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Report approved on: 18 March 2018
Front and back cover photos: Participants at the RRC in Gjirokastra (Sept. 2017) enjoy restoration works during the Camp.
List of acronyms

AADF  Albanian-American Development Foundation
B+CARE  Balkan Cultural Aid Response for Emergencies
BMN  Balkan Museum Network
CHwB  Cultural Heritage without Borders–Albania
CSO  Civil Society Organization
DRKK  Regional Directorate of National Culture
EKKEK  ‘E KA KUSH E KA’ children’s activity series
FASC  Fulbright Alumni Service Corps
GIZ  Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
HWB  Heritage Without Borders (UK)
ICCROM  Int’l Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS  International Council on Monuments and Sites
ICSC  International Coalition of Sitse of Conscience
MESY  Ministry of Education, Sports and Youth
NAVET AQ  National Agency for Vocational Education, Training and Qualifications
OSCE  Organization for Security and Cooperation in Europe
RBM  Results Based Management
RRC  Regional Restoration Camps
VET  Vocational Education and Training
The year 2017 marked several important milestones for CHwB Albania. Building human capital has been and continues to be the core of CHwB’s actions. The 10-year anniversary of the Regional Restoration Camps certainly confirms this. In 2017 we celebrated not only this important achievement, but more importantly we celebrated 940 participants coming together from 25 nationalities across the globe and being led and taught by more than a hundred professionals in the field of cultural heritage preservation.

CHwB is on track to building new generations that are not willing to compromise on the value of heritage nor on the right that people have towards their heritage. This becomes severely important when engaging with difficult heritage such as the former labour camp at Spaç. In 2017, CHwB Albania has conducted the first round of emergency stabilization interventions on this important site. Though Spaç Prison no longer holds people, it does hold memories — memories which have to be woven into the backbone of democracy, in order to promote justice and equality. This is what CHwB Albania also focused on during 2017. Bringing together different sets of audiences and exposing them to Spaç — both its burden of oppression and history of resistance — yielded some good discussions to move forward on making Spaç a site for dialogue.

Conservation, both its techniques and implementation, is still a slow-moving field in Albania. At the same time, cultural tourism is one of the central strategies for development. Very often, cultural assets are forgotten amongst the focus on tourism services. However, there will be no cultural tourism development if we do not responsibly maintain our cultural and natural assets. And here we go back to the human capital. Senior craftsmen need to be involved, and they need to teach the younger ones the skills to make historical repairs. This was also the focus of CHwB interventions in 2017. In total, 64 assistant craftspeople and 12 master craftsmen are now certified and ready to face the conservation challenges. If we think about the c/a 2700 monuments of culture in Albania, the need to upkeep all those assets is enormous. Hence, this skilled labour force becomes essential not only for good conservation practice but also for cultural tourism development. Along with the craftsmen, we cannot forget the monument owners. During 2017, CHwB Albania focused its work on new sets of itineraries for Gjirokastra, through which the individual owners of monuments of culture were for the first time invited to open the doors of their valuable houses. They were also invited to provide a service and earn income from it. Showing owners how the historical value of their homes can bring economic benefits is a way to encourage the regular maintenance and upkeep of those historical values. And this valued relationship towards cultural heritage needs to be taught from an early age. In response to this situation, CHwB Albania has continued holding its Heritage Ateliers with a growing number of schools/kindergartens in multiple cities. Throughout 2017, CHwB has not only used the previously-developed items of the E KA KUSH E KA children’s educational series, but has also produced new ones, such as aboard game based on Gjirokastra. This ongoing heritage education effort is now being recognized by the Ministry of Education, with which CHwB has started negotiations on piloting the E KA KUSH E KA materials in 20 schools across Albania in 2018.

Given the challenges of climate change and the hazards resulting from it, CHwB Albania is continuing its efforts in promoting risk prevention strategies, as well as thinking and planning carefully about the ways that natural resources are used. One of those valuable resources is water. The historical dwellings of Gjirokastra and Berat house in their structures an ingenious system for collecting rainwater. In two of our first pilot projects, we have pioneered a system where this collected water can be used by monument owners and local firefighters as an
effective means of fighting fires.

Through ongoing conservations and by utilizing organic materials, CHwB has completed an additional 19 small restoration interventions and has been working on 3 large conservation projects, whose finalization would reveal new models of best conservation practice and sustainable usage.

For CHwB, 2017 also meant the establishment of new partnerships and a stronger anchoring in new locations of interventions, namely Korça, Berat, Kruja and Shkodra. CHwB also was active in providing advise, comments and suggestions for the draft law on cultural heritage, as well as the new strategy for tourism development. The World Bank investment documents for southern Albania feature CHwB’s findings in their description of the current situation. This all makes us confident of the visibility and quality of our ongoing interventions.

Throughout the whole year, we at CHwB Albania met hundreds of participants in our activities, ongoing conservation works, educational activities and interpretation projects, from children to senior craftspeople. Dozens of meetings, events and activities kept our agenda very full. However, the results of our work would be neither full nor achievable without the tremendous support of all national, regional and local partners, both governmental and non-governmental organizations.

