthen the chances for success of any civil society organization.

The first manual is entitled, “Best Practices and Lessons Learned to Facilitate the Development of the Cultural Heritage Association, *Bosna i Hercegovina Nostra*” (See Annex E). ECMI commissioned this working paper from Shannon Bradley, M.S. Development and Planning, University College, London. The paper reviews the developmental history of other similar cultural associations in Canada, Europe and the United States, in order to provide examples of start-up approaches, goals, administration, financing, and strategic planning techniques. One key lesson identified in this paper is that these associations tend to begin with modest yet well-defined goals, and then gradually grow as these initial goals are achieved, membership expands, and the group strengthens. The second important lesson learned is that these associations operate with limited budgets, relying on the skills, interests, abilities and volunteerism of their members. The paper includes an extensive list of web links and resources available, and should prove to be a very useful reference tool for all project participants.

The second training manual is entitled, “Show Me the Money! An Introduction to Fundraising and Fundraising Techniques”. The purpose of this manual is to provide basic information on fundraising and financing of NGOs, to decrease dependency on donor aid and (quickly disappearing) block grants, in support of a more sustainable civil society. The third training manual is called “Integrating Volunteers into Your NGO: A Mini-Handbook in Support of Volunteerism and Civil Society in BiH”. It provides the tools needed to move away from a structure in which civil society work is primarily a paid and professional activity, towards one in which the majority of individuals supporting an NGO’s goals are part-time and flexible volunteers. This too is an important aspect of long-term sustainability.²

² These two training manuals were commissioned by the International Rescue Committee (IRC) office in BiH. They were originally written in English by Valery Perry and translated into the local language by IRC. IRC agreed to allow ECMI to reproduce and distribute the manuals with the understanding that it would not be done for profit.

These three manuals will serve as practical tools in support of local ownership and sustainability. All participants were encouraged to read these manuals and to forward any questions to the authors or to the ECMI Representative.

4. *Europa Nostra*

Shortly after the October workshop, and upon the request and recommendation of its participants, the ECMI Representative submitted an application for membership to *Europa Nostra*, a pan-European network of cultural heritage associations and professionals.³ (The application was distributed to all Annex 8 mailing list participants with the post-workshop report materials.)

Europa Nostra was very pleased to receive the application, as BiH is one of the few countries in Europe that is not represented in the network. The Secretary General contacted the ECMI Representative to encourage the process and to ask several additional questions about the BiH initiative. She confirmed that the application was being reviewed, but pointed out that the most important deciding factor would be the demonstration of a committed and diverse Initiative Board. A member of one of *Europa Nostra's* managing committees may be visiting BiH in the spring of 2003 and would be interested in meeting with the experts involved in this initiative. The Secretary General also invited the initiators of *BiH Nostra* to consider attending an upcoming meeting in Strasbourg in the spring, and asked to be added to the *BiH Nostra/Annex 8* project mailing list in order to stay informed of the effort.

C. *Additional Organizational Issues*

1. *Initiative Board Consolidation*

The ECMI Representative again stressed the importance of a core group of participants to serve in the role of the Initiative Board, coordinating the start-up activities, and ensuring that the Association has solid and strong beginnings. The Initiative Board concept was initially proposed at the October meeting, to provide a

³ For more information on *Europa Nostra*, see its website www.europanostra.org.

mechanism for leadership before full and formal membership and elections of executive positions could be determined.

While 13 questionnaire respondents expressed their interest in serving on the Initiative Board, and a number of participants at the October workshop had considered sharing this responsibility, the workshop participants were reluctant to develop a final committed list in the December forum. It was mentioned that not everyone who wanted to participate in the workshop was able to attend, and that it was important to ensure that no potential leaders are prevented from playing such a role. One participant also commented on the importance of having a mix of individuals from the government and private sectors on the Initiative Board to ensure that this civil society effort is not dominated by government officials.

Upon receipt of this report, all individuals interested in serving on the Initiative Board should state their intent to the ECMI Representative (by post, email, telephone, or fax). Based on this and preceding information provided at the October workshop, as well as through the questionnaire, a list of potential members will then be compiled and forwarded to the future Initiative Board to facilitate organization and consolidation of the latter .

2. Organization and Administration

As in October, there were continuing concerns about the organization of the Association, and of the ability of the Associations' members to effectively navigate the bureaucracy of working as an NGO in BiH. While the training manuals, particularly the paper on best practices of other cultural heritage associations, are meant to provide a basis for development, several participants noted that there are significant differences between Canada, Europe, the US and BiH, particularly in terms of bureaucratic hurdles and operational infrastructure.

The ECMI Representative urged the participants not to become discouraged by the bureaucratic obstacles that have not yet been “bulldozed” by reform.⁴ The true focus

⁴ High Representative Paddy Ashdown has developed a “bulldozer committee” to begin to dismantle

of the Association should be on the defined goals and activities and how the Association can benefit its membership, rather than on the often senseless bureaucratic hurdles. It was pointed out that there are not many bureaucratic requirements to be fulfilled:

- Completion of NGO application for registration (consisting of the Statute and the Founder's Act)
- Establishment of a bank account to handle future finances
- Establishment of a post office box (optional)

These are the formal steps that need to be completed. Other issues, such as development of rules of work and organizational procedure, membership registration options, qualifications and guidelines, and general organizational structure, while important, should not in themselves forestall the beginning of work by the Association. It would be possible for *any* association to spend a year or more on just these internal start-up issues, without even beginning to address the interests and goals that drove the initial initiative. However, this approach would be tedious and unfulfilling to its members, and unproductive in terms of realization of goals. As illustrated in the "Best Practices" handbook, an organization has the best chances for survival if it sets its internal development and programmatic goals incrementally, evolving over time.

Additionally, there were concerns and misunderstandings surrounding how an organization may work without a dedicated office space. Following the models provided by other cultural heritage associations, and reflecting the limited resources available, three suggestions were made to support the development of a networked association without the expense of maintaining an office. First, one participant reminded the group that Mevlida Serdarevic of the Sarajevo City Museum has volunteered a meeting facility at the centrally-located *Despica Kuca* building in Sarajevo. It is hoped that other members will similarly help to identify potential office space in other parts of BiH. Second, in order to facilitate mail receipt, the establishment of a postal box is an affordable and convenient option, costing less than 15 KM per month. (The ECMI Representative has the necessary paperwork, and can

obstructive bureaucracy from the business environment in BiH. A logical next step will be for similar obstacles to be "bulldozed" in the civil society realm as well.

provide this to the Initiative Board.) Third, it was emphasized that (ongoing) communication, by phone, fax, email or post, is the key to any network, with “in-person meetings” held as needed and as budgets allow.

3. *Establishment of Sub-Committees*

As noted in the summary review of questionnaire responses, project participants have expressed a strong interest in the establishment of sub-committees with various different core issue areas. Additional ideas were proposed at the December workshop.

Sonja Ostojic, an artist and member of the Association of Citizens of Macedonian Origin in Banja Luka, stated her interest in initiating an activity-focused sub-committee dedicated to the development of a Children’s Art Colony. She noted that while a long-term goal could be the establishment of a permanent Children’s Art Colony facility that would attract youth from throughout BiH and Europe, as a first step, a reasonable and achievable goal might be to coordinate a week-long Art Colony Summer Camp. She volunteered to work on this effort. Amela Trbovic from the NGO Strength in Diversity in Travnik voiced her interest in this initiative, and suggested that Ms. Ostojic contact Enes Milak of the Association for the Protection of Cultural, Historical and Natural Values in Jajce, who had expressed an interest in youth-focused cultural activities. Ms. Trbovic also noted that the experiences of the Art Colony in Bugojno might be able to provide advice, ideas and support, and suggested contacting Kemal Balihodzic. All individuals interested in this activity should communicate their intent to Ms. Ostojic. The ECMI Representative will provide advice and support upon request for the implementation of this idea.

Gregor Ovad remarked on the possibility for a sub-committee focusing on the role of national minorities in the cultural heritage of BiH.⁵ Other participants agreed on the potential benefits of this approach, and stressed the value of national minority focused “Days (or Weeks) of Cultural Heritage” (for example, “Albanians in BiH Day”,

⁵ The December workshop had the largest participation of national minorities of any of the previous Annex 8 meetings, as there was momentum and active interest from the November ECMI Workshop on “National Minorities and Educational Reform in BiH”.

“Macedonian Cultural Heritage Week”, etc.). It was suggested that the relevant embassies in BiH could help to support these initiatives (such as the Czech Embassy, the Italian Embassy, etc.). Several participants from the Historical Museum in Sarajevo commented on the need to “bombard” the citizens of BiH with information on the cultural heritage contributions made by national minorities in BiH, and suggested that it might be possible to organize special exhibitions, and to use existing archives to develop special displays. One of the representatives from the Historical Museum proposed that participants interested in this activity could work together to develop concrete suggestions and proposals that could then be presented to museums. All interested individuals should contact Mr. Ovad. The ECMI Representative offered to provide advice and support upon request to try to implement this idea.

The participants also expressed specific interest in a sub-committee focusing on youth activities and on increasing the knowledge students have about cultural heritage in BiH. The NGO Strength in Diversity presented one model that could be used to increase children’s understanding of cultural heritage. It was suggested that the current educational reform effort offers an opportunity for individuals to provide input into new curriculum and extra-curricular activity options. The ECMI Representative pointed out that ECMI had organized a workshop on Educational Reform and National Minorities in BiH on November 22, and encouraged participants interested in learning more about how to contribute their input in the education reform process to contact ECMI.

IV. Grassroots Community Involvement: Strength in Diversity’s Youth Programme

The women of the Travnik-based NGO Strength is Diversity (SID) have been active participants and contributors to the Annex 8 project since its inception. They were therefore well qualified to develop an extracurricular cultural heritage education programme that could serve as a model for similar activities throughout BiH. The theme and title of the cultural heritage and education project they developed was “Get to Know your Homeland so that You Love it More”.

At the workshop on 14 December, Amela Trbovic, one of the volunteers in SID, provided a short introduction to the NGO's history and work in general, before explaining their autumn 2002 project educating children about the diverse cultural heritage in BiH. She explained that the NGO works to promote and teach about all people communities in BiH, encompassing all ethnic, religious and cultural backgrounds. The following account summarizes the pilot project.

A. Developing a Pilot Cultural Heritage Education Programme

In October 2002, the women of Strength in Diversity met with a history teacher at a local school in Travnik to discuss the development of an extracurricular programme of cultural heritage.⁶ The teacher agreed that the current curriculum does not devote time and attention to cultural heritage in BiH, and that while children grow up and live among important sites and monuments they often do not know what they are, what they signify, and how they reflect BiH's tradition and history. They agreed to develop a pilot, extra-curricular programme that would address this gap, and selected the theme "Get to Know your Homeland so that You Love it More".

