EC
MA NDRYSHE

Kosovo Cultural Diplomacy Strategy

2027–2031

Cultural relationships and public value

English edition

27
31

Reading the atlas

A proposal for fair cultural relationships, built around two bounded pilots.

Executive summary 3

1 Existing provision and the strategic choice 4

2 Cross country comparison 6

3 Culture as a bridge 9

4 Vision and principles 12

5 Strategic objectives 13

6 Delivery and governance 14

7 Pilot specifications and resources 17

8 Results and accountability 23

9 Consultation and adoption 25

Annex A Action and accountability framework 26

Annex B Measurement framework 38

Annex C Updated context and evidence notes 42

References and source notes 45

THE DECISION

Consult and appraise. Adoption, finance and delivery require separate decisions.

CULTURE / CONNECTION / CONTINUITY

Executive summary

From cultural encounters to fair, continuing work.

EC Ma Ndryshe proposes a cultural diplomacy strategy that strengthens Kosovo's existing international relationships and helps them lead to further shared work. Culture has intrinsic artistic and public value. It also creates connections with learning, civic dialogue, professional opportunity and heritage stewardship. The public role is to make those connections possible on fair terms while protecting independent expression.

Kosovo already has Culture Weeks, international showcases, translation and residency programmes, heritage collaborations, diaspora engagement and public cultural directories. The strategy therefore begins with the services already available. New support must identify the precise barrier it removes and avoid financing the same cost twice. The researched mechanisms are proposed improvements; none is certified as never previously tried in Kosovo.

The first programme would appraise two bounded pilots. Rights-to-readers support would connect paid translation samples and rights checks to publisher agreements and verified publication. A post-showcase booking service would help practitioners resolve contracting, technical and access barriers after credible presenter interest. Existing organisations provide possible routes, but no organisation named here has agreed to deliver the proposal.

First-phase proposal	Practical offer	Evidence of progress
Rights to readers	Up to eight preparation places; up to four conditional publication-stage awards	Signed rights agreements, publication, fees paid and further acquisition
Further paid bookings	Up to ten preparation cases; up to five conditional adaptation awards	Completed engagements, artist fees received and repeat presenters

These limits are author-designed capacity scenarios, not proven demand or promised outcomes. Indicative gross planning envelopes are €50,050 and €47,080 respectively: €97,130 across up to 24 months, including reserves. They are assumptions for appraisal, not quotations, approved allocations, an annual budget or the full cost of the strategy. Common institutional functions require separately confirmed staff and resources.

The twenty action records provide safeguards, enabling functions and conditional later options. The default is to use existing institutions, information services and cultural platforms. A new council, portal, festival or diplomatic post is not a first-phase commitment. Independent review would examine fair payment, additional value, partner experience, costs and completed work before expansion.

The decision sought is a public consultation and legal, operational and fiscal appraisal of this proposal. Adoption, financing and partner participation require their own decisions. The evidence combines dated programme records, comparative evaluations and the latest inspected KAS cultural statistics. It does not establish that cultural activity causes diplomatic recognition or national changes in trust.

THE DECISION

Consult and appraise. Adoption, finance and delivery require separate decisions.

CULTURE / CONNECTION / CONTINUITY

1 Existing provision and the strategic choice

CONNECT WHAT EXISTS

Start with an uncovered barrier, not a new programme name.

EXISTING PROVISION / SELECTED EXAMPLES

- **Hosting** — Theatre Showcase
- **Literary exchange** — READ / TRADUKI
- **Shared production** — KCC / Reconnection
- **Residencies** — Autostrada
- **Discovery** — ThisIsKosova.Art
- **Diaspora** — Citizen Diplomacy

Precedents, not a census or confirmed delivery partnerships. [K01–K31]

Source: selected Kosovo precedents in Chapter 1 and K01–K31. Past provision is not proof of current availability or sufficient access.

An established ecosystem, unevenly documented

Kosovo's international cultural relationships do not begin with this strategy. Public institutions, independent organisations, artists, publishers and diaspora professionals already organise exchanges, host international partners and circulate work. The policy question is which missing support would allow those relationships to produce more equitable, sustained and useful results. A new programme should therefore begin with existing provision and a demonstrated limitation, rather than assume that a familiar activity is absent.

Kosova Culture Week is a direct public precedent. Its Portugal programme in March 2023 brought together the foreign-affairs and culture ministries across Lisbon, Braga and Porto. The Made in Kosova website also lists domestic festivals and Culture Weeks abroad. Some entries are historical: a live website does not establish current delivery or a maintained calendar. These records support coordination and service improvement, rather than treating a new cultural season as an invention. [K01–K02; K30]

Independent cultural actors provide equally important foundations. Kosovo Theatre Showcase has hosted international programmers and professionals; READ organised regional literary cooperation and multilingual support; Reconnection links cultural exchange between Kosovo and Serbia. The Kosovo Cinematography Center (KCC) advertises international film co-production support, while Autostrada's Residency on the Road connected partners in Prizren, Istanbul and Palermo. These mechanisms differ in purpose, resources and duration. Their existence does not establish equal access, sufficient funding or lasting outcomes, but it rules out presenting hosting, translation, co-production and residencies as wholly new to Kosovo. [K09–K13; K15]

Heritage also connects to contemporary creation and community benefit. The independent evaluation of CHwB Kosovo documented Heritage Space's funding and mentoring approach. EC Ma Ndryshe's Filigree beyond Craft combined training with planned paid internships and community dialogue. Such experience is a starting point for an additional international pathway, not a blank slate. Planned internships must remain distinct from verified employment results. [K14; K24]

Connect services before adding structures

The European Commission's participating-country list, version 10 of 15 January 2026, includes Kosovo in Creative Europe's Culture strand and the Creative Europe desks action, not in all programme strands. These routes belong in the service and overlap map. Programme participation does not establish eligibility for every applicant, cost or current call; check the relevant rules before referral or support. [5]

Existing provision includes information and professional engagement. ThisIsKosova.Art publishes populated artist and cultural-space directories and opportunity listings. The Citizen Diplomacy Fellowship provides a formal route for diaspora professionals to work with Kosovo institutions. Any proposed public information service or cultural connector role must explain its specific additional function and avoid competing with these arrangements. Protected programme case records are a separate need from public artist discovery; their existence was not established by this review. [K18–K19; K23; K28–K29]

Governance requires the same discipline. Public cultural funding already has an independent-scene regulatory framework. Kosovo also published a Creative Economy Strategy for 2026–2035 for consultation. Partner accounts disagree about its adoption, and this review did not verify an adoption decision or the Creative Economy Council's operational status. The strategy therefore defaults to existing institutions and named delivery responsibilities, not a new council. Proposed coordination must be assessed against both statutory bodies and developing arrangements. [K03; K22; K25–K27]

A bounded first programme

The first programme would test two mechanisms within this ecosystem. A rights-to-publication pathway would connect paid translation preparation and rights clearance to credible receiving-publisher interest, with later support contingent on an appropriate publication agreement. A post-showcase booking pathway would connect presenter interest to paid preparation and delivery, addressing a specific obstacle such as technical adaptation, contractual readiness or touring coordination. Neither mechanism is certified as never previously tried in Kosovo. Their proposed additionality must be established against existing support before launch.

The remaining action records set out safeguards, enabling services and optional later instruments. They are not twenty simultaneous launches. Each annual decision should specify what proceeds, what is deferred, who is accountable and which existing provision is reused. Expansion should follow evidence of an underserved need and a workable response, rather than the availability of a new programme name.

Evidence proportionate to the decision

Comparable follow-through rates across existing Kosovo programmes are not established by the available records. This limits the case for a new service; it is not evidence that existing relationships failed.

Official cultural employment and attendance statistics provide context; they do not measure cultural diplomacy or demonstrate unmet demand for a particular instrument. The pilots should instead distinguish completed preparation, signed agreements, paid delivery, publication and subsequent partner activity. Unknown outcomes, incomplete follow-up and alternative explanations must remain visible. This desk review identifies precedents and proposed improvements; it is not a national census or stakeholder consultation. Its evidence supports testing better connections, while preserving artistic independence, fair remuneration and the public value of cultural work in Kosovo.

CONNECT WHAT EXISTS

Start with an uncovered barrier, not a new programme name.

2 Cross country comparison

ADAPT THE MECHANISM

Foreign results are evidence to examine, not Kosovo forecasts.

>1,150	34%	16.5pp
Norway / rights sales	Canada / on-time decisions	UK / innovation gap
2019; descriptive	26-week standard	6 months; domestic trial

Different units and designs. No ranking, pooled total or Kosovo forecast.

NORLA 2019 results; Canadian Heritage evaluation summary; Nesta Creative Credits, Table B, p.8 (six-month respondent results). Direct links and full qualifications follow in this chapter. No cross-country ranking. Norway is descriptive; the UK trial concerns domestic firms and does not predict Kosovo outcomes.

International experience helps Kosovo choose how to support cultural relationships. It does not provide a ready-made national model. Market size, institutional capacity, public resources and political circumstances differ. A large international event may create visibility without securing the next commission, while a modest translation or producing service can help a relationship continue. The relevant comparison is therefore between mechanisms, their observable results and the conditions needed to adapt them.

This chapter distinguishes programme outputs, such as grants and meetings, from outcomes, such as a completed publication, paid booking or continued collaboration. Evidence that an intervention contributed to these outcomes is also different from proof that it caused them. None of the cases below establishes that cultural activity caused diplomatic recognition or a measurable change in Kosovo's international position.

What the evidence shows

Country and mechanism	Observed evidence	Limitation	Implication for Kosovo
Norway: literary preparation, translation and international industry relationships	NORLA reported more than 1,150 foreign rights sales recorded by literary agents in 2019. Its 572 translation grants covered 372 titles. NORLA, 2020	Rights sales and grants are different populations and cannot be added. These records do not isolate the effect of public support.	Connect paid samples, rights clarification and publisher follow-through; assess publication and repeat acquisition separately from fair attendance.
Canada: creative export support and market access	The evaluation reports over CAD 83 million in funded-project export revenue. A sample of seven amplification events produced 54 agreements signed or in advanced negotiation. Canadian Heritage, 2023	Most revenue came from three projects; two thirds of funded projects had a cost-benefit ratio below one. Advanced negotiation is not a completed sale.	Verify contract stages and payments; report how benefits are distributed instead of relying on aggregate revenue.

Country and mechanism	Observed evidence	Limitation	Implication for Kosovo
Germany and African partners: TURN/TURN2 artistic cooperation	The evaluation examined 111 project files, surveyed 106 people from 55 projects, and used nine case studies. It found continuing relationships and follow-on work. Syspons, 2023, pp. 3–6	Over 77% of survey respondents came from German organisations. Administrative and payment arrangements could reproduce unequal power; new-network durability remained uncertain.	Fund shared planning and appropriate continuation, with transparent partner payments, authorship and decision rights.
United Kingdom funding; Jordan and Lebanon delivery: heritage skills	Follow-up evaluation reported improved remuneration, promotions and employment opportunities among stonemasonry trainees. Cultural Protection Fund annual report 2023–24, p. 40	The inspected account reports career outcomes without a causal comparison group. Context and professional requirements differ.	Connect existing training to lawful supervised paid work, and examine employment after the course ends.
United Kingdom: Creative Credits	In a randomised trial, product/service innovation at six months was reported by 72.4% of treated firms versus 55.9% of controls; respective respondent counts were 105 and 145. Nesta, Table B p.8 / Table 4.2 p.29	The innovation and sales differences were no longer statistically significant at twelve months. This was a domestic business intervention.	Cross-sector creative commissions merit testing, with funded follow-up; sustained growth or successful international transfer cannot be assumed.
Ireland: international showcases and outcome reporting	Culture Ireland's report form records confirmed bookings, employment duration and booking value. Culture Ireland reporting form	A reporting framework demonstrates what is requested, not what was achieved. No scheme-level causal finding is claimed here.	Separate introductions, offers, signed bookings and completed paid work in the common monitoring record.

ADAPT THE MECHANISM

Foreign results are evidence to examine, not Kosovo forecasts.

Borrow the sequence, not the scale

Norway illustrates why preparation must begin before a major presentation. Its experience supports attention to the route through which a work reaches another language and publishing system. It does not justify copying an expensive national showcase. NORLA placed the Frankfurt initiative's cost at approximately NOK 52 million. The government-commissioned evaluation, undertaken a year after the event, explicitly limited its conclusions to the short term and noted uncertainty over longer-term effects. NORLA project report; official evaluation record, 2020.

For Kosovo, the proposed rights-to-readers pilot would test a much smaller sequence: paid sample preparation, rights checks, a suitable foreign publisher, a signed agreement and verified publication. A translator should be paid for completed work even when a publisher declines. Artistic value and plurality remain selection considerations; sales potential cannot become the sole measure of cultural worth.

Canada supplies a second lesson: support must reach a usable decision in time. Its evaluation found that a 26-week funding decision standard was met in only 34% of cases. A promising opportunity can disappear while an application is processed. Canadian Heritage evaluation. Kosovo's proposed post-showcase service therefore requires a published response timetable, an accountable case owner and a distinction between preparation support and a later contracting decision.

