



STRATEGIC PLAN OF THE ALBANIAN NATIONAL MINORITY COUNCIL

2012-2016.

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1.1. Foreword by the President of the Albanian National Council

Considering the importance of respecting and implementing a comprehensive and sectorial strategy to ensure the rights of national minorities, in order to realize the rights of the Albanian minority in Serbia to self-govern in culture, education, information and official use of language and alphabets, the Albanian National Minority Council was initiated and has implemented a strategic plan of activities for the next four years.

In this document, the Albanian National Minority Council presents systematic measures and activities to ensure that the Albanian community in Serbia, through the promotion and advancement of its national identity, create the preconditions to successfully address problems in the socio-economic life of every individual.

So that this Strategic Plan reflects the needs and desires of the widest section of the Albanian community, the development of the document included more than fifty members from Albanian national minority professionals in the fields of culture, education, information and official use of languages and alphabets.

One of the key elements for the successful development of this strategic plan is the help and support of our international partners, particularly the OSCE Mission to Serbia through a project funded by the United Kingdom, which provided financial and technical assistance, and thereby enabled this planning document to achieve the necessary elements for success.



President of the
Albanian National Minority Council
Galip Beqiri

Galip Beqiri

1.2. Institutional Framework - The Albanian National Minority Council

The national institutional framework and legal status of minorities is regulated by several legal documents that guarantee minority rights in Serbia. The legal framework has been established by the Constitution of the Republic of Serbia and by international treaties, laws and regulations.

In August 2009, the Serbian Parliament adopted a Law on the National Council of National Minorities that regulates in detail the position and responsibilities of these bodies. The Law of the Protection of Freedoms and Rights of National Minorities in 2002 and the Law on National Minority Councils set out the legal basis for the protection of minorities in Serbia.

The Law on National Minority Councils governs the authority of the National Councils of National Minorities in the fields of culture, education, information and official use of languages and scripts, as well as the procedures for the election of national councils, their funding and other issues relevant to the work of national councils.

The National Council represents national minorities in the fields of education, culture, and information disseminated in the minority language as well as in the official language and alphabet. It participates in the decision-making and oversight of issues in these areas, including the establishment of institutions, companies and other organizations relevant to these areas.

The first Albanian National Minority Council was inaugurated on July 3, 2010 to secure the legally established rights related to culture, education, information and the official use of languages and alphabets.

One of the first steps of the 29-member Albanian National Minority Council was to define the strategic directions and measures needed to put into practice the Albanian national minority rights guaranteed by law. As a result of these efforts, the National Council's strategic plan, covering the next four years, defines the objectives, activities and resources necessary to improve the current situation of the National Council in the area of jurisdiction.

In addition to developing the Strategic Plan, the Albanian National Minority Council has implemented a number of focused efforts to advance the Albanian community in Serbia, both at the national and local levels.

1.3. Methodology for creating the strategic plan

The methodology used to create the strategic plan of the Albanian National Minority Council (hereinafter ANMC) is contained in The Manual for the Development of Strategic Plans of National Councils of National Minorities.. This manual has defined and guided all key steps of the planning process.

The first step in developing a strategy document was the formation of working groups comprised of experts in the fields or those with competence in areas relevant to the efforts of the ANMC.

ANMC is a strategic document developed through the work of six thematic sub-groups, which consists of 10 experts in different areas. The working groups are:

1. Working group for pre-school, primary and secondary education
2. Working Group for Higher Education and Science
3. Working Group on Culture
4. Working Group on Information
5. Working Group for the official use of languages and alphabets
6. Working Group for Youth and civil society.

The second step in the planning process included collecting and analyzing the current situation in the fields of culture, education, information and the official use of Albanian as a language and alphabet of a national minority.. This was implemented through ten individual working group meetings. The results of this phase of the working groups established the basis from which to define the goals and activities of the planning document.

The third step in the development of a strategic plan included participation in three training sessions (STRATEGIC PLANNING Part 1 - Introduction to strategic planning and review of the current situation, STRATEGIC PLANNING Part 2 - Identifying priorities and defining objectives, and STRATEGIC PLANNING Part 3 - The action plan). These training sessions included members of the working groups and were based on the collected data, the defined strategic objectives and the actions needed to achieve these goals.

The final document contains the consensually adopted measures that aim to improve the position of the Albanian community in the areas of culture, education, information and official use of languages in accordance with available resources and the needs expressed by a majority of the Albanian community.

PRINCIPLES AND VALUES

PRINCIPLES FOR THE DEVELOPMENT OF THE STRATEGIC DOCUMENT

- Direct and transparent consultations and exchange of information during the preparation and adoption of the plan
- Multidisciplinary and intra-sectoral approach
- Democratic decision-making process in defining priorities
- Long term prospects
- Efficiency (cost-efficiency)
- Specific measurable, realistic and feasible goals.

PRINCIPLES OF THE ACTIVITIES PLANNED BY THE STRATEGIC DOCUMENT

- Equitable availability of the services/activities to all potential beneficiaries
- Feasibility of the planned services/activities
- Steady improvement in the quality of planned services/activities in accordance with European standards
- Active participation by citizens.

GOALS OF THE STRATEGIC PLAN

The Strategic Plan of the Albanian National Minority Council is a document that:

- Establishes the jurisdiction of the National Council of the Albanian minority (ANMC) by area
- Reflects the current situation and position of the Albanian minority in areas where ANMC has jurisdiction
- Analyzes needs and competence
- Formulates measures to improve the situation of the Albanian minority in areas where ANMC has jurisdiction.

The strategic plan presents a unique platform of action to improve the situation of the ethnic Albanian minority, encouraging individual responsibility and cooperation within the local community towards this purpose, addressing the needs of the ethnic Albanian community in the the resolution of problems, and ensuring the promotion of and enhanced participation in decision-making in areas in which ANMC has jurisdiction.

The Strategic Plan was preceded by:

- The determination of needs and identification of problems faced by the Albanian national community through a series of meetings with local stakeholders,
- The analysis of relevant documents.

The development of the strategic plan and formation into thematic groups included the participation of numerous institutions and organizations that have provided a significant contribution to the development of an action plan to resolve the problems and improve the situation of the ethnic Albanian community.

VISION AND MISSION OF THE STRATEGIC DOCUMENT

VISION

By promotion and improvement of its national identity, the Albanian community, through the National Council, has created all preconditions for the successful solving of the problems in the fields of community and social life of each member of the community

MISSION

Vision shall be implemented through the partnership of all local and national institutions with great participation of the citizens

4.1. Demographic data

According to the 2002 census, 61,647 Albanians live in Serbia. Expressed as a percentage, the Albanian minority represents 0.82% of the total population in Serbia.

The Albanian population is mostly concentrated in three municipalities in South Serbia: Bujanovac, Preshevo, Medvegja.

This data is from the official census taken in 2002; during the last nine years the number of members of the Albanian national minority has increased by 40%.

MUNICIPALITY	ALBANIAN NATIONAL MINORITY POPULATION	
	Resident	Nonresident ¹
Bujanovac	23681	Over 11 000
Preshevo	31098	Over 13 000
Medvegja	2816	Over 3 000

4.2. Legal status

The legal status of the Albanian national minority is regulated by several legal acts that guarantee human rights in Serbia. The legal framework is established pursuant to the Constitution of the Republic of Serbia, international treaties, and various national laws and municipal regulations. The movement to protect minority rights in Serbia (at that time part of FR Yugoslavia) led to the Law on Rights and Freedoms of National Minorities in 2002 (hereinafter referred to as the “Law on National Minorities”) and became the legal foundation for the protection of national minorities and their cultural identity through several tools and mechanisms in the fields of education, language, information and culture. This Law acknowledges not only the rights of the members of national minorities, but also the collective rights of national minorities as groups. Pursuant to this Law, the right to cultural autonomy of national minorities and the institutions of the national minority councils was introduced. The Law was also significantly influenced by the Framework Convention for the Protection of National Minorities (adopted in 1995 by the Council of Europe,

¹ Residents who live outside the country for one year or more.

by Serbia in 2001) which also constitutes part of the Serbian national legal system. The European Charter for Regional or Minority Languages (Council of Europe in 1992, Serbia in 2005) is also a key international act concerning minority languages and covers the protection of national minorities in Serbia. The standards set out in the Law on National Minorities were accepted by the Constitution of the Republic of Serbia of 2006; in that law chapter 3, in section 2 of the Constitution, is entirely dedicated to national minorities. The Constitution also acknowledges the right to cultural autonomy and the right of the members of national minorities to choose their National minority councils. In the new Constitution of the Republic of Serbia, National minority councils have constitutional status.

In August 2009, the Assembly of the Republic of Serbia adopted the Law on National Minority Councils, and provided detailed regulation regarding the position and competence of these bodies. The Law on National Minorities and the Law on National Minority Councils have established the legal foundation for the protection of minorities in Serbia. Other laws that regulate various issues (education, culture, personal IDs, information, official use of language and alphabet etc.) are significant for the implementation of human rights and deal with the issue of minorities as well. Since the implementation of many minority rights is accomplished at the local level, municipal regulations are extremely significant for the quality of protection of minorities. According to the Law on Local Self-Government (2007), the municipality shall be in charge of the implementation, protection and improvement of individual and collective minority rights. It has special competence for the official use of minority languages, education and media in minority languages, and support for the cultural activities of minority groups.

The elections for the National minority councils were held on June 6, 2010 in all 167 municipalities in Serbia, where the members of 16 National minority councils were chosen in direct elections, and for the remaining three national minority councils: Croatians, Macedonians and Slovenians in indirect elections – via electronic assembly. The direct elections for the councils were organized by the minorities which reported more than half of the members who were registered in the census, as follows: according to the last census there are 61.647 Albanians, Hungarians (293.299), Bosniaks (136.097), Roma (108.193), Ashakli (584), Bulgarians (20.497) and Bunjevci (20.012), Vlasi (40.054), Greeks (572), Egyptians (814), Germans (3.901), Romanians (34.576), Rusyns (15.905), Slovaks (59.021), Ukrainians (5.354) and Czechs (2.211). National Councils were established for 19 national minorities, i.e. National Councils of the Albanian and Bulgarian minority on July 3, 2010, and the remaining 16 sometime later (the National Council of the Bosniak minority still has certain problems related to its constitution).

National minority councils provide the form of the minority self-government used by members of minority groups to preserve their identity and protect their rights through their elected representatives, especially in the fields of culture, education, communications and official use of languages and alphabet.

The Constitution guarantees individual and collective rights to members of minorities, although thus far their rights have been promoted and protected only through the political parties. Through the National minority councils they have been offered additional mechanisms for protection of

their rights. Members of national minorities in the Republic of Serbia establish and choose their national councils in order to attain self-government in the areas of:

- Culture,
- Education,
- Communications and
- Official use of language and alphabet.

The National Council represents a national minority in the sphere of cultural autonomy and, in the form of self-organized minority communities, provides and institutionalizes participation in the decision making process and management of all the issues in these fields.