The NGO volunteers, together with teachers and other members of the community, developed a three-part programme designed to teach children about BiH, as well as to help children from different communities to meet one other. Children were selected for this programme based on their interest, and the interest and consent of their parents. The participating students were in the 7th and 8th grades of school (approximately 11-13 years old). Nearly 20 children from Travnik⁷, five from Novi Travnik,⁸ and two from a school in the Sarajevo suburb of Ilidza⁹ participated.

⁶ For more information about the women who organized this activity, or to request their contact information, please contact Valery Perry at perry@ecmi.de.

⁷ Travnik is a primarily Bosniak town one hour northwest of Sarajevo.

⁸ Novi Travnik is a primarily Catholic/Croat town, approximately 15 minutes from Travnik.

⁹ The children from Ilidza represented students from the Orthodox/Serb group. The NGO attempted to identify more children from this background to participate in this programme, by contacting NGOs in the Ilidza and Sarajevo region. However, in the limited recruitment time available it was difficult to find more children and parents willing to participate. The NGO did develop a relationship with the Sarajevo-based Serb Citizens' Council, which was effective and helpful in identifying children for the

Throughout the programme there was an effort to embrace engaging teaching and learning techniques, to provide an alternative to the traditional lecture and rote-memorization format that is the norm in BiH. In addition to reading about and studying Travnik's heritage, the children were given the opportunity to create artwork of the various sites they studied and eventually visited. Field trips brought book knowledge to life.

B. Learning About Travnik's Heritage: In the Classroom

The first part of the programme consisted of an eight-hour classroom instruction, with extra-curricular classes scheduled twice per week over the course of four weeks (on Wednesdays and Saturdays). Students from both Travnik and Novi Travnik participated. A mini-handbook of materials was compiled, consisting of photos and historical summaries of important sites. Students learned about the history, architectural features, changing utilization and cultural-historical significance of a large number of sites and monuments in Travnik. Both secular (fortresses, war monuments, schools) and religious sites (churches, mosques, religious schools, cemeteries) were studied, with an emphasis on illustrating the impact that the different cultural-religious communities (Catholicism, Islam, Judaism, and Orthodoxy) had on the evolution of the town.

C. Learning About Travnik's Heritage: In the Field

The second part of the programme was a field day in Travnik, in which all of the students from Travnik, Novi Travnik and Ilidza participated. The children who had completed the classroom work were given a task: to teach the visitors from Ilidza (and the ECMI Representative from Sarajevo) about the history and culture of Travnik by taking them on a walking tour of the town, and explaining sites of interest. This method gave the children an opportunity to take on the role of a teacher – a rare

project. SID and the SCC are now well-positioned to play a cooperative role in future similar efforts.

occasion in the traditional educational format used in BiH. The sites visited included the following:¹⁰

- Old town fortress walls
- Yeni's mosque (1549)
- Sulejman's mosque (1757)
- Musala clock-tower
- Hafizadic house
- The Church of John the Baptist (1872)
- Turkish fountain/grave (*cesme*)
- Old Lasvi Bridge (1591)
- The birthplace of Nobel-prize winning author Ivo Andric
- Orthodox church (19th century)

The children created artworks based on their studies of these various sites as well as on their visits, and several started their own personal cultural heritage photo albums to commemorate the outing. The day-long activity was appreciated by the immediate participants and general citizens of the Travnik community alike; several people passing by the group remarked that they were pleased to see young people learning about the town's heritage. It also provided time for the children from the three different towns to get to know each other better in preparation for the two-day outing in November.

D. Cultural Heritage Outing to Herzegovina

In addition to learning about Travnik's cultural heritage, the organizers agreed that it was important for the children to learn about other parts of the country. They selected the region of Herzegovina, in the southwest of the country, for two reasons. First, Herzegovina contains many different sites of interest, and represents many different

¹⁰ The students and their adult guides also pointed out the location of the small Jewish cemetery, which exists but is in great disrepair, and identified the site of the former Jewish synagogue, which was completely destroyed in World War II. The lack of notation on the site of the old synagogue is a vibrant example of the ease with which cultural heritage can become extinct if not actively preserved.

eras and faiths. Second, many of the children had not visited some or all of the sites included, and this event gave them a chance to see new aspects of their home.

On 23-24 November a group of 30 children (from all three regions) and six volunteers set out on a two-day trip that covered a large part of central Bosnia and Herzegovina. On the first day, the group left Travnik, and travelled through Donji Vakuf, Gornji Vakuf, and Bugojno, passing Koprivnica (former Yugoslav leader Josip Tito's hunting house). They went on to Jablanica, where they visited the site of a rail bridge that was strategically destroyed by Tito during World War II. The group then went to Mostar, where they saw several mosques, churches, the Old Town, the site of the old bridge, and other monuments. The group continued to the site of the former Orthodox monastery at Zitomislici, which is now destroyed (though there are plans to begin reconstruction). The day ended with a trip to the former art colony of Pocitelj, a drive past the famous bird reserve and wetland Hutova Blata, and on to Neum.

On the second day, the group visited the town of Stolac, where they saw the old necropolis at Radimlja (dating from the Middle Ages), and had a tour led by a guide who explained the region's historical and cultural influences. Before returning to Travnik, the group visited the village of Blagaj, the site of a dervish *tekija* (an Islamic building used by some Islamic sects, similar to a monastery) that is over 500 years old, as well as the source of the beautiful river Buna, a gem of the region's natural heritage.

The children completed a short questionnaire to provide information on their impressions of the programme, and of what they had learned through their participation. Highlights of these responses are included in Annex D.

E. Children's Presentations at the December Workshop

After Ms. Trbovic's introduction and summary statements, six of the students who participated in the programme presented accounts of what they had learned to illustrate the impact classroom and field-education can have on cultural heritage knowledge. The focus of the presentations was the study of Travnik as a unique centre of heritage. Jasenko Sito from Travnik spoke about the Old Town in Travnik,

and the various historical eras and influences. Milos Milosevic from Ilidza gave a short description of the Serbian Orthodox church in Travnik, and how it represents the diversity of this historical town. Edina Zvrko of Travnik talked about the old Austro-Hungarian era school in Travnik, and its various functions over the years. Mirela Trbovic from Travnik talked about the Medresa (Islamic religious school) in Travnik, and its status as one of the oldest buildings in town. Natasa Stojcevic from Novi Travnik also spoke about the Medresa and about the Old Town in Travnik, adding historical and architectural facts. Sandra Duric from Novi Travnik explained that as Novi Travnik is a newer city, it doesn't have many old monuments. She chose to speak about the church built in 1882 built by the Sisters of Mercy.

The children and their supporters from Strength in Diversity also displayed over 50 works of art created by the children, based on the cultural sites they visited through the educational programme. After the workshop, the postcard reprints of this art were sold as part of a fundraising initiative. These "Cultural Heritage Youth Ambassadors" demonstrated that children are interested in learning about their communities and the diverse elements of cultural heritage that make up BiH. The cultural heritage professionals in the audience gave a warm applause and appreciation to these "experts of tomorrow", as their presentation was an optimistic and inspirational reminder of why this work is so important.

V. Conclusions: Goals for 2003

Throughout the December workshop, the group brainstormed goals and priorities for 2003 to determine the activities and steps necessary to ensure that the Association and its goals can be realized. The following final list of goals was suggested:¹¹

1. Develop organizational structures for Association administration and management
2. Successfully complete membership application process for *Europa Nostra*
3. Investigate the potential for organizing a children's art colony
4. Continue to develop the mailing list and potential membership, including recruitment of youth and students

5. Organize additional activities to work with youth to teach them about BiH's cultural heritage
6. Integrate national minority groups into a programme of cultural heritage awareness activities (through events and exhibitions)
7. Consider development of a website to facilitate the work of the Association, effectively disseminate information, and strengthen the network
8. Encourage UNESCO participation, awareness and support of the work and goals of the Association
9. Complete the registration process of the Association at the state-level

The ECMI Representative reiterated that while it is timely and appropriate for the cultural heritage project to be taken over by the BiH participants, she will remain in Sarajevo and is willing to provide support and advice upon request. She noted that ECMI is considering additional ways to remain active in other important initiatives in BiH, such as by providing support to the adoption of a state-level law on national minorities, or by working more closely with the existing national minority associations. The workshop ended with a reception and time for networking and enjoyment of the children's art exhibit.

VI. Follow-up Activities

The ECMI Representative stated that several pieces of information would accompany the post-workshop report, to provide the materials and information needed by the Initiative Board for ensuring ongoing momentum and activity. The following materials will be provided:

- The complete Annex 8 membership and mailing list
- A list of Embassy contacts in BiH
- A list of media contacts in BiH
- A list of political party contacts in BiH

¹¹ Not in order of priority but as they were brought up during the brainstorming.

This information will be mailed in hard copy form to all individuals on the mailing list. Electronic files will be provided to members of the confirmed Initiative Board and to individuals upon request.

The ECMI Representative will also do the following:

- Collect all comments and suggestions concerning the draft Statute and Founder's Act, and forward these to Smail Klicic in Bihac (comments must be sent to ECMI BiH by January 31)
- Collect additional names of interested Initiative Board members, and send a list of all interested members to the potential Board (comments must be sent to ECMI BiH by January 31)
- Provide the Initiative Board with the completed questionnaires for reference

Interested and motivated participants are asked to take ownership of the project by working on the following *short-term* goals:

- Review the December workshop report
- Review all training materials
- Consolidate the Initiative Board and begin to work together on the stated goals
- Complete NGO registration at the state-level
- Follow-up on and complete application to *Europa Nostra*
- Establish a post office box (optional, but advisable)
- Establish sub-committees and begin to work on relevant activities
- Maintain and continue to develop the master mailing list of members and potential members

The ECMI Representative is available for advise and support on these issues and goals upon request.