Build on what Kosovo already does

Kosovo Theatre Showcase, organised by Qendra Multimedia, brings programmers and theatre professionals to Kosovo. DokuFest introduced its Short Film Forum in August 2025. Both provide existing routes into international professional relationships; their existence alone does not establish whether contracting, adaptation or follow-up costs are covered. Qendra Multimedia; DokuFest publication. [1] [2]

Translation and literary exchange also have established routes, including TRADUKI residencies involving Qendra Multimedia. The proposed literary pilot must identify an uncovered step rather than repeat an existing award. Regional mobility funding guide, TRADUKI entry. In heritage, EC Ma Ndryshe's Filigree beyond Craft already described training linked to planned paid internships. A future supervised commission would extend that approach, not introduce paid heritage learning for the first time. Filigrani programme account.

Accordingly, the strategy proposes additional functions, not unsupported national-first claims. Before launch, each pilot must compare its eligible costs and beneficiaries with existing provision. Where another instrument already covers the need, referral or an agreed extension is preferable to a parallel scheme. Participation by named organisations remains subject to their agreement and the applicable selection arrangements.

A proportionate first phase

The first phase should appraise only two operational pilots: rights-to-readers support and a shared post-showcase booking service. Both concern a defined step between an existing cultural encounter and a verifiable next opportunity. Their proposed case limits and indicative resources are planning assumptions, not evidence of demand or adopted targets.

Continuation funding with shared authority and cross-sector cultural design commissions remain later options. Their case is strengthened only if initial monitoring and consultation identify a gap. Heritage-to-employment activity should be considered as an extension of existing practice, with the necessary conservation and professional safeguards.

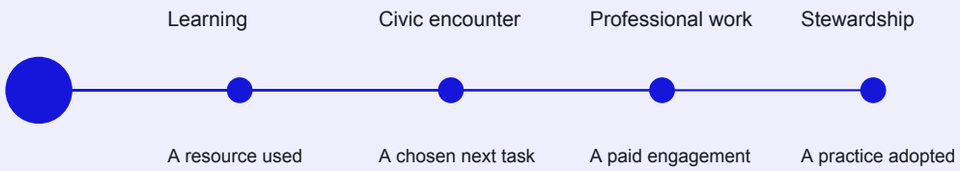
This phased approach gives culture a practical bridging role. Literary cooperation connects authors, translators, editors and readers. Producing support connects cultural work with venues, professional livelihoods and new publics. The test is whether those relationships lead to fair, completed work and remain useful to the people involved. Wider diplomatic value may follow, but requires separate, proportionate evidence rather than an assumption built into every success claim.

ADAPT THE MECHANISM

Foreign results are evidence to examine, not Kosovo forecasts.

3 Culture as a bridge

CULTURE HAS VALUE IN ITS OWN RIGHT



Proposed pathways; continuation is voluntary.

EC Ma Ndryshe proposed framework, based on the evidence and safeguards in Chapter 3. A relationship can end by choice. Artistic value does not depend on commercial or diplomatic results.

A film, performance, book or exhibition has value in its own right. It can also create a setting in which people meet, learn and undertake work together. This strategy treats that possibility as a bridge: cultural activity opens a relationship, and willing partners decide where it leads. An encounter might connect a festival to a school partnership, a residency to research, a translation to a publishing agreement, or heritage practice to conservation expertise. The cultural work remains an authored expression, with its own purpose and freedom.

For Kosovo, the strategic question extends beyond how much culture is presented abroad. It concerns which relationships become possible, who participates, what participants gain and what remains after a funded activity ends. An exhibition without a subsequent partnership can still be an artistic success. An instrument intended to support continuing cooperation must additionally explain how it helps partners reach a jointly chosen next step.

Public institutions can remove barriers, introduce partners and provide dependable support. They cannot require artists to deliver diplomatic recognition, change another government's position or speak for an entire community. The contribution of cultural cooperation depends on wider conditions, including mobility, educational institutions, economic opportunity and political events.

Evidence and existing practice

The British Council's Trust Pays research found associations between cultural engagement, trust and interest in further engagement with the United Kingdom. Its younger, educated respondents were not representative national populations. This historical evidence supports investigating a pathway; it does not supply a causal estimate transferable to Kosovo. British Council, 2012

UNESCO's implementation guidance connects culture and arts with formal, non-formal and informal learning. It provides a policy rationale for cooperation between education and culture, rather than evidence that a particular intervention will work. Its guidance on peace-building also identifies artistic freedom as protection against political manipulation. UNESCO, 2025; UNESCO, 2023

Kosovo already has relevant practice. DokuFest and partners have offered Kosovo–Serbia exchange through How Do I See You?, while its annual reporting describes film education, teacher resources and regional educational partnerships. UNDP documents EU-supported heritage work connecting digital access, local participation and tourism. These are precedents, not inventions of this strategy. Programme descriptions establish activity and intention; they do not by themselves demonstrate lasting changes in trust, learning or income. DokuFest, 2021; DokuFest, 2024, pp.52–53; UNDP, 2024

PARTNERS CHOOSE

Artists are not responsible for diplomatic recognition.

Four practical pathways

These pathways classify the connection supported by an activity. They are not four automatic new funding schemes.

The first phase concentrates on professional opportunity through the two pilots, with reader exchange as a modest additional connection to public encounter. Learning, civic and heritage pathways guide possible later choices; they are not equally resourced first-phase programmes. No result from the pilots should be reported as testing all four pathways.

Pathway	Proposed connection	Result to verify
Learning	Cultural and education partners jointly prepare an accessible resource, pay its authors, test it with educators and agree permitted international reuse	A partner uses the resource, reviews its usefulness and chooses a further joint activity
Civic encounter	Participants undertake a shared cultural task through repeated, facilitated encounters, with language support and voluntary follow-up	A further shared task occurs; confidential feedback records whether participants felt heard and safe
Professional opportunity	Existing showcases, readings or residencies connect to time-limited help with rights, language, technical and contracting barriers	A paid commission, licensed work, completed booking or substantive co-production follows
Heritage stewardship	Competent custodians and international specialists define a practical task with paid local practitioners, permissions and knowledge transfer	A conservation practice is adopted, a useful resource maintained or a practitioner obtains further paid work

A screening does not prove learning. Mixed attendance does not establish reconciliation. An expression of interest is not a completed booking, and digital publication does not prove conservation. These distinctions should govern selection and reporting.

Fund the connection and protect independence

Each supported collaboration has a proportionate relationship plan stating its cultural purpose, existing provision, remaining barrier, each partner’s contribution, chosen next step and follow-up owner. It records fees, language and access requirements, rights, permitted use of contact information and a review date. Reporting requirements are scaled to the activity, not copied from multi-year partnerships.

The cultural lead retains responsibility for artistic decisions. Funding bodies confirm lawful expenditure and fair terms. Missions can introduce partners and maintain contact; they cannot promise another institution's participation or prescribe content. Education, research, municipal and economic-development bodies join where their expertise and authority are relevant. One accountable contact should prevent overlapping approval chains.

Participation must not depend on political agreement or endorsement of a national narrative. Partners can disagree or decline continuation. Minority-language artists and diaspora professionals are not compulsory community spokespersons. Heritage permission concerns a specific lawful use, not blanket endorsement. Unequal resources must not shift unpaid coordination onto the less-resourced partner. Safety concerns require mitigation or a fair exit, while fees already owed and complaint rights remain protected.

PARTNERS CHOOSE

Artists are not responsible for diplomatic recognition.

Examine what follows

The measures for invitations, continuing partner activity, circulation and paid opportunity carry the main reporting. A short relationship record identifies the joint purpose, contributions, next step, status and available evidence. With consent, both partners confirm the result; unknown outcomes remain unknown.

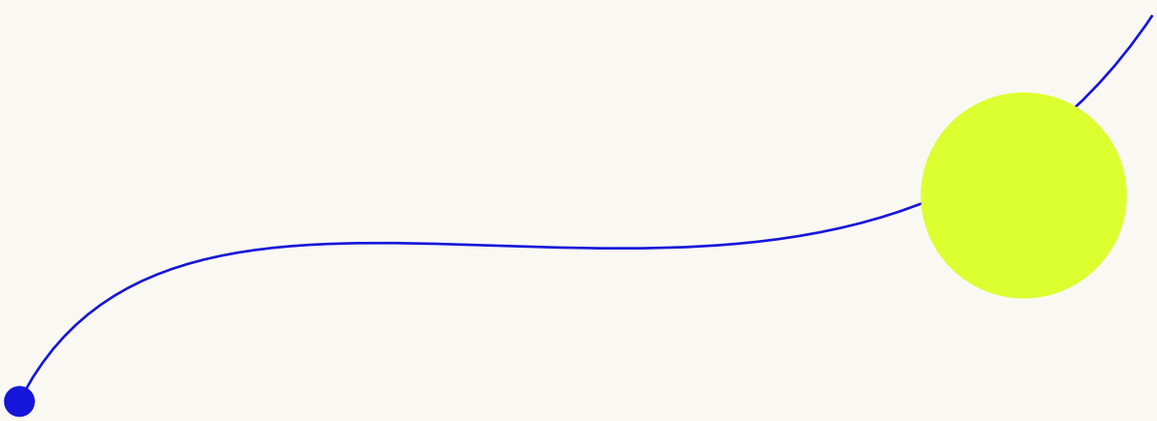
A six-month relationship check, measured from the initial supported encounter, should distinguish the activity, the next step agreed, the next step completed, and relationships ended or outcomes unknown. This light service check is not a pilot continuation decision and does not replace the longer observation windows in Annex B. Voluntary questions can examine whether commitments were honoured, disagreement was possible and partners would choose to work together again. Responses describe particular relationships; they cannot establish national opinion or causal diplomatic impact.

The strategic test is whether cultural cooperation enables meaningful, voluntary and fairly supported relationships. Learning, professional opportunity, stewardship and the ability to work through disagreement are valuable results. Diplomatic value may develop through them, but should never be assumed from publicity or demanded from an artist.

Public diplomacy enters through sustained professional presence, institution-to-institution relationships and access to cultural work for publics in Kosovo and abroad. Missions should prioritise assistance using transparent criteria: genuine partner demand, relevance to the work and language, practical access, existing capacity and a feasible shared next step. They can learn from partner feedback when planning future support. These public purposes do not give missions control over artistic content or make political endorsement a selection condition.

PARTNERS CHOOSE

Artists are not responsible for diplomatic recognition.



4 Vision and principles

By 2031, cultural actors in Kosovo have more equitable opportunities to participate in international cultural life, on fair terms and with artistic freedom, while cultural cooperation contributes to local cultural life and sustained international relationships.

Artistic freedom and public value

Public institutions define lawful purposes and conditions for public finance. Cultural actors retain authorship, and independent peers assess artistic merit against published criteria. Political loyalty, a single national message or a mission's communications preference cannot substitute for cultural judgment. Representation and a one-off presentation may have value; continuation is appropriate where it serves the agreed cultural purpose.

Equitable access and fair work

Language, disability, care responsibilities, location, professional networks and cash flow can affect access to an opportunity. Applicant advice, preparation support, advances where lawful and accessible information address those barriers. Agreed fees, payment dates, safety, care and cancellation arrangements form conditions of supported work. Access costs are delivery requirements rather than penalties in artistic scoring.

Plural expression and rights

The framework includes Albanian, Serbian, Bosnian, Turkish, Romani and other relevant languages, generations and artistic positions. Cultural rights do not depend on a population share. Participation does not require an artist to act as a community spokesperson. Affected rights holders, creators and custodians may hold different views; consultation, legally required permission and collective endorsement are distinct.

Reciprocity and stewardship

Reciprocity rests on shared purpose, agency, contribution and benefit. Contributions can differ in form and need not involve travel in both directions. Heritage cooperation combines current legal authority, conservation, rights, evidence-based interpretation and safe delivery. Specific permissions remain distinct from any political or blanket community veto over artistic expression.

Proportionate accountability

The reporting burden follows the scale and purpose of support. A small translation project requires a different delivery model from a museum loan or multi-year co-production. Common records support lawful payment and learning, while confidential review protects people from retaliation. Rights, safety and fees already owed remain protected when an activity changes or ends.

Term	Meaning in the strategy
Reciprocity	Shared purpose, meaningful agency, contribution and benefit; contributions need not be identical or involve travel in both directions.
Co-production	Documented shared creative or production responsibility.
Readiness	Artistic, partner, legal, rights, language, access and delivery conditions appropriate to the work, rather than a state-approved aesthetic.
Representation	Participation presented as from Kosovo in an official capacity, such as national participation at an exhibition, fair or festival; selection under action 1.4 follows published criteria and applicable law.

FAIR TERMS

Freedom. Access. Rights. Reciprocity. Accountability.

CULTURE / CONNECTION / CONTINUITY

5 Strategic objectives

FIVE OBJECTIVES / TWENTY CONNECTED ACTIONS



Blue: pilot core / dark: enabling or safeguards / lime: later options.

EC Ma Ndryshe proposed action framework. Full responsibilities and safeguards appear in Annex A. Connections show organisation of the proposal, not budget allocation or institutional authority.

Five objectives organise the action framework. Each annual programme should name the specific services it funds and the functions it reuses. The objectives do not authorise twenty separate programmes or assign new legal powers. Annex A identifies the proposed contribution and conditions for each action.

Objective	Actions	Intended change
Coherent public support	1.1–1.4	Existing provision is connected, decisions are traceable and uncovered costs are identified.
Preparation and fair work	2.1–2.4	Practitioners can resolve preparation barriers and receive agreed fees on time.
Plural expression and heritage	3.1–3.4	Language, rights, access and stewardship are integral to delivery.
Reciprocal partnerships	4.1–4.4	Cultural encounters lead to suitable shared work on independently chosen terms.
Continuing professional support	5.1–5.4	Existing mission, information and evidence functions support useful onward relationships.

