

FRAMEWORK STRATEGY



EUROPEAN CENTRE
FOR
MINORITY ISSUES

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FRAMEWORK STRATEGY

European Centre
for Minority Issues (ECMI)

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REFRAMING FOR THE FUTURE

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Introduction

After twelve years of pioneering work, ECMI has reached the time where strategies for its sustainability are to be defined. At the same time, minority politics in Europe has entered a new phase. Within the territory of the European Union (EU), minority politics is now in a transition period of moving from the conflict management of the last decade of the 20th century to a post-conflict mode of diversity management of the early 21st century. In the EU's neighbourhood, conflict management remains the main issue but attention has moved to implementation of minority governance through democratic and economic development co-operation as well. Minority politics is thus seeing a trend of moving from the macro level to the micro level. This means operationalization of minority rights and governance. It is therefore an opportune moment for ECMI to pause for reflection and reframing.

This Framework Strategy sets out ECMI's aims and purpose in the pursuit of new goals as a leading research and competence institution in minority research and minority governance. With this statement we seek to communicate to ECMI's environment, partners, stakeholders as well as potential and existing networks our aim to redefine our mission and frame a new vision in light of the changes in Europe. We hope to project our values and sharpen the tools with which we plan to operate. But most importantly, we hope that this Framework Strategy will be seen as the beginning of an ongoing exchange about ECMI's work as we believe that dialogue with all our partners and stakeholders is enriching to our existence as an institution.

We will not be starting from scratch. Our mandate continues to be a core pillar of our *raison d'être*.

ECMI Statutes

Article 3

The Foundation will carry out activities on a European basis within the following areas:

Collection, promotion and communication of research work on issues of minorities;

Construction of a European bank of data and models on minority issues and possible solutions;

Compilation of research on minority issues and the creation of overall analyses and presentations;

Participation in network research on minority issues;

Promotion and communication of practical experience regarding protection of minorities through symposia, Seminars and publications;

Advisory activities regarding minority policies.

(adopted 29 January 1998)



During its pioneering phase, ECMI has managed to establish itself in the field of minority research and minority governance. International organizations and several governments have made use of ECMI expertise and recommendations. Colleagues have found value in our research and many have supported ECMI directly. Two field offices have been established and become sustainable in their own right. Many challenges have been overcome but new ones loom on the horizon. How do we prepare the institution for the general challenges of the 21st century?

Approaches to research and funding have changed. The time of the recluse scholar is a bygone era. Research is now done mostly by international project teams, involving international scholars from several disciplines and required to perform to certain conditions in terms of input, output, relevance, and timeframe. This means the individual researcher must be proactive, innovative, constantly networking, international and very flexible. Funding schemes are agenda and policy driven, which means that research must provide policy recommendation, and much research is funded outside universities which means the competition for funding and new ideas is fierce. For independent public research institutions, such as ECMI it often means mixed-mode funding.

In this scenario of the future, ECMI is uniquely positioned because it can provide multidisciplinary and interdisciplinary research that speaks to the change from standard setting to the operationalization of norm implementation in Europe. Its endowment with a heritage that empowers it to contribute to minority-majority relations can advance innovative and constructive public administration approaches to peaceful European integration. And its strategic location in one of the most dynamic national minority regions of Europe provides it with a minority empowerment model which can offer workable solutions to other minority regions. These potentials are great but not a given. To reach its full potential, ECMI will reframe and retool over the next two years. The goal is to emerge as a sustainable organization that is ready to meet the challenges of the 21st century.

Reframing for the future

Such challenges require resolve about where and how we want ECMI to progress. Two evaluations have provided valuable recommendations helping us in the right direction. In 2001, a main concern was the structure of the technical and administrative secretariat. In 2007, it was the high turnover of research staff. Building on these evaluations and adopting for the first time a set of joint goals and agreed values, we wish to communicate in a transparent manner that ECMI is committed to transform itself from its position as a young research and competence institution to becoming an institution that is ready to face the challenges of the 21st century and which will be a key player in European minority politics and Minority Studies.

In this main section we offer our joint view of how to reframe ECMI for this task. We delineate our new goals and objectives in a number of strategic areas and where feasible set targets and benchmarks for the period 2010-2012.

Mission and Reach

The changes in minority politics of the first decade of the 21st century require ECMI to adjust to new modes of thinking and acting. Focusing on minority rights implementation at the micro level requires development of new tools not only to measure and monitor implementation but also to improve the capacity of civil servants dealing with minority issues. It demands new models of engagement as well as new concepts. We remain committed to our mission but will seek to improve its implementation under the new circumstances in Europe.