Our deepest gratitude is reserved for our donors, without whose support we would not be able to put into action all of the good ideas for improving cultural heritage preservation in the countries where we work.

The work continues!

Tirana, March 2018
2017 at a glance

Regional Restoration Camps

6 Camps in 6 locations in 3 countries
13 Local craftspeople
19 Volunteers
30 Craftspeople, artisans and conservators
70 Lecturers from 16 countries
109 Participants from 11 countries
4 Interpretation ideas developed
5 Business concepts developed
15 Restoration interventions
23 Museum objects conserved
6,652 Hours of hands-on work

Holistic Approach for Gjirokastra

5 Pilot Projects under implementation
5 Cultural itineraries developed for visitors
6 Booklets, brochures and maps produced for visitors
1 Interpretation strategy developed
19 Interpretive installations designed for Gjirokastra Castle
670 Monuments’ assessed in Berat and Gjirokastra
4 Intervention plans revised and completed
1 Common business plan and concept for tourism development approved by monument owners

Skills for Employability of Tomorrow

2 Training modules developed and implemented
3 Historical cities
7 Partner institutions
80 Hours of theoretical lectures
320 Hours of combined theoretical & practical training
880 Hours of practical training on a restoration site
7 Restoration interventions
12 Master craftspeople certified
68 Apprentices certified

B+CARE

3 Different scales of proposals developed
1 Fire protection system fully operational in Gjirokastra
1 Fire protection system under installation in Berat

Dialogues for Spaç

1st major on-site intervention completed in 25 years
9 Buildings saved from risk of collapse
6 Focus groups organized with future site audiences
1 International workshop organized
2 Informative meetings with the group of stakeholders

E Ka Kush E Ka

1 New item added to the children’s collection
2 New authors/illustrators for children supported
10 Partner institutions for the Heritage Ateliers
14 Heritage Ateliers held in 9 cities in Albania and Kosovo
285 Children and 51 adults (teachers, educators and parents) involved

Media Outreach

40+ Reports on local, national & regional TV
20+ Web and print articles mentioning CHwB-Albania
9,552 Followers on Facebook (23% higher than 2016)
960 Followers on Instagram
31,461 Unique visitors to chwb.org/albania for a total of 105,465 visits

Conservation works (compiled from all projects)

1 Emergency intervention in Spaç
3 Major conservation works begun in 3 cities in Albania
20 Partial conservation works implemented in Albania and Serbia
### Key Objective 1

The cooperation between the State and civil society is strengthened (COUNTRY SPECIFIC COMPONENT 1)

#### Specific Objective 1.1

Both the central and the local government are accountable advocates of cultural and natural heritage preservation

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1</td>
<td>Increased managerial &amp; technical capacities and communication within the public institutions at both municipal and central level</td>
</tr>
<tr>
<td>Output</td>
<td>Managerial trainings &amp; technical support provided regularly</td>
</tr>
<tr>
<td>Outcom e1.2</td>
<td>Policy makers work collaboratively on the process of public action and policy framework for heritage assets</td>
</tr>
<tr>
<td>Output</td>
<td>National integrated strategy and guidelines are being designed</td>
</tr>
<tr>
<td>Outcome 1.3</td>
<td>Joint identification of priorities, analysis and strategic planning for the holistic development of Gjirokastra and Berat are consolidated and lead to concrete projects’ implementation</td>
</tr>
<tr>
<td>Output</td>
<td>Technical working groups in charge of planning and implementation are operative</td>
</tr>
<tr>
<td>Output</td>
<td>On-going field investigations used as instrument for research</td>
</tr>
</tbody>
</table>

#### Specific Objective 1.2

Civil society is a key driver for social change towards a rights-based approach to cultural and natural heritage, equitable growth and human development

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.1</td>
<td>The potential and benefits of cultural &amp; natural heritage are highlighted by various pilot interventions undertaken in all the thematic areas</td>
</tr>
<tr>
<td>Output</td>
<td>5 pilot projects developed and implemented</td>
</tr>
</tbody>
</table>

### Key Objective 2

Cultural heritage is valued and utilized as a social, economic, cultural and environmental resource for local communities (COUNTRY SPECIFIC COMPONENT 2)

#### Specific Objective 2.1

CHwB-Albania plays an active role in the process of bridging cultural heritage aspects with sustainable economic development initiatives and promotes actions which encompass a rights-based approach to cultural heritage, equitable growth and social development