How the pilots use the action framework

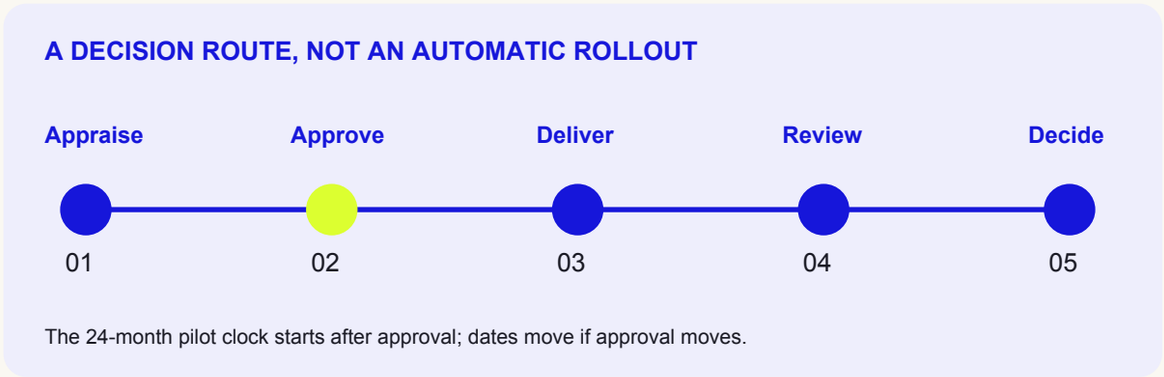
Pilot A uses language and rights support under 2.2. Pilot B connects readiness under 2.1, bounded adaptation under 2.3 and partner follow-through under 4.1. Both pilots apply fair terms under 2.4, plural practice and language access under 3.1 and 3.3, and evidence and follow-up under 5.4. Existing information and mission contacts support both where useful. These are connected functions within the pilots, not independent awards for the same work.

Heritage commissions, cultural seasons, additional residencies, network memberships and paid diaspora connectors remain optional later instruments. Their activation requires an evidenced gap, appropriate authority, willing partners and a separate resource decision. The rights and access principles apply throughout, including where no commercial return is expected.

TWO PILOTS FIRST

Twenty actions describe functions and later options.

6 Delivery and governance



EC Ma Ndryshe proposed sequence, Chapter 6. Stages are schematic, not a proportional time axis. Adoption, financing and willing partners are prerequisites.

Institutional abbreviations used in this proposal are MCT, Ministry of Culture and Tourism; MFAD, Ministry of Foreign Affairs and Diaspora; NAC, National Arts Council; and KAS, Kosovo Agency of Statistics. Source titles retain the institutional names used at publication.

The competent cultural and foreign-affairs bodies designate accountable programme contacts within existing structures. Pilot initiation requires an authorised contracting body, staff capacity and a documented map of existing support. The strategy assigns proposed functions, not statutory powers or staff appointments. Implementation remains subject to the legal instruments in force at adoption. [1; 2; 4; 17; 18]

For each pilot, the initiation decision would name one accountable programme owner within the competent contracting authority. That owner maintains the integrated delivery plan, budget, referral route and review calendar. The action leads in Annex A contribute specified functions; they do not create parallel pilot approval chains. Independent selection and complaint review remain separate from operational ownership. MFAD and missions provide agreed coordination and introductions, while the relevant rights holders, publishers, presenters and contracting bodies sign their own agreements.

Use existing institutions

Coordination should resolve a concrete dependency through a named owner and deadline. The default is no new council or standing secretariat. Existing arts councils retain their applicable roles. Creative-economy arrangements must be checked against an authoritative adoption or establishment decision; conflicting partner accounts are not sufficient evidence that a strategy is adopted or a council operational. [K22; K25–K27]

The competent funding body determines the lawful instrument, selection and contracting route. Independent cultural assessment protects artistic decisions. Finance officers confirm the source and timing of funds. A service owner maintains only the information needed for referral, delivery and learning. Public discovery records and confidential case notes have separate permissions, access and retention rules.

Delivery responsibilities

Function	Responsibility	Boundary
Programme contact	Reconcile provision, workload and annual choices	No authority beyond the applicable mandate

GATES BEFORE DATES

Confirm authority, staff, finance and willing partners.

Function	Responsibility	Boundary
Funding and finance	Confirm instrument, decisions, advances and payments	No double funding or commitment before approval
Independent assessors	Assess quality, access and fit; disclose conflicts	No required national narrative or political endorsement
Intermediary or producer	Deliver the specified pilot service and follow-up	No undisclosed commissions or control over award decisions
Missions and partners	Offer introductions, context and agreed contribution	No assumed participation or artistic control
Independent reviewer	Review complaints and results with protected access	Recusal, confidentiality and statutory remedies preserved

Sequence and decision points

Period	Proposed work	Condition for proceeding
2027 preparation	Map existing support; consult; confirm mandates; reprice scenarios and publish selection and safeguards	Approved route and full financed delivery plan before recruitment
First 24 months after approval	Run one or both pilots within approved capacity; review service at month 12 and completed and pending outcomes at month 24	Fair fees, access, safe delivery and funded observation
2029 onward	Consider continuation after the relevant pilot review; later instruments require sufficient mature evidence and a separate appraisal	Separate appraisal and resource decision; no automatic expansion
2030	Independent strategic review of relevance, equity, outcomes and costs	Publish evidence cutoff, immature cohorts and management response
2031 and closeout	Renew, redesign or close; assign follow-up and archive responsibilities	Protect obligations and fund observation beyond closure where required

Calendar dates assume timely lawful initiation. If approval is delayed, the 24-month pilot clocks move with it; evidence must not be compressed to manufacture mature outcomes before the strategic review. Funding for legal review, administration, access, privacy, complaints and partner follow-up is a prerequisite, not an unfunded voluntary obligation.

The 2027–2031 period is principally a test-and-decide phase. If preparation occupies 2027 and delivery begins in January 2028, a 24-month pilot review falls at the end of 2029 or early 2030. Later instruments may therefore belong mainly in a successor framework. The 2030 review may assess delivery and intermediate results while explicitly reserving judgement on immature 18- and 24-month relationship outcomes.

GATES BEFORE DATES

Confirm authority, staff, finance and willing partners.

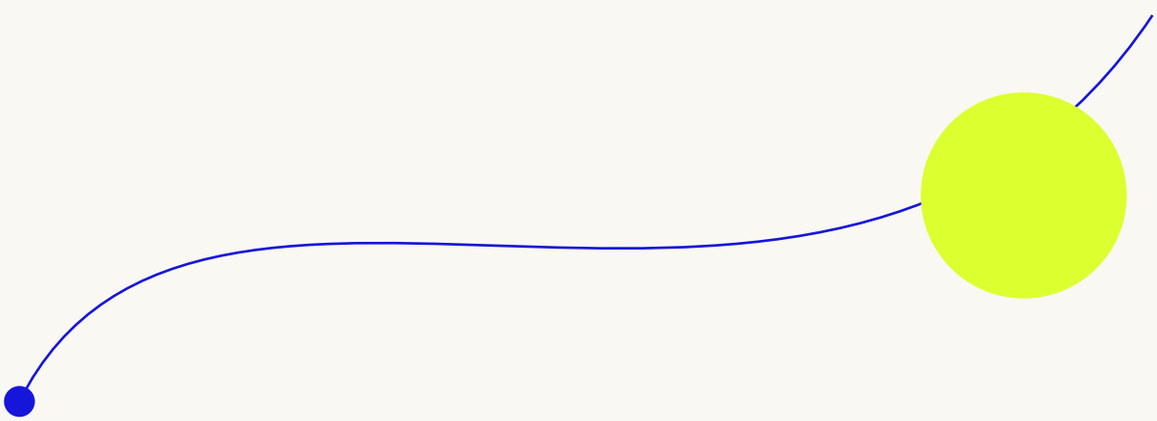
Partner selection and safe delivery

Published criteria should consider cultural purpose, competence, reciprocal contribution, access, rights and feasible delivery. Missions can supply context and introductions; they do not select artistic content. Providers named in the evidence are examples, not sole-source appointments. Applicants outside existing networks need an accessible route to the same assessment.

Each agreement identifies fees, instalments, rights, cancellation, access, care, safety and the responsibility for essential costs. Entry permission and permission for paid activity are distinct and must be checked for the destination. Heritage use additionally requires asset-specific authority, permissions and conservation assessment. Unresolved essential costs or material risks prevent approval of the activity. [16; K16]

GATES BEFORE DATES

Confirm authority, staff, finance and willing partners.



7 Pilot specifications and resources

A Rights to readers — **EUR 50,050**

8 preparation — 4 conditional — Verify + pay

B Further paid bookings — **EUR 47,080**

10 preparation — 5 conditional — Verify + pay

Proposed ceilings, not forecasts. Includes reserves; excludes shared capacity.

EC Ma Ndryshe author assumptions for appraisal. Component calculations and conditions follow in Chapter 7. Capacity ceilings are not conversion forecasts. Costs are illustrative, not quotations, approved funding or the full strategy budget.

APPRAISAL SCENARIOS

EUR 97,130 across up to 24 months. Shared capacity is additional.

The strategy proposes appraisal of two pilots within existing lawful cultural-support arrangements: A, rights-to-readers, and B, post-showcase booking support. Neither is described as Kosovo's first translation, touring or international partnership programme. Their additional feature is a defined service between an established opportunity and verified further work. A documented overlap check, consultation, legal and fiscal appraisal, and approved financing precede launch.

Continuation decisions use five documented tests: an eligible unmet need; a contribution beyond existing support; compliance with fees, rights and access obligations; completed and pending work reported separately; and actual costs reconciled with the approved envelope. The independent review explains how each test supports continuation, redesign or closure. Filling places or spending the budget is not sufficient. Small cohorts require case-level cultural judgement; commercial return alone is not a pass-or-fail test.

An eligible case identifies a concrete opportunity or completed literary work, the barrier to its next step, support already available and the cost or service that remains uncovered. The case record includes the practitioner's account and relevant receiving-partner evidence, including reasons the proposed service may not help. Cases already fully served by another instrument are referred rather than funded again. A pilot with no eligible unmet need does not recruit merely to fill its capacity.

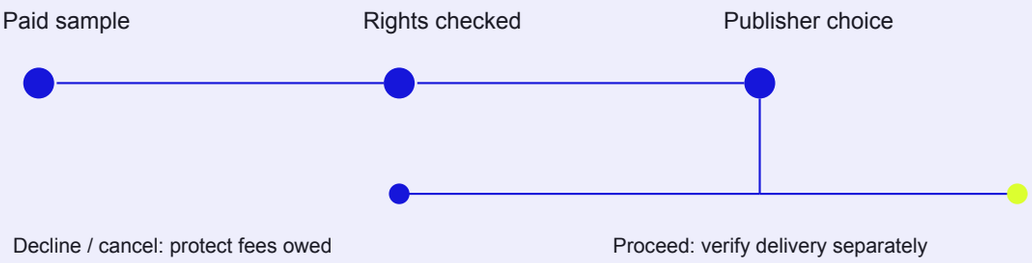
Both pilots retain independent artistic assessment, plural participation, accessible application routes, fair worker terms and protection of rights. Named existing organisations are reference points, not confirmed delivery partners. Public functions proposed below do not transfer or create statutory powers.

The overlap check should examine active eligibility and covered costs, rather than programme names alone. For Pilot A, check TRADUKI, relevant Creative Europe literary circulation support, receiving-country translation funds and any translator-mobility support. For Pilot B, check current Culture Moves Europe, Western Balkans Fund, embassy, festival and industry support. These are instruments to verify, not assertions that a current call is open or that a particular applicant is eligible. Record referrals and uncovered costs before an award.

Pilot A rights-to-readers

Purpose. Test whether coordinated preparation and publisher follow-through help completed literary works reach foreign publication on fair terms. The pilot addresses a possible gap after initial visibility or a translation sample; it does not assume that every work should become a commercial export.

ILLUSTRATIVE CASE / NOT A REPORTED RESULT



Illustrative case, not a reported result: an author enters preparation without a receiving publisher. The translator completes a paid sample; rights and editorial checks follow. If a publisher declines, preparation remains completed and owed fees remain payable. If a suitable publisher agrees, a separately assessed award may support publication. A signed agreement with a later publication date is recorded as pending publication, not as a book delivered.

APPRAISAL SCENARIOS

EUR 97,130 across up to 24 months. Shared capacity is additional.

Scope. The planning scenario provides up to eight preparation places, with a separately gated envelope for up to four publication-stage awards, over 24 months. These are capacity limits for costing, not demand estimates, quotas or promised outcomes. Selection should accommodate different working languages and literary forms without requiring an artist to represent a whole community.

Delivery route. The competent cultural funding body would appoint an accountable programme function and select an appropriately qualified literary intermediary through the applicable route. An independent panel assesses work and access needs. The intermediary arranges rights checks, paid sample translation, editorial quality review and publisher matching. Missions can make professional introductions but do not choose authors or control content. Existing publisher and TRADUKI provision is checked before support is offered; Qendra Multimedia already participates in the regional residency infrastructure. TRADUKI mobility-guide entry.