ECMI MISSION

ECMI advances majority-minority relations in the wider Europe through action, research and documentation. It supports the stabilization of areas of ethno-political tension and conflict, contributes to the strengthening of relevant legislation and best practices in governance and enhances the capacity of civil society actors and governments to engage with one another in a constructive and sustainable way.



To make ECMI sustainable, we will refocus ECMI's mission during the reframing period to address existing concerns in a better manner as well as including new areas of concern:

- • • **Minority-majority relations** can improve and deteriorate within the same breath. Global crises as well as risks influence the manner in which minority and majority populations interact. While institutional frameworks no longer are the only factors that influence minority protection, global changes and risks require that the institutional frameworks for minority protection are constantly readjusted to **new global challenges**. Minority-majority relations can also rigidify on the basis of perceived notions of culture and identity. Culture is a part of human identity that remains fluid and changeable. Essentializing **cultural identities** can hamper social unity and cohesion in a world of increased **diversity and pluralism**.

- • • **Stabilization** of areas of ethno-political conflict is seldom achieved through mediation alone. Face-to-face encounters often have a greater effect on stabilizing tensions and improving security. While managing conflict requires institutional mediation tools to stabilize political tensions, overcoming conflict demands human acts of **reconciliation**. Security is often perceived as a question of protecting institutions and maintaining order while **civil security** is neglected resulting in undue human suffering.

- • • **Strengthening legislation** is a superior goal that requires political will. This is rarely available. Strengthening implementation of existing legislation through designing **indicators and monitoring** schemes contributes to improved minority protection while also creating knowledge about **lack of responsibility**.

- • • **Capacity building** of civil society and governments risks neglecting the beneficiaries themselves, the national minorities. While capacity building of NGOs and civil servants is crucial to improving understanding about minority protection and implementation of this, capacity building of members of minorities can lead to **empowerment** and thus enriched democratic processes. Capacity building of members of both minorities and majorities can furthermore lead to **active citizenship** and eventually a more **ethical society**.

Europe is our workspace. 80-100 million people in this area belong to national minorities. However, some parts of Europe need more attention in terms of minority governance than others. We believe that minorities in border regions deserve more attention. Moreover, much work remains to be done in some of the newer Council of Europe member states. Finally, Europe's normative reach does not necessarily stop at the border to Central Asia. ECMI must assess the need to support the ongoing efforts by the Organization for Security and Cooperation in Europe in these countries.

During the reframing period, ECMI will

- • • Revise our mission to address the new challenges of the 21st century, especially those challenges that influence minority protection and minority governance
- • • Frame a vision that projects us into the European Research Area as well as the European network of experts and institutions as a cutting-edge, independent and leading research and competence institution in Europe
- • • Reassess the geographic areas in which ECMI is currently active as well as those that may have potentials for being able to address minority rights protection and good governance

THE DEFINITION OF 'MINORITY'

There is no universal definition of 'minority'. While being aware of continuing academic and policy debates about definitional issues with respect to minorities, we rely in our work on one of ECMI's founders, Kurt Hamer's definition for most of our practical purposes:

"All national cultural, ethnic, religious and linguistic minorities whose minority status has been recognized by national legislation or by internationally binding declarations as well as minorities that define and organize themselves as such"

Our Values

Protection and promotion of national minority cultures is the moral goal that drives our work as institution, researchers and human beings. Minority rights as part of the global human rights regime are essential to providing a good life for members of minority groups. To promote such values, our work ethic requires excellence and dedication. The values that guide our work internally and externally must therefore be projected to our partners, potential partners and the wider world in an accessible manner.

Research institutions in Europe face new challenges in terms of research co-operation. The politics of research have seen a transition from individual scholarly research to project based and team-based research funded by large schemes of EU funds and private foundations. This puts pressure on institutions and researchers alike. Institutions must project their scope of knowledge in innovative ways, and researchers must be proactive and flexible.

Fostering a healthy and dynamic team spirit where all members of staff feel pride in setting and pursuing common goals is essential to ECMI. This requires a transparent and social working environment that values all colleagues as equal partners, where innovation, ambition and curiosity are appreciated and where responsible and self-critical individual development is valued.

Valuing team spirit and respect helps promote diversity. Diversity in team composition as well as in approaches enriches any process, organization or co-operation. ECMI has been blessed with a multicultural and multinational staff composition since its beginning, which makes for an exciting working environment and enrichment of our lives.

During the reframing period, ECMI will seek to foster a work ethic that lays out a good foundation for the future by emphasizing.