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1</td>
<td>All local community members freely represented and participate in cultural life without prejudice to age, sexual orientation, gender, religion, nationality, ethnicity, etc.</td>
</tr>
<tr>
<td>Output</td>
<td>Innovative interpretation models of cultural heritage resources created with local community members</td>
</tr>
<tr>
<td>Outcome 2.1.2</td>
<td>Increased awareness of the values of our historical environment through continuous work with the young population and their mentors</td>
</tr>
<tr>
<td>Output</td>
<td>Children and adults have access to simple, accessible, inclusive and engaging educational tools that teach and promote cultural heritage in the community (children’s books, scholarly articles, practical/how-to books)</td>
</tr>
<tr>
<td>Output</td>
<td>Children and adults continuously engaged in activities directly teaching about values of historical environment</td>
</tr>
<tr>
<td>Outcome 2.1.3</td>
<td>Monument owners and cultural heritage professionals work together to sensibly preserve cultural heritage</td>
</tr>
<tr>
<td>Output</td>
<td>Monuments professionally repaired with active participation of monument owners are used as training field</td>
</tr>
<tr>
<td>Outcome 2.1.4</td>
<td>The heritage-based business environment is strengthened due also to the dwellers’ improved knowledge of heritage-conservation aspects and their link to the market</td>
</tr>
<tr>
<td>Output</td>
<td>The vocational training module for the certification of craftspeople is running, and the certification system provided by NAVETQ is in place</td>
</tr>
<tr>
<td>Outcome 2.1.5</td>
<td>Local ownership increased and a number of locally-based entrepreneurs in heritage supported. Heritage sites are a platform for new narratives accommodating the mature relation of a society to its traumatic past.</td>
</tr>
<tr>
<td>----------------</td>
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<tr>
<td>Output</td>
<td>Platform for dialogue created for all relevant stakeholders.</td>
</tr>
<tr>
<td>Output</td>
<td>New narrative created for the monument of culture and former forced labour camp, Spaç.</td>
</tr>
<tr>
<td><strong>Key Objective 3</strong></td>
<td>Regional cooperation serves as the platform for building peaceful relations for responsible preservation and interpretation of cultural heritage in the Western Balkans, with effects felt beyond the region (REGIONAL COMPONENT).</td>
</tr>
<tr>
<td><strong>Specific Objective 3.1</strong></td>
<td>Regional trainings (RRC &amp; seminars) take the most effective approach, based on active learning and growth mindset, in order to address real heritage needs, including conservation, promotion and interpretation of cultural heritage across borders of the WB region and beyond.</td>
</tr>
<tr>
<td>Outcome 3.1.1</td>
<td>Enlarged Regional Restoration Camps scheme is a provider of accredited growth mindset based education leading to increased employment opportunities.</td>
</tr>
<tr>
<td>Output</td>
<td>Efficient coordination of RRC in 4 countries.</td>
</tr>
<tr>
<td>Output</td>
<td>Professionals trained through RRC employed.</td>
</tr>
<tr>
<td>Output</td>
<td>25 RRC implemented in the region, a promoter of high standards in approach to heritage issues lead to empowerment and active engagement.</td>
</tr>
<tr>
<td>Outcome 3.1.2</td>
<td>Pool of conservation projects, interpretation models and innovative revitalization of artisanship are development stimuli for localities where camps are hosted.</td>
</tr>
<tr>
<td>Output</td>
<td>Number of conserved sites and artefacts in the region lead to sustainable heritage preservation strategies.</td>
</tr>
<tr>
<td>Outcome 3.1.3</td>
<td>Alumni network of RRC is a proactive pool of professionals tackling burning issues of cultural heritage preservation across the region.</td>
</tr>
<tr>
<td>Output</td>
<td>Alumni of RRC engaged in developing capacities in emergency response and first aid to cultural heritage in times of crisis.</td>
</tr>
<tr>
<td>Output</td>
<td>Camps alumni, museums and university partners can access lectures and reflections from Regional Restoration Camps through a Web portal to disseminate the knowledge.</td>
</tr>
<tr>
<td>Outcome 3.1.4</td>
<td>Networks of cultural heritage professionals extended across borders, aiding reconciliation of divided communities in the Balkans and beyond.</td>
</tr>
<tr>
<td>Output</td>
<td>Craftspeople from Kosovo train young professionals in Serbia and vice versa.</td>
</tr>
<tr>
<td>Output</td>
<td>Consistent pool of top-level consultants and craftspeople regularly involved in implementing trainings.</td>
</tr>
<tr>
<td><strong>Specific Objective 3.2</strong></td>
<td>Balkan Museum Network (BMN) is a platform for linking civil and public institutions across borders through innovative and proactive approaches to interpretation and presentation of common cultural assets.</td>
</tr>
<tr>
<td>Outcome 3.2.1</td>
<td>BMN plays an active role in training young professionals and enabling Balkan museums to become promoters of access and the right to culture for all people.</td>
</tr>
<tr>
<td>Output</td>
<td>Regular meetings of the Board of BMN ensures regular implementation of activities and the representation of museums in regional activities.</td>
</tr>
<tr>
<td>Output</td>
<td>Innovative access and interpretation tools developed through RRC platform engaging professionals and craftspeople.</td>
</tr>
<tr>
<td>Output</td>
<td>BMN serves as a platform for active, open, accessible and entrepreneurial museums.</td>
</tr>
</tbody>
</table>