Following this legally prescribed structure, analysis will focus on the four fields listed above and standards implemented for the rights of the Albanian national minority. The analysis of each field will include four steps, which will include the legal framework, the legal competences of the national minority councils, the presentation of the situation in the field based on the research conducted there, and conclusions and recommendations.

CULTURE

Keeping, preserving and developing their cultures and traditions is one of the inalienable rights of the members of national minorities who may, in order to improve their culture and tradition, establish various institutions, societies and associations of culture, art and science. In accordance with their capabilities, local self-governments should provide financial support for the work of the institutions and societies mentioned above. Local self-governments also have the obligation to protect the cultural heritage important for the municipality, to improve the development of cultural and artistic work, to provide assets for financing and co-financing programs and projects in the area of culture, and to establish favorable conditions for the efforts of these institutions.

5.1. Legal framework

The preservation of national culture is one of the central requirements to protect the national identity of national minorities. For this reason, the right to support their own traditions and culture is generally accepted as the standard in the protection of minorities and is guaranteed by international and national legal documents.

Pursuant to Article 79 of the Constitution of the Republic of Serbia, the members of national minorities shall have a right to: the expression, preservation, fostering, development and public demonstration of national, ethnic, cultural, and religious ways, traditions and customs. The framework's conventions oblige the states in Article 5.1 to improve the conditions needed for the members of national minorities to sustain and develop their culture, as well as the necessary elements of their identity, i.e. religion, language, tradition and cultural heritage. The Charter regulates the issue of culture in Article 12.

Cultural activities include the protection of cultural heritage, the development of cultural activities and facilities of importance for culture, especially libraries, video libraries, cultural centers, museums, archives, academies, theaters and cinemas and including literary work and film production, colloquial forms of cultural expressions, festivals and other cultural support such as the use of modern technologies.

Serbia has accepted the following measures: to encourage the forms of expression and initiatives of regional or minority languages and to support a variety of approaches to encourage works created in those languages (Article 12.1), to use assets to encourage the work made in regional and minority languages by supporting and enabling translation, dubbing, post-synchro-

nization and subtitles; to encourage access to regional or minority languages via works created in other languages by encouraging or developing translation, synchronizing messages (Article 12.1 B) to create synchronization and subtitles of the activities (Article 12.1 C); to encourage direct participation from the representatives of the users of certain regional or minority language by providing adequate conditions and by planning cultural activities (Article 12.1 F).

Serbia has also agreed to approve, encourage and/or provide appropriate cultural activities and subsidies in regions outside those where regional or minority languages are traditionally used, if that is justified by the number of users of regional or minority languages. (Article 12.2). The Law on National Minorities guarantees the right to the preservation of the culture of national minorities in Article 12. The Law guarantees the freedom of expression, preservation, development and transfer of culture, and identifies this right as an individual and collective right (Article 12.1). It also provides for the establishment of cultural and artistic and scientific facilities (Article 12.2) and stipulates that the state will provide financial support for these facilities pursuant to its capacities (Article 12.3). State museums, archives and state institutions in charge of the protection of the monuments of culture shall enable the presentation and protection of the cultural and historical heritage of national minorities (Article 12 5.).

5.2. Legal jurisdictions of the National council

In Articles 16-18, the Law on National Minority Councils regulates the jurisdictions of the national minority councils in the sphere of culture. Article 16 provides that the national minority councils shall have foundation rights related to the foundation of cultural institutions. Article 17 envisages the participation tools of the national minority councils in the management of their cultural institutions. Article 18 includes 12 different competences of the national minority councils related to the institutions, events, and objects of special interest for national minorities (Article 18.1, 18.3, 18.4), the cultural strategies of national minorities (Article 18.2), the protection and restoration of cultural assets (Article 18.5), spatial and urban plans (Article 18.6 and 18.7), the movement and protection of movable and immovable cultural assets (Article 18.8), libraries (Article 18.9), the distribution of public budget assets to institutions and cultural associations (Article 18.10), and the methods for appointing members to the National Council for Culture (Article 18.11 and 18.12).

The National Council prepares the strategy for the development of the culture of a national minority, deals with the issues of the institutions and events in the area of culture, and establishes and protects cultural assets such as libraries; it is also in a position to influence the distribution of funds from the budget allocated for this field and participate in the work of the National Council for Culture. More precisely, the National Council:

a) Determines the strategy for the development of the culture of a national minority;

- b) Establishes the institutions and events in the area of culture that are of special importance for the protection, improvement and development of the unique elements of culture and the national identity of a certain national minority;
- c) Presents the proposal for the distribution of funds granted in the public bid from the budget of the Republic of a unit of local self-government, for the institutions, events and associations of the national minority in the field of culture;
- d) Determines which movable and immovable cultural assets are of particular significance for a national minority; initiates procedures before the relevant body or institution in order to establish the status of legally protected movable and immovable cultural assets that are significant for a national minority; proposes the undertaking of measures for the protection, recovery and reconstruction of cultural assets from paragraph 1 , item 4) of this Article; issues opinions and suggestions in the process of the development of spatial and urban plans in the unit of local self-government where cultural assets from paragraph 1 item 3) of this Article are located; proposes suspension of the execution of spatial and urban plans if it considers that they jeopardize cultural assets from paragraph 1, item 3) of this Article; issues preliminary opinions to relevant authorities in the process of issuing permits for the transfer of immovable cultural assets from paragraph 1, item 3) of this Article to a new location;
- e) Provides opinion in the process of foundation or suspension of the libraries or organizational units of the libraries which have a given number of books in the language of a national minority;
- f) Nominates at least one candidate for the joint list of candidates for the election of the National Council for Culture; appoints its representatives to the National Council for Culture who, although without the right to make decisions, participates in its work when the issues of importance for the culture of the national minority are discussed; and decides on other issues entrusted by law or the unit of local-self-government.

5.3. Current situation in culture

Along with the basic characteristics of the current cultural environment, the National Council can identify those obsolete technical capabilities and programs of cultural institutions that do not meet the modern needs of the population.

The major cultural events are:

- „Cultural Summer Bujanovac“ („Bujanovac Summer Days“), a multi-cultural presentation of traditional dances and music.
- „Sylvester party in the town square Bujanovac“ - Youth Office Bujanovac
- “Youth” organizations from Bujanovac have produced short films and play in amateur theater.

- The most important cultural activity in Presevo is the „Festival of Albanian comedy.“ Established in 1994, the event was organized this year for the 7th time. The festival has no continuing financial support, but donors are found each year (including the Ministry of Culture, Municipality of Presevo, and other local sponsors)
- Art colony Presevo - In Presevo, there are about 30 artists, painters and sculptors who gather organizations of artists. In preparation for the Festival of Albanian Comedy their work proved to be insufficient. Specifically Culture has asked about 10 artists to offer works for the exhibition, but only one artist accepted the offer and has exhibited works.
- The central activity of the Albanians in Medvegja Reveille May which has been celebrated in Tupale since 2003. The popular festival includes singing, dancing, oration and involves not only the people from this municipality, but also guests from Dardana and Gjilan.

Cultural institutions:

- In Bujanovac, there are two cultural institutions within the Municipality: a cultural center and a system of libraries. These cultural institutions are funded by the Municipality.
- Cultural Centre in Bujanovac, has a large capacity (405 seats), but is technically outdated, in poor condition, and rarely used. Despite gains, the public library holds an insufficient number of books in Albanian. In 2002, the library in Bujanovac held no books in the Albanian language. The situation has since changed, so that the library currently holds 10,000 books in the Albanian language.
- In Presevo there are two cultural institutions within the Municipality: a cultural center and a system of libraries. These cultural institutions are funded by the Municipality.
- Cultural Center in Presevo and if high capacity theater with 600 seats), it is technically outdated in poor condition and rarely used. As far as the public library may be noted that the number of books available in Albanian insufficient. By 2002, the library in Bujanovac, there were no books in Albanian language.
- Library Medvegja - The Medvegja library has 3,000 books in Albanian among an overall holding of about 40,000 books.
- None of the three municipalities have an active cinema, theater or museum.

5.4. Identified problems

The main problems in the field of culture are as follows:

- Lack of cultural institutions (cinemas, theatres, museums, archives etc.),
- Lack of books in Albanian in the public libraries of the three municipalities,
- Difficulties in cultural exchange, due to limited mobility of the persons from Kosovo,
- Lack of cultural exchange with the institutions, troupes and artists from Serbia and the region,
- Insufficient visibility of Albanian culture among the majority population,
- Lack of a systematic approach with ad hoc activities dominating,
- Poor financial preconditions for the preservation of culture,
- Lack of clearly project oriented assets for cultural activities in the municipal budgets,
- Lack of systematic cooperation within the cultural institutions in the state of origin,
- Lack of contemporary cultural events,
- Lack of interest of the citizens in cultural events due to the poor financial situation.

ADVANTAGES

- Human resources
- Cultural heritage
- Societies and associations
- National Council

DISADVANTAGES

- Cultural infrastructure
- Cultural institutions (finances)
- Free flow (individual and group)

CHANCES

- Projects for donations
- Cooperation with state and international institutions (NGOs and Coordination body)

THREATS

- Financial conditions
- Insufficient support by the local authorities

5.5. Recommendations

There is a complete absence of a systematic approach to solve the above mentioned problems in the area of culture. Cultural events and institutions entirely depend on the personal engagement of project leaders and others, and most activities are undertaken on an ad hoc basis. The majority of the problems relate to the poor financial situation and the fact that cultural activities and efforts are neglected when community members do not have work, money, or other essentials.

- The ANMC should develop a general strategy to preserve and improve the cultural identity of the Albanians in South (Article 18.2 of the Law on National Minority Councils). This document should identify the institutions and events of particular interest to protect the national identity of this national minority (Article 18.1 of the Law on National Minority Councils). It is extremely important that events such as the Days of Albanian Comedy in Preševo or the May Reveille in Tupale achieve continuity and after so many years become traditional.
- A more successful use of alternative sources of financing is also required. The lack of financial assets is one of the main problems for the development of culture and it is very important to secure these assets from alternative sources of financing (national and international donors, the business sector, and the budgets of other state institutions). The ANMC should set the standards and define the criteria by which these funds should be distributed (Article 18.10 of the Law on National Minority Councils).
- The revitalization of cultural institutions is one of the most urgent issues requiring attention in the future work of the ANMC, both in technical and program related areas. The non-existence of cinemas, museums and theaters is one of the crucial problems. Currently established libraries present additional challenges. The libraries in Bujanovac, Preševo and Medvegja do not have a sufficient number of books in the Albanian language. The ANMC should address this problem and take an active role in acquiring books in Albanian or books by Albanian authors for the public libraries. The ANMC together with other national minority councils should address the Ministry and advocate to improve this situation.. The ANMC could support the publication of books by authors of the Albanian national minority, provide support for the arts community and promote culture through art.
- It is necessary to promote cultural exchange not only between Albanian artists (from Albania, Kosovo and Macedonia), but to create conditions for the better visibility of Albanian culture within the majority population (and vice versa). This should contribute to breaking stereotypes and prejudice and decrease inter-ethnic distance.