- • • Excellence in research
- • • Professionalism externally as well as internally
- • • Equality and respect
- • • Team spirit and diversity
- • • Innovation and curiosity

Research and Competencies

ECMI's fundamental purpose is to undertake research for policy change. Pursuing a critical-constructive and practice-oriented research agenda that aims at excellence and which takes the state of the art of minority research forward by operationalizing innovative approaches while staying true to empirical facts and pragmatic opportunities. This requires a vigorous internal research environment that engages with new relevant topics in Minority Studies through the co-operation of core researchers, visiting fellows from developing democracies and a well-rounded group of non-resident researchers.

During the reframing period, ECMI will restructure its programming into five thematic clusters of research that will be re-evaluated after three years:

• • • Justice and Governance:

At the same time as issues of norm diffusion and convergence have come to the fore at the macro level with the EU taking a greater role in Europe's normative regime, aspects of legitimacy and responsibility of protection schemes come to the fore as these are interpreted at the local and regional levels. Public administration capacity is ever more topical as the change in attention from standard setting to operationalization of minority rights and governance requires 'translating' standards through policy design, programme development, knowledge transfer and capacity building as well as monitoring through indicators, targets and benchmarking. Issues of mainstreaming and data collection remain controversial approaches, while the aim to abate gender discrimination has come to include discrimination based on intersectionality.





••• Politics and Civil Society:

As minority politics move from the macro to the micro level, local and regional discourses take greater precedent. This requires improving our knowledge about formal and informal mechanisms of participation as well as mobilization towards these through new media. Issues of multi-dimensional participation and empowerment as well as inter-cultural dialogue require interdisciplinary approaches. Multilevel politics pose particular challenges, and social capital of minorities remains under-explored and demands perhaps different approaches to social sciences.

••• Conflict and Security:

With Europe on the path to peaceful unity, conflict transformation gives way to post-conflict reconstruction and reconciliation. In many cases, tension laden politics become politics of diversity management. At the same time new modes of mobilization as well as recurring mobilization or refocused mobilization resurface in many areas. Our attention to varied models of reconciliation is vital in post-conflict areas, while issues of civil security need greater attention where conflicts have become rigidified. State and nation building remains enduring topics that require fresh approaches in an era of European integration and norm diffusion through external policies.

••• Culture and Diversity:

As societies continue to become more diverse and pluralistic, culture has come to the fore as a core part of all spheres of life. Improving our understanding of culture and its ramifications for social unity and cohesion as well as its contestations in social and political life becomes a matter of urgency. Issues of identity have taken on new importance in a world of heightened interaction and mobility across imaginary and physical borders. Hybridity, multilingualism, difference, community and religion are areas of new identity research. Cultural competence and cultural capital begin to matter as the argument that 'culture counts' takes hold.

••• Citizenship and Ethics:

Citizenship rights remain an unresolved legal issue in a number of European states. But citizenship is also a question of participation and contribution. Social cohesion and social integration ultimately requires the participation of all members of society in public goods as well as in common identity formation. While often excluded, minorities have also been seen to develop strong tools of active citizenship. Exclusion as a matter of ethics is underexplored in minority research. Tolerance remains the mantra in situations where tolerance yields little progress. Our knowledge of minority-majority ethics will have to be augmented with dynamic concepts of inter-action, such as respect, solidarity and loyalty. Minorities as added value to society is a new topic in Europe. This requires us to expand our knowledge about them as bridge-builders and innovators.

ECMI's existing programmes and ongoing projects will be integrated into each relevant cluster of research. In addition, new and underexplored topics, such as non-territorial autonomy, democracy within minorities, Roma citizenship, women in minorities, inter-generational issues in minorities and minorities in the public space as well as civic education will be incorporated.





Action

The ability to operationalize minority rights and governance through practice-oriented research and action projects is considered ECMI's added value in the European network of policy institutions. However, the action field in human rights promotion in Europe is crowded and often poorly coordinated. This creates a very competitive environment for a small institution with a specific mandate in minority rights promotion. New and more targeted approaches need to be developed. Networking with dominant implementation agencies is essential. And excellence in training and technical assistance is the where-withal.

ECMI has successfully applied the rights-based approach in its action projects, but incorporation of proper institutional design models remains an issue. Training modules need to be improved and our visibility in the field must be increased. Tools designed to improve minority-majority relations, such as genuine participation, policy design, proper interest identification and mediation facilitation need to be built into ECMI's action programme. These, we believe would bring minority rights into action.