VII. Annexes

A. Programme of the Workshop

TIME	ACTIVITY
9:00 – 9:15	Welcome Introduction Goals
9:15 – 11:00	<i>BiH Nostra</i> Planning Meeting <ul style="list-style-type: none"> • Summary of application and questionnaire results • Status on <i>Europa Nostra</i> application • Distribution of training and development materials • Development of Initiative Board for 2003 • Review, discussion & adoption of Statute • Review, discussion & adoption of Founder's Act • Organizational Goals for 2003
11:00 – 11:30	Break
11:30 – 12:00	Presentation of the NGO Strength in Diversity <ul style="list-style-type: none"> • Autumn programme • Bringing together civil society and cultural heritage • Comments on youth and cultural heritage • Lessons learned • Plans for 2003
12:00 – 13:00	Expanding the Programme <ul style="list-style-type: none"> • Identifying new <i>BiH Nostra</i> members • Expanding the work of Strength in Diversity • Strengthening the link between civil society and Annex 8 progress • Public/private cooperation • Cultural heritage and civil society goals for 2003 • Questions and Answers/Brainstorming
13:00	Reception Children's Art Exhibit

B. List of Participants

	Name	Organization
1.	Andic, Sladana	Department of Urbanism, Brcko District
2.	Andulajevic, Marzenka	Association of Czechs in the Republika Srpska, “Ceska beseda”, Banja Luka
3.	Curic, Slavka	Association of Citizens of Macedonian Origin, Sarajevo
4.	Custo, Amra	BiH Historical Museum, Sarajevo
5.	Dragutinovic, Olivera	Department of Urbanism, Brcko District
6.	Duric, Katica	Strength in Diversity, Travnik
7.	Gregor, Ovad	Ukrainian Association “World Culture”, Prnjavor
8.	Hasimbegovic, Elma	BiH Historical Museum, Sarajevo
9.	Ibrahimagic, Vaska	Association of Citizens of Macedonian Origin, Sarajevo
10.	KovaCic Dzenan	Association for the Protection of Cultural and Historical Heritage, Konjic
11.	Lajtner Ljerka	Association of Czechs in the Republika Srpska, “Ceska beseda”, Banja Luka
12.	Leka, Alma	BiH Historical Museum, Sarajevo
13.	Lolic, Vidosava	Strength in Diversity, Travnik
14.	Mahmutovic, Dzafer	Una-Sana Canton Museum, Bihac
15.	Manojlovic Zarkovic, Radmila	ICS BiH, Sarajevo
16.	Markovic, Brankica	Ukrainian Association “World Culture”, Prnjavor
17.	Ostojic, Sonja	Association of Citizens of Macedonian Origin, <i>Banja Luka</i>
18.	Schiedt, Ulrike	German Embassy, Sarajevo
19.	Selin, Yuksel	Turkish Embassy, Sarajevo
20.	Trbovic, Amela	Strength in Diversity, Travnik

ECMI Staff

1	Valery Perry	ECMI BiH Consultant
2	Djordje Pusara	ECMI BiH Project Assistant
3	Damir Imamovic	Translator
4	Damir Zisko	Translator/Facilitator

Annex C: Membership Questionnaire

Questionnaire The Development of *Bosna i Herzegovina Nostra*: A Cultural Heritage Association in BiH

Instructions:

Please take a few moments to fill out this questionnaire. Your response will support this effort in many ways, by:

- *Ensuring that membership is as broad and transparent as possible*
- *Identifying specific skills and interests*
- *Identifying potential activities*
- *Matching responsibilities and necessary tasks with interested volunteers*

Please provide your colleagues with a copy of this questionnaire, so that membership will be open to all professionals and interested citizens. Please return the form by fax (+387/33 446-887) or by post (ECMI, Franjevačka 24, 71000 Sarajevo, BiH by November 15, 2002).

Thank you for your support!

Personal Data:

Name: _____

Title: _____

Affiliation: _____

Address: _____

Telephone: _____

Fax: _____

Email: _____

1. Would you like to become a member of the *Bosna i Herzegovina Nostra* cultural heritage association?

Yes

No

2. **Would you like to be included in *Bosna i Hercegovina Nostra's* master membership mailing list?**

Yes
No

3. **Independent, non-governmental organisations and associations are only as successful as their members. Please note how much time you will be willing to contribute to this association to make it a success:**

5+ hours per week
3-5 hours per week
1-3 hours per week
0 hours per week

4. **Several individuals have already volunteered to be on the *Bosna i Hercegovina Nostra* Initiative Board, to organize the initial planning stages of organisational development. Would you like to be on the Initiative Board?**

Yes
No

If “yes,” are you interested in serving as a Team Leader for one of the following start-up tasks?

Chairperson/Co-Chairperson
Membership Development Coordinator
Fundraising/Budget Coordinator
Internal Liaison Coordinator
External Liaison Coordinator
Other leadership position (please explain)

5. **The *Bosna i Hercegovina Nostra* Initiative Board would like broad input concerning the main goals of the association. Please identify what you think the main goals of the association should be: (Please check as many as apply, and add your own!)**

Network among professionals in BiH to ensure that information and resources are widely shared
Network between professionals in BiH and the rest of the world to ensure that information and resources are widely shared
Serve as a link between experts and citizens interested in BiH's cultural heritage, and authorities at the state, entity, cantonal and municipal level
Serve as a body capable of independent, non-governmental monitoring the implementation of Annex 8 of the Dayton Peace Agreement

Organize educational efforts to inform communities of the cultural heritage in their country, and of legislation affecting this heritage

Organize educational efforts to teach the youth of BiH about the heritage of their country

Other (please list as many other goals as you would like)

6. ***BiH Nostra* will be a large framework network of experts in cultural heritage and interested citizens. Smaller specific sub-committees will enable groups of members to pursue common interested in a collective and co-operative effort. The following are suggestion of potential sub-committees. Please indicate which ones interest you, and add suggestions for additional sub-committees:**

Scientific/technical heritage evaluation and assessment

Public/media awareness

Youth outreach

Educational activities

Professional development and continued education

Membership development

Special activities and exhibits

Europa Nostra liaison

Other

Additionally, please note if you would like to volunteer to be a lead coordinator for one of these sub-committees.

7. **Independent, non-governmental organisations and associations typically collect membership dues to cover operating expenses. How much would you be willing to pay per year for membership in this association?**
8. **Additional fundraising may be needed to ensure adequate basic resources for this association. Based on your experience, please note any fundraising ideas that could be implemented to raise funds, or potential available grants/donors that could provide support:**
9. **An association is only as strong as its members. Please note any additional skills, abilities, and resources that you can offer the association (for example, legal support, special computer skills, marketing skills, access to free/discount space rentals or photocopies, etc.)**

- 10. Please indicate if you are interested in receiving a complementary copy of the following organizational support and developmental materials (available in English or the local language):**

Working paper on cultural heritage association “best practices”

Handbook on fundraising techniques

Handbook on volunteer recruitment and retention strategies

Please indicate whether you would like these materials in English or the local language.

- 11. Please add any other comments that you think will help this effort to be a success (attach more pages if necessary.)**

Thank you for your time and support!

Annex D: Highlights of Student Participant Feedback

Highlights of Student Responses from Travnik Day Trip

1. Which distinctive and cultural characteristics (monuments, religious buildings etc.) exist in Travnik?

“Those are different graveyards (Muslim, Jewish, Catholic and Orthodox), Fallen Heros' Monuments [World War II] and Muslim soldiers' monuments. Mosques (Hadzi-Ali Beg's, Sarena (colorful) mosque), Catholic church, monasteries, Orthodox church, The House of Ivo Andric, Gravestones, Ilhamija fountain”

2. What can cultural monuments in Travnik tell us about history of the town?

“Monuments tell us of cultures, religions and history of our town. They are a wealth of our town of Travnik. They tell us of civilizations that once existed. That is a wealth of the region.”

“They speak of our past, of people who lived in our town before, different cultures and religions that influenced our town.”

“Cultural monuments in Travnik show how special Travnik is. It was under different cultural influences so that we can see different cultural buildings from periods of Ottoman and Austro-Hungarian rule.”

“They tell us of the existence of different nations that inhabited this area. They show how heterogeneous history of Travnik is.”

“Cultural monuments in Travnik tell us of the long and rich history of Travnik. That it is a town with a big past.”

“They tell us that it was a Vezir's town, a big one, that it was a centre of BIH once.”

3. Which different cultural influences can be seen in Travnik today?

“Influences of Slavic, Illyrian, Roman, Turkish (Ottoman), Austro-Hungarian and Yugoslavian period.”

“Different influences could be seen, left by different conquerors of BIH who influenced even material culture; those are Austro-Hungary, Turks, Greeks...”

“There are three religions that exist in our town together with various monuments of all the religions. It passed through many periods: Old age, Middle Ages, Feudal age, Capitalism etc.”

4. Do you think that it is important for people from different parts of BIH to visit Travnik? Why?

“In order to see different monuments and buildings from different periods.”

“Because Travnik is rich with cultural-historical heritage and once, and now as well, is considered to be a Vizier's town. All of us have to learn about our history and customs.”

“I think that it is very important for people throughout BIH to visit Travnik because they can learn a lot about its history and cultural monuments, and obtain important information that is significant for all the citizens of Travnik.”

“Yes, because almost all the cultures are concentrated in Travnik.”

“I think that it is really important for people from different parts of BIH to visit Travnik because in that way, the entire BIH will know about our town, as well as people outside BIH. That is a key factor for development of tourism.”

“It is important. There are specific buildings that contribute to the spirit of the town of Travnik. They were there while Travnik was surviving through bad times of fire, plague etc. Many of those buildings have some characteristics that cannot be found anywhere else in BIH.”

5. If you could bring a friend to Travnik (someone who has never been in Travnik before), which monuments would you show him? Why would you choose those places?

“I would show him the Sarena mosque because it has a lot of arabesques and ornaments. The house of Ivo Andric, because it is the house of our most successful writer and Nobel prize winner.”

“I would show him the Old Town because it is a Middle Ages Fortress.”

“I would show him the ramparts and tower of the Old Town. I think that this is the most beautiful building in Travnik and it is from the Ottoman period.”

“First, I would show him the Old Town because that is the essence of Travnik for me. Then, the mosques, Muslim school, Muslim gravestones, churches etc.”

“I would show him the monuments from the Middle Ages because I think they are the most interesting ones.”

“I would take him to the Old Town, than we would sit in the outdoor cafe Derventa or in Lutvo's cafe. Than, we would visit Sulejmanija mosque so that he could see the specific position of its minaret (on the west and not on the east). There are other buildings I would recommend him to see when he comes to Travnik again, because such beauty can rarely be seen elsewhere.”

Highlights of Student Responses from Herzegovina Outing

1. What was your favourite place that you visited and why?

“My favourite place of those I visited is the river Buna. I especially liked the nature around the river and watching the river because I was there for the first time.”

“Pocitelj, because it is on a top of a rock, and looks like a castle; it is a bit unusual.”

“Above all, those stones in Stolac [Radimlja necropolis] because they reminded me of my ancestors, the prior inhabitants of Bosnia, who lived in this area harmoniously.”