EDUCATION

The importance of education today should not be underestimated. The educational system is expected to provide knowledge to individuals that will make them more competitive participants in the market, but also contribute to the preservation of the culture and the identity of national minorities. It will be easier to achieve these goals if minorities are provided education in their own language first and if units about their history, culture and tradition are integrated into the educational process. Therefore, the educational system must be open to the ethno-cultural reality and to the economic needs of society, as well as to the transfer of the knowledge and materials necessary to preserve the identity of the members of national minorities, while taking into account the realities and opportunities of the market.

The right to education of the members of national minorities is based on the Constitution of the Republic of Serbia, the Declaration, the Framework Convention, the Law on National Minorities, the Law on National Minority Councils, as well as various laws that regulate education (such as the Law on primary school, the Law on secondary schools, and the Law on university education).

6.1. Legal framework

According to the Constitution of Serbia, everyone is entitled to education (Article 71.1). Members of national minorities have access to educational institutions, and in that sense cannot be discriminated against in any way. Beside general access to the educational system in Serbia, the members of national minorities are entitled to education in their own language in state and provincial institutions, as well as the right to establish private educational institutions (Article 79.1).

The international obligations of Serbia in relation to the education of minorities are based on the Framework Convention (Articles 12-14) and the Declaration (Article 8). The Framework Convention regulates the right to education in the languages of the minorities in Article 14. It guarantees the members of national minorities the right to learn their own language. In that sense, the obligation of the state is very passive, and is not under an obligation to undertake any actions in that direction. Article 14.2 stipulates the right of an individual to learn the languages of a national minority, or the right to education in a minority language within the state educational system.

Even if the state provides education in minority languages, that does not exclude learning the official languages and education in that language (Article 14.3). This is because knowledge of the official language is an important element of social cohesion and integration. The goal of Article 12 of the Framework Convention is inter-cultural society based on tolerance. Article 13 regulates

the right of national minorities to found and manage their own private institutions for education and training. These institutions are an integral part of the educational system of the state. In that sense, the state must acknowledge the degrees and other documents issued by these institutions.

The Framework Convention does not oblige the state to provide financial support for those institutions (Article 13.2). Article 8 of the Declaration includes the list of measures that relate to education. These measures cover all levels of the educational process. Serbia has agreed to offer pre-school education in minority languages or to provide a major portion of pre-school education in the minority languages for those children whose families submit such requests, and if there is a sufficient number of requests, or if public authorities do not have direct competence in the area of pre-school upbringing and education, to encourage and stimulate the implementation of these measures (Article 8.1.a (iii) and (IV)).

Serbia has also agreed to enable conditions for the study of regional and minority languages at universities and colleges (Article 8.1 E (II)), and if public authorities do not have direct jurisdiction over the education of adults, to stimulate or encourage the offer of such languages through courses in the education of adults (Article 8.1 F (III)), or to prepare the programs which would provide learning about the history and culture which is related to regional and minority languages (Article 8.1 G).

The Law on National Minorities regulates the issue of education in Articles 13-15. The Law guarantees the right to members of national minorities to education in the languages of national minorities within the institutions for pre-school, primary and secondary school education (Article 13.1). Education in the language of the national minority does not exclude the obligation to learn the Serbian language (Article 13.4). The Law provides certain guidelines for the program, stating that the programs for education in the language of the national minority will include the subjects of the history, art and culture of national minorities (Article 13.5). In addition, the school curriculum in the Serbian language is directed to promote tolerance and coherence (Article 13.7).

Article 14 regulates different aspects of the education and training of teachers to educate in the minority languages. Article 15 provides for the persons who belong to a national minority to establish and manage private educational institutions.

The Law on Education regulates various issues related to the education of minorities. Pursuant to Article 4.1, item 14, one of the educational goals is, among other things, the development of personal and national identity, the development of the sense of belonging to Serbia, respect and preservation of Serbian and one's own language, the tradition and culture of the peoples in Serbia, the national minorities and ethnic communities, the development of a multicultural society, respect and preservation of national and world cultural heritage. The goal stated in item 15 includes, among other things, the development and respect for national, cultural, language and religious equality, as well as tolerance and respect for these differences. Pursuant to Article 9.2 of this Law, the education of the members of national minorities is offered in their mother tongue. In exceptional situations, bilingual education or education only in the Serbian language

may be offered, in accordance with a special law. Article 74 of the Law regulates the contents of the curriculum in primary and secondary schools which should, inter alia, cover the recommended method for the adaptation of the curriculum for the courses relevant to national minorities and programs of bilingual education (Article 74.4). The Minister of Education is in charge of the adoption of the curriculum for primary and secondary school education of members of national minorities. The Minister adopts these curricula based on the recommendations of the national minority councils and the opinion of the National Educational Council (Article 79.4). In regards to textbooks and other materials used for the education of minorities, the Law stipulates that only authorized (approved) textbooks and materials shall be used (Article 102.3). Foreign textbook may also be approved (Article 102.4). The Law also regulates the participation of national minorities in educational management (Article 12.6, Article 13.3 item 10, Article 18.3, Article 22.4, Article 29.4, Article 54.4, Article 54.5, Article 58.3, Article 60.2) and requirements for the employment of the teachers (Article 120.2, Article 121.6 and Article 121.7).

In accordance with Article 5 of the Law on Primary Education, members of national minorities will be offered education in their mother tongue or bilingual education, in cases where at least 15 students apply for the first grade. However, with the consent of the Minister of Education, a school may offer classes in the minority language even if the number of students is less than 15. If the education is provided in minority languages, a course in the Serbian language is mandatory. If classes are in the Serbian language, students who belong to a national minority will also have a class in which they will learn their mother tongue along with elements of their national culture. The Law regulates certain organizational issues in Articles 25.5 and 25.6, as well as in Article 26.2, and Article 69.2. If classes are held in the minority language, the school will keep records in both languages, in Serbian and in the language of the given national minority (Article 129.2). The same rule applies to the certificate issued by the school (Article 134.4). Equivalent norms are found in the Law on Secondary Education.

Pursuant to Article 80.2 of the Law on University Education, the universities may conduct research or undertake studies or establish departments in minority languages in accordance with their statutes. They may also offer programs in minority languages, provided that they are authorized to do so (Article 80.3). The Law stipulates that in those cases in which education is provided in the language of a national minority, a representative of that national minority may take part in the work of the National Council for university education with voting rights (Article 10.3). In university institutions founded by the state and when classes are offered in minority languages, the national minority council may issue opinions regarding the candidates for the Council of the institution (Article 52.2). The same applies to the executive authorities (Article 54.4). Registers and certificates are bilingual (Article 97.3 and Article 99.4).

Article 15 of the Law regulates the different competences of the Council concerning: participation in the National Council for Education and the National Council for Higher Education (Article 15, paragraph 1, Article 15, paragraph 12 and Article 15, paragraph 13); opinions about the network of institutions that provide special services for students (Article 15, paragraph 2, and article

15, paragraph 4); the approval and recommendations on the transfer of an academic unit (Article 15, paragraph 5 and Article 15, paragraph 6) opinions regarding the number of students (Article 15, paragraph 7, and Article 15, paragraph 8), opinions on institutions that provide special services for students on the distribution of places (Article 15, paragraph 9); opinions regarding the allocation of funds from the budget of the institutions and educational organizations through open tenders (Article 15 stav10) scholarships (Article 15, paragraph 11).

6.2. Legal competences of the national minority councils

The Law on National Minority Councils regulates the competences of the national minority councils in the field of education in Articles 11-15. They are entitled to:

- Establish educational institutions (Article 11). In the educational institutions established by the state, province or municipality in which the minority language is used and instruction is given in the minority language, the national minority council has various tools for participation in „school management“. The national minority council is entitled to contribute to curriculum and textbook decisions through a variety of instruments under Article 13 and Article 14. Article 15 provides for 13 additional competences of the national minority councils pertaining to these various issues.
- National minority councils participate in the management of educational institutions that teach in the mother tongue or when the minority language and culture are taught as a separate subject. The national minority council issues opinions or appoints members of the school management or school board (Article 12.1, items 1 and 2). It also provides opinion or prior approval regarding the selection of candidates for school director (Article 12.1, items 3 and 5). It also gives opinion in the process of removal from office of the school director and members of the managing board (Article 12.1 item 4).
- The national minority council is entitled to appoint a member to the managing board of institutions that provide special services for pupils and students („institutions of pupil and student standards“) and issues opinion about other candidates of the managing board (Article 12.2, items 1 and 2.) They also provide opinion during the process of electing directors of this institution (Article 12.2, item 3), and during the process of removal from office of the director and the members of the managing board of that institution (Article 12.2, item 4).
- In the area of the university education of national minorities, the Council provides opinion on candidates for the management of institutions that provide teaching in the minority language (Article 12.4).
- The Law on National Minority Councils stipulates the right of the national minority councils to recommend curricula for pre-school education, primary and secondary education, in those areas that are important to the expression of the cultural features of national minorities, es-

pecially regarding history, music and art (Article 13.1). The same applies for programs in the languages of national minorities (Article 13.2).

- The national minority council has the right to recommend measures and curriculum for those programs of the institutions that provide special services for students („institutions of student standards“), and oversee inter-ethnic tolerance and multiculturalism (Article 13.4).
- National minority councils provide opinion in two areas: regarding the curriculum for Serbian as a second language (Article 13.3) and regarding the curricula for institutions of special importance to national minorities (Article 13.5).
- National minority councils participate in the process of authorizing textbooks in two ways. If the National Council for Education recommends that the Minister of Education approve a textbook or educational material that contains cultural features of national minorities, the national minority council must first grant approval of those recommendations (Article 14.1). The national minority council is also entitled by the Minister of Education to issue permission for the use of local or imported textbooks in minority languages (Article 14.2).

6.3. The current situation in this field

The field of education is one of the key areas of responsibility held by the National Council. The basic characteristics of this educational system are the existence of pre-school, primary and secondary institutions in which teaching is given in the minority language, while higher education is still fraught with problems.

In 2011 the Faculty of Economics opened in Bujanovac, but it has continuing problems regarding scholarships for students, providing textbooks in the Albanian language and in recognizing and validating diplomas from Kosovo.

Overview of educational institutions in the municipalities of Bujanovac, Presevo and Medvedja:

- Bujanovac has developed a network of primary schools. In the area there are 12 schools and one preschool (within the department in Veliki Trnovac). In Bujanovac, the two high schools include the school „Sveti Sava“ specializing in economics, law and administration, engineering, metalworking, retail, hospitality, tourism, medicine and social welfare and with classes taught in Serbian. The other is the secondary school „Sezai Surroi“ offering a general high school curriculum, along with economics, law and administration, engineering and metalworking, electrical engineering, trade, hospitality, tourism, medicine and social welfare and with classes held in Albanian.
- In Presevo, there is one nursery school, eight primary schools and two middle schools. In one primary school, classes are held in Serbian. In another primary school, the classes are taught in

Albanian and Serbian. In the other six primary schools (one in Presevo and 5 in local villages) classes are held in Albanian. In the two high schools: Gymnasium “Skenderbeg” and the Technical high school “Presevo” specializing in: economics, law and administration, metalworking and engineering, traffic, trade, hospitality and tourism, medicine and social welfare, electro engineering, forestry and wood processing the classes are held in Serbian and Albanian.

