



## Implementation Guideline on Tourism

Guideline: **10/2004**  
Issue: **No. 1**  
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Subject: **Tourism**

### Contents:

This document provides the following guideline materials to assist the municipal level in developing tourism:

- Kosovo Tourism Organization
- Kosovo Tourism Board
- Questionnaire on “Tourist Places in Your Municipality”
- Tourist Offices in Kosovo’s Municipalities
- Best Practices Information Links

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The Association of Kosovo Municipalities is established in accordance with the European Charter of Local Self-Government to promote the interests of the people of Kosovo through strengthening the work of Municipalities. The Association is supported by IFES Ltd. funded by the European Agency for Reconstruction.

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### Principal References:

AMK Policy Statement on  
Tourism

The European Charter of Local  
Self-Government

AMK Policy Statement and  
Guideline on Local Economic  
Development

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## ACKNOWLEDGEMENTS

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## **THE REASON FOR AN IMPLEMENTATION GUIDELINE**

This implementation guideline is part of a series of documents prepared by the Association of Kosovo Municipalities (AMK) with the support of IFES Ltd. The work is part of a European Agency for Reconstruction project supporting the development of municipal governance. The guideline statement should be read in conjunction with the policy statement produced by AMK. The two documents together aim to present the problems and possibilities associated with different themes of local government.

The reason for the guideline is to provide materials that will support municipalities, now and in the future, in exercising the responsibilities allocated to them by the UNMIK regulation 2000/45 on the self-government of municipalities in Kosovo, or subsequent local government legislation.

The statement was developed through a municipal analysis group, comprising elected officials and civil servants, as supported by the IFES Ltd team. Where possible the team has brought to the group statements, examples, analysis or information from the European perspective. However, examples of good practice from individual municipalities or the collective knowledge and ideas on the analysis group are also presented for the benefit of all municipalities.

AMK is seeking to develop a number of commissions that will take forward policy and implementation issues on different themes and will use the policy statements and guidelines to help form their agenda.

The statements and guidelines also provide valuable information for donors as they give a cohesive starting point for the implementation of municipal level projects.

**Lutfi Haziri**  
**President of the Association**

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**Team Leader**

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## 1. Introduction

These implementation guidelines have been developed by the analysis group on tourism. The same group has also produced a policy statement on the same subject and it is recommended to read both documents, as they complement each other.

The current situation, chances and obstacles are described in the Policy Statement. While there have been serious moves undertaken by the Kosovo Trust Agency (KTA) to return to centralized practices, the Association of Kosovo Municipalities (AMK) intends to use their assets in an effort to maintain their right of local self government. In practice, property rights on real estate are primarily affected and, consequently, foreign investments are missing. Cooperation is highly sought because tourism succeeds or fails at the local level.

The following documents are enclosed in these guidelines:

- Kosovo Tourism Organization
- Kosovo Tourism Board
- Questionnaire on “Tourist Places in Your Municipality”
- Tourist Offices in Kosovo’s Municipalities
- Best Practices Information Links

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## 2. Policy Background for Tourism Issues

The overall objectives of AMK's Policy Statement in relation to Tourism Issues are contained in the AMK Policy Statement on Tourism. This statement identifies the following priority areas for the development of the tourism sector:

- cooperation between Municipalities/AMK and the Central Government, and between the public and private sector and with neighbouring countries;
- the need to supplement and complement each other in their joint mission to build up tourism in Kosovo, emphasising categories as transit, nature, health, winter, cultural and adventure tourism;
- that a master plan including marketing concept and action plan should be established as soon as possible.

The goals identified may be summarized as follows:

- Introducing a legal and organizational framework and a long-term strategy on sustainable, socially and ecologically responsible tourism
- Establishing Visitor Centres (Tourist Offices in the Municipalities) and a Tourism Commission to operate a Tourism Promotion Board for Kosovo;
- Supporting private initiatives and boosting privatisation of hotels;
- Reforming tourism education and training, in order to achieve a competent management;
- Providing public security and private safety;
- Becoming "a respectable competitor in the region and beyond", with the help from the Central Government and Municipalities.