Stages and timetable. Pre-launch appraisal confirms authority, financing and the lawful route. Pilot months 1–3 complete case-level demand and overlap checks, apply approved criteria, contract suppliers and confirm quotations; they do not reopen those institutional approvals. Months 4–9 fund preparation. Months 7–18 develop publisher discussions and assess publication-stage proposals. Months 12–24 verify contractual milestones, publication where achieved, reader encounters and follow-up. A publication due after month 24 remains pending, with a named verification owner, completion date and funded follow-up arrangement agreed before its award; it is not counted as delivered.

Publication-stage conditions. A second-stage award requires a credible publishing and distribution plan, agreed rights, a translator contract with payment dates, and a cost statement showing other support. Support covers only approved costs not financed elsewhere. A preliminary expression of interest is insufficient. The award decision remains independent of the intermediary's interest in reporting successful deals. Payment follows lawful advance and milestone arrangements; funds due for completed translation or editorial work are not conditional on a commercial sale.

Reciprocal benefit. Where appropriate to the work, publication support includes a reader conversation in Kosovo and a corresponding engagement with the partner public. These can be online, hybrid or locally delivered; travel is not obligatory. The purpose is substantive reader exchange, not a ceremonial launch. Access, interpretation and participant care are costed before delivery.

Pilot A illustrative full-capacity cost scenario

All figures below are EC proposal assumptions for appraisal in EUR, not supplier quotations, market rates, researched demand, government allocations or commitments. Day rates are illustrative gross planning amounts. Applicable taxes, contributions and procurement treatment must be confirmed. Packages must be repriced to the actual language, length, rights and access requirements before award; no participant is required to accept an inadequate fee to preserve the scenario.

Cost component	Explicit author assumption	EUR
Paid sample translations	8 packages × €1,000	8,000
Rights and contract checks	8 packages × €350	2,800
Editorial quality review	8 packages × €300	2,400
Intermediary and programme coordination	40 days × €250 across 24 months	10,000
Conditional publication-stage support	Up to 4 awards × €3,000	12,000
Reader-exchange packages	Up to 4 paired packages × €750	3,000
Access, interpretation and care provision	Dedicated planning envelope	3,000
Independent verification and follow-up	10 days × €250	2,500
Financial administration	12 days × €150	1,800
Direct scenario subtotal	Sum of the nine components	45,500
Planning reserve	10% × €45,500	4,550
Indicative full-capacity envelope	€45,500 + €4,550	50,050

APPRAISAL SCENARIOS

EUR 97,130 across up to 24 months. Shared capacity is additional.

The €3,000 publication allowance is a contribution ceiling assumed for this scenario, not the full cost of translating and publishing a book. A publishing plan must identify how all remaining costs will be financed without unpaid labour. The reader-exchange assumption does not promise international travel. The reserve is not permission to expand the scope and requires the applicable approval before use. Unused conditional provision remains unspent or is reallocated only through the lawful approval route.

The coordination allowance implies five days per preparation work at full capacity. As a sensitivity illustration, doubling it to 80 days at EUR 250 would add EUR 10,000 direct cost and EUR 1,000 reserve, taking Pilot A to EUR 61,050 and the combined scenarios to EUR 108,130, all else unchanged. This is not a revised allocation. Supplier appraisal must protect sufficient brokerage time, agreed fees and essential access before preserving the original cohort size.

Evidence and measurement. Norway demonstrates observable foreign rights circulation but not the expected Kosovo conversion rate. NORLA's 2019 results. The pilot record follows distinct stages: preparation completed; publisher interest; signed rights agreement; publication completed; agreed fees paid; reader exchange delivered; and repeat acquisition or further paid work. Report counts and denominators, language where safe, time to decision and payment, and reasons cases did not advance. A sample is an output, a signed agreement an intermediate result, and completed publication a separate outcome.

The pilots distinguish non-duplication of support from contribution to an outcome. Before award, document the uncovered cost or service and the practical barrier. At review, ask the practitioner and, with consent, the publisher or presenter what changed because of the support and whether the next step would otherwise have proceeded. Prior work and any feasible, voluntary descriptive comparison can inform this judgement. These accounts test plausible contribution; they do not identify a causal counterfactual.

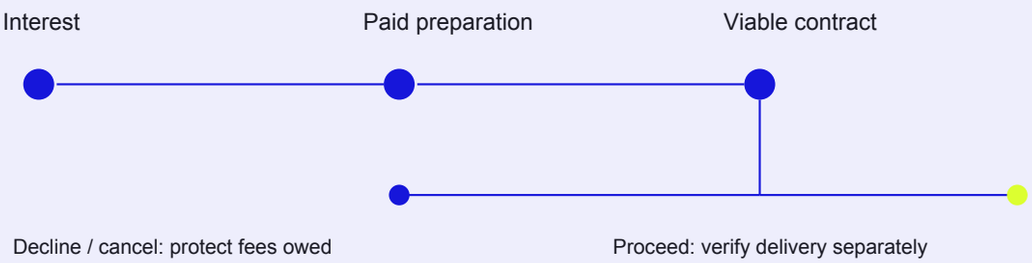
Review decision. A month-12 review can improve delivery but cannot declare publication success prematurely. At month 24, an independent review examines completed results, pending cases, fair

payment, additionality and cost. Expansion requires a positive appraisal of those findings and fresh approval; exhausting eight places or spending the envelope is not a success condition. If documented demand or additionality is insufficient, reduce or do not launch the pilot while protecting obligations already contracted.

Pilot B from showcase to a further paid booking

Purpose. Test whether practical producing, contracting and adaptation support converts demonstrated international interest into additional paid work. The pilot builds on existing showcases and festivals rather than creating another event. Kosovo Theatre Showcase already hosts international programmers; DokuFest's Short Film Forum supplies another established industry setting. Qendra Multimedia; DokuFest, 2025.

ILLUSTRATIVE CASE / NOT A REPORTED RESULT



Illustrative case, not a reported result: a presenter expresses interest in an existing performance, but its technical plan and access costs are unresolved. The service funds agreed preparation. A later adaptation award is considered only after a fee-bearing engagement and a fully financed plan are documented. If the engagement is cancelled, the record shows cancellation and sums owed; it does not report a completed paid booking.

Scope. The scenario allows up to ten preparation cases, with conditional adaptation support for up to five cases. A twelve-month service period is followed by verification at six and twelve months after service completion, within a 24-month envelope. These are proposed capacity ceilings, not a promise of ten contracts or five tours. The first cohort should be limited to art forms for which the appointed service has demonstrable producing expertise.

Presenter interest is required because this pilot addresses a specific obstacle to an identifiable engagement. Pilot A accepts works before publisher matching because paid literary preparation is itself the service being tested. The difference is intentional. Pilot B must still document why the engagement would be unlikely to proceed on fair terms without the proposed help, rather than subsidise an already financed booking.

Delivery route. The competent body would select an independent producer service with an accountable case lead. Festivals, artist organisations and missions may refer applicants, but a published route must also reach practitioners outside established networks. The service records any agency relationship or commission and separates advice from grant decisions. It cannot charge artists an undisclosed commission or require them to give up rights as a condition of public support.

Entry and service. A case needs a named potential presenter and credible interest in existing work, a realistic preparation problem, and confirmation that the same costs are not already funded. The service prepares an appropriate translated technical package, assists with rights and contract terms, resolves access requirements and supports the presenter discussion. A proposed service standard is an initial response within ten working days; the legally applicable award process has its own published timetable. This is a proposed operating standard, not a guaranteed funding decision.

Before the call opens, the competent authority would also publish a final adaptation-award decision standard that is feasible under the lawful process. The ten-working-day initial response is tracked separately from that decision clock under Annex B measure 1. Where the required decision cannot precede the engagement, the service should explain this promptly rather than imply that an

APPRAISAL SCENARIOS

EUR 97,130 across up to 24 months. Shared capacity is additional.

acknowledgement guarantees funding.

Adaptation condition. A limited award is considered only when a fee-bearing engagement is documented and its technical, access and financial plan is viable. Before confirmation, the presenter and artist agree fees, payment dates, travel and accommodation responsibility, visas or permits where relevant, insurance, cancellation and rights. Host contributions are not assumed until evidenced. International fares and full touring production are not automatically included in the scenario; any unfunded essential cost prevents approval of the engagement. An artist may decline unsuitable terms without losing payment already owed for completed work.

Pilot B illustrative full-capacity cost scenario

The same author-assumption and gross-cost caveats apply as for Pilot A. Each component is a planning allowance for a limited service, not a verified local market price or a substitute for quotations and approved contracts.

Cost component	Explicit author assumption	EUR
Producer service	60 days × €250 during the service year	15,000
Technical and language preparation	10 packages × €600	6,000
Specialist contract/rights support	10 packages × €300	3,000
Conditional adaptation support	Up to 5 awards × €2,000	10,000
Access and care provision	Dedicated planning envelope	4,000
Independent verification and follow-up	12 days × €250 across the observation period	3,000
Financial administration	12 days × €150	1,800
Direct scenario subtotal	Sum of the seven components	42,800
Planning reserve	10% × €42,800	4,280
Indicative full-capacity envelope	€42,800 + €4,280	47,080

Producer days cover case management and negotiation; separately priced specialist support covers advice beyond that role, preventing double charging. Artist performance fees must appear in the engagement's financed contract and are verified in the outcome record; they are not a hidden unfunded obligation in the public service budget. Reprice or reduce the number of cases if qualified staff time, lawful delivery or access needs exceed the scenario. Protect agreed fees and accessibility before discretionary promotion.

At full capacity, the producer allowance averages six days per preparation case. Complex cases may require more; the financed workload, not the ten-case ceiling, determines the intake. Extra producing work cannot be transferred into unpaid labour.

Evidence and measurement. The Canadian evaluation supports examining actual transactions and who benefits, while Culture Ireland's reporting form distinguishes confirmed bookings, employment and value. Neither establishes the likely return of this Kosovo pilot. Canadian Heritage evaluation; Culture Ireland form. Record offers, signed contracts, engagements actually delivered, agreed artist fees paid, worker days, repeat presenters and non-conversion reasons. Show gross booking value separately from fees reaching artists and from public support. A contact, invitation or negotiation is not a completed booking.

APPRAISAL SCENARIOS

EUR 97,130 across up to 24 months. Shared capacity is additional.

Review decision. An independent review examines delivery and payment after the service year, then repeat work and unresolved cases at months 18 and 24. A comparison with prior or similar unsupported cases may inform learning, but selection differences and the small cohort prevent a confident causal claim. Further financing requires demonstrated additional value, viable demand, acceptable cost and compliance with worker and access obligations—not merely a high meeting count.

Combined scope and later options

The two full-capacity scenarios total €97,130: Pilot A €50,050 plus Pilot B €47,080, including €8,830 in planning reserves. This is a two-pilot appraisal scenario across up to 24 months, not an annual budget or the total strategy cost. It excludes a new agency, portal, major festival, full touring subsidy and unrelated strategy actions. Any shared administration must be costed once; the combined figure conservatively retains separate delivery allowances until responsibilities are agreed.

The approved scope may comprise one pilot, smaller cohorts, revised rates or neither pilot. Costed permission to proceed precedes recruitment and commitments. Shared-authority continuation funding and cross-sector cultural design commissions remain outside the first programme. Heritage skills linked to a next commission extend existing practice, including EC Ma Ndryshe's Filigree experience, rather than constituting a national-first mechanism. Filigrani account. [1]

Institutional capacity beyond the pilot envelopes

The indicative envelopes cover the listed service components only. Before approval, an integrated budget must also identify the incremental cost or confirmed allocation of programme supervision, lawful award administration, independent selection, complaint handling, data protection, accessible consultation, service maintenance and the 2030 evaluation. Reusing a public function does not make its time free. Record any existing allocation, responsible unit and period, and avoid charging the same administrative task twice.

EUR 97,130 covers the specified pilot services, not the complete public programme. Programme supervision, independent selection, complaints, data protection and evaluation sit outside that figure. Authorisation requires a financed capacity schedule identifying the responsible unit, staff or service requirement, existing allocation and incremental cost for each of these functions. Existing arrangements are used where their mandate, capacity and independence are adequate; dedicated new structures are not presumed.

No new portal or standing body is assumed. Reduce the cohort or defer a pilot if complete delivery cannot be financed. Agreed worker fees, essential access, legal compliance and required follow-up take priority over discretionary promotion.

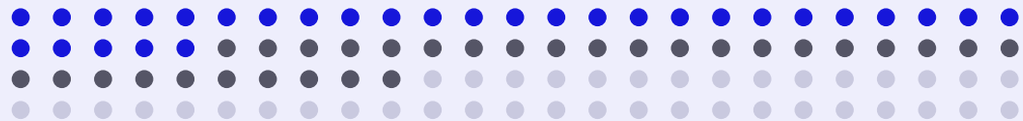
APPRAISAL SCENARIOS

EUR 97,130 across up to 24 months. Shared capacity is additional.

CULTURE / CONNECTION / CONTINUITY

8 Results and accountability

HYPOTHETICAL: 100 CASES



Blue: 30 positive / dark: 30 negative / pale: 40 unknown. Coverage: 60%.

Illustrative calculation from Annex B; these are not observed pilot results. Report eligible cohorts, non-response and mature observation windows. Unknown outcomes cannot be silently counted as success or failure.

The results framework connects the five intended outcomes to evidence about the service, cultural work and continuing relationships. No numerical outcome baseline or target is set before consultation and pilot testing. Counts of events or contacts do not substitute for the cultural purpose of support.