In the reframing period ECMI will therefore:

- • • Elaborate a comprehensive joint strategy for all research clusters before the end of the period
- • • Build individual strategies for each research-cluster that will propose cutting-edge research and agenda-setting topics
- • • Identify new research topics that speak to the changing conditions of minority politics in Europe
- • • Organize the research clusters to ensure knowledge expansion that legitimizes our authority as an agenda-setting institution, including quality assurance and quality assessments of our research
- • • Develop international project portfolios as well as individual portfolios

During the reframing period, ECMI's Action team will

- • • Develop a state of the art Training Unit that offers training and technical assistance through a multilevel approach. Courses and modules will be designed for various target groups, and new methods and tools, including electronic means will be applied. The Training Unit must become a cornerstone of our work not only in terms of action but also of research
- • • Introduce new approaches to perfecting our "products" in co-operation with beneficiaries, stakeholders and clients
- • • Review our co-ordination, co-operation and collaboration with our international government partners, identify overlap and redundancy as well as propose new ideas



ECMI TRAININGS IN GEORGIA

Good Governance and Rule of Law in Georgia is a joint programme between the Danish Ministry of Foreign Affairs, the Council of Europe and the ECMI. The framework of this programme includes a series of trainings in minority governance. Several political and professional groups from government structures, minority organizations and institutions are participating in these trainings. The topics cover: minority protection and promotion of European standards; legal provisions and lawmaking, political participation; the role of the state and local authorities; language policy and planning; minority education; minorities in public media; and cultural and institutional arrangements. Also a joint training on collaborative approaches with elements of negotiation and mediation has been provided. This programme takes strides in filling the gap in Georgia between practitioners and their understanding of minority governance.

www.ecmigeorgia.org

ECMI ASSISTANCE TO MULTILEVEL GOVERNANCE IN KOSOVO

Enhancing a multi-ethnic Kosovo is one of the key challenges in the ongoing and dynamic process of state-building. The decentralization process which has resulted in the constitution of new minority community-majority municipalities and the devolution of powers to the municipal level has created great opportunities for the improvement of inter-ethnic relations. A challenge remains of ensuring that the new legislative and political framework is fully professionalized. Of particular importance in this respect are issues of education, the delivery of services to communities, creating new relationships between communities' councils and local authorities, equal opportunities, and joint decisions regarding future developments. While most of the legislation is in place at the central level, the task is now to provide capacity-building for implementation at the local level, particularly from the perspective of prospective returns. With funding from a number of European governments, ECMI Kosovo provides trainings to build these capacities in municipalities and communities.

www.ecmikosovo.org

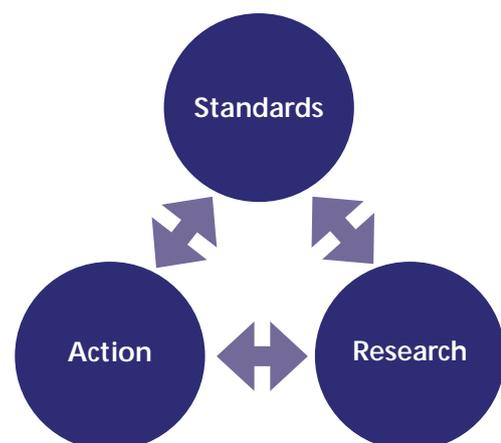
Synergy

Synergy between the Standards of minority rights as set out in the European and international normative framework, Research and Action is a central point of ECMI's mandate. At the same time, synergy is the most difficult issue to explain, promote and achieve. In the competition for project funding, this is one of the most challenging aspects of ECMI's work. Good, clear, logically coherent approaches win; muddled, obscure and unidirectional approaches lose. The international community's requirements have been considerably sharpened in this respect. Whether practice-oriented or policy-oriented, ECMI's approaches to achieving synergy will be laid out in a clear and transparent manner.

During the reframing period, ECMI will

- • • Develop a coherent synergy methodology based on the ECMI Synergy Wheel.
- • • Synergy as the relational aspect of standards, research and action will be built into every project design.

ECMI'S SYNERGY WHEEL



Communication and Documentation

Communication in the early 21st century has caused a seismic shift in the way research institutions disseminate results and activities. Websites are no longer the main communication surface. Rather they are the gateway to the world of the institution behind it. ECMI wants to improve in this area. Electronic tools of audio, video and Web 2.0 are now almost a minimum. Competitive researchers expect employers to provide these tools, and the general public expects to be able to use these tools. At the same time, expectations of research institutions funded by public funds to communicate to the world how they use taxpayers money have risen. Finally, documentation must reach the end-user through numerous channels.