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*Photo on next page: Firefighters in Gjirokastra test the new firefighting system that makes use of the historic cistern in a Gjirokastra house.*
Key Objective 1

Strengthening cooperation between civil society and the state
Narrative: Key Objective I

The cooperation between the State and civil society is strengthened

Specific Objective 1.1
Both the central and the local government are accountable advocates of cultural and natural heritage preservation

Outcome 1.1.1: Increased managerial & technical capacities and communication within the public institutions at both municipal and central level
Outcome 1.1.2: Policy makers work collaboratively on the process of public action and policy framework for heritage assets
Outcome 1.1.3: Joint identification of priorities, analysis and strategic planning for the holistic development of Gjirokastra and Berat are consolidated and lead to concrete projects’ implementation

Financed by: Sweden

CHwB’s strategy ‘A holistic approach to safeguard Gjirokastra: Sustainable Development through Community-based Tourism’ still represents the foundation for designing and implementing projects in the field of tourism development and adaptive re-use of historical buildings.

CHwB’s technical support to the local authorities throughout 2017 focused on increasing the managerial and technical capacities of the public institutions and strengthening the collaborative attitudes of policymakers whilst engaging in the process of safeguarding heritage assets.

In May and October, the team met the Mayor of Gjirokastra and the Director of the Regional Directorate for National Culture—Gjirokastra (DRKK) in order to provide the two institutions with an update on the five pilot projects. A presentation illustrated the work done, and the discussion with the authorities led to an agreement on further steps to be undertaken in order to finalize the pilots (see Annex 1 for more supporting documents).

Within the framework of Pilot 5, the DRKK, the fire department (under the municipality) and their technical teams have been involved in the development of the strategy that resulted in the three different proposals for the implementation of a fire protection system. The DRKKS of both Berat and Gjirokastra have also been included in the update of the 2014 condition assessment for the case of Gjirokastra and in the development of the condition assessment for Berat (for more details, see Pilots 4 and 5 below).

Two workshops have been organized and run by CHwB in order to increase the technical capacities of the local experts and reinforce collaborative ties with the institutions. In February 2017, the workshop with the DRKK and the Fato Berberi Children’s Cultural Center (QKF) served as a consultation platform to produce a new set of interpretive materials for visitors to the Castle of Gjirokastra. Following CHwB-Albania’s values and methodology, the new interpretation of the Castle was designed to draw upon a rights-based approach to cultural heritage, in order for the interpretive products to reflect the rich history and diversity of Gjirokastra in a way that is accessible, engaging, interactive and fun (see Annex 2 for more supporting documents).
Another workshop was run in November and tackled CHwB’s approach to destination management initiatives, namely the implementation and management of the 5 Pilot Projects and in particular the development and usage of the cultural itineraries for tourists. Present at the workshop were the Head of the Office of Tourism and Culture and the representative of the Ethnographic Museum, the Arms Museum, the QKF and the Gjirokastra Info Point. The workshop led the participants towards a clearer understanding on how to: approach and educate tourists; reveal Gjirokastra’s cultural heritage and make it accessible; challenge tourists’ knowledge and beliefs of Albania; extend visitors’ stay in Gjirokastra; create a positive experience; and, bring benefit to small local businesses (see Annex 3 for more supporting documents).

CHwB also reinforced its alliance with international civil society organizations (CSO), in particular, the Italian NGO Cesvi, the Arava and Dead Sea Science Center (Israel) and iGreen Solutions (Jordan). Cesvi, already established in Përmet, is interested in learning from CHwB’s experience in Gjirokastra and foresees a collaboration. The Israeli and Jordanian CSOs were keen to share experience on ecotourism initiatives in Albania (see Annex 4 for more supporting documents).

Throughout the year, numerous technical work meetings and case study investigations have been held by CHwB’s team with local institutions, partners and project beneficiaries, national and international experts, consultants, etc. The results of those meetings and consultations merged with the efforts concerning CHwB’s commitment to supporting the local government and led to the realization of the Five Pilot Projects. (please refer to Annexes 1-5) for a full overview of the work meetings and case study investigations organized by the organization.

Specific Objective 1.2

Civil society is a key driver for social change towards a rights-based approach to cultural and natural heritage, equitable growth and human development

Outcome 1.2.1: The potential and benefits of cultural & natural heritage are highlighted by various pilot interventions undertaken in all the thematic areas

Financed by: Sweden, Prince Claus Fund

Realizing Gjirokastra’s economic potential with 5 Pilot Projects

Five Pilot Projects have been implemented in agreement with the local authorities of Gjirokastra, namely the Municipality, the Regional Directorate for National Culture (DRKK), the Fato Berberi Children’s Cultural Centre (QKF) and the local monument owners. The pilots, which are interconnected with each other and designed in order to foster the holistic development of the old town, have been adapted to the current necessities and requests of the aforementioned stakeholders.