“My favourite place is Stolac because I saw waterfalls there I have never seen before. I also liked Pocitelj – their Old Town and the little palm trees under which I took some photos. I also liked the old train in Jablanica.”

“My favourite place of those I visited is Radimlja close to Stolac. We had a lecture on Stecaks and on how people lived before the Ottoman period. Stolac developed the most during the time of Ali -pasa Rizvanbegovic.”

“My favourite and the most beautiful place is Radimlja close to Stolac, where we saw Stecaks. We also had a lecture on Stecaks and the history of that area. It was all new and interesting for me.”

“During the excursion, we saw a lot of places and the most beautiful for me was Radimlja close to Stolac. I learned a lot about Stecaks, gravestones from the Middle Ages. Many wrote about Stecaks, and among them is Dizdar Mak, who became famous by his work “Stone Sleeper”, so that we can see now that Stecaks are very valuable cultural monuments of our country that served as an inspiration to many writers.”

“My favourite place is Mostar, because it is one of the culturally and historically most developed towns in BIH, and because it is very similar to my town [Travnik], and because I am a fan of old buildings.”

“My favourite place of those I visited was NEUM! Because I love the sea very much and it is hard for anything to equal the sea. Other towns we visited seemed to me somehow similar to Travnik. After all, sea is sea!!!”

2. You saw and learned a lot about different cultural, religious and historical places. Write something that you have learned about three different cultural or historical places (for example, write something about Catholic, Orthodox, Jewish, Muslim or prehistorical places).

“In Travnik, I went to the Orthodox church for the first time, and learned something about that religion. In Stolac I saw old Stecaks that are witnesses of the Bosnian past.”

“Stolac – sites from the Neolithic are proof that life existed during that period in BIH. Orthodox church in Travnik – though the religion is quite similar to Catholicism, the interior of the church is decorated unlike any Catholic church. The church in Donji Dolac – one of the oldest in that area, with an organ that was made by a great craftsman. It is the same as the one in the Basilica in Vienna.”

“Radimlja is a place with old stones in BIH. The Mosque in Mostar, built by Koski, represents a Muslim place. The monastery in Žitomislici which is devastated but represents an Orthodox place.”

“Stecci (the stones): I have learned that my ancestors once lived harmoniously in that area. The Old Bridge: I have learned that it is really a beautiful bridge and that people in Mostar are proud of it, and that is why they are rebuilding it.”

“The stecak graveyard belonged to a group of Middle Ages monuments; gravestones were built by Bogumils, decorated with different motifs that are very interesting and represent a part of BiH culture. Mak Dizdar became famous writing about Bogumils in “Stone Sleeper”. Some motifs from the Stecaks (moon, sun) can be found on the minaret of Careva mosque in Stolac. I saw Karadozbeq’s mosque, one of the most beautiful ones in BiH. There is a fountain in its yard with cobblestones, with a library and a public bath. I saw the famous Rizvanbegovic tower at the Stolac exit.”

“Old building of Islamic architecture at Buna. It fascinates by its beauty, and looking at it is to look at the most beautiful flower that stands out in a field, and it stands out because it is surrounded by rocks that are half-dead, it is a real exception!!!”

3. Did you see a place that is similar to your city (architecture, style, history?) What are the similarities?

“No, I live in Novi Travnik. That is a new town with a new style, architecture and has no history.”

“For example, Pocitelj is similar to our Old Town [Travnik]. Similarities are: material, stone it was built of...”

“Yes, That is Pocitelj and it is similar to some old buildings in the Old Town [Travnik].”

“Mostar, because it has a lot of similarities, regarding buildings from the Turkish period, while the Ottomans were here. The buildings in the town are much similar to those in Travnik and the very town looks a lot like Travnik.”

4. Think about the different cultural, historical and religious places you have seen. What do you want to learn more about in the future?

“I would like to get to know BiH history more. Because I was born in this country. Though I was not living here for a while, I would like to learn more about it.”

“In the future, I would like to learn more about other people’s customs, not only to know things about my religion. I would like to learn something new, and to get to know the culture of other towns in BiH and in other countries.”

“I would like to learn more about historical persons who are buried under the Stecaks in Stolac and other towns. I would like to know how the Old Bridge in Mostar was built, for how long it was under construction, about the Old Town in Pocitelj...”

“In the future, I would like to learn more about Radimlja close to Stolac and about its origins, because there are more versions. (One of those versions says that there was a stone chair on one of the hills there, and that’s why the town is called Stolac).”

“I would like to learn more about Stecaks, because I am really interested in symbols and letters from the Stecaks. I would like to learn more about the demolished Orthodox monastery in Zitomislici, which will soon be rebuilt.”

“I would like to learn mostly about Bosnian history, about how it was formed, about some historical battles that took place in our area, about nations and their belief.”

“I would like to learn more about the Tekija in Blagaj, and about Pocitelj as well.”

“I would like to learn more about the people who ruled in this area, about their biographies, and also to find information about the buildings we do not know very much about.”

“I would like to learn more about Stolac because I was surprised how demolished it is, and I was never in Stolac before, as well, so that I know very little about it!”

“In the future I would like to learn equally about all the religious places, about different cultures, because I think I will be spiritually richer the more I learn.”

“I am very happy that I learned a lot about BiH towns. I would like to learn much more about all of that in future.”

“I am very glad that we have learned something about the buildings in BiH. I hope that I will find out something more about BiH in the future.”

5. Think about the place where you live. Which places would you show a guest so that they could learn something about history of your community? Why would you choose those places?

“I would like to show guests the Old Town, Mehmed-Pasa Kukavica’s Muslim school and Hadzi Ali-beg’s mosque. The Old Town, because it is a very old fortress, and if guests would come to see it, they would like it a lot, I hope.”

Mehmed-Pasa Kukavica's Muslim school, because there is a gravestone there, and it looks quite old. Hadzi Ali-beg's mosque, because one of the four fountains in the town is there. Because there is a sun-clock there, the only one of its kind in BiH, and because a clock tower is close to there.”

“Sarena or Sulejmanija mosque – because it has nice decoration both inside and outside. It is also peculiar that its minaret is on the left.”

“Hadzi Ali-beg's mosque is one of the most important mosques in Travnik. Its characteristic is a clock tower on its right side that shows time “la turka” (time is being measured from a sunset and not from midnight). It was built by Hadzi Ali-beg, after the fire.”

“I would show Lukacka mosque, the Franciscan monastery in Guca Gora and the House of Ivo Andric. From these cultural monuments a lot can be learned about the culture and customs of the nations that live in my town. Lukacka mosque was named after Luka, the part of the town it was built in. In one period it was burned and rebuilt by Stefan Busijan. The Franciscan monastery is in Guca Gora. The oldest books, written in *bosancica* (trans. old Bosnian Cyrillic), are there, as well as a painting gallery and old traditional clothes. The House of Ivo Andric is one of the most important buildings in our town. It is a memorial museum. Its interior is decorated like old Bosnian houses.”

“A place I would show to a foreigner is an Orthodox church with icons that are very old. That is the only church with a picture of the angel Gabriel in it.”

“The first place is the Old Town built in the 19th century. That is a beautiful fortress that salutes to every passer-by. The second place is the Jesuit gymnasium together with the museum. Students of the gymnasium gathered and prepared flowers and vegetation so there is a valuable botanical collection there, as well as other items that show the rich history of Travnik. The third place is Sulejman-pasa's mosque, that is a unique mosque that serves both civil and religious purposes. In fact, I would show all the monuments in Travnik to everyone, as well as nature that Travnik does not lack either.”

Annex E: *Best Practices Working Paper*

***BEST PRACTICES AND LESSONS LEARNED
TO FACILITATE THE DEVELOPMENT OF THE
CULTURAL HERITAGE ASSOCIATION,
“BOSNA I HERZEGOVINA NOSTRA”***

Shannon Bradley

A Working Paper in Support of the ECMI Annex XIII Project in
Bosnia and Herzegovina

November 2002

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Preface and Acknowledgements

This working paper represents the latest step in an effort that began in November 2001, when ECMI began to study the Annex 8 legislation and implementation effort in Bosnia and Herzegovina (BiH). Over the past year, ECMI has provided a forum for over 100 people interested in the cultural heritage of BiH to discuss Annex 8 from a variety of perspectives and experiences. Individuals from the fields of archaeology, architecture, museum science, history, preservation, cultural and national minority associations and civil society have come together through a series of workshops to discuss the role that cultural heritage can play in the social, economic, and intercommunal development of BiH in the early part of the 21st century. Cultural heritage reflects a region's history and tradition, and provides a glimpse of its past, present and future. In a country with a rich and complex history such as BiH, cultural heritage can and must be valued as the resource that it is.

One of the suggestions offered by the participants was the development of an independent, state-wide, non-governmental cultural heritage association that could serve to monitor implementation of Annex 8, provide a means of communication between experts and government authorities, and raise the profile of cultural heritage in BiH. BiH's diverse and rich cultural heritage is unique and in need of protection, promotion, and preservation, and the participants suggested that an association dedicated to the cultural heritage of the country could help to achieve these goals.

This working paper has been written to support the association development initiative by providing best practices, case studies, and references that can inform and support the effort in BiH. Shannon Bradley holds an MS in Development and Planning from the Bartlett School of Graduate Studies at the University College London, and has traveled to BiH as a part of her research on issues of development, preservation, and cultural heritage. She has developed these materials to provide a basic resource, as well as to illustrate that every association has to start from the beginning and grow and expand over time. The selected cases can therefore serve as models and inspiration for the founding members of the cultural heritage association "Bosna i Hercegovina Nostra." Ms. Bradley may be contacted directly at shanbrad1@yahoo.com.

Two other acknowledgements must be made, to Ermina Porca-Memic for translating this text, and to Damir Imamovic for his support in editing the translated version of this paper.

On behalf of all of the participants and supporters of the Annex 8 project, I hope that you find this information useful, and that it contributes to the development of the association in BiH.

*Valery Perry
ECMI, Sarajevo
December 2002
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1. Introduction

This report has been compiled through Internet research and contact with various cultural heritage associations in Canada, the US and Europe to inform the current initiative underway in Bosnia and Herzegovina (BiH) to develop a cultural heritage association in BiH - “*Bosna i Herzegovina Nostra*.” A number of characteristics, common themes and best practices have been compiled to provide information on how these associations operate. It is evident that each association grows organically by responding to the needs of its membership. In this manner, it is clear that an association is founded on the hard work, dedication and volunteering of its members. There are no fixed recipes for the creation of an association, but one element was found consistently – all associations started from modest beginnings and developed over time.