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### 3. Kosovo Tourism Organization

#### ASSUMPTIONS

##### I. Prime Goal:

Kosovo disposes of a healthy *network structure of inbound tourism*, including the public and private sectors on national, local and international levels.

##### II. Immediate Operational Goals:

- (1) A national survey on tourist sites has been made (see questionnaire).
- (2) Tourist Offices are opened up in Kosovo's Municipalities. They are run either by the Municipality alone or in cooperation with the local Association of Tourism. They are market-driven.
- (3) The Kosovo Tourism Commission (KTC), consisting of representatives of the Central Government (Ministry of Trade and Industry) and the Municipalities (AMK representatives), has started to work.
- (4) The KTC has established the "*Kosovo (Tourism) Promotion Board*", which implements *Destination Management and Destination Marketing* for Kosovo.

##### III. Main Stakeholders:

- (1) Hosts/host destination, represented by:
  - (a) the Kosovo Tourism Commission (KTC)/Kosovo (Tourism) Promotion Board, including the Ministry of Trade and Industry (MIT);
  - (b) Municipalities/AMK/Tourism Associations<sup>1</sup> incl. Tourist Information Offices on local level;
  - (c) Cultural and Civic sectors (NGOs);
  - (d) Private sector: Inbound tour operators, tour agents, hoteliers, restaurant owners, transportation companies, amusement centres and representatives of other leisure and tourism industries;
- (2) Visitors/guests and their contract partners (Source market tour operators, tour agents and transportation companies) ;

##### IV. Tasks of the Tourist Offices:

Visitor servicing/internal marketing will be the prime task of Municipalities' future Tourist Offices. The enclosure "Visitor Servicing" gives a detailed survey including tasks, installation, staff, investment and tips on how to start: "*Small things first.*"

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<sup>1</sup> Tourism Associations are a kind of NGOs, with a strong impact on the public. Therefore we assign them to the "public sector", despite the fact that their members are private companies.

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## V. Tasks of the Kosovo (Tourism) Promotion Board under the auspices of the Kosovo Tourist Commission (KTC)

A collection of thoughts is stipulated in the attachment: The "Kosovo (Tourism) Promotion Board (KPB) – a Suggested Marketing Solution for Kosovo”.

Basically, the KPB – or KTB, depending on the founders’ decision – will be the executive arm of the Kosovo Tourist Commission. Their key-function is the conception and implementation of destination management and marketing for Kosovo (details see attachment).

The Analysis Group 10 favoured the future KTC to have 11 to 13 members within the AMK: 7 tourism experts, 2 business representatives, 1 government (MTI) representative and 1 to 3 representatives of the civic sector (environment and planning organizations. The Commission should meet at least 6 times a year and act “in compliance with the legislation of European and international standards”.

KTC/KPB will be the leading national Kosovo marketing organization, with a strong emphasis on *external marketing*. Municipality Tourist Offices will assume complementary functions by emphasising visitor services and *internal marketing*. Complementary concepts will maintain the decentralisation issue of the Municipality *and* the necessity to guarantee Kosovo’s consistent appearance in foreign markets, in order to be realized, recognized – and positively reminded.