- In Medvedja, the nursery school has 13 satellite schools, 6 primary schools and one high school. The classes in five primary schools are held in Serbian language while in one school they are bilingual (in the primary school “Sijarinjska Banja). In the primary school „Zenel Ajdini“ the classes are held in Albanian language only. At the technical school „Nikola Tesla“ in Medvedja which specializes in: economics, law and administration, engineering and metalworking, trade and hospitality the classes are held in Serbian language. In the economics course, in the classrooms with sufficient number of students, the classes are bilingual.

6.4. Identified problems

For the education of the Albanian national minority, the most significant problems are:

- Inadequate curricula which do not respect the need to protect and foster the national identity, culture and traditions of the Albanian national minority,
- Lack of adequate textbooks and working papers,
- Poor school libraries,
- The status of degrees earned in Kosovo and the recognition of diplomas obtained in Albania and Macedonia,
- The recognition of diplomas by the National Employment Service,
- Low quality of Serbian language classes for the students attending classes in Albanian,
- Lack of Albanian language classes for students attending school in the Serbian language,
- Lack of Albanian-Serbian language classes and the development of future educators who would be bilingual,
- Separate educational institutions and separate education.

ADVANTAGES

- Desire to work, enthusiasm and willingness
- Support and good relations with the international community
- Institutionalized pre-university education
- Professional staff
- Large number of children and young people

DISADVANTAGES

- Lack of space, facilities, staff, resources and sports facilities
- Lack of professional staff for specialized classes
- Inadequate curricula for the following subjects: Albanian language and literature, history, music and art, geography
- Lack of textbooks
- Lack of university education
- Lack of support from the country of origin and Kosovo
- Obstruction caused by parts of the political establishment
- Lack of supervision of the teaching process

CHANCES

- United Europe
- Exploitation of resources from international funds
- Help from the central and local government
- Readiness to complete university education
- The return of the displaced from the valley

THREATS

- The economic crisis
- Poor economic development
- Indifference of the governmental structures
- Reduction of the number of students due to migration
- Non-recognition of diplomas
- Inadequate practical application of the law

6.5. Recommendations

- The curriculum for classes in Albanian is the same as for general education in Serbian language, but does not incorporate features of Albanian culture that contribute, preserve and foster the identity of this minority or promote national culture and tradition. This approach leads to some resistance from minority groups and a tendency to close off from the rest of society. It also leads to parallel curricula, where teachers themselves define the content of their subjects. In this respect, the ANMC has an important and responsible role, since it is responsible for recommending curricula for certain subjects (history, art, music and literature, Article 13.1 and 13.2 of the Law on National Minority Councils). The ANMC can contribute to preserving and fostering the national identity of minority groups, but also to connecting students with their broader cultural heritage. The right balance between the integration and preservation of a minority's identity needs to be achieved. This has great importance in the context of European integration. Diversity should be preserved, and yet some common values should be accepted and cherished. In addition, ANMC should work on a comprehensive strategy in this area.
- The other central issue is the question of textbooks, and this is related to the issue of curricula. However, with regard to textbooks, the absence of any systematic approach is apparent. For years now, textbooks in Albanian have not been published in Serbia, and the textbooks that were published in the middle of the 1990s do not meet the unique needs of education in the Albanian language, but are straightforward translations of books in Serbian which are now outdated after many reforms that took place in education. Although Serbian law allows for the import of textbooks written in minority languages, the practical use of this option does not come easily. The ANMC has jurisdiction regarding textbooks (Article 14 of the Law on National Minority Councils), and has the ability to solve this problem. Although the easiest way would be to import textbooks from Albania, Kosovo and Macedonia, it should not be the only mechanism to improve education in the Albanian language. In the long run, efforts should be made to print textbooks in the Albanian language in Serbia, which should contribute to the development of integrative multiculturalism. The ANMC should also work to improve school libraries and the availability of other working materials necessary for effective education (geographic and historical maps, globes, music and video libraries, computers, etc.).
- Modern education is closely linked to the mobility of students and teachers and that mobility is limited to the region. Restrictions are not only financial in nature; they are also caused by administrative barriers.
- It is clear that the problem regarding the recognition of diplomas issued in Kosovo is a political problem resulting from current relations between Serbia and Kosovo, but there is also a problem with the recognition of diplomas from Albania and Macedonia. The ANMC is not able to solve this problem, but it can lobby and negotiate on both sides to work on the problem and find a solution. The ANMC could, perhaps, together with other national minority councils, lobby and negotiate with the relevant ministries to take measures of affirmative action and simplify the procedures for the recognition of the diplomas of members of ethnic minorities who received diplomas in their countries of origin.

- The ANMC should work on improving the curricula in the Serbian language for Albanian students (Article 14.3 of the Law on National Minority Councils), and it should promote the learning of Serbian among ethnic minorities. It should also be committed to introducing the Albanian language into the Serbian language curricula in these three municipalities.
- The Law enables the national minority councils to set up minority scholarships (Article 15.11 of the Law on National Minority Councils). Through such scholarships, the ANMC can identify the needs of the Albanian national minority and contribute to the creation of professionals in various fields, and thereby gradually create a young and educated elite.
- Due to the large number of uneducated and low educated people, it is necessary to develop models of adult education in the Albanian language in the form of additional training and re-training. The Albanian community has an interest in the population that left the educational system too early and too young, to help further their education, and to retrain the unemployed according to demands in the labor market.
- The EU encourages lifelong learning. In this regard, young people who have completed higher education should be encouraged to accept specialization, gain another degree or master's and doctoral titles. The system of distance learning provides great opportunities for the Albanian national minority. The network of educational institutions, in addition to the institutions established by the state, should include those founded by the churches, foundations and individuals who would respond to the increasing needs for education within the ethnic Albanian community. In order to make the educational network in the Serbian language more appealing, the learning of Serbian should be more efficient and continue to a higher level, with complete bilingualism of the teaching staff and bilingual certificates and diplomas.

7.1. Legal Framework

The right to the media in the Albanian language is based on the Constitution of the Republic of Serbia, the Framework Convention, the Charter, the Law on National Minorities, the Law on National Minority Councils, and the laws which regulate the media.

In Article 50, the Constitution of the Republic of Serbia guarantees the freedom of the press and Article 79.1 guarantees national minorities the right to full, timely and objective information in their language, including the right to express, receive, send and exchange information and ideas. In accordance with the law, they also have the right to establish their own public services. In Article 9, the Framework Convention regulates the issue of the minority media. According to this Article, the minority right to media includes the freedom to have opinions and to receive and impart information and ideas in the minority language.

The State should adopt adequate measures to facilitate access to media for persons belonging to national minorities, in order to promote tolerance and facilitate cultural pluralism. In Article 11, the Charter regulates the issue of media. Serbia has agreed to adopt adequate provisions so that broadcasters can offer programs in regional or minority languages (Article 11.1 (iii)), to encourage or facilitate the regular broadcasting of radio and TV programs in regional or minority languages (Article 11.1 b (ii) and c (ii)), to encourage or facilitate the production and distribution of audio and audiovisual works in regional or minority languages (Article 11.1 d), to encourage or facilitate the creation and / or maintenance of at least one newspaper in regional or minority languages (Article 11.1 e (i)), to apply existing measures for financial support to audiovisual productions in regional or minority languages (Article 11.1 f (ii)). Serbia has also adopted Article 11.2 of the Charter governing the issue of radio and television broadcasts from neighboring countries, as well as Article 11.3 governing the representation of the interests of national minorities within such bodies, which may be established in accordance with law and guarantee the freedom and pluralism of the media.

In Article 17, the Law on National Minorities guarantees the right to information in minority languages. The standard is equally a standard in the Framework Convention and includes the right to full and objective information, the right to express, receive, disseminate, and exchange information by print and other media (Article 17.1). In the programs of public radio and TV services, the state provides informational, cultural and educational programs in minority languages. It can also establish special radio and TV stations to broadcast in minority languages (Article 17.2). The right to media includes the right to establish and maintain their own media in minority languages (Article 17.3).

The Law on Media, in Article 5.1, stipulates that the Republic, the Autonomous Province, and the municipalities shall provide funding and other resources required for the operation of public services within minority ethnic communities. The Law also contains general provisions on the prohibition of discrimination and hate speech, which are important for inter-ethnic tolerance and the development of a pluralistic society (Article 17 and Article 38).

The Law on Broadcasting generally obligates broadcasters to produce and broadcast programs in Serbian, or in case of a foreign language, to provide translation in the Serbian language (Article 72.1). However, this standard does not apply to minority media or to the public broadcasting service when the program is broadcast in minority languages (Article 72.2). The Law regulates the production rate of mandatory programs and provides that minority broadcasters must broadcast programs which are at least 50% their own production (Article 73.2). The law regulates the duties of public broadcasting services related to the production of programs intended for all social groups, respecting the language standards of the majority and the national minorities, as well as programs which express the cultural identity of national minorities, with the opportunity to offer some programs in the minority language (Article 78.2, 78.3, 78.4).

7.2. The legal competences of the National Council

Responsibilities of national minority councils, in terms of information, are regulated in Articles 19-21 of the Law on National Minority Councils. Primarily the following:

- The National Minority Council has the founding rights (Article 19).
- The National Minority Council has various instruments at its disposal through which it can participate in the management of the media companies of minority programs.
- The Council gives its opinion regarding the appointment of the members of the managing board, the program committee and the general director of RTS and RTV (Article 20.1 and 20.2).
- The Council also participates in the appointment of the editor-in-chief of programs in minority languages (Article 20.3, 20.4 and 20.5). Article 21 provides six additional responsibilities of the National Minority Council relating to the minorities' right to information.

7.3. The current situation in the area

In the area of the three municipalities, a total of 15 media organizations currently operate. Most of them are in Bujanovac with nine, five are in Presevo and one is in Medvedja. Of that number two are printed media, six are radio stations, four are television stations and four are Internet broadcasting. In terms of the ownership structure, five are owned by local governments.

Of the 15 media seven are presented in the Albanian language, three are in Serbian and five are linguistically mixed media.

THE ALBANIAN LANGUAGE MEDIA

- The weekly „Nacional“ a weekly news magazine that covers political, economic, and cultural issues, whose founder is the ANMC. It presents weekly coverage of the political, economic and cultural issues of the ethnic Albanian community.
- Radio “Spektri” was formed in the spring of 2001, as a company RTV Spektri. TV Spektri is part of the company RTV Spektri functioning since 2003 while in to 2007 it obtained the local frequency.
- Aldi Radio is a radio station within the company RTV Aldi. The program has broadcast since 2006 and at the first contest of the RRA, the radio station along with the television obtained local frequency. During the last two – three years TV Aldi represents the strongest and the most prestigious media in Presevo.
- RTV Presevo is a municipal public television that was formed immediately after the conflict.