Strategic planning and the implementation of five year plans by elected boards has led many of these associations to identify issues and influence governments. Many strive to create certification processes recognized by their national governments. An association offers connections between professionals, a forum to mentor students, and contributes to raising awareness about cultural heritage practice and its importance to the national and international communities. International and national trends throughout North America and Europe in the field of cultural preservation and restoration indicate that the creation of an association of professionals engaged in the field of conservation and cultural heritage in Bosnia-Herzegovina is indeed very timely.

This report will begin by reviewing a case study of the creation of a cultural heritage association in Canada, followed by a review of a number of organizational structures and features common to many associations, including examples of membership, committees and mandates. Fundraising and financing methods of established associations will then be elaborated upon. Finally, a list of additional resources that provide additional examples of common themes and best practices is provided which can be drawn upon in the creation of *Bosna i Herzegovina Nostra*.

2. *Case Study: The Canadian Association of Professional Heritage Consultants*

2.1 **Creating an Organization**

The Canadian Association of Professional Heritage Consultants (CAPHC), offers an excellent example of an association that represents the interests of professional practitioners in many related fields of heritage conservation. It also reveals how an association can develop and evolve over time.

In the early 1980s a number of Canadian cultural heritage practitioners recognized the need to create an organization for their profession. According to their past president, at the time, not a lot of emphasis was placed upon the roles of individuals or their reward, but work was accomplished through skill, dedication and ideas and efforts built up over time. "My fondest memories," Ron Williamson stated, "are more about the people and personalities than about what we accomplished. That is, that one of the reasons we founded the organization was to build bridges between people and disciplines and that is exactly what occurred within a few years. Our membership during my time was about eighty to a hundred people, after only two years. We all grew hugely as professionals as we came to appreciate the ins and outs of each other's disciplines. This in turn led to working relationships that have proven advantageous for all concerned. Moreover, my entire concept of 'heritage' changed dramatically after the forming of CAPHC. I realized that heritage was about a lot more than just archaeology!"¹²

The original impetus for creating this organization in Canada came from a practical concern over perceived irregularities in the awarding of contracts to heritage consultants. By creating a professional association, CAPHC was able to move the process of contract awarding towards professional standards and away from political goals. In BiH, the implementation of Annex 8¹³ is a similar government imperative

¹² This quote and further information on the history of the creation of CAPHC can be found at <http://www.caphc.ca/ten-year-history.asp>. (Accessed October 12, 2002)

¹³ Annex 8 of the Dayton Peace Agreement established a Commission for the Protection of National Monuments in BiH, to facilitate the rehabilitation of monuments and sites that were damaged or

that demands a strong professional association that can inform and lobby relevant authorities. The experience of CAPHC reflects the success that can be achieved through the dedication of professionals in their field and the solidifying of a wide range of cultural heritage practitioners into one strong voice for lobbying.

2.2 Mandate and Code of Ethics for the Association

The first general organizational meeting of CAPHC was held in 1986 when an initial Steering Committee was created. This group of 8 people worked together to develop parameters for the association and organized an inaugural annual general meeting in 1987. The initial tasks undertaken by this leadership group included the formulation of a constitution, the drafting of a code of ethics and the creation of an organizational structure with committee, procedures and policies. The organization maintains the following objectives:

- To represent and further the professional interests of heritage consultants active in both public and private sectors
- To establish and maintain principles and standards of practice for heritage consultants
- To enhance awareness and appreciation of heritage resources, and the contribution of heritage consultants
- To foster communication among private practitioners, public agencies, and the public at large in matters related to heritage conservation

Their commitment to the highest quality of professional consulting service and advice is entrenched in a Code of Professional Conduct and Ethics (Appendix 1). It establishes guidelines for members to follow and a set of standards to which members comply. The code of conduct addresses the members' qualifications; professionalism; responsibility to colleagues, employers and clients; proposals and fees; and disciplinary procedures. This code is consistent with a number of associations reviewed and is provided as an example for the founders of *Bosna i Hercegovina*

destroyed in the war from 1992-1995.

Nostra. Adhering to a code of professional standards creates prestige and national level recognition of a professional association.

2.3 Membership for Individual Professionals

When CAPHC was first launched in 1987, over 50 professionals joined the organization. During the first few years, this number increased slowly. A membership drive was conducted through mailing an information sheet and membership application to various companies and public sector organizations involved in the cultural heritage field. In the beginning, anyone who applied to become a member was admitted upon the basis of his or her own interest. This included both public and private consultants and professionals engaged in this field. One of the founding principles of this organization was to foster a feeling of a broader profession and to build bridges between people and disciplines. In many ways it has contributed to broadening the concept of heritage and has allowed it to become more accessible to all professions. The wide range of professions represented in cultural heritage associations include:

- Archaeology
- Anthropology
- Building/Construction
- Conservation
- Crafts and Trade
- Cultural Tourism and Marketing
- Education
- Environmental Assessment
- Historians
- Heritage Landscape
- Museums
- Photographers/Illustrators/Recorders
- Planners
- Public Sector Heritage Professionals

As the Canadian Association of Professional Heritage Consultants developed, a more formal membership criteria was developed and a process of formal application for admittance was created. Categories were implemented and include Member, Associate Member, Student and Retired. This breakdown and an explanation of Membership Guidelines is available in Appendix 2, and further contact information is available on the CAPHC website at: <http://www.caphc.ca/index.asp>.

This short review of the CAPHC's initial development experience should provide the founders of BiH's own association with some basic experiences and best practice. The rest of this working paper reviews the experiences of other associations, to ensure a broad perspective and to provide more resources through which lessons learned can be identified.

3. *Membership for Businesses*

In addition to individual membership, *Bosna i Hercegovina Nostra* should determine if the association will also be open to membership for businesses or consulting firms. Following the examples of other established associations, institutional membership options and services for museums or government agencies or businesses could be offered.

For example, The American Cultural Resources Association (ACRA) was created in 1995 to serve the needs of the cultural resources industry. The purpose of this association is to address the business needs of this diverse community and create a forum for networking. The mission of the ACRA is to promote the professional, ethical and business practices of the cultural resources industry, including all of its affiliated disciplines, for the benefit of the resources, the public, and the members of the association by:

- Promoting and supporting the business needs of cultural resources practitioners
- Promoting professionalism in the cultural resources industry
- Promoting and providing educational and training opportunities for the cultural resources industry

- Promoting public awareness of cultural resources and its diverse fields and disciplines

This association also offers networking and business advice to for-profit companies who are engaged in the field of cultural heritage. Appendix 3 provides further information on the member services provided through this forum, and additional information can be obtained from the American Cultural Resources Association website at: <http://www.acra-crm.org/index.html>.

4. *Funding and Financing*

4.1 *Membership Dues*

The majority of professional associations are funded by membership fees which vary widely depending on the level of service provided and on the activity of the association. In general, the fees for associations that provide accreditation are much higher than those associations that act as a forum for communication, lobbying, and networking. For example, as of January 2002 the Canadian Association of Professional Heritage Consultants annual membership fee schedule was as follows:

Professional: \$240 Canadian dollars (approx. 150 Euro)

Intern: \$150 (approx. 93 Euro)

Student: \$30 (approx. 19 Euro)

Subscriber: \$40 (approx. 25 Euro)

Retired: \$80 (approx. 50 Euro)

However, at the last Annual General Meeting the association decided to increase their annual dues. This will be effective in 2003. The income from the new rates will be used to establish a small, shared office for the first time in almost 15 years of existence. The new membership fees will be as follows:

Professional: \$750 Canadian dollars (approx. 470 Euro)

Intern: \$300 (approx. 187 Euro)

Student: \$30 (approx. 19 Euro)

Subscriber: \$40 (approx. 25 Euro)

Retired: \$80 (approx. 50 Euro)

4.2 Fundraising Activity and Public Grants

A number of associations have charitable status and organize fundraising drives for donations on an annual basis. Regular fundraising initiatives also occur through hosting speakers, conferences and banquets. The link between the economic benefits of cultural heritage to the tourism sector also provides a possible avenue for fundraising opportunities. For example, the Heritage Foundation of Newfoundland and Labrador is a non-profit organization in Canada that has gained government grants by proving that they will revitalize heritage sites *and generate a return on investment*. They also seek private funding through creative partnerships with investors, property owners and developers. Their key objectives are:

- *To identify and document* all buildings and structures of architectural, cultural and historical significance to Newfoundland and Labrador with particular emphasis on the province's "heritage communities," as defined by the Department of Tourism, Culture & Recreation.
- *To encourage* the preservation of these buildings through designation, financial assistance, co-ordination and moral persuasion through direct assistance to property owners and work with community groups.
- *To encourage* municipal councils and property owners to preserve the townscapes of their communities through, for example, the "heritage district" model.
- *To educate* the public of Newfoundland and Labrador regarding the value of preserving the built heritage including strategic input into the education system and development of a comprehensive public communications program.
- *To influence* government decisions in the areas of built heritage, heritage tourism and heritage districts including reviewing relevant legislation and government policies, participating in the development of a Provincial Built Heritage Strategy and pursuing a tax exemption for restoration materials.

Further information on The Heritage Foundation of Newfoundland and Labrador, and on the concepts of “heritage communities” and “heritage districts” can be found at: <http://www.heritagefoundation.ca/intro.htm>.

Although public or private donations occur in all associations, most associations began their initiatives through collective action and volunteering, and therefore financing is primarily drawn from annual membership dues. The long term goals of a number of associations include the creation of a paid staff member, or hiring a part-time employee to administer the website and manage applications for membership. However, prior to a paid staff member, membership selection and administration is completed through committees of volunteers and the sharing of responsibilities.

5. *Organization and Structure*

When members join an association, they are asked how they would like to focus their volunteer efforts in the association. All members are expected to actively participate in the management and promotion of the organization. Membership application forms list the committees and focus areas of the association. The applicant is then required to indicate how and where they would be interested in serving the association. The majority of work is done through committees. Examples of committees in the associations reviewed include, but are not limited to:

- Strategic Business Development Committee (promoting the business of heritage)
- Membership Committee (development and services)
- Advocacy Committee (monitoring and influencing government heritage policy)
- National Network Committee (regional representation)
- Policy Committee (policy development and review)
- Communications Committee (newsletter and/or Membership Directory publication)
- Professional Development Committee (heritage events and workshops)
- Annual General Meeting and Symposium Committee (events and coordination)
- University Outreach Committee (links with academia and publishing)

- Committee on Advocacy (lobbying and promotion of association in international realm)

Committees are driven by their members and the number of meetings per year generally depends on the level of activity of that committee. Typically, a committee gathers in person once a year at the Annual General Meeting, and then holds additional meetings when necessary throughout the course of the year. Meetings are held in an individual's home, a member's work place, or at universities or other public spaces. However, teleconferencing, email, fax, and telephone are the most common means of communication for the regular business of these committees.