## VI. Criteria:

- (1) Not to emphasize too much the form, emphasize the *joint mission* of the Kosovo Tourist Commission (KTC)/Kosovo (Tourism) Promotion Board and Municipalities/AMK/Associations of Tourism/Tourist Offices.
- (2) Use a *catalogue of tasks* rather than statutes, as a basis to define the joint mission of the KTC/Kosovo (Tourism) Promotion Board and Municipalities/AMK/Associations of Tourism/Tourist Offices.
- (3) Entrust the KTC/Kosovo (Tourism) Promotion Board with the main responsibilities on *external* marketing, by developing and promoting tourism in a *sustainable* and *integrative way*, whereas the Tourist Offices of the Municipalities should concentrate on *internal* marketing (i. e. Visitor/Guest services like *information and reservation*, carrying out or participating in organizing special events).
- (4) Let the KTC/Kosovo (Tourism) Promotion Board and Municipalities/AMK/Associations of Tourism/Tourist Offices work
  - (a) autonomously and future-oriented
  - (b) on a *non-profit basis*, but by generating *cost-covering incomes*
  - (c) with a substantial Government/Municipality (or public-private co-financed) budget as a recompense for services which are of general public interest.



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- (5) The KTC/Kosovo (Tourism) Promotion Board, together with the Municipalities/AMK/Associations of Tourism/Tourist Offices, will be in charge of stipulating nationwide *tourism guidelines*. They will help to ensure consistency of Kosovo's market appearance.
  - (6) Appeal to the stakeholders' "Goodwill" and let them rely on your own "Goodwill".

**Technical Comments:**

- (1) Members of AMK are aware of their goal that Municipality Tourist Offices are working autonomously, i.e. upon their full responsibility, based on ...
  - (a) a catalogue of tasks to be established by the founding contractors (the Municipality alone or in cooperation with the local Association of Tourism),
  - (b) supplementary updates (the action plans) established by the Tourist Office and agreed upon by the contractors;
  - (c) the Annual Report on Tourism Development, released by the Tourist Office, to be forwarded to the Kosovo Tourism Commission (KTC)/Kosovo (Tourism) Promotion Board;
  - (d) the confidence in the *professional qualification and integrity* of the Manager of the Tourist Office and his/her team.
- (2) A traveller's interest in a place or region will not end at its political boundaries. This is important for the tourist organisation to know – and another appeal to cooperate with neighbour organisations.
- (3) For the public sector there are generally two *income sources* generated by tourism:
  - a) The *Tourism Tax*, to be paid to the Municipality by tourism-related companies, restaurants and providers of accommodation (hotels and private accommodation providers), depending on their *business size/capacity* or *effective number of beds*.
  - b) The *Visitor Tax*, which the visitor pays directly, either to the accommodation provider, who collects it and pays it to the Municipality at the end of the month, or to the Tourist Office, when, for instance, the visitor buys the *Guest Card* offered, which, in return, would give him access to sites at a lower price and price reductions in restaurants.

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## 4. Kosovo Tourism Board

Since tourism, due to its manifold impacts on other branches and lifestyles, ranks among the most important tools to shape up a destination's overall image, tourism promotion and investment marketing for Kosovo should be put under a "One-Stop-Shop" – the future "*Kosovo (Tourism) Promotion Board (KPB or KTB)*".

It should be sufficiently financed, professionally staffed, and acting autonomously, yet entrusted by the government with carrying out destination marketing for Kosovo. Mixed financing may be considered, with for instance 80 per cent covered by the government or external donors (at least during the first years after takeoff) and 20 per cent financed by private companies and generated by the Office's own economic activities.

The key themes, including specified activities on investment marketing and tourism promotion would fully comply with the concepts of leading tourism destinations.

The reasons:

(1) - Combining investment marketing and tourism promotion would allow to integrate Kosovo's key-issues on economic development, and to lay the basis of a network with ecological, social and other issues.

(2) - For some time European cities have introduced "City Marketing Concepts", which include investment marketing, tourism promotion, cultural, health and other civic issues. Since Kosovo is small and both investment marketing and tourism promotion are waiting to be introduced, putting these issues under one roof would be a promising solution to embarking on an encompassing destination management and destination marketing.