Publications are the backbone of ECMI's mission. ECMI has a good record and is well respected for its publications in Minority Studies networks. ECMI has good co-operation with other research institutions which could be expanded. Publications require great efforts and much time, especially when the goal is quality over quantity. We are working hard to ensure that our publications are not allowed to collect dust in a forgotten corner of libraries around Europe and we plan to continue this effort.

During the reframing period, ECMI will

- • • Develop a full scale Communication Strategy that involves all modern means and structures both external and internal communication. It must be a multilevel strategy with particular attention to ECMI's local community
- • • Review the Ethnopolitical Map and make it a stand-alone PR tool for ECMI's research and activities. The Map will be upgraded and made interactive
- • • Reconceptualize the function of the ECMI Library to make it competitive and interactive, in particular with a view to bring new minority research and publications to the attention of a wider audience
- • • Restructure its documentation function to enhance the quality, availability and timeliness of ECMI publications and documents
- • • Develop a Publications Strategy that incorporates all research clusters and researchers as well as ongoing and new endeavours with other research institutions. In particular, ECMI will seek to incorporate the non-resident Senior Research Associate Network as well as the members of its Advisory Council. It will be topical as well as timely while also providing in depth, critical analysis. The character of publications will fit the needs of the reader.



ECMI Ethnopolitical Map of Europe

This flagship project designed by ECMI aims to meet the information needs of those searching for current, credible information especially on conflict regions of Europe, as well as international attempts at conflict management in relation to them. Extensive, authoritative information can be found in the Map relating to background, statistics, current situation and international response, current bibliography and relevant internet links. The ECMI Ethnopolitical Map of Europe has been rated by outside experts to be a highly useful educational tool for practitioners, politicians, and academics, including students and professors of international relations and conflict studies.

<http://www.ecmi.de/emap/>

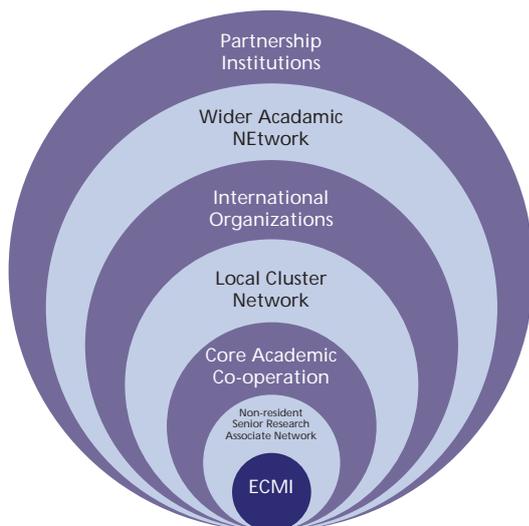


Co-operation and Networking

Networking is the mode of co-operation in the 21st century. Institutional networks as well as individual networks are keys to any research institution that wishes to survive in the competitive environment of the European Research Area. Excellence in networking requires utilizing all resources available to a research institution. ECMI is particularly vulnerable because it is not attached to a higher education institution. Setting goals and objectives in networking and co-operation is therefore a requirement that needs to be institutionalized within ECMI and projected outside the institution. This will communicate to partners and potential partners our seriousness in partnerships.

The most operative networking of ECMI is the co-operation with other libraries in the region as well as national and international. University library co-operation is particularly essential to ECMI's research and outputs. Other networks have been established but need reviving. Finally, our co-operation in the Danish-German border region hold great importance in ECMI's future and overall work.

ECMI'S "BUBBLE"



During the reframing period, ECMI will

- • • Intensify its institutionalized co-operation with those institutions that already form part of ECMI's core co-operation partners and seek to create a functional and logical synergy with these institutions
- • • Intensify its institutionalized co-operation with the universities in the Danish-German border region and seek to base this co-operation on mutual support and exchange, including the area of library co-operation
- • • Reinvigorate and restructure the non-resident Senior Research Associate Network and lay the foundation for a European Network of Excellence in the area of Minority Studies
- • • Reinvigorate other networks, such as the S.P.I.D.E.R. Web network
- • • Institutionalize and improve both scientific and non-scientific co-operation with the national minority organizations in the border region
- • • Seek greater co-operation with national and regional universities and research institutions, including intensified library co-operation
- • • Seek a niche position within a wider European institutionalized network of research institutions focusing on European integration and European stabilization
- • • Intensify ECMI's co-operation with international organizations and the EU offices addressing minority issues in Europe



Financial and Administrative Management

An institution endeavouring to renew its approaches will naturally have to adjust in the ways in which it organizes itself. Not only changes in current approaches but also the addition of new functions demanded by the changed landscape of minority politics, minority research, fieldwork and action as well as competitive funding opportunities and new communication avenues will require a tuning up of ECMI's financial and administrative management.