Annual reporting would identify reporting periods, eligible cohorts, verification, coverage and material limitations. Known outcomes, unknowns and non-response remain distinct. The full definitions, denominators, sampling provisions and worked examples are in Annex B.

Independent evaluation

The independent 2030 evaluation would examine relevance, cultural purpose, effectiveness, equity, rights, efficiency and continuing value. It would consider successful, average, discontinued and unsupported cases, international partners and qualitative mission perspectives on trust, knowledge and sustained relationships. These perceptions do not prove causal diplomatic impact. The evaluator controls findings with protected access to records; a published management response explains continuation, redesign or closure and implications for 2031.

Independent remedy

Workers and affected people, including those outside the award-holding organisation, would have an accessible confidential complaint route. Independent reviewers would recuse from matters involving their own decisions, supervision, contracts or interests. A reasoned procedure would protect identities, witnesses, dissent and statutory appeal rights. The route cannot displace courts, inspectorates, the ombudsperson or established appeals.

Remedies must protect workers from the harm of blanket payment pauses. A rejected complaint does not establish bad faith; a good-faith concern cannot remove unrelated opportunities. Annex A gives the response standards and review provisions.

Pilot evidence and the bridge record

Pilot A records preparation, publisher interest, signed rights agreements, completed publication, worker payment and reader encounters as distinct stages. Pilot B records interest, offers, signed contracts, delivered engagements and artist fees received separately. Neither negotiation nor a contact is counted as completed paid work. Report all selected cases and explain exits, pending delivery and unknown outcomes.

A brief relationship record adds the agreed purpose, both parties' contributions, next step, review date and the evidence for completion. Ask both partners, with consent, whether commitments were honoured and they could disagree safely. Such responses describe the specific relationship; they do

SHOW THE UNKNOWNS

An agreement is not delivery. A grant is not a worker payment.

not measure national trust or prove causal diplomatic influence. Annex B supplies mature-cohort definitions, coverage and observation rules.

Risks and decisions

Risk	Response
Duplicating existing support	Check service and eligible costs before an award; refer where provision already covers the need.
Delayed public or worker payment	Record both payment chains separately; escalate delay and protect fees owed.
Unequal partnership or artistic pressure	Agree decision rights, credits, payment and fair exit; protect independent expression.
Unfinanced access or delivery	Reprice, reduce scope or defer before committing; do not transfer costs to unpaid practitioners.
Overstated success	Separate outputs, agreements and delivery; show unknowns and evidence limitations.

SHOW THE UNKNOWNS

An agreement is not delivery. A grant is not a worker payment.

9 Consultation and adoption

The proposal provides a basis for a public process in which objectives, sequencing, scope and responsibilities can change. Publication of the proposal or participation in consultation would not constitute government adoption or an institutional commitment.

An accessible public process

The proposal is that MCT's Secretary General administer consultation, supported by an MFAD counterpart and independent facilitation, subject to confirmed authority and resources. Preparatory provision must cover staff, accessible material, Albanian and Serbian consultation editions, other language or accessible formats where needed, interpretation, participation expenses and paid expertise. Lawful programme initiation follows consultation and appraisal. Regional and sector sessions, written submissions and confidential channels permit participation without mandatory travel or public disclosure.

Artists, cultural workers, public and independent institutions, municipalities, minority-language and heritage actors, disabled participants, youth, diaspora professionals, missions and international partners would contribute different experience. A published timetable and response date would support accountability; extensions for access or substantive disagreement would carry public reasons.

Appraisal and public response

Legal and institutional appraisal would confirm mandates, accountable bodies and the allocation of decision rights. Fiscal appraisal would establish affordable scope and recurring provision. Equality, cultural rights, heritage, data protection, procurement and environmental implications would inform the implementation framework. A proportionate baseline and funded testing would address service assumptions that published records cannot resolve.

MCT and MFAD would publish a response before recommending adoption, explaining accepted, modified, deferred and rejected proposals, evidence corrections and unresolved disagreement. Confidential contributions would be protected. An invited meeting or a single representative does not establish sector or community agreement.

Decision and transition

The competent authority would determine whether to adopt a costed strategy, assign units and approve resources through the required procedures. An official adaptation would identify its own authorship, status, responsibilities and approval instrument. Thereafter, annual programmes and the 2030 evaluation would connect implementation to public decisions about revision and a successor framework.

A PUBLIC PROCESS

Consultation can change objectives, scope and responsibilities.

Annex A Action and accountability framework

Action map / proposed functions

Action	Function / phase	Pilot	Resource location
1.1	Annual programme / enabling	Both	Shared capacity
1.2	Coordination / enabling	Both	Shared capacity
1.3	Information / enabling	Both	Shared service
1.4	Mobility referral / enabling	Both	Advice only; no new award
2.1	Preparation / core	B	Technical and language
2.2	Rights to readers / core	A	Pilot A components
2.3	Paid engagement / core	B	Conditional adaptation
2.4	Fair terms / safeguard	Both	Contracts + shared remedy
3.1	Plural practice / safeguard	Both	Selection + shared capacity
3.2	Heritage cooperation / later	Later	Separate appraisal
3.3	Language access / safeguard	Both	Pilot language/access
3.4	Heritage checks / conditional	If relevant	Case-specific provision
4.1	Partner follow-through / core	B	Producer + shared functions
4.2	Seasons / later	Later	Separate appraisal
4.3	Shared production / later	Later	Separate appraisal
4.4	Network tasks / later	Later	Separate appraisal
5.1	Mission contacts / enabling	Both	Confirmed mission capacity
5.2	Diaspora connector / later	Later	Separate appraisal
5.3	Protected records / enabling	Both	Same service as 1.3
5.4	Evidence / enabling	Both	Pilot follow-up + evaluation

Resource locations identify functions, not extra allocations. Shared capacity must be separately confirmed. Later instruments are not funded by the two pilot scenarios.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

CULTURE / CONNECTION / CONTINUITY

The twenty records retain traceability to the five objectives. They describe enabling functions, work inside the two pilots and optional later instruments. Proposed leads and partners are functions for confirmation, not appointments. The timing statements below are conditional on lawful approval, resources and the sequence in Chapter 6. Pilot capacity and illustrative envelopes are specified in Chapter 7.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Coherent public support

Action 1.1

Reconcile the annual programme

Connect existing public and independent provision in one annual delivery plan. Kosovo already has joint ministry-led Culture Weeks and mission event listings; the task is to reconcile their responsibilities, resources and follow-up, not announce another calendar. Start with two bounded pilots: a rights-to-publication pathway and a post-showcase booking pathway. Other action records describe enabling functions or optional later instruments, not twenty simultaneous launches. Each annual decision should name what is funded, what is deferred and which existing provider delivers it, subject to lawful authority and independent artistic decisions. [K01–K02]

Proposed lead MCT programme lead; Government approves the joint programme.

Partners MFAD programme lead, finance officers, municipalities, cultural bodies and practitioners.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure A timely public programme; measure publication against the announced annual deadline.

Dependency A lawful initiation decision, named staff and a reconciled resource map.

Condition No award or spending commitment beyond the competent body's authority and approved resources.

Action 1.2

Resolve dependencies through existing institutions

Use existing institutional arrangements to resolve delivery dependencies, with named contacts in the responsible ministries and participating cultural bodies. The default is no new council. Existing arts bodies and developing creative-economy coordination must first be mapped, including their mandates and staff capacity. Where a joint problem remains, convene a time-limited working session with a recorded owner and deadline. Do not assign grant-ranking or artistic powers to this coordination function. Creative Economy Strategy adoption and council operation were not verified in this review; partner announcements cannot settle their legal status. [K03; K22; K25–K27]

Proposed lead Named MCT and MFAD programme contacts within existing competent structures.

Partners Designated public units, independent cultural actors, municipalities and rights expertise.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Resolved coordination decisions; report completion and outstanding dependencies quarterly.

Dependency Confirmed functions, available staff time, recorded decision rights and independent review.

Condition Coordination creates no new award, appropriation or artistic powers and does not displace statutory councils.

Action 1.3

Maintain compatible information and referrals

Maintain only the content needed to connect existing discovery and opportunity services. ThisIsKosova.Art already publishes artist and cultural-space profiles; Made in Kosova lists events. Begin with an inventory of ownership, update cycles, user tasks and missing fields, then agree referrals or compatible records with willing providers. Fund editorial care, permissions, correction and expiry checks before additional technology. Public information and protected partner case notes remain separate. Action 5.3 governs the same service arrangement, avoiding a second directory and duplicate data collection. No provider participation is presumed. [K23; K28–K30]

Proposed lead Information service owner, assigned through the initiation decision.

Partners Cultural actors, editors, rights and access advisers, MFAD and mission focal points.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Current usable records; measure the share meeting agreed mandatory fields at review.

Dependency Named editorial staff, permission records, expiry rules and the 5.3 service plan.

Condition One content service and data standard; no parallel portfolio procurement or public exposure of case notes.

Action 1.4

Navigate mobility support and residual gaps

Offer navigation to established mobility routes and assess residual barriers. Culture Moves Europe and Western Balkans Fund calls provide relevant precedents, with different eligibility conditions and periods. First-phase action 1.4 is advice and referral only; a supplementary mobility award would require a separate approved instrument and envelope. Formal representation retains published criteria and independent cultural judgment. Count a referral as advice, not a financed engagement. Check each current call, destination work rules and overlapping support before any commitment. [K04–K06]

Large official national presentations, such as guest-country programmes or pavilions, are outside the two-pilot envelope. They require their own lawful selection, commissioning, finance and artistic-independence arrangements; action 1.4 does not authorise or budget them.

Proposed lead Competent funding authority for the instrument, confirmed through the initiation decision (Chapter 6).

Partners Cultural workers, international hosts, access advisers and programme officers.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Useful referrals and justified residual support; record completed engagements separately from advice.

Dependency Action 2.4 contract safeguards, destination checks and an approved pilot budget.

Condition Entry permission is distinct from permission to work; the funding authority requires confirmation of paid-activity rules with destination authorities. [16, questions 8–9]

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Preparation and fair work

Action 2.1

Resolve a practical preparation barrier

Within the post-showcase booking pilot, offer paid preparation to selected practitioners whose work has credible presenter interest but a specific unresolved delivery barrier. Existing showcases and capacity-building programmes provide the starting point. Diagnose the barrier with the artist and prospective host, then commission a practical deliverable such as a technical rider, rights agreement, accessible presentation or touring plan. Do not impose a general readiness certificate or require unpaid application labour. Preparation support remains distinct from the subsequent touring decision under 2.3 and does not guarantee a booking. [K07; K12–K13]

Proposed lead MCT programme lead, with independent sector assessors.

Partners Practitioners, producers, hosts, access specialists and NAC within its lawful advisory role.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Resolved preparation gaps; record support provided and readiness at the agreed review.

Dependency Funded advice, published assessment criteria and expertise appropriate to each form.

Condition Preparation assessment identifies delivery needs, not a state-approved aesthetic or a mandatory credential; completed commissioned work is paid.

Action 2.2

Connect literary rights and publication

Test a bounded rights-to-publication pathway with willing publishers and existing literary intermediaries. READ and Reconnection demonstrate established translation and exchange routes. Select preparation places through independent literary, rights and readiness assessment, then pay for samples and appropriate review before publisher matching. A publication-stage award requires a credible receiving-publisher plan, rights agreement, translator terms and distribution provision. Pre-existing publisher interest is not an entry condition for preparation. Record publication and fair payment separately from samples or negotiations; identify costs already covered by another scheme before any award. [K10; K11]

Proposed lead Competent funding authority for the instrument, confirmed through the initiation decision (Chapter 6).

Partners Translators, editors, publishers, artists, interpreters and access practitioners.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Completed paid preparation, signed rights agreements and completed publication recorded separately, with fees paid, pending cases and publication follow-up dates.

Dependency Pilot A literary preparation capacity, rights agreements and qualified language reviewers; no dependence on Pilot B launching.

Condition Contractual terms protect translator credit, fair fees and authorial rights; language coverage extends beyond English publicity.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Action 2.3

Complete a viable paid engagement

Within the post-showcase booking pilot, resolve the production obstacle between a qualified invitation and a paid engagement. Work through willing existing producers and platforms rather than launching a new showcase. Support defined adaptation, rehearsal, freight, insurance or technical coordination only where the host contribution and full delivery plan are credible. Keep a common cost record across preparation, touring and co-production. Verify the paid booking and delivery separately from expressions of interest, and examine subsequent circulation. Expansion beyond the pilot depends on evidence that the intervention reaches an underserved need. [K12–K13; K23]

Proposed lead Competent funding authority for the instrument, confirmed through the initiation decision (Chapter 6).

Partners Producers, curators, cultural institutions, touring networks and technical specialists.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Signed engagements, delivered bookings and artist fees received recorded separately. Repeat presenters and later invitations use their full observation windows and require funded follow-up beyond pilot close where necessary.

Dependency Readiness guidance, host interest and a full production and circulation budget.

Condition No double funding of a cost; a preparation award does not promise a later production or touring award.

Action 2.4

Enforce fair terms and accessible remedy

Apply a common minimum standard of fair terms to the selected pilots, using existing lawful contracts and remedies as the starting point. Written agreements should identify fees, payment dates, access, care, safety, cancellation and rights. Publish a confidential complaint route with independent review and protection against retaliation. Record public disbursement delays separately from award-holder payment to workers. Any lawful sanction addresses the responsible party without automatically withholding fees already owed. The additional contribution is consistent application and visible remedy across participating instruments, not a claim that contractual or worker protection is absent. [K03]

Proposed lead Each competent contracting authority; independent reviewers handle complaints.