(3) - Our idea of a "Kosovo (Tourism) Promotion Board" adheres tourism quite to the top, i. e. to the Minister of Trade and Industry, yet completed with a "tourism portfolio", which constructs a link, via the Prime Minister to the President himself, thus making the him act as the "Supreme Promoter of Kosovo"; for a Ministry would quickly get into conflict with other Ministries, when it comes to administrative cross-sector initiatives designed for the benefit of tourism development.

(4) - The assumption is: If Kosovo wants to become a top (adventure) tourism destination, it will have to obtain a clear identity ("corporate identity"), a profile, and, by the time, a "tourism consciousness" of its population. These are tasks that touch Kosovo's self-understanding and positive image making, and therefore the Prime Minister should be the one to spearhead the issue, supported by the Kosovo Tourism Commission (with the Minister of Trade and Industry being represented), and its executive arm, the Kosovo (Tourism) Promotion Board (KPB).

(5) - This process, if successfully concluded and undermined by concrete legal steps, could lead to a positive "Kosovo Brand", which would facilitate contacts, boost potential

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investors' interest, enhance the quality of the tourism product, and promote a positive image of Kosovo abroad.

Following steps should be done to promote tourism and investments:

- Establish the Kosovo (Tourism) Promotion Board. The Board should incorporate senior level representatives from both the public and private sector on national (Ministry of Trade and Industries) and Municipal level (AMK) and co-operate with the Ministry of Trade and Industries and the Ministry responsible for state property and investments.
- Provide the Kosovo (Tourism) Promotion Board with a maximum of working autonomy, professional staff and a sufficient budget.
- Clarify the competence of the Kosovo (Tourism) Promotion Board (offering information on development processes and incentives, co-ordinating the activities of other related Government and Municipality departments and playing a key role in the privatisation process of tourism facilities).
- Clarify the degree of support, which the Kosovo (Tourism) Promotion Board should be given by both the Ministry of Trade and Industries and the Ministry responsible for state property and Investments.
- Provide the Kosovo (Tourism) Promotion Board with the latest information on investment issues, as developing guidelines, investment incentives, ownership issues, land use and zoning regulations, including signage and other information.
- Establish a database on national level, with the help of Municipalities/AMK, on present and potential investors (local and foreign) in Kosovo, and ask them about their ideas.
- Develop a Five-Year Investment and Tourism Marketing Concept that identifies and targets priority markets (both regional and international), and drafts a promotion strategy including public-private partnership initiatives and regional initiatives. A strategy for cultural and sports events, as well as all activities that contribute to the attractiveness of Kosovo should be also incorporated into the marketing concept.
- Open up a Visitor Service Centre ((Tourist Office on national level in Prishtina, attached to the Kosovo (Tourism) Promotion Board)) to welcome all visitors and provide them with information and support (see also enclosure "Visitor Servicing – Prime Task of the Tourist Office").

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## 5. Questionnaire: Tourist Places in Your Municipality

### 1. Introduction:

- Name of Municipality
- Name of your town/village:
- Describe the topography/climate of your Municipality/town/village:
- Why is your Municipality important for tourism (history, culture, flora/fauna, events)?
- What concrete goals do you have in developing tourism of your Municipality?

### 2. Leisure Facilities:

- What kind of leisure facilities/places does your Municipality offer (discotheques, dancing halls, cinemas, bowling centres ...)?
- What about a public recreation park? Are there walkways to stroll? Small lake(s)? Benches to have rest?
- What kind of week-end excursion possibilities does your Municipality offer (landscape, woods, lakes, trekking paths)?

### 3. Activities offered to visitors

- What can visitors do in your Municipality?  
Transit/Nature/Health/Winter/Cultural/Adventure Tourism

### 4. Public Services:

- Administration of Municipality (Address, phone, fax, e-mail, President's name):
- Transportation: Train, bus connection; taxis, rent-a-car agencies:
- Post Office (Address), PTK:
- Railway station/are trains in service? Travel routes?
- Bus station(s)? Travel routes?
- Condition of energy/water sector/sewage/garbage deposit:
- Health services (what kind?):
- Pharmacy:
- Public security/personal safety:
- Internet cafés (address including phone, fax, e-mail):
- Newspapers/foreign newspapers:
- International/Foreign organizations (address including phone, fax, e-mail):
- Mosque/Church/Synagogue:
- What about manufacturing/agriculture/horticulture/fishery?