The work and ideas generated by the committees is regularly submitted to the Board of Directors to guide the overall direction of the association. Typically, the Board of Directors is responsible for general management and oversight of the affairs of the association and its component committees in accordance with the constitution. The Board of Directors may follow a more formal meeting schedule, with some Boards meeting every other month and others meeting only twice a year. Again, even among the Boards of Directors phone, fax and email communications provide the primary means of regular work. More and more associations are utilizing email listservs for the exchange of information between board members in lieu of in-person meetings.

During an association's Annual General Meeting, Board members are elected for 2 - 4 year terms. A few associations have the policy that a person is limited to serve on the Board of Directors for a two year term. This ensures that the organization will continue to have new faces and allow for the membership of dedicated and capable people to fill the positions once a term has been completed.

Positions may include a President, Vice-President, treasurer, etc., and then the Chairperson of each of the committees. Structure, practice and organization varies, moving from more informal processes to very formal and regulated statutes. An example of a formalized structure can be found through The Association of Canadian Archivists (ACA). The ACA has created a draft Strategic Plan which is available on the web at: http://archivists.ca/official_com/strategic.htm. This example of a strategic

plan can inform the process of committee creation in *Bosna i Hercegovina Nostra*, and examples of five-year plans of the duties for the Standing Committee on Public Awareness and the Standing Committee on Advocacy are included in Appendix 4.

6. *Functions of an Association*

Annual dues paid to an association provide the following examples of benefits to its members:

- The creation and maintenance of a database or directory of all members, available on a website for member access and government and private business exposure
- Advertisement of employment and contract opportunities online
- The dissemination of informative publications and articles
- A newsletter distributed to all members, written by the members or other relevant experts
- Notice of meetings and professional interest workshops sponsored by the association and other events of interest
- Access to online research and resources
- Participation in the association's Annual General Meetings
- Opportunity to represent the association's position at the national and international level through advocacy and lobbying
- Links to universities and training centers
- Public awareness and outreach
- Student participation
- Contact and fellowship with other professionals
- Association and networks with other similar organizations around the world

The majority of professional associations use the Internet as their main source of communications, information dissemination, and point of contact for their membership. Website resources may include a newsletter published by the association, minutes from meetings, job postings and opportunities, lists of conferences or local events, lists of books or other relevant resources, and a

membership data base. An association's website is viewed as the key instrument for communication.

The founding members of *Bosna i Hercegovina Nostra* may want to review the European Forum for more information. This website is aimed exclusively at persons, institutes and organizations engaged in the preservation, maintenance and restoration of cultural heritage. It provides a forum where the different actors in the field of cultural heritage can find each other, exchange information, and announce their activities and initiatives. It is available at <http://www.eurplace.org/orga/efah/>.

Due to the nature and purpose of an association being built by members and for members, an office is more of an exception to the normal operating practices of an association. The expense incurred from purchasing equipment and running an office defeats the purpose of creating an affordable association for members. Long-term goals can include the creation of an office, if and when funding sources are secured. Many associations find that the use of a postal box and the Internet work for organizing and supporting a professional network.

7. *Professional Certification or Accreditation*

As a professional association matures, its members may decide to move towards becoming an *accreditation body* in addition to providing member services. *Accreditation* creates recognition that an individual has reached a certain level of professional standards in their field. Credentials may be earned through formalized education or through completing an examination, created and administered by an accreditation body, following a few years of professional practice. Accreditation creates a *recognized standard* of practice and professional code of adherence. The Canadian Institute of Planners provides an example of an accreditation body that has highly rigorous application process for a professional certification that is recognized nationally in Canada. Information on this accreditation body is available at: <http://www.cip-icu.ca>. While it is not necessary for a professional association to become an accreditation body, it can be part of a natural progression after an association has existed for a few decades, and earns a reputation. National recognition

can occur as the association gains more members. For example, in Canada and the US membership in the CPHAC and ARC began to become compared with accreditation as experts associated membership with professional qualifications.

There are other examples of associations offering professional accreditation. According to ENCORE, a European accreditation body for cultural heritage practitioners, over the last fifty years it has become increasingly evident that the conservation of cultural heritage requires specific training programs. ENCORE was founded in 1997 with the main objective to promote research and education in the field of cultural heritage. If the members of *Bosna i Hercegovina Nostra* decide to eventually pursue development of an accreditation program, the resources available through ENCORE could greatly inform this endeavor. Further information on accreditation and professional guidelines in Europe is available at: <http://www.encore-edu.org/encore/AboutENCORE.html>.

8. *Potential Partnerships with International Organizations*

Appendix 5 provides a list of national and international organizations and website forums which *Bosna i Hercegovina Nostra* can use as a resource during the creation of the association. These organizations can also serve as a list of potential partner organizations.

Active membership in the International Council on Monuments and Sites (ICOMOS) in a partnership that could greatly inform the monitoring of Annex 8 implementation. ICOMOS is an international, non-governmental organization dedicated to the conservation of the world's historic monuments and sites. The organization was founded in 1965 as a result of the international adoption of the Charter for the Conservation and Restoration of Monuments and Sites, or the Venice Charter. Today the organization has National Committees in over 80 countries. ICOMOS seeks to establish international standards for the preservation, restoration, and management of the cultural environment. These standards and frameworks are available on the web and could be drawn upon for the implementation of international standards of practice

in Bosnia-Herzegovina. The website can be found at:
<http://www.icomos.org/about.html>.

9. Common Themes

As with the case of ICOMOS, a number of national and international associations which are dedicated to cultural heritage draw their influence and standards from the Venice Charter. The Venice Charter is an International Charter for the Conservation and Restoration of Monuments and Sites. The Charter serves as a grounding force, and represents international standards which are adhered to by professionals throughout the world. The founders of *Bosnia i Herzegovina Nostra* should review this Charter to determine whether or not the association would like to endorse it as a code for their own work. While there are many international charters created through UNESCO and various other international bodies on the topic of archeological excavation, historical restoration, preservation of cultural property etc., the Venice Charter is in many ways directly applicable to the mandate of Annex 8. Adhering to its code and promoting its principles would offer a strong basis of creating professional standards which would be common to the wide range of professions which will make up *Bosna i Herzegovina Nostra*. It would also be reflective of other international associations dedicated to the protection of national monuments and cultural heritage sites. Information on the Venice Charter is available through the ICOMOS website at: http://www.international.icomos.org/e_venice.htm.

10. Conclusions

The possibilities and methods to move towards creating a professional association are as varied as the ideas and skills of the members involved. It is important to allow an association to grow and mature over time to ensure that it is stable and sustainable for the long term. Creating a loose, broad network of professionals from the wide range of cultural heritage occupations who adhere to a professional code of conduct will provide a sound foundation for membership. Students and interested community members may also contribute to such an association through special membership and

participation options aimed at reaching a wide audience of cultural heritage *aficionados*.

The development of an association in itself can be a rewarding professional and personal endeavor. Dedicating time and skill towards creating an association can foster new relationships between professions and professionals, and heightens public awareness about the valuable resource of cultural heritage.

As an association grows, it will be deeply influenced by its membership and committees. Advocacy and lobbying initiatives ebb and flow over time as priorities change and needs are determined. A flexible and fluid structure and approach can ensure that an association can continually respond to changes needs and interests. The prestige of an organization will increase as members commit to a professional code of conduct and continue to provide outreach to universities and communities.

It is clear that cultural heritage in BiH is important, as can be seen from the work of the Annex 8 Commission, the museum community, the Institutes for the Preservation of heritage, and related civil society efforts. A state-wide cultural heritage association can serve as an umbrella framework linking all of these disparate efforts and activities. By bringing together interested professionals from a number of relevant disciplines, an association can provide power in numbers, and create a louder and more effective lobbying voice capable of forcing change in government policies. By learning from the experiences of other successful cultural heritage associations and adopting their best practices, *Bosna i Hercegovina Nostra* can truly become an organization of its members and for its members, and help to protect, preserve and promote cultural heritage in Bosnia and Herzegovina.

Appendix 1: CAPHC Code of Professional Conduct and Ethics

The following is an example of a Code of Professional Conduct, from the Canadian Association of Professional Heritage Consultants.

Source: CAPHC Website at: http://www.caphc.ca/code_of_conduct.asp)

The Canadian Association of Professional Heritage Consultants, hereafter referred to as the "Association", has several objectives in establishing a code of professional conduct and ethics, notably:

- the establishment of guidelines for members to follow when conducting their professional affairs;
- the establishment of a set of standards to which members must comply;
- ensuring that the interests of the public in general and the clients in particular will be properly served by any member of the Association.

This Code of Conduct addresses:

A. Qualifications

Members must be qualified to perform the work which they accept. Qualifications may include academic training and/or knowledge and skills gained through practical experience and continuing education. Accordingly members shall wherever possible:

- become informed on all previous research on a project and will develop an appropriate methodology which meets the objectives of the project and satisfies prevailing heritage conservation and planning principles.
- ensure that adequate staff, resources, and support facilities are provided to carry out the project.
- recommend that other professionals will be retained whenever additional special knowledge or skills are required by the client.

B. Professionalism

Members shall conduct themselves in such a manner as to uphold the reputation of the Association and of the heritage consulting profession. In particular members shall:

- not undertake any duty or task, or carry out any other instruction from a client or employer that involve making statements either in written or verbal form purporting to be their own, but which are contrary to their own bona fide professional opinion;
- not sign or otherwise associate themselves with any letter, document, report or verbal statement that the member knows to contain false or misleading information;
- only provide a professional opinion after being as fully informed as might reasonably be expected;
- regard as confidential all information gathered as part of an assignment and will not take personal, financial or other advantage of this information nor allow others to take advantage of this information;
- render or perform services based on adequate research and preparation and will not neglect services that they have agreed to perform;

- not serve two or more competing clients without the prior knowledge and consent of all parties;
- only undertake assignments when the anticipated result will be of benefit to the client;
- not maliciously or falsely injure the professional reputation, prospects or practice or another member but may without fear or favor bring before the appropriate body of the Association any case of unprofessional, dishonest or unethical conduct;
- not attempt to displace a competing member consultant after that member has been engaged by the client;
- not engage in any illegal or unethical conduct involving the practice of heritage conservation;
- not accept remuneration or benefit from an outside party in connection with a client's project without the client's knowledge and written consent;
- not pay or accept commissions in securing professional work;
- avoid or disclose any conflict of interest which might influence the performance of their work for an employer or client;
- refuse to comply with any request or demand of an employer or client which is contrary to the Association's Code of Professional Conduct and Ethics.