Pilot I: Adaptive re-use of the monument houses

This pilot focuses on small interventions aimed at converting historical assets into attractive locations for visitors. Throughout the year, continuous technical discussions were held with monument owners on the adaptive reuse of their properties. In line with their suggestions and expectations, short-term and mid-term intervention plans for each house were fine-tuned. During this phase two of the four selected houses were eventually excluded due to the lack of ownership documentation or a disagreement among the landlords. The business concepts and plans have been finalised according to the owners’ possibilities and necessities, and the most suitable form of financial agreement between CHwB and the parties has been clarified. A training opportunity in the field of busi-
ness planning and management (run by GIZ) was identified in 2018. Some monument owners, together with some craftspeople trained by CHwB in the framework of the project ‘Skills for Employability of Tomorrow’, intend to take part in it (for more info on the project ‘Skills for Employability of Tomorrow’, see page 24). This training will strengthen attendees’ skills in running a small business, hospitality or help craftspeople to operate as self-employed while undertaking restoration works.

Pilot 2: Product development in the field of community-based tourism

The aim of this pilot is two-pronged: 1) to extend the length of the visit of tourists in Gjirokastra; 2) to provide the visitors with a full understanding of the city’s outstanding universal values in order to make those values accessible to and enjoyable by everyone. The team developed different thematic itineraries targeting multiple audiences with the aim of connecting the city’s main attractions with each other and with the citizens. Several field investigations were carried out by the CHwB team, supported by external consultants. We engaged in desk research; gathering and processing field data; identification of potential for tourism development in the historical town; image collection; digital illustration and design of new tourist paths; interpretive writing; interviews with local artisans, monument owners, business people and local professionals in the field of tourism; and co-ordination with the local authorities. This initiative was developed in combination with the cultural and natural interpretation of the castle (Pilot 3). The fortress, which is seen as the cultural and natural hub of the city is represented as a distinctive tourism attraction for the whole region.

The project developed the following tourism products:
• 5 cultural itineraries for visitors suitable both for groups and independent travellers;
• 1 map of the historical city with the main attraction points;
• 1 booklet on Gjirokastra’s distinctive cultural heritage (inclusive of the 5 itineraries);
• 2 brochures: one on intangible cultural heritage in Gjirokastra and the other one on the artisans and artisanal products in the city.
Those products have been developed in cooperation with the Municipality and the DRKK in Gjirokastra. The collaboration with the National Tourism Agency was kicked off and its approval on the above-mentioned products received (see Annex 6 for more supporting documents).

Pilot 3: The cultural and natural interpretation of the castle of Gjirokastra

The preliminary planning and investigations, which included a workshop with experts in the field of natural interpretation, started in 2016. The implementation of the pilot however, was initiated at the beginning of 2017. The project focuses on the natural as well as cultural interpretation of the castle in Gjirokastra, key to the socio-economic development of the city and its historical centre. Following the request of the local authorities, namely the DRKK Gjirokastra, the team developed one guidebook for visitors containing many facts and stories about the castle from its ancient origin and its treasures to its new residents, such as the many different species of birds, bats and plants. This guide can be found at the entrance of the castle. From there, it leads the guest throughout history and reveals many of the hidden natural and historical characteristics of what is deemed to be one of the most beautiful symbols of Albania. A detailed map of the castle was also developed which helps people navigate the many areas within its perimeter.

Once distributed at the castle, the guidebook was used as a test platform to collect visitor feedback about the interpretive approach. This feedback was taken into account when developing the semi-permanent interpretive installations for the castle, which proceeded in stages. The first stage involved consultation with international interpretation experts in producing an interpretation plan for the castle.

This pilot project was also in fulfilment of Outcome 2.1, which focuses on local partner engagement for producing innovative interpretation models. Please see that part of the report for more details. (See Annex 7 for more supporting documents related to pilot 3.)
In 2016 and 2017 major international organizations started to focus more prominently on integrated urban and tourism development in southern Albania. The scale of their financial commitment led CHwB to divert its funding previously dedicated to the pilot projects Vocational Training Education in the Field of Tourism & Hospitality; Marketing and Digital Marketing onto other planned interventions. This was done in order to avoid overlap and to use resources more efficiently, so as to meet emerging priorities.

Thus, CHwB Albania accelerated the implementation for the previously planned pilot projects.

Pilot 4: Developing a GIS platform for information management for 2 historic cities
Condition assessments of declared 1st and 2nd-category monuments were conducted in both Berat and Gjirokastra.

In Berat, the fieldwork was carried out during the months of October and November. All 429 listed monuments were assessed using field assessment formats. The data was included in the statistical program SPSS, as well as GIS-based maps, in order to provide the statistical and visual context of the condition of the monuments assessed.

In Gjirokastra, the fieldwork was conducted during the months of November and December. The 241 monuments previously identified as monuments at risk were re-assessed in this round. The data was included in the statistical program SPSS, as well as GIS-based maps, in order to provide the statistical and visual context of the condition of the monuments assessed.