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## 5. Visitor Services:

- Tourist Association (Address, phone, fax, e-mail, Chairman's name):
- Accommodation/travel agency/Tourist Information Office (Address, phone, fax, e-mail, Director's name):
- Information/brochures/maps:
- What about the signage of official places/installations?
- What about the signage of sites?
- What kind of museums/theatres/music halls do you have?
- What about markets/shopping opportunities?
- What about handicraft/souvenir centres?
- Cultural performances/social events:
- Town walks (guided/non-guided):
- Sports/creative/pastime opportunities:

## 6. Sites:

- What's your Municipality's main tourist asset? (flora/fauna, architecture, events)
- What about scenic points? And their accessibility?
- Name of first, second, third ... site:
- What kind is the site?
- Where is the site located (full address, if building)?
- How to get to the site (description of road, quality, distance)?
- When is the site open?
- How much is the entrance fee?
- How many parking lots are there for busses/cars?
- What kind of public facilities are there (hotels, restaurants, public phones, public toilets)?
- Who is responsible for the site (full address, phone, fax, e-mail)?
- Why is the site useful for tourism (suggested activities)?
- What about the history of the site?
- Which local people play a certain role in connection with the site?
- What is the local guide's name?
- When do guided tours take place?

## 7. Accommodation:

### a) General:

- How many beds altogether in your Municipality are offered to visitors?
- How many hotel beds, how many beds in private accommodation?
- How many hotels do have restaurants of their own?
- List the hotels located in your Municipality?

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b) Hotels:

- Name the whole address of each hotel, including phone, fax, e-mail!
- How many beds does the respective hotel have?
- What kind of other facilities (restaurant, bar, leisure facilities) – does this hotel have?
- What about the price for an overnight (single room, double room ...)
- What about special group prices?
- How many rooms are equipped with bath/shower and toilet (or only one of them)?
- What about power cuts and water shortage/during day time/at night?
- Does the hotel offer phone, fax, e-mail service for guests?
- How many rooms are equipped with TV/telephone?

c) Private Accommodation/Boarding Houses:

- Name the whole address of each boarding house, including phone, fax, e-mail!
- How many beds does the respective boarding house have?
- What kind of other facilities (restaurant, bar, leisure facilities – specify!) – does this boarding house have?
- What about the price for an overnight (single room, double room ...)
- How many rooms are equipped with bath/shower and toilet (or only one of them)?
- What about power cuts and water shortage/during day time/at night?
- Does the boarding house offer phone, fax, e-mail service for guests?
- How many rooms are equipped with TV/telephone?

d) Camping

- Campsite (address, responsible person, phone, fax, e-mail):
- Who is responsible for the site (full address, phone, fax, e-mail)?
- When is the campsite open?
- How to get to the campsite (description of road, quality, distance)?
- How many places does the campsite offer?
- How much is the overnight fee?
- What about power cuts and water shortage/during day time/at night?
- What kind of public facilities are there or nearby (toilets, showers, public phones, restaurants)?
- Other characteristics of the campsite site:

**8. Restaurants, Cafés, Bars, Fast food:**

- Name the whole address of each installation, including phone, fax, e-mail.
- Name special focus/kind of cuisine/bar ...
- Is it high/low-priced?
- When is the installation open?
- How to get there (in case of outside location)?
- How many places does the installation offer (for group reservations)?