Partners Artists, award holders, worker representatives, legal and access advisers.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Timely payment and effective remedy; monitor fee compliance, payment dates and complaint resolution.

Dependency Legal review, funded access provision, an independent review roster and published deadlines.

Condition Contracting authorities protect owed worker fees and require recusal, non-retaliation, reasons for decisions and review rights.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Plural expression and heritage

Action 3.1

Apply plural curatorial practice

Agree concise curatorial and interpretation principles with practitioners already working across languages, communities and international partners. READ, Reconnection and contemporary-art programmes demonstrate existing plural practice. Fund participation in the review and show how it changes access, selection or interpretation within the pilots. Principles should protect authorship, evidence, credits and dissent; they must not become a state-approved narrative or require one participant to speak for an entire community. Specific legal permissions remain distinct from political endorsement. Extend the principles only where their practical usefulness is demonstrated. [K08; K10–K11]

Proposed lead MCT programme lead, with an independent plural editorial group.

Partners Artists, community-chosen participants, historians, rights and disability expertise.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Transparent interpretive decisions; review how voices, permissions and corrections are documented.

Dependency Safe participation formats, paid expertise and an independent complaint route.

Condition The programme identifies affected rights holders and legally required consent and protects plural and dissenting artistic positions.

Action 3.2

Extend heritage cooperation where a gap is evidenced

Treat heritage and contemporary collaboration as an optional later instrument built on Kosovo experience, including Heritage Space and EC Ma Ndryshe's Filigree beyond Craft. Before commissioning work, identify a missing international pathway and agree paid practitioner participation, attribution, permissions and local reuse. Research and transmission should have value locally even if no international presentation follows. A craft workshop, digital record or residency is not novel by itself. Selection should demonstrate how the proposed partnership adds a specific benefit beyond existing provision, and how that benefit will be checked. [K14–K15; K24]

Proposed lead Competent funding authority for the instrument, confirmed through the initiation decision (Chapter 6).

Partners Practitioners, contemporary artists, communities, heritage specialists and international hosts.

Proposed timing Optional after sufficient pilot evidence and separate appraisal; no automatic 2029 start. Activate only through a separately approved programme.

Principal result and measure Joint work and practitioner benefit; review paid participation, transmission and agreed public outcomes.

Dependency Actions 3.1 and 3.4 safeguards and a partner-supported development period.

Condition Permissions, rights and safeguarding must be resolved before public use; participation does not imply collective endorsement.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Action 3.3

Provide language access and identify underserved practice

Language access is part of both pilots; wider creation support is tied to documented gaps in provision. Kosovo already has multilingual and cross-border literary initiatives. The focus is languages, practices and places that remain underserved, not another generic exchange programme. Qualified translation, interpretation and applicant assistance are paid according to the work's needs. Cultural rights are protected irrespective of audience size, without symbolic community representation requirements. Language provision and actual use are recorded without treating working language as proof of ethnicity or collecting unsafe personal data. [K10–K11]

Proposed lead Competent funding authority for the instrument, confirmed through the initiation decision (Chapter 6).

Partners Municipalities, language practitioners, independent organisations and community cultural actors.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Paid multilingual work reaching its intended publics; review language access and participant feedback.

Dependency Each active pilot has its own funded language and access provision, with locally accessible information; either pilot may operate independently.

Condition No symbolic representation requirement, population-based entitlement formula or mandatory spokesperson for a community.

Action 3.4

Consolidate asset specific heritage checks

Consolidate applicable heritage duties into a proportionate working checklist for any supported international use, rather than creating a parallel permission system. The competent authority must confirm the asset-specific legal position, required consent, conservation condition, interpretation and delivery arrangements. Existing heritage documentation practice offers expertise to draw on, subject to confirmed capacity. Fund necessary preparation before presentation; redesign or stop activity where material risk remains unresolved. A digital record or legal designation does not establish physical condition, ownership, consent or permission for a particular international use. [K16–K17]

Proposed lead The legally competent heritage authority for the asset or activity.

Partners Custodians, conservators, legal advisers, affected rights holders and conflict-sensitivity expertise.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Responsible presentation and stewardship; review conditions met, preparation needs and remedied incidents.

Dependency Current records, permissions, condition assessment and a funded safeguarding response.

Condition Unresolved material legal, conservation or safety risk requires preparation, redesign or stopping, with reasons and review.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Reciprocal partnerships

Action 4.1

Follow through on existing cultural encounters

Use existing showcases and partner networks as entry points for the post-showcase booking pilot. Agree a specific professional purpose with visiting or receiving presenters, document their contribution and provide structured follow-up after the encounter. Where an invitation develops, connect preparation under 2.1 with delivery support under 2.3. Longer agreements remain optional and require evidence of mutual demand; no platform receives automatic exclusivity. The proposed improvement is the documented conversion of suitable encounters into fair paid work, not the introduction of international visitors to Kosovo. [K10; K12–K13; K23]

Proposed lead MFAD programme lead for coordination; each competent institution signs its agreement.

Partners MCT, cultural organisations, missions and international institutions.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Substantive reciprocal activity; follow partner retention and fulfilment of agreed contributions.

Dependency Partner demand, legal authority, cultural leadership and a funded work plan.

Condition No automatic renewal or exclusivity; protect artist-led opportunities beyond established partner networks. Published criteria govern visitor selection; the funded workplan identifies travel and hosting costs and who pays them.

Action 4.2

Review existing seasons before expansion

Review existing Culture Weeks before considering any additional season. Examine host contributions, artistic independence, access, worker payment, reciprocal activity and what happened after presentation. A later season should proceed only when this review identifies a specific added purpose, willing partners and resources for delivery and follow-up. Integrate eligible work from existing programmes without paying twice for the same costs. Do not treat a new city or a renamed event as policy novelty. Announce only confirmed elements; exploratory discussions remain development work and imply no partner commitment. [K01–K02; K30]

Proposed lead MFAD programme lead, with the competent contracting bodies.

Partners MCT, missions, independent curators, cultural actors and international venues.

Proposed timing Optional after sufficient pilot evidence and separate appraisal; no automatic 2029 start. Activate only through a separately approved programme.

Principal result and measure A coherent programme with continuing value; follow reciprocal work and later partner programming.

Dependency Action 4.1 agreements, readiness, safe delivery and financing for follow-up.

Condition Public announcements cover only elements with confirmed partners, finance, permissions and delivery plans; artistic content remains free from political direction.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Action 4.3

Appraise additional shared production

Retain cross-artform co-production and residencies as optional extensions after the initial pilots, subject to an evidenced gap. KCC support, Reconnection and Autostrada's international residency work establish substantial precedent. A proposed award must explain why an existing instrument cannot meet the need and document shared creative responsibility, fair rights, host contribution and realistic cash flow. Use staged commitments with fair revision and exit, preserving sums owed and rights in work already created. Venue provision alone is not co-production; international participation alone does not demonstrate reciprocal authorship. [K09; K11; K15]

Proposed lead Competent funding authority for the instrument, confirmed through the initiation decision (Chapter 6).

Partners Artists, producers, residency hosts, institutions and international co-producers.

Proposed timing Optional after sufficient pilot evidence and separate appraisal; no automatic 2029 start. Activate only through a separately approved programme.

Principal result and measure Jointly authored work and paid opportunities; follow completion, credits and subsequent circulation.

Dependency Fair rights agreements, host contribution, care/access support and realistic cash flow.

Condition Venue provision alone is not co-production; record and prevent duplicate public payment for the same cost.

Action 4.4

Use networks for a defined shared task

Make use of existing networks before funding additional memberships. Participating institutions should propose a defined joint product, such as a shared programme, staff exchange, research output or eligible application, and explain how smaller organisations can benefit. READ and Allianz Foundation Hubs illustrate established cooperation involving Kosovo actors. Assess any membership against staff time and a delivery plan; membership fees and attendance are inputs, not outcomes. This is an optional support route, activated only when it serves an approved pilot or a separately justified programme need. [K10; K15]

Proposed lead MCT programme lead; participating institutions are accountable for their work plans.

Partners Cultural institutions, independent organisations, universities and international networks.

Proposed timing Optional after sufficient pilot evidence and separate appraisal; no automatic 2029 start. Activate only through a separately approved programme.

Principal result and measure Joint work and institutional learning; record activities, staff use and sustained partner links.

Dependency Staff time, a relevant network opportunity and a plan for using and sharing learning.

Condition Funding excludes dormant memberships and carries no assumption that network participation confers eligibility for unrelated programmes.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Continuing professional support

Action 5.1

Support existing mission cultural contacts

Support is directed to existing mission staff handling cultural relationships, without presuming a new post. Culture Week records demonstrate mission involvement; assigned staff, protected time and handover arrangements are capacity conditions. For the two pilots, missions able to contribute agree transparent referrals, named partner contacts and proportionate follow-up. Cultural expertise and independent selection remain with the appropriate practitioners and funding bodies. Additional operating provision requires confirmed authority and resources. Service performance is judged by useful next steps and partner experience, not ceremonial meetings or contact counts alone. [K01–K02]

Proposed lead MFAD programme lead; heads of participating missions manage delivery.

Partners MCT, cultural actors, local hosts and diaspora professionals.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Useful introductions and maintained relationships; follow partner feedback and resulting activity.

Dependency Confirmed staff time, training and proportionate contact and information arrangements before any mission provides pilot support.

Condition Mission access routes are transparent, artistic independence is preserved and handover is recorded when staff change. Operating provision and contracts depend on confirmed MFAD authority for the arrangement and approved resources.

Action 5.2

Appraise a distinct diaspora connector role

Consider an abroad-based diaspora connector pilot only as a separately justified later option. MFAD's Citizen Diplomacy Fellowship already provides formal professional engagement, including stipend and travel; a new role must identify a different unmet cultural function rather than duplicate that programme. Any connector contract should specify a host-country partner purpose, paid deliverables, transparent selection and conflicts of interest. Connectors advise and introduce; they do not control award access. Test the value of the role through agreed professional next steps, without treating diaspora prominence or contacts as proof of demand. [K18–K19]

Proposed lead MFAD diaspora lead.

Partners Diaspora practitioners, missions, cultural organisations and international hosts.

Proposed timing Optional after sufficient pilot evidence and separate appraisal; no automatic 2029 start. Activate only through a separately approved programme.

Principal result and measure Qualified introductions leading to agreed next steps; follow actual opportunities and partner feedback.

Dependency Published role agreements, payment provision and conflict-managed recruitment.

Condition Connectors recuse from decisions involving their own interests or associates; no unpaid ambassador expectation. Operating provision and contracts depend on confirmed MFAD authority for the arrangement and approved resources.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Action 5.3

Reuse existing services and protect case records

The service model uses existing portals, referrals, maintained links and agreed information standards for the pilots' needs. ThisIsKosova.Art already offers populated public discovery pages, while some government event listings are historical; gaps concern upkeep as well as infrastructure. One accountable owner covers the content work in 1.3 and its supporting technical arrangements. Protected case records are separate, with lawful access, retention and correction. No new portal is a default commitment, and no existing provider is assumed to join. [K23; K28–K31]

Proposed lead The same information service owner as action 1.3.

Partners Editors, cultural actors, MFAD, access and data-protection specialists and technical suppliers.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Usable enquiries and current content; assess user tasks, corrections and relevant professional contacts.

Dependency Action 1.3 standards, funded ownership and a proportionate service assessment.

Condition One procurement plan; public discoverability separated from protected records; no platform without maintenance resources.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Action 5.4

Use shared evidence to improve decisions

The pilots' shared record reuses lawful finance and contract data and existing provider reporting. It distinguishes advice, completed preparation, signed agreement, paid delivery and later opportunity. Unknown outcomes and mature follow-up windows are explicit; diplomatic influence is not inferred from attendance or sales. Public reporting identifies what the evidence changed, including decisions to revise or stop a weak mechanism. Independent review assesses additionality, fair terms and partner value before expansion. Evaluation has local precedent; the improvement is comparable, decision-relevant evidence across the selected instruments. [K14]

Proposed lead Monitoring lead; independent evaluation commissioned through a protected procedure.

Partners MFAD, funding bodies, cultural actors, partners, finance officers and an independent evaluator.

Proposed timing Prepare during 2027 subject to approval; operate only as required by the selected pilots and review before continuation.

Principal result and measure Decisions informed by usable evidence; publish changes and the reasons for continuation or closure.

Dependency A funded monitoring plan, defined cohorts, minimum data and protected access.

Condition No mechanical source-quality ranking or sole-impact claim; show non-response and plausible alternative explanations.

Administration and independent remedy

One accountable service owner oversees referrals, compatible information standards and protected pilot records under actions 1.3 and 5.3. Existing providers maintain their public services unless a lawful agreement specifies otherwise. Funding covers only the editorial and technical work required by the chosen service arrangement. Public information requires permission; private case notes require lawful access, retention and correction rules. Procurement is tied to documented user needs that existing services do not meet. No new portal or duplicated public directory is implied.

The shared funding record distinguishes preparation and touring capacity under 2.3, shared creation under 4.3 and season assembly under 4.2. Competent staff check overlapping support before contracting. Complementary lawful support remains possible, with no duplicate payment of a cost. Agreements address changed work, partner withdrawal, cancellation, sums owed and rights in material already produced.