The completion of data-based strategies for both cities is expected by the end of March 2018. The development of the strategies, as well as the fieldwork were conducted in partnership with the Regional Directorates of National Culture of Berat and Gjirokastra. The strategy aims to provide the government with clear guidance on how to prioritize conservation/restoration interventions in the historical cores of Berat and Gjirokastra (see Annex 8 for more supporting documents).

Pilot 5: Six interventions on using renewable resources when managing risks in historical cities
The planning process for this pilot, including meetings with responsible institutions and monument owners, started in 2016. The preliminary study, data collection in the field and identification of priorities together with institutions and a specialized engineer resulted in the preparation of three different proposals for the implementation of a fire protection system in historical buildings:

1. A system covering a considerable part of a neighbourhood;
2. A system covering the monument itself and the surrounding monuments up to a distance of 30 meters;
3. A simpler system covering only one monument.

In each of the three solutions, rain water can also be provided to the neighbourhood if required in case of fire. In the future, its reach can be expanded by adding more hydrants. After the project proposals and the bills of quantity were prepared, and taking into consideration the funds available, it was decided to implement the second proposal in two 1st category monuments. Originally, both projects were to be implemented in Gjirokastra. However, as a result of the discussions with the institutions responsible for cultural heritage and fire protection, it was decided that one of the projects would be implemented in Berat. This was done in order to increase the impact of the project by extending this new approach to another important site, which is confronted with similar problems as Gjirokastra in terms of the threats to cultural heritage. Both projects were developed and approved by the Institute of Monuments of Culture and the Ministry of Culture. One system is installed and fully functional in Gjirokastra. The one in Berat is under implementation. (See Annex 9 for more supporting documents.)

CHALLENGES AND LESSONS LEARNED

One of the major challenges CHwB coped with during the implementation of these pilot projects relates to the mindset of the local community in Gjirokastra and that of its institutions. A great number of monument owners
is reluctant to engage in the tourism sector and remains idle when faced with the request to become involved in income-generating activities. Many business people prefer not to engage with the development of a network of services and facilities that aims at improving the business culture in the city. Officials seem to reach inconclusive decisions due to a widespread lack of competence in the field of tourism development and destination management. Some of CHwB’s institutional partners admitted having a lack of skills in some of the sectors where the organization works. The offer by CHwB’s experts to strengthen local institutional capacities in the design and management of sustainable interventions was welcomed, but did not always turn into practical actions. This situation delayed considerably the finalization of some of the activities (i.e. Pilot 2) and led CHwB to postpone the development of the webpage for the Municipality, which is deemed not be ready to engage at the moment. The team keeps engaging directly with the community and undertaking communication activities for behavioural change. Another great challenge is still represented by the lack of collaboration among authorities and by the current political inertia, which hinders the decision-making process.

As per Pilot 3, one challenge relates to working with sites such as the castle where CHwB-Albania is not the managing authority. The lack of any conservation management plan for the castle slowed the implementation of the project in its first phase, because it meant that CHwB-Albania needed to undertake a careful analysis of the site’s needs and priorities in conjunction with its major stakeholders. An existing management plan would have laid out the DRKK’s future priorities for the site, including an interpretation component. Since no such guiding document existed, the CHwB team elected to produce a first interpretation plan for the castle. This plan was used to contextualize and guide the initial layer of interpretation installations. However, it is recommended that DRKK produce an overall conservation management plan for the castle, in order to prioritize and guide future conservation and interpretation activities on site.

Pilot 5: Due to the particular nature of the project (implementing this kind of solution for the first time in Albania), there was the need to extend the implementation period for that specific part of the project. Extending the pilot firefighting interventions to both Gjirokastra and Berat also added time. However, this allowed CHwB to reach even more local heritage institutions. This effort has inspired local authorities in Berat to look for ways to expand the system within their historical zone.

Regarding the physical interventions, we had positive feedback from the fire departments in both cities (Gjirokastra and Berat), as well as the local institutions responsible for the protection of cultural heritage. All were enthusiastic about this pioneering approach to protecting monuments in historic city centres from the risk of fire. On the other hand, we found some difficulty in the lack of professionals experienced in these types of interventions (given that this is something completely new for local engineers). Another difficulty was the lack of appropriate materials on the local market. In some cases, finding the proper equipment took a lot of time, or we had to turn to foreign markets, slowing down the work process. In the end, though, even these processes provided CHwB and its partners with valuable practical experience for the future.
Key Objective 2
Cultural heritage as a resource for local communities
Outcome 2.1.1: Innovative interpretation models of cultural heritage resources created with local community members

*Financed by: Sweden*

**Interpretation outputs**
This project was also in fulfilment of Outcome 1.2.1 (Five Pilot Projects), which seeks to highlight the benefits of cultural and natural heritage through innovative pilot projects. For a description of the preliminary phases of this project, please see that part of the report.