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## 6. Municipal Tourism Information Office

*Serving the customers with information and recommendation about:*

- where to spend the night in your Municipality
- where to eat out in your Municipality
- fairs and exhibitions in your Municipality and Kosovo
- where to go and what to see in your Municipality and Kosovo
- what to do in your Municipality and Kosovo
- events in your Municipality and Kosovo
- traffic connections within your Municipality and Kosovo  
(including flight itineraries from Kosovo abroad)
- road conditions and weather forecast
- environmental advice

*Serving the customers as an exchange office:*

- Informing about current rates of exchange
- Exchanging currencies of other countries
- Accepting major credit cards

*Serving the customers as a point of sale (beware of competition conflict with the private sector):*

- Giving/selling information brochures about Kosovo
- Selling all kinds of Kosovo souvenirs, handicrafts and a variety of suitable "kiosk merchandise" like refreshments and sweets
- Selling (guide) books and all kinds of literature and maps of your Municipality, Kosovo and neighbouring countries
- Selling all kinds of holiday accessories (sun creams, sun shields, umbrellas etc) in the (future) Kosovo design
- Selling electronic media (videotapes, CDs) about Kosovo and neighbouring countries
- Selling CDs and MCs with traditional Kosovar/Albanian music
- Selling international newspapers and magazines
- Selling stationary, postcards, stamps, films

*Serving the customers as a reservation centre for:*

- accomodation and restaurant tables
- transportation facilities (boat, airplane, taxi, car rental)
- tour and city guides; hostesses
- excursions upcountry
- visits to special areas

*Serving the customers as a "One-Stop Shop" for:*

- contacts with other organisations/companies related to tourism
- any kind of registration (and payment of fees)
- displaying information leaflets and posters announcing important events
- PC/fax and e-mail services
- copying service

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**Installation:**

- Shelves and displays for brochures and information leaflets
- Information desk with phones and chairs/stools
- Chairs, little tables (for waiting guests)
- Clock, lights, heating
- Usual office equipment; itineraries
- Cash register, safe for deposit of valuables
- Equipment for serving tea to customers; refrigerator
- Hot water bottles with water (hot and cold) and tea
- Flowers, decoration
- Illuminable show windows
- Extra facilities for selling merchandise and money changer
- PC/fax and e-mail services

**Personnel:**

- 2 to 3 persons (ladies recommended) with combined capabilities of giving any kind of information, selling goods, changing money, helping with registration (they should be able to represent one another in case of vacation or illness)
- One of the persons should be appointed office manager, the others assigned as deputies

**Investment:**

- Installation, furniture
- Copy machine
- Fax, PC (network), modem, software included
- Purchase of merchandise
- Construction, reconstruction of room
- Publicity and advertising
- Operational costs:  
Room rent p.a. logistics p.a., salaries, tributary expenses, taxes etc. p.a.

**"How to Start - Small Things First!"**

- (1) Offering a range of information on tourism in Kosovo; making stocks!
- (2) Putting ubiquitous "Tourist Information" signs on the facade and at the crossroads, including the "i"
- (3) Emphasising decoration (interior show window)
- (4) Printing simple Kosovo and city maps of your Municipality for customers' individual information
- (5) Printing simple leaflets indicating the new services
- (6) Launching a direct mailing (fax or e-mail) to local foreign residents' offices
- (7) Advertising in local media
- (8) Cooperating with good restaurants on a mutual benefit basis, in an effort to reach more customers
- (9) Establishing an overall-business concept with a particular emphasis on the "public services" of the Tourist Office in your Municipality



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## 7. Best Practices: Information Links

### a) UK Learning and Information Services

[www.herts.ac.uk/lis/subjects/law/tourismlaw.htm](http://www.herts.ac.uk/lis/subjects/law/tourismlaw.htm)

including the Code of Conduct of the Association of British Travel Agents

The ABTA (Association of British Travel Agents) Code of Conduct is designed to regulate the activities of Members (internally and externally). Moreover, it clarifies useful definitions. For AMK the Code would be useful as a blueprint to define a similar Code, yet emphasising AMK objectives and services. – The Code’s themes include standard of Association service and brochures, advertising and promotion, customer services, general conduct. Crucial hint to business practice: “Book with confidence here.”