Complaint procedure

Before the first pilot call, the competent authority would appoint an independent review roster and publish reviewer selection. Implicated decision-makers, supervisors, contractors and interested people would recuse. Council members or ministry co-chairs would not be the sole reviewers of allegations about their own conduct.

The procedure would distinguish administrative service complaints, challenges to award decisions, safeguarding and statutory remedies. Accessible confidential channels, language and disability assistance and a clear privacy notice would support participation. Both parties would be heard, evidence recorded and reasons and review rights communicated. Safe aggregate complaint data and response timeliness would inform oversight.

The pilot's proposed administrative standards are acknowledgement within five working days and an initial reasoned review within twenty working days, subject to capacity and legal deadlines before the first call. Complex cases would receive reasons and a revised timetable; urgent safety concerns require immediate assessment. These are proposed service standards, not existing statutory deadlines.

Lawful remedies would reach the affected worker where possible, protect fees already owed and preserve non-retaliation. A separate reviewer would address a concern involving the original decision-maker. Staged commitments and fair exit provisions would address unsafe routes or withdrawal, and responsible institutions would respond lawfully to data and heritage incidents.

ACTION RECORDS

Proposed leads are functions for confirmation, not appointments.

Annex B Measurement framework

EVIDENCE RULES

Define cohorts, denominators and mature windows before reporting.

Objective	Main evidence	Scope
1 Coherent support	Measure 1 + annual decisions	Both pilots
2 Preparation / fair work	Measures 2, 6, 7 + stage records	Both; A publication / B booking
3 Plural expression	Measure 3 + safe language records	Both; heritage only if relevant
4 Reciprocal partnerships	Measures 4, 5 + partner confirmation	Both; mature windows only
5 Continuing support	Measure 8 + qualified introductions	Both pilots

Stage records additionally separate paid preparation, signed rights agreements, completed publication, signed bookings, delivered engagements and fees received. These are distinct counts, not a combined success score.

The monitoring framework combines routine administrative records, a short follow-up, proportionate sampled longer observation and independent evaluation. Definitions apply consistently across both pilots. Any approved change is explained publicly so annual results remain interpretable.

The review clocks serve different purposes. A relationship check occurs six months after the initial encounter. Pilot A has programme reviews at months 12 and 24. Pilot B reviews the 12-month service and follows it at pilot months 18 and 24. These programme dates do not shorten the invitation window (18 months after presentation), continuing-partner window (24 months after first supported activity), or specified worker window (6 or 18 months). The approved monitoring plan must finance any observation that extends beyond the service or strategy close.

The competent record owner would establish the reporting period, eligible cohort, minimum fields, verification, sample design, access and cost before collection. Routine finance and contract data would be reused. Additional measures would answer a defined instrument decision, rather than create reporting solely for its own sake.

Annual results distinguish known outcomes, unknown outcomes, non-response, unavailable data and fields that are not applicable. Official origin does not remove uncertainty. Partner testimony can explain experience without proving sole attribution. The framework assesses plausible contribution alongside alternative explanations and does not generalise a self-selected sample to Kosovo's workforce.

1 Decision timeliness

The reporting cohort comprises complete eligible applications for a defined instrument whose decision deadline has elapsed by the reporting cutoff. The denominator is all applications in that cohort. The numerator is those same applications that received a communicated decision within the published service standard. Early decisions whose deadlines have not yet elapsed are reported separately until they enter the cohort. Report median elapsed time and pending cases separately. The competent funding body owns the record and reviews it quarterly and annually.

The funding body would define when the clock begins and how requests for missing information affect it. Rejection of an incomplete submission remains distinct from a decision on an eligible application. The standard is established before results, with the first pilot testing it against workload and legal deadlines.

2 Timely payment of worker fees

The cohort comprises contractual worker-fee instalments falling due for supported activity in the period. The numerator is instalments paid by the agreed due date; the denominator is all fee instalments due. The contracting body records amount and delay where safe, distinguishing fees from travel reimbursement, and records data quarterly. The monitoring lead uses the evidence to address late payment and instrument design.

An unpaid worker fee remains non-compliant when an award holder has received a grant. Disputed supporting documentation is recorded with the issue and remedy rather than removed silently from the denominator. Personal financial information and identifiable worker complaints remain protected.

Alongside worker-fee timeliness, record public instalments due to award holders, agreed and actual disbursement dates, amounts and delays separately. The contracting authority escalates overdue public disbursement to its authorised finance officer, records reasons and a revised date, and identifies the applicable review or remedy route. Public delay does not extinguish worker entitlements; it is not combined with holder-to-worker payment in one rate.

3 Delivery of agreed access provision

The cohort comprises all completed supported activities for which an access plan was required. The numerator is activities verified as delivering the agreed provision; the denominator is the full eligible cohort, including activities not yet reviewed or missing a required plan. This is the verified-delivery share, not a claim that unverified cases failed. Report verified delivery, verified non-delivery, unreviewed cases and missing plans separately, alongside review coverage. The programme officer and access adviser record unmet needs, agreed changes and resources provided at completion and follow-up.

A binary result is accompanied by material unmet need. The assessment concerns the agreed plan and whether it was developed appropriately, rather than universal accessibility. Declaring a requirement is not a reason to penalise a participant. The evidence informs preparation and funding.

Companion coverage is the number of eligible supported activities with a documented access plan or a recorded, justified no-needs assessment divided by all eligible supported activities in the reporting period. The monitoring lead reports this share alongside delivery, so activity without an assessment remains visible.

4 Invitations after supported presentation

The cohort comprises supported presentations, including to visiting international programmers in Kosovo, with a complete 18-month window. The numerator is presentations followed by a documented invitation from the same or a referred partner; the denominator is eligible presentations with an ascertained yes/no outcome. The monitoring lead verifies proportionately with the actor or partner and reviews annually, with eligible totals, known outcomes, unknowns and coverage reported separately.

The percentage describes known cases only. Unknown outcomes are not negative outcomes. Sampled follow-up identifies the eligible sample and coverage and is not generalised to the full cohort. An expression of interest is not an invitation. A one-off activity can fulfil its purpose without another invitation; a later invitation does not prove a causal effect of public support.

5 Continuing partner activity

The cohort comprises partners with a complete two-year window after their first supported activity. The numerator is partners with another substantive jointly agreed activity; the denominator is eligible partners with an ascertained yes/no outcome. The information service owner maintains records and the monitoring lead reports annually, distinguishing intended one-off and continuing relationships. Eligible totals, known outcomes, unknowns and coverage are reported separately.

EVIDENCE RULES

Define cohorts, denominators and mature windows before reporting.

Substantive activity comprises research, creation, programming or institutional work; ceremonial contact is insufficient. The percentage concerns known cases only. Sampled follow-up identifies the eligible sample and coverage without generalising. A relationship may appropriately end.

6 Creation and circulation

The cohort comprises completed awards under the relevant creation, language or touring instrument. Programme officers report documented jointly authored works, translations used, paid touring engagements and other specified deliverables as separate counts, rather than a combined index. Annual verification uses contracts, credits and delivery records to examine whether the instrument enabled its stated purpose.

Venue provision alone does not establish co-production. A completed translation not yet presented remains distinct from one in use. Records identify the observation date and incomplete activity. Larger counts do not establish artistic quality or long-term benefit.

Where proportionate and privacy-safe, report these separate counts by working language. Working language does not establish a participant's ethnicity. Suppress unsafe small groups and state missing or unavailable language records.

7 Subsequent paid opportunity

The cohort is a defined sample of workers with mature 6- or 18-month observation windows. The monitoring lead records whether a documented paid commission, engagement or other professional opportunity followed and the respondent's account of public support's contribution. Where a percentage is reported, its numerator is respondents with the opportunity and its denominator is all responding eligible sampled workers. Eligible sample size and non-response are stated.

Report the six-month and eighteen-month worker windows separately, with a separate eligible sample, respondent denominator and coverage for each. Never pool the two windows into a single percentage. A worker observed twice may appear in each window-specific result but is not counted as two unique people.

The method is proportionate and confidential, with voluntary income detail. Self-selection and other influences limit inference to a national workforce. Results inform investigation of barriers and support; sample income changes are not presented as a causal national impact.

8 Record coverage and usefulness

The cohort comprises all project and follow-up records due in the period. The numerator is records with the agreed minimum fields complete; the denominator is all records due. Fields not applicable, unavailable or awaiting verification are distinguished. The monitoring lead reports quarterly and annually, checks an accuracy sample and records programme changes informed by evidence.

Completeness is not a confidence grade. Reporting states source type, coverage, verification and material limitations. Safe aggregate distributions by relevant access characteristics are published only where data quality and privacy conditions support them.

Supplementary record

Qualified introductions leading to agreed next steps

This supplementary record supports Objective 5. The mission focal point or MFAD diaspora lead records each qualified introduction, the relevant professional purpose and any documented next step agreed by the parties. The monitoring lead reviews safe aggregate counts and case evidence annually, with partner feedback and unresolved needs. A contact alone is not an agreed next step or evidence of a lasting diplomatic effect; repeated contacts are not counted as new introductions.

EVIDENCE RULES

Define cohorts, denominators and mature windows before reporting.

Observation at strategy close

At end-2031, a full 18-month invitation window is available for presentations completed by June 2030; a full 24-month partner window is available for first supported activity by December 2029. The 2030 evaluator would publish its exact evidence cutoff and distinguish mature cohorts from younger activity, using dated delivery records and case analysis for the latter. The monitoring lead, or a named successor function, retains funded responsibility for later follow-up after strategy close.

EVIDENCE RULES

Define cohorts, denominators and mature windows before reporting.

Follow up and observation

Record	Responsible function	Observation
Contract and fee records	Competent contracting body	At each due date and completion
Pilot service and deliverables	Intermediary or producer; programme contact	During delivery and pilot reviews
Invitations and continuing work	Monitoring lead with consented partner confirmation	Full 18 month and two year windows as defined
Late outcomes after 2031	Named successor or retained monitoring function	Funded closeout responsibility or explicit limitation

For a hypothetical presentation completed in December 2031, a six-month worker follow-up matures in June 2032, an 18-month invitation window in June 2033, and a two-year partner window in December 2033 if that was the partner's first supported activity. These outcomes are not observable at the strategy's close. The example is a method illustration, not an activity or funding commitment.

Known outcomes and missing evidence

Hypothetical record	Count	Interpretation
Known positive	30	Documented positive outcome
Known negative	30	Documented absence of the specified outcome
Unknown	40	Outcome not ascertained
All eligible cases	100	Full hypothetical cohort
Positive among known	50%	30 / 60; not the whole-cohort rate
Known coverage	60%	60 / 100
Logical whole-cohort bounds	30–70%	All unknowns negative versus all positive; not a confidence interval

These figures are explicitly hypothetical. Sample-based results retain their sample eligibility and non-response limits; they cannot be generalised to the full workforce or to national diplomatic effects. Mature windows remain necessary for every reported outcome.

Annex C Updated context and evidence notes

CONTEXT, NOT IMPACT

Reported cultural statistics do not measure cultural diplomacy.

A CHANGING REPORTING PICTURE



Exhibitions: common rows in blue; Pejë adds 12 in 2025. 2024 is not applicable.

KAS Culture Statistics 2025, Table 2, p.11 [D1]. Common-row figures calculated by subtracting Pejë from the 2025 totals. Pejë is not applicable in the 2024 table. Common rows improve comparison but do not prove unchanged reporting practice.

KAS Culture Statistics 2025 was published in October 2026 and is the latest publication inspected for this edition. The values below are descriptive context, not performance measures for the proposed pilots. Reporting institutions, units and source limitations remain part of each comparison. [D1]

Reported theatre and cinema activity

REPORTED THEATRE ATTENDANCES

50,365 2024 — **40,152** 2025

Eight reporting theatres. Attendances are not unique people. KAS [D1].

Source: KAS Table 1 p.11 [D1]. DODONA and Adriana Abdullahu account for 10,142 of the 10,213 net decline in reported attendances (99.3%); the other six reporting rows together change by -71. This does not establish causes or a uniform sector-wide pattern.

Measure and reporting coverage	2024	2025
Theatre performances and premieres; eight reporting theatres	564	369
Theatre reported attendances; same reporting rows	50,365	40,152
Cinema films reported; five reporting rows	792	748
Cinema reported attendances; same reporting rows	164,473	156,221

Galleries and the coverage change

Gallery comparison	2024	2025
Full published exhibitions	37	59
Full published visits	42,600	47,000
Exhibitions in the four common reporting rows	37	47
Visits in the four common reporting rows	42,600	44,500

Cultural employment

CULTURAL EMPLOYMENT / SURVEY ESTIMATES



2024 open / 2025 filled. No confidence intervals; significance not established.

Source: KAS Culture Statistics 2025, Table 4 p.13 [D1]. Cultural occupations and economic activities are combined.

Labour Force Survey estimate	2024	2025
Total	4,166	4,625
Men	2,746	3,267
Women	1,420	1,358

Why expenditure is not charted

Figure 6 and the accompanying text in the latest source use inconsistent magnitude wording for public expenditure. This edition therefore does not convert those figures into a culture or cultural-diplomacy budget. The category also combines recreation, culture and religion and is not used as a financing baseline for this proposal. [D1, p.17]

Evidence and novelty boundaries

The evidence review was updated on 2 November 2026. It is targeted desk research across public, independent, donor-supported and diaspora provision, not a national census or stakeholder consultation. Programme calls demonstrate an offered or planned mechanism; organiser reports establish reported delivery; independently evaluated outcomes receive separate treatment. Historical precedents remain relevant to novelty even if a scheme has ended.