Modern technology provides new tools in this area that need to be examined. Unused talents of the existing staff must be explored and put to use. Relevant new competencies must be identified and added. Drawing on previous evaluations,

ECMI will during the reframing period

- • • Adopt procedures that institutionalizes transparency in all functions of the administration, establish effective monitoring of financial and administrative processes, including use of new and relevant tools of electronic management and provide guidance about ECMI as a public institution both internally and externally
- • • Identify and eliminate redundancy in routine functions and processes as well as upgrading our skills
- • • Establish the task force approach to cross-cutting and ad hoc issues of administration
- • • Establish new functions that help professionalize and develop ECMI's expertise to function as a cutting-edge research and agenda setting institution.

Organization

ECMI is a non-profit public foundation founded by Danish and German authorities and the government of Schleswig-Holstein. ECMI's statutes provide good guidance in this respect. However, actual action points for the future need to be identified. Again drawing on previous evaluations, each section below will identify specific challenges and propose options for action plans.



Executive Board and Advisory Council

ECMI's overall goals and strategies are set by its Executive Board on the basis of input by the Advisory Council and ECMI staff. The current composition of our governing bodies is available on ECMI's homepage. The Executive Board adopts ECMI's strategies and oversees the implementation of these, while the Advisory Council supports ECMI in fulfilling its mission statement. In the past, the Advisory Council has been called upon to provide guidance and advice on an irregular basis. A clear strategy for the future incorporation of the Advisory Council is therefore needed, in particularly with regard to the new challenges in minority politics in Europe and in support of ECMI's goal to become a leading agenda-setting institution.

In the reframing period, ECMI will

- • • Develop and implement a comprehensive strategy for the involvement of the Advisory Council in ECMI's research and action. ECMI will continue the good work established with leading scholars while also seeking to bring new perspectives to the Council. In particular, it will be important to bring members of the Council closer to the Centre and its work.



Human Resources

Human resources are the most important asset of a research institution, not only in terms of brilliance in research capacities and professional excellence in technical staff but also in terms of innovation, creativity and human development. Talents must be nurtured and developed and untapped talents identified. Personal desires for redirection must be explored. Drawing on specific recommendations of the two evaluations, ECMI now has the opportunity to organize, develop and consolidate its people, their talents as well as to bring in new colleagues while striving to make ECMI one of the most exiting work places in Northern Europe.

During the reframing period, ECMI will

- • • Adopt a Human Resources Policy that adheres to German statutes and the European Charter for Researchers
- • • Identify untapped talents and develop these through training and education
- • • Recruit researchers of excellence who are dedicated to the issues and the institution
- • • Review routines of performance monitoring and establish new ones that promote excellence and professionalism for the competitive environment of ECMI while also ensuring that individual members of staff contribute to the corporate identity of ECMI
- • • Bring the non-resident Senior Research Associate Network closer to the day-to-day work of ECMI. Specifically, ECMI will seek to integrate non-resident Senior Research Associates into relevant research clusters to create a vibrant and exciting research environment

Regional Associates and Partnerships

Regional Associate presence and good partnerships require huge resources and a very strong base from which to operate. Presence on the ground ensures participatory implementation at the same time as Regional Associates must maintain frequent contacts and consultancies with external donors, government agencies, civil society groups and international actors. As a minimum requirement, Regional Associates must establish effective partnerships. Monitoring and reporting mechanisms as well as adjustments to initial approaches cannot always be done effectively from the remote position of Flensburg.

ECMI's Regional Associates' offices in Georgia and Kosovo currently provide the necessary local presence. Events in Europe in the late 1990s and early 2000s showed that addressing minority rights in Georgia and Kosovo was essential to developing better conditions for minorities in these areas. While much has been achieved in Kosovo with independence and a good constitutional document, more work needs to be done. In Georgia, the legal framework is improving but capacity building and institution building is needed to make minority governance sustainable. There are good reasons for ECMI to remain in these locations for some time to come. Moreover, there is increased consensus in academic circles that while the circumstances in these two areas are clearly different, similarities might be found that could be of value to the learning process and applicable in the quest for good minority governance.

Thus, while co-operation with our Georgia and Kosovo Associates is essential to ECMI's core mandate and will be continued, alternative models will have to be found for the future.



ECMI Georgia

ECMI work in Georgia has focused on defusing inter-ethnic tension and promoting integration of two regions with large concentrations of ethnic minorities: the predominantly Armenian region of Javakheti in the south of the country and the multiethnic Kvemo Kartli region in the southeast.