MIXED MEDIA

Five mixed news media in Bujanovac, Presevo and Medvedja are public companies. There are three public service broadcasters in the region: RTV Bujanovac, Presevo Broadcasting, radio and Medvedja. The RTV Bujanovac public company, with more than 30 employees, is the largest media employer of the three municipalities.

There are three RTV public services in the region: RTV Bujanovac, RTV Presevo and Radio Medvedja. All are financed from municipal budgets, and the coordinating body has played an important role in establishing and equipping these media. However, most of the money goes to salaries and very little funds are invested in the development of programs. The number of employees in these media is high, the access to media is outdated, and there are many complaints about the age of the equipment.

Radio Bujanovac, since the end of the 1990s has served the Serbian community. For a decade it was the only broadcaster in the territory of the three municipalities.

Television Bujanovac, part of a public company, has a size and diversity of programming that corresponds to the ethnic structure of the population within the municipality. The programs include editorials in three languages.

The Public Broadcasting Presevo Company (20 employees) is composed of Radio Presevo, is a station with about 90 percent of its content intended for the Albanian community. It has more than 20 employees. TV Presevo, launched in 2004, was the first television station in the three municipalities.

The Public Radio Medveđa Company is the only media outlet in the municipality. Its dozen newsroom employees not reflecting the ethnic percentages of the population, and it broadcasts to both communities.

In Bujanovac and Presevo, the Albanian national minority can watch TV channels from Kosovo, Albania and Macedonia on the cable network. Cable networks have Medvedja.

7.4. Identified problems

In the area of information, the following problems can be identified:

- Low investment in the development of programming by the local media, since most funds distributed from the municipal budget are used for salaries,
- Inefficient cooperation with national institutions that disseminate information,
- Lack of clear criteria for allocating funds to private media from the municipal budget, lack of public tenders and funding based on projects,
- The need for additional education of journalists,
- Lack of programs in Albanian on RTV Vranje and RTV Leskovac, despite the regional status of these media houses,
- Lack of timely and relevant information concerning employment, education, culture and other topics related to the daily life of citizens,
- Lack of adequate minority programs on RTS.

ADVANTAGES

- Professional representation of journalists in the ANMC Media Commission
- The existence of private and state owned media
- Territorial proximity of Kosovo for media exchange

DISADVANTAGES

- Legislative incompatibility of laws
- Political influence in the existing media
- Technical and legal obstacles for media exchange

CHANCES

- Implementation of the standards for EU integration
- Creating opportunities by providing information to the public through national service
- Creation of an institutional media to provide information within the ANMC

THREATS

- Non-inclusion of all relevant subjects (parties and NGOs) in the ANMC
- Discrimination in the distribution of funds
- Changes in the law following changes of government (and a lack of political will)

7.5. Recommendations

MEDIA WITH LOCAL FREQUENCY AND COVERAGE

- The media are an important field for the promotion of national identity and can play a prominent role in the preservation of cultural identity. Therefore, it is important that the information placed within the sphere of public opinion is accurate, timely and appropriate, and that such information reaches the largest possible number of users. Given the importance of the field of media and the effect it has on the entire community, ANMC jurisdiction (Article 21, Paragraph 1 of the Law on National Minorities to the National Council) requires the preparation of the National Council of Media Strategy for the Albanian minority, which will develop a detailed model to improve the awareness of the Albanian community.
- The adoption of the Law on National Minorities has opened new possibilities for a more efficient organization and the development of print and electronic media in the Albanian language. One of the preconditions is a realistic analysis of existing material, technical and human resources. A special emphasis is placed on human resources – the existing knowledge and skills

of employees in the sector of information. To improve this resource is a basic prerequisite for the effective implementation of strategic policies in the field of media and information.

- Information in the native language, general information, and the free flow of information to the Albanian community is an exceptionally important factor in strengthening national consciousness and maintaining community and minority rights and interests. Freedom of expression for the Albanian community can have genuine meaning and results only if it is combined with information (sectors) that are of vital importance for the individual and the community, and information that enhance the community's social position. Therefore, networking with other sectors (such as social security, employment, and health) is of great importance.

MEDIA COVERAGE OF THE NATIONAL AND REGIONAL FREQUENCY

- RTS as a service to all citizens does not transmit programs for minorities so on RTS not a single word in the Albanian language can be heard.
- The same with RTV Vranje and Leskovac (which have regional broadcasting frequency) which have no broadcasts in the Albanian language. It is necessary that ANMC develops a clear action plan to change this situation. National minorities pay for the TV subscription but have no benefit from it.
- No member of a national minority is member of the National Broadcasting Council. ANMC should seek to alter this fact.

OFFICIAL USE OF LANGUAGE AND ALPHABET

8.1. Legal Framework

The official use of minority languages is one of the key rights that national minorities are entitled to. Following various legal developments, this right has become a constitutional right. The right of the minorities to use their own languages is also an international standard and it obliges the Republic of Serbia on the international level, due to the binding character of the Framework Convention for the Protection of National Minorities (hereinafter: the Framework Convention) and the European Charter for Regional and Minority Rights (hereinafter: the Charter). This right is also regulated by various laws, including two crucial laws: the Law on National Minorities and the Law on Official Use of Language and Alphabet.

The central norm of the Constitution of the Republic of Serbia regarding the right to the official use of minority languages is given in Article 79. According to Article 79.1 of the Constitution, members of national minorities have the right to use their own language and alphabet; in those areas where they comprise a significant majority of the population, the members of national minorities have the right to have proceedings before public authorities (government authorities, organizations entrusted with public powers, bodies of the Autonomous Provinces and units of local self-governments) in their respective languages; to use their first and last name in their language in those areas where they make up a significant majority of the population, the right to display traditional local names, street names, settlements and topographic names in their language.

According to Article 199.1, every individual has the right to use their own language in proceedings before the court, and before other state institutions or organizations with public authority, if it decides on his / her rights or obligations. The fact that a person does not know the language of the proceedings cannot interfere with the exercise and protection of human and minority rights (Article 199.2). The Constitution guarantees general language rights in the case of an arrest (Article 27.2) and in the filing of a criminal complaint (Article 33.1), but it also guarantees every individual the right to a free interpreter if he / she does not speak or understand the language officially used in that court (Article 32.2).

In terms of binding international treaties, the Framework Convention is an important instrument for the protection of national minorities at the European level. It recognizes that language is one of the necessary elements of the national minorities' identity (Article 5.1) and contains a variety of standards aimed at preserving and developing the language and identity of national minorities.

Regarding the use of minority languages before local and regional authorities, the Republic of Serbia has provided and/or encouraged the opportunity for those who use regional or minority languages to submit oral or written applications in those languages; publication of official documents by the regional authorities in relevant regional or minority languages; presentation

of their official documents in relevant regional or minority languages or, if necessary, the use in connection with the name in the official language (e), traditional and correct form of names in regional or minority languages (Article 10.2 B, C, D). As for the public services provided by the administrative authorities or persons acting on their behalf, the Republic of Serbia has agreed to allow users of regional or minority languages to submit a request in these languages (Article 10.3 C). In order to enable the implementation of the official use of regional or minority language before administrative authorities and public services, the Republic of Serbia has agreed to comply, as much as possible, with the requirements of public service employees who have knowledge of regional or minority languages to be appointed to the territory in which the language is used (Article 10.4 C). According to Article 10.5, Serbia has also adopted measures to allow the use and adoption of family names in regional or minority languages, at the request of the concerned party.

Regarding economic and social activities, Serbia has agreed to oppose practices that aim to discourage the use of regional or minority languages in connection with economic and social activities (Article 13.1 C).

The Law on Official Use of Language and Alphabet is the central piece of legislation regulating the official use of languages in the Republic of Serbia. The law generally regulates the official use of language in the Republic of Serbia, and in Part III, it particularly regulates the official use of minority languages. According to the Law, the official use of the language involves the use of language before state institutions, regional institutions, municipal institutions, as well as the institutions and organizations with public powers. In particular, this includes oral and written communication between institutions and between them and citizens, the procedure for the exercise and protection of the rights and obligations of citizens; records, issuing of public certificates which are important for the enforcement of civil rights; the enforcement of rights, obligations and duties of employees. The use of language in the registration of topographical indications, names of institutions, agencies and companies, and public invitations, information and warnings should also be considered as official use of language.

8.2. Legal competences of the National Minority Council

In terms of the official use of minority languages, the competences of the National Minority Council are regulated in Article 22 of the Law on National Minority Councils. These competencies can be divided into two segments. The first segment includes responsibilities that are mainly related to the official use of minority languages, while other competencies are directly related to the question of topographical indications. The National Minority Council has the right to propose to use the minority language as the official language in the municipality (Article 22.3), to propose a suitable body for the supervision of the official use of minority languages (Article 22.6), to propose appropriate measures and activities of the authorities regarding the translation rules into minority languages in official use (Article 22.7), and to undertake measures and activities to

promote the official use of minority languages (Article 22.8). The responsibilities of the National Minority Council in regard to topographic names are related to the right on the traditional definition of geographical names, when the concerned minority languages are in official use in the municipality (Article 22.1), and related to the right to propose the appropriate municipal body to indicate these titles (Article 22.2). The National Minority Council has the right to propose changes in the names of streets, squares, neighborhoods, etc. (Article 22.4), and make a stand regarding the names of streets, squares, neighborhoods, etc., if the relevant minority language is in official use in the municipality (Article 22.5).

8.3. Current situation in the region

According to the statutes of all three municipalities in South Serbia with a significant percentage of the Albanian population (Bujanovac, Preševo and Medvegja), the Albanian language is in official use. However, the scope and quality of the actual implementation of the official use of the Albanian language vary, and in many areas it is not fully in accordance with the set legal standards.

The following are areas of the official use of the language and alphabet:

Regarding the entry of personal names, persons of Albanian nationality born in any town in Serbia carry the right to have their personal name expressed in the Albanian language, regardless of the fact that their language is not in official use in their home municipalities. Arguments stating that municipalities lack technical capacities to enter Albanian names are completely out-of-date, considering the variety of available computer fonts. As already stated, in accordance with European standards, the practice is to have the name written in both languages. There are some identified issues with the transcription of Albanian names into Serbian. The minority language entry of personal names in birth registers is a condition for entering a name in an identity card and other personal documents. The Law on Identity Cards² stipulates that personal names shall be written in the same form as in the birth certificate. In order for a name to be written in the identity card in a minority language, a member of a national minority also needs to submit the birth certificate and citizenship certificate with his/her name written in both languages (Serbian and minority language). Only if the name in the birth and citizenship certificate is written in Serbian and Albanian languages, it can then be added in the Albanian language in the identity card too.

When a citizen gets an identification card, the clerk needs to ask whether the name is written correctly. If yes, the clerk surrenders the ID card, and if not, the new ID card with the correct spelling of the name will be commissioned.

² The Law on Identity Cards, "Official Gazette of the RS", number 62/2006.

In practice, there are many problems in this area, partly due to citizens' lack of awareness of their rights, and partly due to lack of knowledge and professionalism among the employees in these services (explanations that a name cannot be written in Albanian because of "technical problems" are unfounded).