As mentioned on page 13, the first output for this project came in the form of a simple guidebook for visitors in the castle. This guidebook not only serves to inform and entertain visitors. It was also a test for the thematic interpretive approaches that would then be deployed for the full interpretation project and panel installations in the castle. A detailed in-person survey was conducted with 20 visitors in October 2017, which informed our team about the usefulness of the techniques employed in the guidebook and map. Based on this experience and on the ongoing discussions with local stakeholders, a full interpretation plan was developed, in consultation with Katrina Thomson from the National Trust (UK). This plan lays out some of the guiding principles for interpretation at the castle, taking into consideration the current situation and the future vision for the castle. Building on the opportunities available, an action plan provides several options for developing interconnected interpretative installations, publications and activities for the castle. References in this document give a partial view of what historical and visual materials are currently available to support these efforts.

Following this plan, CHwB-Albania is implementing the first, core stage, which involves base interpretive installations for the Castle of Gjirokastra. These installations were developed throughout the latter half of 2017 in conjunction with researchers, historians and interpretation consultants and with input and feedback from two main local stakeholders: DRKK-Gjirokastër and the Fato Berberi Children’s Cultural Centre. In total, 19 interpretive installations were designed for Gjirokastra Castle. This includes 17 thematic panels, 1 banner and 1 interactive display. In addition to these, basic orientation signage, as well as several instances of lighting and handrails will be installed, in order to increase visitor safety and enjoyment at the castle. Installation will happen in winter 2018, so as
to be ready prior to the 2018 tourist season. That process involves receiving the final approval from the Institute of Monuments of Culture, the Technical Restoration Council and the National Restoration Council, at which point the installations will be sent for production. Installation on site will involve making archaeological test pits wherever free-standing panels will be placed, in order to cause as little disturbance as possible to the historic fabric of the castle. (See Annex 10 for more supporting documents)

**CHALLENGES AND LESSONS LEARNED**

Producing good interpretation is completely about the process. Regardless of the fact that a single interpretation panel may contain around 300 words of text, an enormous amount of work lies behind those few carefully chosen words. This involves historical research, in order to ensure the accuracy of the content; crafting of the ideas and themes that should be expressed for the visitor; fine-tuning the language for the intended audience and to fit the intended space of the installation; laying out the text in the design in such a way that it reads clearly and does not present accessibility issues; complementing the text with the correct amount and style of visual aids. All of these processes take place in close consultation with historians, biologists (in the case of natural heritage), interpretation experts, architects, graphic designers, archaeologists, translators, local stakeholders, heritage authorities and future audiences. Such a process, involving many different types of expertise and feedback on many different levels, cannot be rushed without sacrificing the quality of the end product.

The original goal was to install the interpretation panels within 2017. However, it was determined that meeting this deadline would compromise the quality of the final product without any added gain for the beneficiaries (given that an early 2018 installation would still see the interpretation installations arrive before the tourist season).

This extension into early 2018 allowed for a much richer and more carefully considered final product than would have been possible just a few months earlier.

Another significant challenge for this project was the lack of authoritative histories of the castle, which meant that a lot of the historical material had to be cross-checked by consulting multiple historians, and those accounts also had to be checked for accuracy by going back to the original primary sources. This process was time-consuming and not without the risk of error, though consultation measures were taken in order to ensure as much accuracy as possible in the final text. Combined with the interpretive approach that emphasizes thematic ideas as the main learning objective, rather than memorizing facts, the output is a multi-layered introduction to the historical and natural significance of the castle.

Further challenges and lessons learned, which deal more directly with the implementation of the pilot project, can be found under the report for Outcome 1.2.1.

**HERITAGE INTERPRETATION**

Interpretation is a fast-growing specialization within the museum and heritage fields that helps museum curators and site managers better communicate the value of heritage to their visitors. It is about connecting people and place, bringing the past into the present, creating interactive learning experiences and opening up to critical reflection. Interpretation uses such techniques as storytelling, guides, panels, creative installations and electronic media to help audiences discover the values of heritage.
Outcome 2.1.2: Increased awareness of the values of our historical environment through continuous work with the young population and their mentors

*Financed by: Sweden; Ministry of Culture*

**E Ka Kush E Ka Children’s Activity Series**

During 2017 CHwB Albania organized 15 Heritage Ateliers with schools and kindergartens, involving 285 children and 51 adults (educators, teachers, heritage professionals, curators and parents) coming from different regions of Albania and Kosovo. Heritage Ateliers were organized in Gjirokastra, Tepelena, Delvina, Dropull, Saranda, Fier, Berat, Prishtina and other cities and villages. (See Annex 11.1 for more supporting documents).

The ateliers implementation team for 2017 included a curator from the City Museum of Fier and an employee of the Municipality of Fier, in addition to CHwB staff. The role of the local partners was to provide their local expertise to help CHwB reach more schools and children with little/no access to heritage education and to animate the ateliers organized in the area around Fier, Albania. Three ateliers were organized with them. As was the case in 2016, the Fato Berberi Cultural Centre continued to be a strong partner for ateliers held in Gjirokastra because it serves as an institutional link to the different local schools and because its priority is to work with vulnerable communities. The staff of the Fato Berberi Children’s Centre is mostly composed of teachers and educators and one of their main tasks is the coordination of different educational activities between schools and kindergartens. In June 2017 several heritage ateliers were organized as part of the Centre’s summer school.