ECMI conducts research, provides governmental support and pursues regional development. ECMI's activities in Georgia are funded by the Danish Ministry of Foreign Affairs and the Norwegian Ministry of Foreign Affairs in co-operation with the Council of Europe.

ECMI Kosovo/a

ECMI Kosovo is the principal non-government organisation engaged with minority issues in Kosovo, with the overarching aim to develop inclusive, representative, community sensitive institutions that support a stable multi ethnic Kosovo. ECMI Kosovo contributes to the developing, strengthening and implementation of relevant legislation, supports the institutionalisation of communities-related governmental bodies, and enhances the capacity of civil society actors and the government to engage with one another in a constructive and sustainable way.

ECMI Kosovo offers substantive competence in relation to human and minority rights issues, decentralisation, policy making and programming on minority issues, and the inclusion of minorities in political decision making processes. ECMI's activities in Kosovo/a are funded by several government authorities in Europe as well as UNICEF.



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Ministry of
Foreign
Affairs



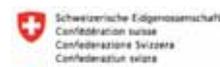
Norwegian
Ministry of
Foreign
Affairs



Council of Europe



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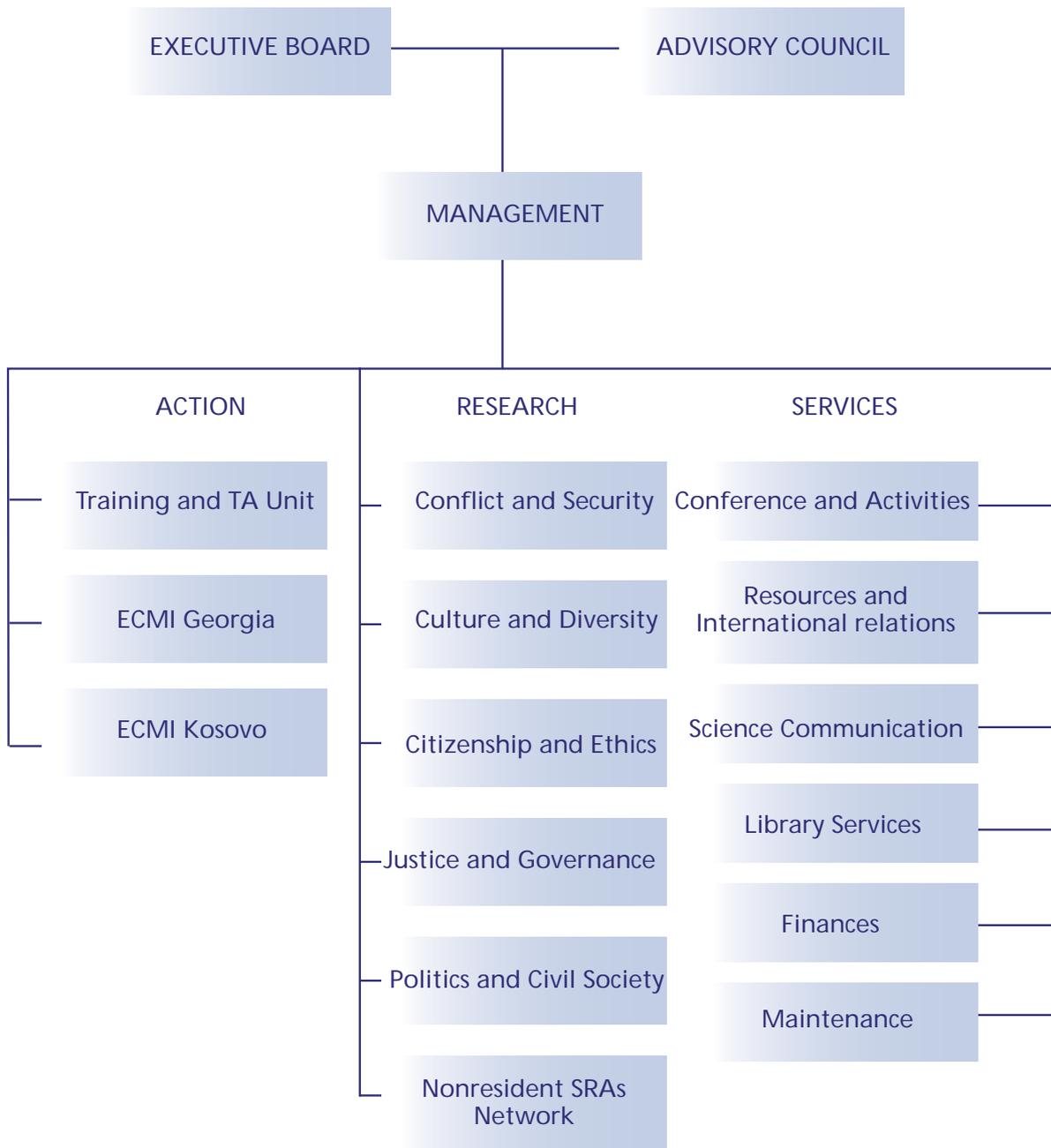
During the reframing period, ECMI will