C. Responsibility towards the public, clients, employers, and CAPHC Members

It is important that members shall at all times conduct themselves with courtesy, honesty and good faith in the practice of heritage conservation whether employed in the public or private sectors or when serving as a volunteer.

In particular, members shall:

- uphold the objectives of the Venice Charter and other nationally or provincially recognized statements of heritage conservation principles;
- actively support the conservation of material heritage wherever it is warranted;
- at all possible times enhance public regard for the heritage consulting profession;
- ensure that they do not adopt any method of obtaining business which will reflect poorly on the public image of the profession;
- enhance the effectiveness of heritage consulting through the exchange of information and experience;
- practice good employee relations;
- give appropriate credit for work done by others;
- endeavor to advance the development of juniors and employees;
- respect the interests of the employer or client insofar as it is consistent with the public welfare and the Association's code of conduct and shall regard as confidential all information obtained about the financial affairs, technical methods or any other matters pertaining to the client's or employer's business.

D. Proposals and Fees

Members employed either in the public or private sectors must try to ensure at all times that heritage conservation consulting is carried out in a financially responsible manner. Those members in the private sector shall:

- charge an appropriate fee for their services taking into account factors such as the nature of services, ability and reputation, degree of responsibility, and assumed benefit to the client;
- not agree to undertake work for fees that are less than reasonable;
- agree on fees or the basis of the calculation of fees prior to providing heritage consulting services;
- try to ensure at all times that the client receives a written proposal outlining the objectives, scope and fee for the proposed work;
- before submitting a proposal confer with the prospective client and gain a clear understanding of the scope of work, the issues or other matters that may arise during the course of such work and the anticipated benefits at completion of the work.

It is incumbent on those members employed by a public body or agency to ensure that where Association members are retained to provide heritage conservation consulting services the above matters are adhered to wherever possible.

E. Disciplinary Procedures

- The duty of investigating any alleged breach of the Association's Code of Professional Conduct and Ethics shall be vested in the Professional Conduct and Ethics Committee, hereinafter referred to as the Committee.
- If the Committee considers that an alleged breach of conduct requires investigation, particulars of the alleged breach of the Code or other alleged unprofessional conduct shall be sent in writing to the member concerned with a request for the member's observations.
- The Committee shall not proceed with its investigation until the member's observations have been received and considered or a period of sixty days has elapsed without written response from the member.
- Without prejudice to the member's rights or the Committee's duty the Committee may invite the member concerned to discuss the matter informally with the Committee at this stage.
- The Committee shall not recommend any disciplinary action to the Board of Directors without first notifying the member concerned of the recommended course of action, with the reasons for such action. Within a period of sixty days from the date of notification the member may make written representations to the Committee or appear before the Committee in person or through an representative that the member may choose.
- When its investigation is complete and subject to the preceding paragraph the Committee shall report to the Board of Directors and may recommend disciplinary action within the powers of the Board as set out in the following paragraph.

If the Board is satisfied on a report from the Committee that a breach of the Code of Conduct or other unprofessional conduct has been proved the Board may:

- warn the member as to their future conduct;
- reprimand the member;
- suspend the member from membership of the Association for such period as the Board may determine; or
- terminate the member's membership of the Association.

The Board's decision shall be conveyed in writing to the member and shall be considered final.

Appendix 2: Membership Guidelines

The following is an example of membership guidelines from the Canadian Association of Professional Heritage Consultants.

Selected from the CAPHC website: http://www.caphc.ca/membership_categories.asp

Professional

Professional membership provides the right to vote in all matters of the association, to be elected to office, and to receive all membership benefits. A person may apply for Professional membership in two ways:

1. An undergraduate degree and five (5) years relevant heritage work experience or a graduate degree and three (3) years of relevant heritage work experience. The degree should be in a field allied to the planning, preservation, wise use and/or better understanding of heritage resources such as:

- Architecture;
- Planning;
- Archaeology/Anthropology;
- Social Sciences (History, Geography);
- Museum Studies;
- Archival Science.

Other educational experience will be considered upon written application.

2. Demonstrated experience in heritage conservation gained through eight years of employment in heritage conservation and currently employed in that field.

Intern

A person may apply as an Intern Member during the period in which one is acquiring relevant experience to become eligible for Professional Membership. Intern Members have no voting privileges and cannot stand for elected office. Intern Membership can be held for a maximum of five years after which the member renews as a Professional Member or is removed from the membership rolls.

(Note: The “Intern member” category falls between the “Student” and “Professional” categories, offering a membership option for young professionals. There are examples of other associations where this option is titled, “Associate Member.”)

Student

Student Membership is available for those that are taking courses directed towards a future career in heritage consulting or preservation. A person may be a Student Member while in a full time academic program.

(Note: In some cases student members do not have voting powers, and cannot stand for office. This can vary from association to association.)

Inactive (a former "Professional Member")

This category is for people who are eligible for, or have been, Professional Members but are currently inactive in the field or unemployed. Inactive Members must meet all membership criteria that pertain to Professional Members. An Inactive Member has no voting privileges and cannot stand for elected office. Unless retired, a person can only retain Inactive Membership for a maximum of five years after which the member is removed from the membership roll, or renews as a Professional Member.

Subscriber

This category is open to individuals or institutions that would like to receive information but cannot be, or do not wish to be, Professional Members. This category provides no professional status and no involvement in the operation of the Association. A Subscribing member cannot vote or hold an elected office in the Association.

(Note: This is an example of a membership option for the broad public interested in cultural heritage, but not employed in the field as a professional. This option can be used to integrate civil society and the larger community into the association.)

Retired

This category is for people who are eligible for, or have been, Professional Members but are retired. Retired Members must meet all membership criteria that pertain to Professional Members. A Retired Member has full voting privileges, can serve on the Board, but cannot serve as President or vice-president. The Retired member will be listed in the Directory (hard copy and Web), but will not be listed with Specialties and Specialty Descriptions.

Appendix 3: Examples of Member Services Offered by the American Cultural Resources Association

The following is an example of membership services from the American Cultural Resources Association.

Selected from the American Cultural Resources Association website: <http://www.acra-crm.org/index.html>

National Focal Point For Cultural Resource Management (CRM) Issues

ACRA provides a national forum to meet and discuss issues of mutual concern for providers and users of professional CRM consulting services. We fund and maintain a public e-mail listserver, ACRA-L, and we organize panels and workshops at our annual conferences where leaders in government and various client industries are invited to present their viewpoints and to learn about the needs of our industry. Our newsletter, ACRA Edition, also provides a channel of information between our members and our clients.

CRM Business Members

While ACRA has associate memberships and strives to communicate CRM issues and needs to regulatory agencies and our clients, we are made up of for-profit firms involved in the day-to-day business of cultural resource consulting. This provides us with a focus and ability to give our members what they need to improve their businesses. Our efforts are not fragmented by trying to be all things to all people.

Networking Opportunities

Our members tell us that the most important benefit of membership is the ability to network with members across the country who have similar issues and points of view. Among these networking benefits are:

One on One Access to Successful CRM Practitioners

Our annual conferences encourage communications with the most successful CRM firm owners in the country who believe it is in their best interests to promote professionalism and who are willing to share their experience and expertise.

Teaming

ACRA members quickly learn that the annual conference and the private ACRA e-mail list, MembersOnly, provide opportunities to interact with members from other regions or with differing disciplines. These contacts can translate into teaming arrangements on federal nationwide contracts and large multidisciplinary projects.

Mentoring Newcomers

ACRA encourages members to hire subconsultants who are ACRA members. This provides opportunities for those just starting out in consulting to learn about basic business issues from members who have a mutual interest in a job well done.

Best Practices

ACRA members try to lead by example. Annual conferences provide an opportunity to learn what others are doing, what is successful, what is not, and what is new and effective in CRM technology and practice. Our workshops at various conferences, the members area of our website, and our newsletter provide information on what others are doing to improve their businesses and give their clients better quality services.

Policy Making

ACRA provides a single voice for the CRM industry at the national level. By joining ACRA you can make your voice heard by federal agencies, Congress, and other preservation organizations. These federal agencies have included the ACHP, the FCC, the DoL, and the NPS, among others. ACRA has successfully dealt with Congress and federal agencies in cooperation with other preservation organizations - to protect Section 106 and funding sources for federal programs; to represent the industry's point of view on labor, contracting, and preservation issues and regulations; and to support initiatives of interest to the public. Our government relations specialist and our active, goal-oriented committees keep our members informed of important issues.

Learning

Our members also tell us that what they learn by interacting with other members and from our various information outlets, gives them a sense of perspective, knowledge, and confidence in that knowledge, that allows them to make better business decisions.

Up To Date Information

Our password protected member website, member e-mail list, newsletter, and our online government relations updates keep members up to date on issues of concern. During crises, we keep our members in the loop and provide them with information they can rely on to make decisions about their businesses and to take an informed stand on the issues.

Knowledge of Nationwide Trends

ACRA conducts periodic polls of its members to detect trends in the industry on the topics of salaries, business climate, and what other companies are doing to compete and to improve their market position.

Appendix 4: Examples of Strategic Plans for Committees

The following provides 2 examples of strategic plans developed by the Association of Canadian Archivists (ACA).

(Selected from the ACA website: http://archivists.ca/official_com/strategic.htm)

1. Strategic Plan for the Standing Committee on Publications

ACA Visions related to Publications

- In achieving (its) vision, the ACA will provide strong and diversified professional leadership and support through open communication.
- In support of its role in education the Publication Committee also responds to the mission of the ACA " to provide strong and diversified professional leadership by developing, supporting, promoting and, where appropriate, delivering educational and training opportunities, tools and materials that are responsive to the Canadian archival community."

ACA Publications Committee Mandate

The mandate of the ACA Publications Committee is to carry out the vision of the Association by:

- Producing *Archivaria*, the ACA Bulletin, the ACA Website and the Membership Directory on a timely schedule, at a cost effective price and in a professional manner
- Selecting appropriate monographs and other one-time publications from those offered to them for publication and then guiding them through the appropriate means.