### b) Icelandic Ministry of Communications

<http://eng.samgonguraduneyti.is/tourism/>

including the Tourism Administration Act No. 117 of 16-09-1994

In Iceland the Ministry of Communications publishes a wide range of relevant laws and regulation, which refer to tourism business, broken down to travel agencies, tour operators, car rentals, restaurants/hotels and tourism in general (“Tourism Administration Act”). – The purpose of the Tourism Administration Act is “to promote the development of tourism as an occupational sector and to organize tourist services for Icelandic and foreign tourists as an important part of Iceland’s economy and society, both as regards macroeconomic efficiency and environmental protection”. – It is recommended to use the Icelandic “Tourism Administration Act” as a blueprint for adaptation to aspirations and conditions in Kosovo.

### c) Greek National Tourism Organization Regulations Concerning the Hoteliers and Their Guests

[www.gnto.gr/2/02/0201/eb20201.html](http://www.gnto.gr/2/02/0201/eb20201.html)

The Greek pattern delivers rules between hoteliers and their guests. This is particularly important for guests’ satisfaction and hosts’ ease in day-to-day business by avoiding misunderstandings.

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## 2. Selected Best Practices

### a) 1998 Spanish Best Practices selected by the International Jury

<http://habitat.aq.upm.es/bes/onu98/lista.en.html>

An international jury selected a score of best practices. Clicking on this website will give incentives to anyone seeking new ideas on cultural, civic and tourist issues. “Civic-mindedness”, for example, could be interesting for Kosovo.

### b) Radio Free Europe/Radio Liberty: RFE/RL Balkan Report (June 25, 2004)

[www.rferl.org/reports/aspfiles/printonly.asp?po=y](http://www.rferl.org/reports/aspfiles/printonly.asp?po=y)

The latest edition of the RFE/RL Balkan Report asks the question: Which direction for the Balkans? – The Report also refers to Kosovo, but regards the territory’s unsettled status as “a time bomb waiting to explode”. – That may be nothing new to Kosovars, however keeping the world updated with presumptions like that – be they reasonable or not – enhances Kosovo’s war-time image abroad. Denying things won’t improve the situation, only setting constructive achievements – and reporting on them.

### c) New York City Infrastructure Taskforce: Planning & Zoning Subcommittee Statement of Principles – Draft October 04, 2001

[www.nycrebuild.org/meetings/principles.asp](http://www.nycrebuild.org/meetings/principles.asp)

How to use creativity and energy for the rebuilding of Lower Manhattan after the 11/9 terrorist attacks may give a little hint to post-war conditions in Kosovo’s war-damaged cities and towns. Emphasising immediate actions and the provision for the longer-term is a decisive approach.

### d) European Commission

[http://europa.eu.int/comm/regional\\_policy/country.org](http://europa.eu.int/comm/regional_policy/country.org)

UK: Learning to live side by side: cross-cultural cooperation between Ballymacarret (Northern Ireland) and Ballybofey (Ireland)

Learning to live side by side by cross-cultural cooperation – the UK best practice focus on cooperation projects among the youth of both catholic and protestant sides, who have for long been deeply antagonistic. The project modules: Cultural Pathways, Cultural Learning Partnerships, Social Interaction, Trust and Confidence Building, Cultural Understanding, Political Awareness.

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UK: Strongholds to keep history alive

A joint cross-border initiative of the UK, France and Belgium led to a new tourist product: a network of historic strongholds in an effort to increase the number of visitors and overnight stays in the three regions concerned, while stimulating cultural exchanges. The network is organizing actions like the creation of discovery tours, exhibitions, publishing trilingual brochures and cooperating with the media. – Time to reach out for analogous activities in Kosovo?

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