- • • Intensify our good co-operation with ECMI Georgia and ECMI Kosovo. The ECMI Synergy Wheel will be made operational and visible through this co-operation.
- • • Identify and develop a string of new NGO partnerships in the field. Through local engagement ECMI will create an optimal co-operation and implementation model that engages stakeholders and beneficiaries and provides ownership to processes and projects.





APPENDIX A – ORGANIZATIONAL CHART



APPENDIX B – BRIEF DESCRIPTION OF ECMI

The European Centre for Minority Issues (ECMI) conducts practice and policy-oriented research, provides information and documentation, and offers advisory services concerning minority-majority relations in Europe. It serves European governments and regional intergovernmental organizations as well as non-dominant groups throughout. The Centre co-operates with the academic community, the media and the general public through the timely provision of information and analysis.

The Centre organizes its activities around five thematic clusters. A Justice and Governance cluster is concerned with the evaluation and further development of legal standards that may assist in consolidating democratic governance on the basis of ethnic diversity and human rights. Other thematic clusters include Politics and Civil Society focusing on minority politics, especially the ability of minorities to participate both through public office and civil society functions. A Conflict and Security cluster focuses on constructive conflict management and addresses conflicts with an ethno-political dimension in the wider Europe. A Culture and Diversity cluster addresses the cultural issues of minority existence, in particular language and education but is also concerned with the access of minorities to the media. A Citizenship and Ethics cluster focuses on both legal and sociopolitical aspects of membership in mainstream society, including ethical issues of toleration, respect and contribution.

The Centre also maintains links to several regions of tension in Europe through its Regional Associates in Georgia and Kosovo and provides multi-level training in institution and capacity building. This focus is organized through a Technical Assistance and Training Unit in the head office and in corporation with numerous NGOs throughout Europe. In this regard, the Centre draws upon the successful history of managing minority issues in the German-Danish border region where it is based.

ECMI was founded in 1996 by the governments of Denmark, Germany and Schleswig-Holstein. It is an independent and interdisciplinary institution which draws upon an international core staff, supplemented by a number of non-resident Senior Research Associates from all over Europe

and beyond. The Centre also maintains active relations with other academic institutions and NGOs involved in conflict resolution and inter-ethnic relations and engages in collaborative projects in these fields. While its core funding is provided by its founding governments, the Centre actively pursues project-based funding to support its activities. The ECMI is governed by an Executive Board of nine members from Denmark, Germany, the OSCE, the Council of Europe and the European Union, and it is supported in its mission by an Advisory Council of eminent experts in the field of minority issues. The working language of ECMI is English.

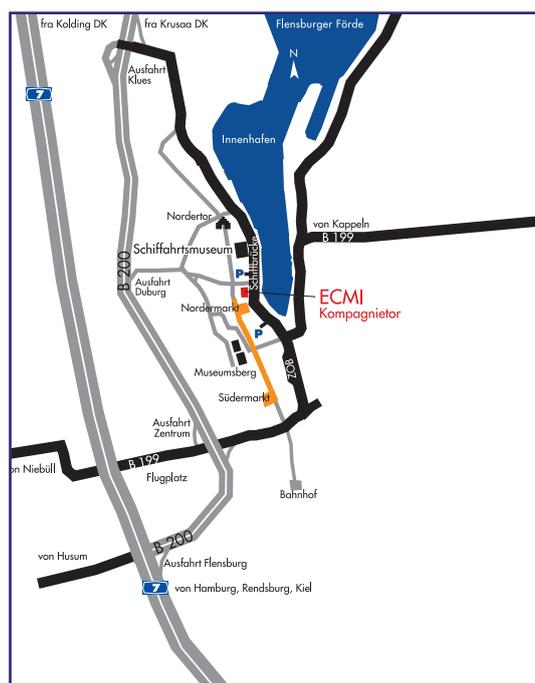
The Centre occupies an historic building in the centre of Flensburg where it conducts workshops, seminars and conferences. Its specialized library provides the hub for ECMI's research projects and Internet information programme. These activities are supported by a dedicated administrative staff and library team.



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