Technical limitations are a specific problem (i.e. the computer system of the Ministry of Interior of the Republic of Serbia) because a member of a national minority must choose between his/her name written in either Serbian or the minority language. It is against the law, but the computer program is made in such a way that it is not possible to have parallel entry of a name. Both names will be entered in the police data base, but the name on the identity card can only be entered in either the Serbian or the minority language.

The official use of minority languages includes the right to public certificates issued in the minority language and the obligation of the authorities to keep the public records in minority languages. This is based on Article 11.4 of the Law on National Minorities and Article 18 of the Law on Official Use of Language and Alphabet. Forms of certificates should be printed bilingually (Article 18.3 of the Law on Official Use of Language and Alphabet). However, the Law on Personal Registers does not regulate possible issuing of bilingual certificates. The law also combines the printing of certificates from Article 80.2 which stipulates that only the National Bank of Serbia has the right to print them. The Ministry of Public Administration and Local Self Government has issued a special Decree on Personal Registers and Personal Certificates³, with Paragraph 137 stipulating that personal certificate sections can be printed in minority language on the back of a personal certificate in those municipalities where that minority language is in official use. However, this norm is not in accordance with Article 7.1 of the Law on Official Use of Language and Alphabet which stipulates that the text in the minority language should be written after or on the right side of the text in Serbian language, and with the same font. The text in Albanian is printed on the back of personal certificates (birth certificates), which is completely contradictory to the idea of bilingual certificates. Such issued certificates are useless, so citizens prefer standard certificates in Serbian or international certificates that they can use abroad.

The right of use of a minority language before public authorities is one of the main aspects of the official use of minority languages. Communication between the members of a national minority and public authorities in the language of a minority can be twofold: it can occur through a procedure that is entirely in the language of minority or through a procedure in Serbian, in which a member of a national minority has the right to use his/her own minority language. Regarding the use of Albanian in administrative institutions, there is significant discrepancy depending on whether the institutions work on the municipal or state level.

Implementation of the right to use the Albanian language before public institutions is problematic, because most employees are Serbs and the document and acts are in Serbian. Albanian is

³ Guide for the Management of Birth Registers and Birth Register Forms, "Official Gazette of the RS" number 109/2009, 4/2010 and 10/2010.

more often used in private communication than as the language of official use. However, where the Albanian language is in official use local government has the capacity to complete administrative procedures in both languages, Serbian and Albanian.

The situation is more difficult in the state administration and in institutions with public authority. All administrative procedures in these institutions are only in Serbian. If a procedure is in the Serbian language, a member of the Albanian national minority has the right to use Albanian in the procedure. This right is formally ensured, since all three municipalities have court interpreters (2 interpreters/translators in each of the three municipalities). However, since it is much easier to implement one's rights in Serbian (translation prolongs procedures), only those without any knowledge of Serbian language seek interpreters.

Problems in the application of the right to procedure in a minority language are related to several important factors. The problem lies primarily with the lack of qualified human resources within the Albanian minority, as well as the lack of bilingual persons. It is clearly apparent that public officers and employees in all three municipalities are not bilingual. Albanians are not very skilled in Serbian, and their knowledge of professional/legal terminology in Albanian is also insufficient. On the other hand, Serbs do not speak Albanian, and they do not show any interest in learning it. Another obstacle is the lack of capacity and efficiency of interpreters/translators. The number and qualifications of interpreters/translators in all three municipalities are insufficient in order to meet the standards set by the law.

Article 11.6 of the Law on National Minorities states that the laws and acts of the Republic shall be published in minority languages. However, this standard is not implemented in practice, since none of the laws is published in minority languages, except for the two laws directly dealing with the minority issues. That is a significant obstacle for the implementation of the official use of minority languages, because it is very difficult to work and act in one language on the basis of texts available only in another language. This is especially the case with the main substantial laws and rules of procedure.

The right to topographic symbols in minority languages is one of the minority rights closely connected with the official use of minority languages. This right is based on Article 79.1 of the Constitution of the Republic of Serbia, Article 11.3 of the Framework Convention, Article 10.2g of the Charter and Article 11.5 of the Law on National Minorities. According to this Law, in a municipality where at least 15% of the total population consists of a national minority, the names of all institutions with public jurisdictions and all topographic names shall be written not only in Serbian, but also in the language of the national minority in line with national minority tradition and orthography. Even though the polled officials expressed no objections to topographic symbols, the situation is not entirely in compliance with the established legal standards. It is almost a rule that there are bilingual signs on municipal institutions, while those on state institutions are written only Serbian. When it comes to topographic symbols, there is space for improvement regarding the display of local names, names of streets, squares and other topographic names in Albanian.

8.4. Identified problems

The following problems can be identified as crucial in regard to the official use of minority languages:

- Problems with registering personal names in the birth certificates and personal documents in the Albanian language, since there is no standardization for entering Albanian names in birth registries
- Problems with “bilingual” personal certificates (“Birth Certificates”), since the translation in Albanian is printed on the back of the document
- The issue of the actual possibility to exercise the right to the identity card in Albanian
- Insufficient representation of Albanian national minority members or the Albanian language in public institutions
- Insufficient bilingual skills of state officials and employees in public institutions
- Lack of bilingual forms used in administrative and court proceedings
- Lack of the basic legal texts of the Republic of Serbia translated into the Albanian language
- Lack of bilingual signs on the offices of state institutions in the municipalities where Albanian is in official use.

ADVANTAGES

- Forming of the ANMC
- Foundation of the committee for the official use of language
- Knowledge of Serbian by part of the population

DISADVANTAGES

- Non-existence of the law
- Lack of an official gazette to provide information to the population
- Lack of motivation in the population to learn languages

CHANCES

- Creation of the strategic plan
- Co-operation with donors

THREATS

- Non-existence of law
- Economic crisis

8.5. Recommendations

- Standardization is necessary regarding the entry of personal names in the registry book of records and personal documents in Albanian. It is imperative that the Ministry take action to harmonize name registration in accordance with legal norms (it is important to know when service book registration of a name in English is due to the fact that the Albanian language is in official use in the community and when it is not). Since the law requires that signs be written in Serbian Cyrillic, problems appear in the transcript.
- Through a media campaign Albanian national minority should be informed of its rights and opportunities in connection with the issuance of identity documents in Albanian.
- When the Albanian language is used by administrative and judicial bodies of the ANMC to deal with these issues, the following are recommended: increase the representation of the Albanian national minority and the Albanian language in public institutions, provide all forms of administrative and judicial proceedings in Albanian, and improve the bilingual skills of civil servants in public institutions.
- Increase the number of employed Albanians in state bodies. According to Article 21 of the Law on National Minorities, the ANMC will be able to attend all open tenders for work and insist on the implementation of affirmative action measures, where necessary. However, these actions are likely to be taken only if the Albanian candidates meet professional criteria. For these reasons, the ANMC is able to provide additional insight, for the fields in which a qualified person who speaks Albanian is needed who could help improve education strategy (open programs, scholarship offers, etc.).
- The field survey observed that the forms used in the administrative and judicial courts are not always available in Serbian and Albanian. ANMC will be able to recommend to the Ministry of Public Administration, the Ministry of Interior and the Ministry of Justice to carry out inspections in this area. The ANMC will be able to offer assistance in translation of forms.
- A survey conducted indicated that a small number of the civil servants involved were bilingual, fluent in Serbian and English. The ANMC should promote bilingualism, because it is a key element of integration. Another challenge is that the Albanian community remains closed, physically and by language. This reduces the chances of integration and prosperity in society. The ANMC might offer English language courses: English Language for the non-Albanian population and in Albanian and Serbian.
- Provide an adequate interpretation of the law in Albanian and Serbian. It is not possible to find many Serbian laws translated into minority languages (except those that directly regulate the issues of minorities). This greatly complicates the official use of minority languages. The ANMC with other councils of national minorities should petition the Ministry for Human and Minority Rights, to take the necessary measures so that the most important legal texts are translated into the minority languages in official use (in accordance with Article 2.7 of the Law on National Minorities).

- According to Article 22.1 of the Law on National Minority Councils, The Albanian National Minority Council may designate ARC traditional topographic names in the Albanian language. This should be referred to the relevant municipality and those responsible for roads so that topographic signs exist in both languages (Article 22.2).

STRATEGIC DIRECTIONS

To solve the problems outlined above, three strategic directions were taken to support the implementation of the Strategic Plan.

The logical link between these three strategic directions lies in the idea that fundamental changes in level of adaptation of program elements to members of the Albanian national minority, as well as increase of their variety, availability and scope – are possible only if local and state capacities of all members of community working with the Albanian minority members, and especially of Albanian National Minority Council, get strengthened, linked and adapted to participatory management, which also includes the beneficiaries of the created programs. In many cases, compensation for lack of resources in a community may be achieved by use of resources in the region.

Strategic direction 1.

Capacity building for national council members in order for them to successfully implement planned activities in a professional and competent manner, in the interest of Albanian national minority

Strategic direction 2.

Development of institutional and extrainstitutional services and activities that would improve position of the Albanian national minority in following areas: education, information, culture and the official use of language

Strategic direction 3.

Promotion of the activities of the Albanian National Council and creation of positive social environment for successful implementation of planned activities

SPECIFIC OBJECTIVES

AREA	SPECIFIC OBJECTIVES
EDUCATION	1. Creating activities for the purpose of achieving rights in the area of pre-school, elementary school and high school education
	2. Creating activities for the purpose of achieving rights in the area of university education
	3. Developing an informal education system in the Albanian language to increase the level of knowledge and information of the citizens belonging to the Albanian national minority
	4. Promotional activities which inform citizens about the innovative activities of the ANMC group for education
INFORMATION	1. Develop and improve two-way channels of communication with citizens, to better inform them about all aspects of their society's development
	2. Improve the knowledge and skills of the members of the working group for information to create efficient coordination of activities in the field of information
	3. Promote the activities of the Albanian National Minority Council
CULTURE	1. Affirm the cultural values within broader circles of the Albanian community
	2. Develop cultural exchanges through networking with cultural institutions on local, regional, state and inter-state levels
	3. Create new and contemporary cultural contents and protect cultural heritage for the purpose of preservation, development and promotion of Albanian national minority's cultural identity
YOUTH AND CIVIL SECTOR	1. Develop skills and knowledge of youth so they may take more active roles in the activities of the National Council and in other aspects of the social life of the Albanian community
	2. Develop civil sector as a necessary partner in the creation and implementation of strategic document activities
	3. Improve the position of women and promote their more active participation in all social areas of the Albanian community
OFFICIAL USE OF LANGUAGE AND SYMBOLS	1. Improve partnership with appropriate institutions for the purpose of achieving the rights to use the Albanian minority alphabet and language
	2. Create the technical preconditions for the efficient official use of the Albanian language
	3. Establish promotional activities that create a positive social environment for the more efficient achievement of the right to use the Albanian minority alphabet and language
	4. Develop a system to monitor and support the use of the Albanian alphabet and language in public institutions and organizations

10.1. Education

Specific objectives:

1. Create activities for the purpose of attaining the rights in the field of pre-school, elementary school and high school education. These activities include the creation of educational networks and the development of services for better inclusion of children and youth in the school system; the development of programs to support young people in graduating from high-school; the development of regular and extracurricular programs aimed to protect and develop the cultural identity of the Albanian national minority; improve the professional skills of teaching staff from all ethnic communities who are employed in educational institutions; improve the technical and infrastructural capacities of schools.
2. Create activities for the purpose of attaining the rights in the field of university education, with priority given to those activities that aim to include as many young people as possible in university education, encourage people to continue their education, improve conditions for citizen mobility, recognize diplomas, and develop scholarship programs.
3. Develop an informal education system in Albanian to increase the level of knowledge and information of the citizens who belong to the Albanian national minority – Due to the large number of persons with a low level of education, it is necessary to develop models for the education of adults, in Albanian and which, provide supplemental training and re-training. It is in the interest of the Albanian community to have its members, who left the educational system in its early stages return to school, and for those who are unemployed to be re-trained in line with labor market demands. EU encourages lifelong learning. In that sense, young people with higher education should be encouraged to accept specialized studies and education that would provide them with additional degrees, such as an MA or PhD. For the Albanian national community, long-distance education offers significant possibilities for the continuation of their education. Besides those established by the state, the network of educational institutions should also include institutions established by other owners such as foundations, private individuals and those who might respond in a more flexible way to the educational needs of the Albanian national community.
4. Design activities aimed at improving the knowledge and skills of the working groups in the field of education and coordinate activities in all areas of education. The ANMC has an important and responsible role, since it is responsible for recommending programs for certain subjects (history, art, music and literature). Article 13, paragraph 1 and Article 13, paragraph 2 of the Law on National Minority Councils). These programs should contribute to maintaining and fostering national identity of minority groups, and to unite / link with the wider cultural heritage. They have to find the right balance between integration and preservation of minority identity. It is of great importance in the context of European integration in which diversity should be preserved, but it is also necessary to adopt and cultivate some common values . In addition ANMC should work on identifying the capacity of professionals and to involve as much as possible young people in its work.

10.2. Information

Specific objectives:

1. Develop and improve two-way channels of communication with citizens to better inform them about all aspects of their society's development. Well-informed citizens are able to recognize the significance of their increased participation in the work of ANMC, contribute more to its functioning and decision-making, contribute to the development of new solutions, and even strengthen the grounds to request a better position for the Albanian national minority.
2. Improve the knowledge and skills of the members of the working group for information to create more efficient coordination of activities in the information area. This team has a responsible task and it needs to build its own capacities in order to be able to recognize capacities, identify weaknesses and develop a plan for the further capacity building needed to provide better information for citizens, as well as to develop coordination of all participants in order for the process to go smoothly and to avoid duplication of efforts and resources.
3. Encourage continued education for journalists in order to provide professional and competent expert associates in journalism. A need has been identified for the continued financial, programmatic and technical assistance to journalists, to enable them to acquire the additional education and to learn through possible exchange programs about professional standards in more developed regions and countries; to educate the public on objective journalism and work with political groups on the importance of information, and to develop networks of associates in the region, and increase the use of innovative technologies, etc.
4. Promote activities of the Albanian National Minority Council and inform citizens about the Council as an institution, as well as the Council's rights and responsibilities; inform citizens that minority self-governments are adequate and democratic responses to the needs, objectives and priorities of a national minority, which can be accomplished through positive regulations, protections and achievements such as the improvement of national minority rights; inform citizens about defined authorities, the possibilities to voice their own opinions and suggestions, participate in the decision-making process and management, as well as in the mandatory cooperation of competent bodies at all levels of government, in all processes related to minority rights, which is the basic assumption for the achievement of essential autonomy.

10.3. Culture

Specific objectives:

1. Affirmation of cultural values through wider circles of the Albanian community – discovering and supporting citizens' creative potential, affirmation of cultural values that represent lasting spiritual wealth; continuing analysis of the existing social, material, institutional and other as-

pects of the development of culture, and bringing attention to appropriate conditions for the perception of cultural elements and processes; organization of the activities and events that make lasting cultural values available to as many people as possible; development of critical attitudes towards the cultural life overall, especially with the young generations; giving awards and other public acknowledgements to individuals and groups achieving the best results in culture.

2. Developing cultural exchange through networking with cultural institutions on the local, regional, state and inter-state level—gathering regional authors around new, progressive ideas and continuously striving for knowledge and learning to have a greater impact on the development of positive changes in the society; support to cultural changes and development of cultural life in towns and villages;

3. Creating new and contemporary cultural contents and protect cultural heritage for the purpose of preservation, development and promotion of the Albanian national minority's cultural identity— encouraging new contents, creativity, talent and close cooperation with educational institutions, as well as with relevant organizations and youth associations.

10.4. Civil sector and the youth

Specific objectives:

1. Developing skills and knowledge of the youth in order for them to take a more active role in the activities of the National Council and in other Albanian community efforts and activities – recognizing the youth as a strategic resource is essential for long-term successful development. Investment in and acquiring of new knowledge and skills in various areas will ensure the youth as a main driving force in the implementation of all contemporary and innovative solutions.

2. Developing the civil sector as a necessary partner in the creation and implementation of strategic document activities – civil sector development and investment in civil sector development is crucial for the creation of a positive environment in which the strategic plan activities can be implemented. Competent civil sector partners may be the optimal choice as providers/implementers of the activities planned by ANMC in the strategic document.

3. Improving the position of women and their more active participation in all social trends of the Albanian community – more active engagement of women, not only in ANMC activities, but also in the active implementation of the strategic plan, would ensure added quality. In order to achieve this objective, it is necessary to invest additional effort and create a range of activities that would motivate women (as well as their families) to accept measures to acquire new knowledge and skills as a necessary step towards the achievement of their rights.

10.5. Official use of language and symbols

Specific objectives:

1. Improving partnerships with appropriate institutions in order to attain the rights to use the alphabet and language of the Albanian minority - organizing a campaign in order to inform the Albanian national minority members about their rights to have their name written in their identity card in the Albanian language, as well as inform them how they can exercise this right (pointing out the importance of the birth registers and citizenship certificates); addressing the Ministry of Interior, highlighting problems and requesting support for full implementation of the right to a personal name. In that sense, ANMC provides recommendations to the Ministry of Interior to inspect the implementation of the right to a personal name in identity cards; it cooperates with all other national minority councils for the purpose of joint action towards the Ministry of State Administration and Local Self-Government and works on standardization of personal certificates; it develops strategy for approaching these issues and makes requests for increased representation of the Albanian national minority members, as well as the presence of Albanian in public institutions; it provides all administrative and court procedure forms in the Albanian language and improves the bilingual skills of state and public institution employees. ANMC determines the traditional topographic names in the Albanian language in the municipalities of Bujanovac, Preševo and Medvegja. It should be recommended to appropriate municipalities and road management companies to display signs with bilingual topographic names (Article 22.2). It can also be recommended to the Ministry of State Administration to conduct inspections of signs displayed on public institutions and companies with public jurisdictions in regard to the bilingual inscription (Article 22.6).

2. Promotional activities to create a positive social environment for the more efficient achievement of the right to use the alphabet and language of the Albanian minority—the Council develops campaigns, promotes these rights and encourages citizens' activism, and promotes its own rights before the institutions in order to increase the participation of the members of the Albanian national minority or the Albanian language in public institutions; it provides all administrative and court procedure forms in the Albanian language; it improves the bilingual skills of the state and public institution employees.

3. Developing the system for monitoring and support for the use of the Albanian alphabet and language in public institutions and organizations— through regular monitoring and progress analysis, as well as through regular informing of the public about the results achieved.

STRATEGY IMPLEMENTATION MECHANISMS

Necessary mechanisms for implementation, realization and monitoring - ANMC, as a dynamic structure and representative of the Albanian national community, together with relevant institutions, organizations and individuals, will be an active resource working daily on the implementation of the strategic plan and will provide support to the process of strategic plan monitoring and evaluation.

Financing and sustainability – Basic model for financing the work of the Council itself has been provided through models supplied by the appropriate Ministry, as well as various concrete activities. In addition, certain strategic plan activities will be financed through budgets of the appropriate ministries (Ministry of Culture, Ministry of Education, Ministry of Information), as well as through municipal budgets. However, it should be stated that without a clear strategy for the successful use of the alternative sources of financing (local and international donors) many activities (measures) for improvement of the position of Albanian minority will not be implemented in an optimal way.

Financial sustainability will be ensured through the use of the above-mentioned funds (ministries, local budgets, donor funds), while programmatic sustainability of all of the above-mentioned activities will be ensured by motivating citizens of the Albanian nationality to take active participation, not only through use of the services and activities that are to be implemented, but also through active creation (redefining) of existing services.

PROMOTION OF THE STRATEGIC PLAN

Public debate – The public debate process aims at improving the broadest dialogue in the local community and it should present the final phase of a broad consultative process of strategic plan design. Public debate presents a mechanism that allows a wider social circle within the local community to influence the future measures that are to be implemented by the national council, to improve the living and working conditions of the youth. This process includes public presentation of defined priorities in regard to the Albanian national minority, as well as measures for handling them through all available local level media.

Besides promotional activities, this public debate should present a mechanism through which citizens are able to submit their comments, amendments or changes. The integral text of the ANMC strategic plan should be displayed on an ANMC notice board, as well as on the official municipality web page, and citizens should be able to submit, during certain time periods, their comments to the ANMC office. In addition, the organization of the final presentation (a public discussion) would be an effective way to finalize the public debate in a transparent and participatory manner. After the analysis of all the comments submitted (in written form), ANMC members will adopt the final version of the strategic plan.

Strategic plan promotion – The strategic plan implementation process does not depend just on the financial resources provided, but also on the broader context in which local community accepts innovative solutions and applies them in an effective way. Therefore, continuing media promotion of the designed activities will have a crucial impact on the creation of a positive local community which ensures the successful implementation of the strategic document.

MONITORING AND EVALUATION

Monitoring or supervision – is a continuing observation of the results and progress in the implementation of the planned activities, performed on the basis of indicators that have been defined in advance. Monitoring implies comparing the information gathered during implementation with previously defined indicators. The purpose of monitoring is:

- (1) to ensure appropriate use of the invested human and material resources for implementation of the planned activities;
- (2) to ensure that activities are being implemented in a way that guarantees the fulfillment of the planned objectives, and to measure the extent to which the planned objectives are met;
- (3) to make timely modification of the activities, material resources or staff;
- (4) to improve quality of services and the activities provided and to include those results into revisions of the planning document;
- (4) to recognize the professional capacities of the partners.

Monitoring of the implemented activities, envisaged by the strategic plan, will be performed by a specially formed committee, which reports to ANCM members on a quarterly basis about the implementation of activities, including potential problems in the process of implementation

Evaluation (achievement assessment) is the process through which one tries to determine, in a systematic and objective way, the relevance, effectiveness, efficiency and impact of implemented activities in regard to the set objectives (project objectives, strategy objectives, action plan objectives). Evaluation relies on the results of the monitoring, as well as on its own specific methods.