A. Goals, 2001-2004

2001-2002

- Continue work on the Website (development and investigation of other uses of website)
- Two issues of *Archivaria*
- 6 issues of the Bulletin
- Complete the work on the Taylor Book
- Investigate and report on possibility of a third "web-based publication" (dissemination of practical information)

2002-2003

- Continue development of the Website
- Two issues of *Archivaria*
- 6 issues of the Bulletin
- Continue development on third "web-based publication"

- Occasional publication if offered
- Assist Education Committee to web publish CAIN information resource research

2003-2004

- Continue development of the Website
- Two issues of Archivaria
- 6 issues of the Bulletin
- Continue development on third "web-based publication"
- Occasional publication if offered
- Assist Education Committee to web publish CAIN information resource research

2. Strategic Plan for the Standing Committee on Advocacy

ACA Vision on Advocacy

"The mission of the ACA is to provide strong and diversified professional leadership on behalf of the Canadian archival community by undertaking timely representation initiatives on national and international professional and institutional issues concerning the preservation and use of recorded information."

ACA Advocacy Committee Mandate

The Advocacy Committee is responsible for recommending to the Board of Directors areas of public policy in which the Corporation should intervene; for investigating and developing programmes for advocating the positions of the Corporation on public policy issues; for maintaining strong relationships with like-minded organizations in the field of advocacy; and for providing related information and support to members.

2001-2002

- Represent the needs of Canadian Archivists to the Federal Government
- Lobby efforts re: 1911 Census
- Lobby efforts re: CAIN
- Represent the needs of Canadian Archivists to International Community
- Participate in UNESCO Sub-Commission on Culture, Communication and Information
- Represent the needs of Canadian Archivists to Private Sector and NGOs
- React to specific issues as they arise
- Represent the needs of Canadian Archivists to other Professional Communities
- Participate in IRMC (Information Resource Management Community)

2002-2003

- Represent the needs of Canadian Archivists to the Federal Government
- Lobby efforts re: 1911 Census
- Lobby efforts re: CAIN
- React to specific issues as they arise
- Represent the needs of Canadian Archivists to International Community
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- Represent the needs of Canadian Archivists to other Professional Communities
- Participate in IRMC (Information Resource Management Community)
- React to specific issues as they arise

2003-2004

- Represent the needs of Canadian Archivists to the Federal Government
- Lobby efforts re: 1911 Census
- Lobby efforts re: CAIN
- React to specific issues as they arise
- Represent the needs of Canadian Archivists to International Community
- Participate in UNESCO Sub-Commission on Culture, Communication and Information
- React to specific issues as they arise
- Represent the needs of Canadian Archivists to Private Sector and NGOs
- React to specific issues as they arise
- Represent the needs of Canadian Archivists to other Professional Communities
- Participate in IRMC (Information Resource Management Community)
- React to specific issues as they arise

(For a review of additional plans for the Standing Committees on Education, Public Awareness, Finance, Nominations, Elections and Awards, Membership, Constitutional Review and Ethics, please consult the website for the Association of Canadian Archivists at http://archivists.ca/official_com/strategic.htm.)

Appendix 5: List of General Resources

This reference list provides mandate summaries and web site addresses for a variety of different associations representing various fields and disciplines of cultural heritage. The majority of these sites are in English. However, they provide a starting point for additional research into other associations located throughout the globe.

CULTIVATE, A European Cultural Heritage Network

CULTIVATE links memory and heritage organizations across Europe and Israel. CULTIVATE provides a single point of information to the European Commission's cultural heritage research activities and to national and regional research programmes in these countries.

<http://www.cultivate-eu.org/>

The Culture Machine

Website dedicated to generating research in culture and theory. The main page has links to the site's E-Journal, user manual and editorial. The E-Journal has editorials, discussion groups, feedback opportunities and links.

<http://culturemachine.tees.ac.uk/>

Consortium for the Interchange of Museum Information (CIMI)

CIMI's goal is to find the best means for cultural heritage to be disseminated in the electronic realm and suggests ways of testing these options in real word settings. Findings and examples are provided.

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

CTheory, International Journal of Theory, Technology and Culture

CTHEORY publishes articles, interviews, event-scenes and reviews of key books. Site includes articles, event-scenes, responses and comments from readers, reviews, tech flash, 30 cyber-days, and global algorithm.

<http://www.ctheory.net/default.asp>

Culture, Heritage and UNESCO (United Nations Educational, Scientific and Cultural Organization)

The website has a significant amount of cultural information for and about many nations. Reports on culture and development, tangible and intangible cultural heritage, events, publications, training opportunities and more are available.

<http://www.unesco.org/culture/heritage/>

Cultural Heritage Search Engine

Users can search by topic or keywords and have the option to search the Internet or just a particular web site. The site is in Italian and English.

<http://www.culturalheritage.net/>

EUROCARE

EUROCARE: Eureka Project EU 140. From the site: "The objective of EUROCARE is the conservation, restoration and maintenance of our cultural heritage and the built environment in general. EUROCARE aims at the development of new materials, technologies, infrastructures and standards in order to increase the service life and decrease the yearly life cycle costs of Europe's historic and present day material structures.

<http://www.univie.ac.at/bit/eureka/eurocare/euroc.htm>

ENCoRE

ENCoRE was founded in 1997 with the main objective to promote research and education in the field of cultural heritage, based on the directions and recommendations given in the Professional Guidelines of the European Confederation of Conservator-Restorers Organization (E.C.C.O.) and the Document of Pavia of October 1997. Currently ENCoRE has 26 full members and 5 associate members from among the leading conservation-restoration study programmes in Europe. In addition, 17 leading institutions and organisations working in the field of cultural heritage protection and research are partners of the network.

<http://www.encore-edu.org/encore/AboutENCoRE.html>

Conservare nv

Conservare nv was set up in 1992 to organize border-crossing heritage initiatives in Europe (conferences, trade shows, international meetings, etc.) A recent initiative offers Internet support to heritage organizations, museums, preservation trusts, and other organizations.

<http://www.conservare.be/index.htm>

European Heritage Forum

The European Forum offers a website where different actors in the field of cultural heritage can network, exchange information, and announce their activities and initiatives. It supports an Internet project which aims exclusively at persons, institutes and organizations occupied with the preservation, the maintenance and the restoration of cultural heritage, and with its presentation and interpretation.

<http://eur-heritage.com/index.htm>

Europa Nostra

Europa Nostra is a pan-European federation of more than 200 non-governmental heritage organizations, which in turn represent millions of citizens throughout our European continent. The goals of Europa Nostra are to raise public awareness of cultural heritage, provide a forum for the exchange of ideas, coordinate campaigns and initiatives, advise of policy issues, and to generally raise the profile of cultural heritage as a resource.

<http://www.europanostra.org>

European Confederation of Conservator-Restorers' Organizations: ECCO

(From the website): "As Europe moves towards social and economic unity, a growing appreciation of its common cultural heritage has emerged. Europeans are showing increasing interest in their rich

artistic and material legacy and are committed to protecting and preserving it. Recognizing their paramount role in safeguarding the common cultural property of Europe, professional conservator-restorers' organizations from the European Union and the European Free Trade Association have come together to form the European Confederation of Conservator-Restorers' Organizations (E.C.C.O.).”

<http://palimpsest.stanford.edu/byorg/ecco/>

Expert Centre for Cultural Heritage Conservation

From the site: "Das Expert-Center für Denkmalpflege ist eine interdisziplinäre Beratungs- und Forschungsstelle für naturwissenschaftliche und technologische Fragen der Konservierung von Baudenkmalern und ihrer Ausstattung."

<http://www.expert-center.ch/de/index.html>

Heritage Canada Foundation

This website offers a comprehensive list of and links to public and private national, provincial, and municipal associations operating in the field of cultural heritage in Canada. International organizations are also cited.

<http://www.heritagecanada.org/eng.links/general.html>

Heritage Conservation Network

The Heritage Conservation Network is a non-profit organization promoting the conservation of historic architecture and sites. Hands-on preservation workshops are held at sites around the world selected to offer a variety of locations and building types. Workshop participants have the opportunity to work with and learn from experts in the field of heritage conservation, as well as join an international network of people working to conserve historic structures and sites.

<http://www.heritageconservation.net>

International Council on Monuments and Sites

ICOMOS is an international, non-governmental organization dedicated to the conservation of the world's historic monuments and sites. The organization was founded in 1965, as a result of the international adoption of the Charter for the Conservation and Restoration of Monuments and Sites in Venice the year before. Today the organization has National Committees in over 80 countries.

<http://www.icomos.org/about.html>

International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)

Information, education, research, consultancy and training courses with respect to the conservation of the World's cultural heritage.

<http://www.iccrom.org>

International Council on Museums

ICOM-CC comprises more than 1200 people from every continent concerned with the museum world and with the preservation, conservation and restoration of objects of historic and artistic significance.

ICOM-CC provides a framework within which conservation specialists can meet and work on an interdisciplinary level.

http://www.natmus.min.dk/cons/icom_cc/

International Institute of Social History (IHS)

IHS offers a monthly news service, links to interesting articles on news, events, and collections.

<http://www.iisg.nl/>

Internet Strategies for Small Museums

The site is a resource for museums and cultural institutions trying to develop or enhance a web presence.

<http://www.leelanauhistory.org/strategies/>

Museum Stuff for Professional Development, Resources

This website offers a variety of professional resources on many topics, including: association information, books/publications/journals, conservation, consultants, collections management, curatorial resources, databases for museums, disaster preparedness, discussion lists, educators resources, exhibit design and development, funding and grants, museum news, museums on the web, research tools, web design and promotion.

<http://www.museumstuff.com/professional/index.html>

Museum Computer Network

Includes special interest forum discussion on topics such as the Internet, small museums, standards, digital imaging, intellectual property. The site supports cooperative efforts that enable museums to be more effective at creating and disseminating cultural and scientific knowledge as represented by their collections and related documentation.

<http://www.mcn.edu/>

The National Initiative for Networked Cultural Heritage (NINCH)

NINCH is a diverse nonprofit coalition of arts, humanities and social science organizations created to assure leadership from the cultural community in the evolution of the digital environment.

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

Organization of World Heritage Cities

An international non-profit, non-governmental organization, the Organization of World Heritage Cities (OWHC) was created to assist member cities adapt and improve their management methods in relation to the specific requirements or having a site included on the UNESCO World Heritage List.

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

Research Libraries Group Cultural Materials Initiative

RLG works to improve access to primary sources and cultural materials—those rare and often unique works held largely by institutions for education and research such as RLG's members. In the Cultural

Materials Initiative, the organization has applied collective experience and capabilities to creating a Web-based, integrated collection of electronic representations of such materials.

<http://www.rlg.org/culturalres/index.html>

World Monuments Fund

The World Monuments Fund is a New York-based non-profit dedicated to preserving and protecting endangered works of historic art and architecture around the world. The World Monuments Watch, a program of World Monuments Fund, issues the List of the *100 Most Endangered Sites* every other year.

<http://wmf.org/>