CONTEXT, NOT IMPACT

Reported cultural statistics do not measure cultural diplomacy.

No proposed mechanism is certified as never previously tried anywhere in Kosovo. The strategy identifies the additional function it would test and makes launch conditional on an overlap and needs check. Named organisations have not endorsed or agreed to implement the proposal. Foreign outcomes are not Kosovo forecasts. Pilot quantities and prices are explicit author assumptions; no funding or adoption is implied.

EC Ma Ndryshe authors this proposal and cites its own Filigree work as one precedent. The proposal allocates EC Ma Ndryshe no delivery role or funding. Any future applicant or adviser, including the author, must disclose a prospective financial or delivery interest before participating in selection design or decisions and recuse where required. This edition does not assert an organisational decision about future applications or the funding history of its preparation.

Current heritage condition, specific permissions, destination work rules and implementation mandates require case-level verification. The sources retained from earlier editions keep their original dates. This publication is an independent policy proposal; publication, government adoption, financing and delivery are distinct events.

CONTEXT, NOT IMPACT

Reported cultural statistics do not measure cultural diplomacy.

References and source notes

SOURCE TRAIL

Source dates and inspection dates do not prove current availability.

Comparative and bridge sources are linked in the text and listed with printable URLs below. The numbered list retains earlier research background alongside sources cited in this edition; uncited entries are background, not new evidence for the pilots. The K series documents Kosovo precedents. Original numbering and source dates are preserved for traceability; dates do not establish continuing programme availability. D1 supplies the updated statistical tables.

1 Government of Kosovo (2026). Regulation GRK No 04/2026 on the Areas of Administrative Responsibility of Ministries. Articles 5 and 14; pp.4 and 15–16.

2 Assembly of Kosovo (2024). Law No 08/L-245 on Art and Culture. Official Gazette 4/2024, publication record 11 January 2024. Article 5(1.5, 1.7), Articles 19–24; checked 20 October 2026.

3 Kosovo Agency of Statistics (2025). Culture Statistics 2024. Definitions pp.8–10; theatre and galleries Tables 1–2 p.11; cinema Table 3 p.12; employment Table 4 p.13; expenditure Figure 6 p.17. Original title Statistikat e Kulturës 2024.

4 Government of Kosovo (2026). Regulation GRK No 01/2026 on the Organization and Functioning of the National Arts Council. Articles 4, 9 and 14–15; pp.3, 7 and 10–11. Gazette publication record 9 January 2026.

5 European Commission (2026). List of non-EU Participating Countries in the Creative Europe Programme. Version 10.0, 15 January 2026, p.1, Kosovo entry and status footnote.

6 European Commission (2023). About the Creative Europe Programme. Programme period 2021–2027 and eligibility sections; page updated 3 May 2023; accessed 19 October 2026.

7 Artpolis (2026). Artpolis the First Organization from Kosovo to Lead a Creative Europe Project. 11 February 2026; WAVES launch, partnership and stated purpose. The title is the issuer's wording; no national first is inferred here.

8 University of Prishtina (2026). ThREAD Technology Harnessing Real-time Embroidery and AI Design. Institutional project record; description, coordinator and period 2026–2028.

9 European Education and Culture Executive Agency (2025). Creative Europe's Support to the Book Sector Special Focus on Youth 2021–2024. Literary Effugium, printed p.65, PDF p.64. DOI 10.2797/5991890. Official EU publication hosted by Creative Europe Desk Czech Republic.

10 Government of the Netherlands (2024). Policy Framework International Cultural Policy 2025–2028. Implementing partners and instruments pp.18–19; monitoring and evaluation pp.20–21.

11 Culture Ireland (2026). Regular Grant Scheme. Scheme description and international partner/artist-fee condition; accessed 19 October 2026.

12 Culture Ireland (2026). See Here Scheme. International programmer visits, selection priorities and follow-up report; accessed 19 October 2026.

13 Canadian Heritage (2026). Creative Export Strategy. Export Development, Export-Ready and Navigator Service sections; page dated 8 May 2026.

14 OSCE Mission in Kosovo (2022). Protection of Cultural Heritage in Kosovo. Printed pp.27–29, PDF pp.28–30; historical inventory, protection and monitoring observations.

15 UNESCO World Heritage Centre (accessed 2026). Medieval Monuments in Kosovo. Property 724bis; State Party, inscription, modification and List of World Heritage in Danger records; accessed 19 October 2026.

16 European Union Office in Kosovo (2024). FAQs Visa Free Travel in the EU Schengen Area. 15 January 2024; questions 8–9 distinguish entry purposes and paid activity; accessed 19 October 2026.

17 Government of Kosovo (2025). Regulation GRK No 08/2025 on Public Financial Support to the Independent Cultural Scene. Criteria, standards and procedures; Articles 2–5, 27, 31–32; approved 31 October 2025; checked 20 October 2026.

18 Ministry of Culture and Tourism (2026). Regulation MCT No 05/2026 on the Functioning of the Independent Cultural Scene Council. Articles 9 and 13; Gazette publication 25 September 2026; checked 20 October 2026.

Sources accessed 2 November 2026. Programme descriptions establish provision or intention within their stated periods; they do not alone establish outcomes.

K01. MFAD. Programme for Portugal, 19–24 March 2023. Kosova Culture Week.

K02. Government public information portal. Undated. Made in Kosova.

K03. Government of Kosovo. Regulation GRK 08/2025 on public financial support to the independent cultural scene; official landing page dated 1 November 2025. Regulation GRK 08/2025.

K04. On the Move. Kosovo mobility funding information resource. Undated. Mobility Funding Guide to Kosovo.

K05. European Commission. Individual mobility call, 2025–2026. Culture Moves Europe individual mobility 2025–2026 call.

K06. Montenegro Ministry of Foreign Affairs. Western Balkans Fund MOVE announcement; deadline 5 October 2026, activity period November 2026–April 2027. Western Balkans Fund MOVE call.

K07. DokuFest. Narrative report, 2019. 2019 narrative report.

K08. Autostrada Biennale. Programme and infrastructure description, including fifth edition, 2025. official website.

K09. Kosovo Cinematography Center. Co-production support information. Undated. How to Co-Produce with Kosovo.

K10. Qendra Multimedia. READ project, 1 September 2020–31 August 2024, and subgrant guidelines. Project targets are not verified achievements. READ project, subgrant guidelines.

K11. Qendra Multimedia. Reconnection 2.0 programme description. Undated. Reconnection 2.0.

K12. Qendra Multimedia. Announced showcase, 28 October–1 November 2025. Kosovo/North Macedonia Theatre Showcase 2025.

K13. Qendra Multimedia. Fourth showcase closing report. Historical organiser account; publication date absent from retrieved text. fourth showcase closing report.

K14. Newkirk, J. A. and Shano, J. Final evaluation of CHwB Kosovo 2016–2022. Report dated 18 July 2022; Sida Decentralised Evaluation 2023:4, printed pp.17–18. Final evaluation of CHwB Kosovo 2016–2022.

K15. Autostrada Biennale. Residency on the Road, 2023. Research activities reported; later production described prospectively. Residency on the Road in Prizren.

K16. Republic of Kosovo. Law 02/L-88 on Cultural Heritage, official text and English edition. Asset-specific permissions remain subject to current applicable law. Law 02/L-88 on Cultural Heritage, English text.

K17. CHwB Kosovo. Advanced Digital Heritage Documentation programme. Undated. Advanced Digital Heritage Documentation.

K18. MFAD. Citizen Diplomacy Fellowship programme, including 2024–2025 cohort provisions. Citizen Diplomacy Fellowship programme.

K19. Prime Minister's Office. Third Citizen Diplomacy cohort account, 9 June 2025. third Citizen Diplomacy cohort meeting.

K20. Swiss Embassy. Small cultural project call, deadline 15 September 2026. Small action and small cultural project grants.

K21. PriFest. Swiss Focus programme announcement, 30 August 2026. Swiss Focus at PriFest 18.

K22. British Council. Coordinator call, deadline 21 December 2025; indicative assignment January–June 2026. Its adoption wording conflicts with the draft-status accounts in K25–K27; formal adoption was not verified. Creative Economy Governance and Regional Cultural Cooperation coordinator call.

K23. ThisIsKosova.Art. Public opportunity listings, active and past calls. Undated. Open Calls.

K24. Filigrani / EC Ma Ndryshe. Filigree beyond Craft implementation announcement. Training commencement is reported; internships are described as planned. Undated. Filigree beyond Craft.

K25. Government consultation record for the Creative Economy Strategy 2026–2035; consultation 21 December 2025–20 January 2026. Consultation report, row 104, corroborates these dates. Creative Economy Strategy 2026–2035: public consultation, consultation report, row 104.

K26. Luxembourg Embassy in Pristina. National Day account, 23 June 2026. Describes the strategy as a draft and uses a date range different from the Kosovo consultation record. Luxembourg Embassy, 23 June 2026.

K27. Malmström, B. / ekip. From creative economy to creative growth, 2026. Participant account referencing the June 2026 Tallinn academy; describes adoption as pending. ekip participant account, From creative economy to creative growth.

K28. ThisIsKosova.Art. Populated public artist and band profiles. Undated. Contact submission was not tested. Bands and artists.

K29. ThisIsKosova.Art. Populated cultural-space and organisation directory. Undated. National coverage was not assessed. Cultural spaces and organisations.

K30. Made in Kosova. Event listings, including historical entries. Undated. Made in Kosova: events.

K31. Kosovo Cinematography Center. Production-company directory page. Table headings appeared without populated rows in retrieved text. Production companies.

D1 Kosovo Agency of Statistics, Culture Statistics 2025, October 2026. Tables 1–4, pp.11–13; definitions pp.8–10; expenditure caveat p.17. Inspected 2 November 2026.

SOURCE TRAIL

Source dates and inspection dates do not prove current availability.

Comparative and bridge source links

NORLA, 2020
https://norla.no/en/news/news-from-norla/2019-was-a-unique-year-for-norwegian-literature-abroad

Canadian Heritage, 2023
https://www.canada.ca/en/canadian-heritage/corporate/publications/evaluations/evaluation-creative-export-strategy-2020-21/su

mmary.html

Syspons, 2023, pp. 3–6
https://www.kulturstiftung-des-bundes.de/fileadmin/user_upload/content_stage/Evaluation/Evaluation_TURN_Kurzbericht.pdf

Cultural Protection Fund annual report 2023–24, p. 40
https://cultural-protection-fund.britishcouncil.org/sites/default/files/cultural_protection_fund_-_annual_report_2023-2024_-_signed_off.pdf

Nesta, Table 4.2
https://www.nesta.org.uk/report/creative-credits-a-randomized-controlled-industrial-policy-experiment/

Culture Ireland reporting form
https://applications.cultureireland.ie/index.php?r=form12%2Fcreate

NORLA project report
https://norla.no/en/guest-of-honour/frankfurt-2019/report

official evaluation record, 2020
https://kudos.dfo.no/dokument/f08a4a4a-b232-4143-a5f1-eef2f0931ea3

Qendra Multimedia
https://qendra.org/kosovo-theatre-showcase/?lang=en

DokuFest publication
https://dokufest.com/images/uploads/Doku_Daily_07_ENG.pdf

Regional mobility funding guide, TRADUKI entry
https://www.gov.si/assets/ministrstva/MK/Novice/2022/Motovila/OTM_MFG_Balkan-region_EN.pdf

Filigrani programme account
https://filigrani-pz.com/en/news/filigree-beyond-craft

British Council, 2012
https://www.britishcouncil.org/sites/default/files/trust-pays-report-v2.pdf

UNESCO, 2025
https://www.unesco.org/en/articles/unesco-framework-culture-and-arts-education-implementation-guidance?hub=66903

UNESCO, 2023
https://www.unesco.org/en/peace-building-and-dialogue

DokuFest, 2021
https://dokufest.com/en/news/open-call-how-do-i-see-you-second-intercultural-exchange-camp

DokuFest, 2024, pp.52–53
https://dokufest.com/images/uploads/files/ENG_2024_Annual_Report_for_Web.pdf

UNDP, 2024
https://www.undp.org/kosovo/stories/kosovos-rich-cultural-heritage-presented-through-digital-solutions

Graphics note

Graphics are analytical or schematic, as labelled. No geographic route represents an agreed partnership.

SOURCE TRAIL

Source dates and inspection dates do not prove current availability.

About EC

Founded in 2006, EC Ma Ndryshe is a community-based organisation that takes an inclusive approach to sustainable development. Through its activism, EC works towards a Kosovo where democratic governance is participatory, transparent and accountable, and where institutions, communities and stakeholders work together towards sustainable development. This vision promotes inclusive decision-making, stronger policies and greater public involvement so that sustainability becomes an integral part of governance at both the local and national levels. Through better institutional coordination, evidence-based policymaking and civic engagement, EC seeks to bridge the gap between communities and institutions so that good governance delivers tangible, lasting change.

Vision statement

“Empowering a resilient and inclusive Kosovo where communities actively shape sustainable, digitally enabled and socially conscious institutions.”

Mission statement

“EC Ma Ndryshe supports democratic governance and sustainable development in Kosovo by fostering sustainable socioeconomic, cultural and green development through digital education, environmental stewardship, community mobilisation, advocacy for participatory public decision-making and the cultivation of strategic partnerships.”

www.ecmandryshe.org