Evaluation ensures defining the changes and influences that result from the implementation of the strategic plan with the target group. Evaluation gives clear answers to whether planned activities have produced the desired effect or whether the activities should be revised in the strategic document revision process.

Evaluation of the implemented activities, envisaged by the strategic plan, will be performed by external expert associates selected by ANMC members, on an annual basis. They will provide an assessment of the effects of the implemented activities, in the form of a written annual report, as well as recommendations for further creation of measures of the strategic document (the first phase of the revision process AP 2011).

EDUCATION

Specific Objectives	Activities	Partners	Time Frame	Budget
1. Creating activities for the purpose of achieving rights in the area of pre-school, elementary and high school education	<ul style="list-style-type: none"> Forming a committee of the ANMC and the appropriate Ministry to provide solutions for systemic problems in the education of the Albanian minority (curriculum, textbooks in Albanian/import of books, equipping of schools, employing Albanians on inspection jobs) Forming a committee to create the list of textbooks/translation of textbooks to the Albanian language Creating curriculum in the Albanian language Establishing the list of priorities to improve the technical prerequisites in the education system 	<p>Appropriate ministries</p> <p>State universities</p> <p>Members of the ANMC Working Group for Education</p>	<p>2012.</p> <p>2012.</p> <p>2013.</p> <p>2013.</p> <p>2013.</p>	<p>2.000 EUR</p> <p>5.000 EUR</p> <p>10.000 EUR</p> <p>5.000 EUR</p> <p>5.000 EUR</p>
2. Creating activities for the purpose of achieving rights in the area of university education	<ul style="list-style-type: none"> Forming a committee with the appropriate ministry and universities for the purpose of solving university education problems Lobbying and public campaign for easier validation of diplomas acquired outside the Republic of Serbia Opening of faculties in the Albanian language 	<p>Appropriate ministries</p> <p>Members of the ANMC Working Group for Education</p>	<p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>5.000 EUR</p> <p>5.000 EUR</p> <p>To be determined later</p>
3. Developing an informal education system in the Albanian language for the purpose of increasing the level of knowledge and information of the Albanian national minority citizens and members of the Working Group	<ul style="list-style-type: none"> Establishing the list of necessary training courses for the members of the Working Group Implementation of 3 primary courses for members of the Working Group in 2011 Making the training list for children and youth to raise the level of education through the system of informal education Implementation of 3 primary courses for children and youth in 2011 Making the training list for adults to raise the level of education through the system of informal education Implementation of 3 primary courses for adults in 2011 Developing the system of informal education in all spheres of ANMC activities 	<p>Members of the ANMC Working Group for Education</p> <p>Civil sector</p>	<p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2012.</p>	<p>1.000 EUR</p> <p>15.000 EUR</p> <p>1.000 EUR</p> <p>15.000 EUR</p> <p>1.000 EUR</p> <p>15.000 EUR</p>
4. Promotional activities for the purpose of informing citizens about the innovating activities of the ANMC Working Group for Education	<ul style="list-style-type: none"> Producing promotional material to inform citizens about the offered activities Creating a positive media campaign to promote the activities of the ANMC Working Group for Education and ANMC itself (creating a positive environment for ANMC activities) 	<p>Members of the ANMC Working Group for Education</p> <p>ANMC Media Group</p>	<p>2012.</p> <p>2013.</p>	<p>5.000 EUR</p> <p>5.000 EUR</p>

INFORMATION

Specific Objectives	Activities	Partners	Time Frame	Budget
1. Forming innovative two-way channels of communication with citizens to inform them better about all aspects of social life	<ul style="list-style-type: none"> • Creating preconditions to adequately inform the Albanian community (- the forming of a working group with appropriate institutions for the purpose of achieving the rights given by law (Albanian daily news on RTS...) • Starting an ANMC magazine in Albanian • Creating info-desks in various parts of the municipalities inhabited by Albanians (notice boards, billboards...) • Establishing cooperation with appropriate institutions /health, social welfare, employment, in order to provide more adequate information to citizens • Dissemination of the described activities to all parts of municipalities inhabited by the Albanian national minority 	<p>ANMC Media Group</p> <p>Other ANMC groups</p> <p>Appropriate local institutions and organizations</p> <p>International and local donors</p>	<p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>1.000 EUR</p> <p>30.000 EUR</p> <p>15.000 EUR</p> <p>3.000 EUR</p> <p>To be determined later</p>
2. Improving human resources in order for ANMC to provide information in an efficient and professional manner	<ul style="list-style-type: none"> • Organizing 3 trainings for Working Group members to better coordinate the information and promotion processes • Organizing 2 cycles of trainings for young journalists to provide human resources for professional journalism • International networking of the ANMC media group 	<p>ANMC Media Group</p> <p>International and local donors</p>	<p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>5.000 EUR</p> <p>15.000 EUR</p>
3. Promotion of activities of the Albanian National Minority Council	<ul style="list-style-type: none"> • Creation of a strategic plan to support to all bodies of ANMC, in all fields • Creation and implementation of ANMC promotional campaign for 2011 	<p>ANMC Media Group</p> <p>International and local donors</p>	<p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>10.000 EUR</p> <p>10.000 EUR</p>

CULTURE

Specific Objectives	Activities	Partners	Time Frame	Budget
1. Affirmation of the cultural values in wider circles within the Albanian community	<ul style="list-style-type: none"> Media promotion of the Albanian cultural heritage among the Albanian national minority Media promotion of the cultural heritage of the non-Albanian population in the region and on the state level 	<p>ANMC Media Group</p> <p>ANMC Culture Group</p>	<p>2012 – forming</p> <p>2013-2016 – continuing promotion</p>	<p>10.000 EUR (for 2012)</p>
2. Developing cultural exchange through networking with cultural institutions on the local, regional, state and inter-state levels	<ul style="list-style-type: none"> Forming of multi-sector working groups with appropriate institutions on the state level, and with the state of origin Creating and implementing strategic partnerships with the cultural institutions in the state of origin 	<p>ANMC Culture Group</p> <p>Ministry of Culture of Republic of Serbia</p> <p>Appropriate institutions from the motherland</p>	<p>2012 – forming</p> <p>2013-2016 – continuing work of newly formed multi-sector working groups</p>	<p>5.000 EUR (for 2012)</p>
3. Creating new and contemporary cultural contents and protecting cultural heritage for the preservation, development and promotion of the Albanian national minority's cultural identity	<ul style="list-style-type: none"> Creation of a registry of cultural assets valued by the Albanian minority Modernization of libraries with provision of books in Albanian / designing projects and preparing financial estimates Opening of theatres in the Albanian language/ designing projects and preparing financial estimates Opening museums with Albanian national identity artwork / designing projects and preparing financial estimates 	<p>ANMC Culture Group</p> <p>Ministry of Culture of Republic of Serbia</p> <p>International and local donors and foundations</p>	<p>2012 – registry</p> <p>2013-2016 for establishment of new cultural institutions</p>	<p>For the registry – 2.000 EUR</p> <p>For new institutions – amounts to be determined later</p>

OFFICIAL USE OF LANGUAGE

Specific Objectives	Activities	Partners	Time Frame	Budget
1. Improving partnerships with appropriate institutions in order to achieve the right of the Albanian minority to use its own language and alphabet	<ul style="list-style-type: none"> • Creating a professional level Working Group to harmonize laws in the area of the official use of language and alphabet • Creating an expert group to perform analysis and oversight of actual situation in institutions and state bodies where the official use of language and alphabet is guaranteed by law 	Appropriate institutions and organizations on state and local level in partnership with the Working Group for Use of Language and Alphabet	2012.	5.000 EUR (for 2012)
2. Creating technical preconditions for the efficient official use of the Albanian language	<ul style="list-style-type: none"> • Translation and preparation of documents and forms in the Albanian language, as well as bilingual documents • Printing of documents and forms in the Albanian language, as well as bilingual documents 	Working Group for the Official Use of Language	2012.	5.000 EUR 20.000 EUR
3. Promotional activities in order to create a positive environment in the society and a more efficient achievement of the right to use the language and alphabet of the Albanian minority	<ul style="list-style-type: none"> • Continuing the positive media campaign with the minority population for the purpose of informing them about their rights related to the use of the official language and alphabet – printing leaflets, radio and TV campaign • Continuing the positive campaign with state institutions for the purpose of informing them about the models of use of the official language and alphabet – printing leaflets, radio and TV campaign 	ANMC Media Group	2012-2016.	10.000 EUR (for 2012)
4. Developing a system to monitor and support the use of the Albanian language and alphabet in public institutions and organizations	<ul style="list-style-type: none"> • Forming a committee to monitor the implementation of planned activities related to the official use of language - state institutions, through working groups, polling citizens and administration employees (analysis and results of reports and polls) 	ANMC Media Group	2012-2016.	5.000 EUR (for 2012)

YOUTH AND CIVIL SECTOR

Specific Objectives	Activities	Partners	Time Frame	Budget
1. Developing skills and knowledge of the youth in order that they take a more active role in National Council activities and in other Albanian community efforts and activities	<ul style="list-style-type: none"> Opening of the ANMC Office for Youth in 2011 Organizing 6 trainings in 2011 for young members of the Office for Youth Designing 1 joint project of the Office for Youth and the ANMC for international donors International networking of the Office for Youth with similar institutions 	<p>ANMC Working Group for the Youth and Civil Sector</p> <p>Existing NGOs working with the youth</p> <p>International and local donors</p>	<p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>5.000 EUR</p> <p>10.000 EUR</p> <p>1.000 EUR</p> <p>To be determined later</p>
2. Developing the civil sector as a necessary partner in the creation and implementation of the strategic document activities	<ul style="list-style-type: none"> Forming an association of existing NGOs for the purpose of cooperation with ANMC Organizing 2 joint seminars in 2011 on the topic of ANMC objectives and joint approach Organizing a joint media campaign with ANMC Forming of new NGO(s) for work on ANMC issues 	<p>ANMC Working Group for the Youth and Civil Sector</p> <p>Local NGOs</p> <p>ANMC Working Group for Information</p> <p>International and local donors</p>	<p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>1.000 EUR</p> <p>5.000 EUR</p> <p>5.000 EUR</p> <p>To be determined later</p>
3. Improving the position of women and their more active participation in all social trends of the Albanian community	<ul style="list-style-type: none"> Opening of the ANMC Office for Women in 2011 Organizing 4 trainings in 2011 for female members of the ANMC Office for Women Designing 1 joint project of the Office for Youth + Office for Women and ANMC for international donors International networking of the Office for Women with similar institutions 	<p>ANMC Working Group for the Youth and Civil Sector</p> <p>ANMC Working Group for Information</p> <p>Existing NGOs working with women</p> <p>International and local donors</p>	<p>2012.</p> <p>2012.</p> <p>2012.</p> <p>2013-2016.</p>	<p>-000 EUR</p> <p>10.000 EUR</p> <p>1.000 EUR</p> <p>To be determined later</p>



British Embassy
Belgrade



Organization for Security and
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Mission to Serbia



PBILD

Održanje mira i inkluzivni lokalni razvoj
Ruajtja e paqes dhe zhvillimi inkluziv lokal