The engagement of teachers, educators and Directorates of Education in southern Albania has grown, with more municipalities hosting ateliers, such as Delvina, Dropull and Tepelena. In all of these cases, local teachers and educators considered it a priority to work with Heritage Ateliers as a tool for children to engage more with their heritage. Covering more territory with the ateliers entailed continuous coordination and informational meetings with teachers, educators and facilitators from different educational institutions, and with the public officials of the Regional Directorates of Education.

For the successful implementation of ateliers in the wider region of Gjirokastra CHwB Albania signed Memoranda of Understanding with the following partners: the Regional Directorate of Education in Gjirokastra (which includes also the local Directorates of Education in the whole region), the Agency of Social Affairs in the Municipality of Gjirokastra (responsible for the kindergartens of the Gjirokastra area) and the Fato Berberi Children’s Cultural Centre (see Annex 11.2 for more supporting documents). Additional discussions for new partnerships were initiated in November 2017 with the Ministry of Education, Sports and Youth (MESY) and Tirana Municipality on the inclusion of the E KA KUSH E KA collection in their current programs of national and local relevance.

As part of the Gjirokastra Castle Interpretation project (see outcome 2.1.1) an interpretation-centred workshop was provided to teachers and other professionals from Gjirokastra. After the explanations and practical activities conducted to understand heritage interpretation, the teachers also gave a valuable feedback on connecting interpretation with first-hand experience of a real heritage site, the Castle of Gjirokastra. For schools, heritage interpretation can be a valuable approach which complements formal education.

*QUOTABLE...*

**CHwB’s Heritage Atelier at a minority school in Dervician village, Gjirokastra on October 5:**

*CHwB Albania staff: Spiro, how do you feel as a little craftsman?*

*Spiro (9 years old):* Well my father is a craftsman too and I feel very happy because when I will be back home I will show him what I have done today and where I was. In our village, we have stone houses too but this was very big. I enjoyed the visit and the work with the craftsman. I will also tell the other children to come next time. I am so excited!
During 2017, CHwB Albania has added a new article to the EKKEK collection. “Mos u Nxeh, Gjirokastra” is a board game — once a very popular pastime in Albania — which invites children and parents on an imaginary itinerary through the diversity of Gjirokastra’s cultural heritage. A pioneering format, it will be followed in the future by other editions of “Mos U Nxeh”, designed based on other historical cities of Albania (see Annex 11.3). This item is also available to public in its digital form (it can be downloaded at this link: http://chwb.org/albania/wp-content/uploads/sites/4/2017/10/Versioni-online-i-thjeshte.pdf)

An additional booklet for children was produced as part of a collaboration with the Ministry of Culture. Funded by the latter after a competitive selection process, the project started with the initiative of an author and an illustrator that were inspired by the work done with the E KA KUSH E KA collection. All the project criteria were fulfilled and the design and production process of the “Monuments’ Heroes” booklet was a useful experience for the CHwB Albania team and the co-authors of the booklet (see Annex 11.4). However, it was considered that the booklet, in its present format, does not completely meet the quality standards of the E KA KUSH E KA collection. Therefore, it was not included in it.

Additional time and efforts have been used for developing a special educational item focused on mosaics. The product design process has stopped due to the technological difficulty of finding an adequate material for producing cost efficient and child friendly tesserae for the mosaic. Efforts to produce this item, at least for the production of a prototype, will continue given the potential of such items to be used not only in classrooms but also in many museums of Albania.

**QUOTABLE...**

CHwB’s Heritage Atelier at Rusan village, Delvinë on November 22:

“We discovered new things about the people who lived before us who passed down all these monuments to us. They were very smart to have made such monuments. I have never seen the one we visited today, and it was a very beautiful experience for me.”
 Outcome 2.1.3: Monument owners and cultural heritage professionals work together to sensibly preserve cultural heritage

Output: Monuments professionally repaired with active participation of monument owners are used as a training field

Financed by: Sweden; Albanian-American Development Foundation; Ministry of Economy, Energy, Transport and Regional Development of the State of Hessen, Germany

Three monuments of culture in three historical cities of Albania — Berat, Gjirokastër and Korçë — are the subject of a full conservation process that started in 2017 and will continue and in 2018. Two first category monuments located in the historical centres of Berat and Gjirokastër and one second category monument located in the Old Bazaar of Korçë were selected as intervention sites based on the priority list of the respective Regional Directorates of National Culture (DRKK) for Berat and Gjirokastër and the municipality of Korçë. The restoration works at Çabej House in Gjirokastër and Duhanxhiu House in Berat started in March and were based on the compiled projects by the DRKKs in collaboration with CHwB Albania. The restoration process in both sites was led by skilled local craftspeople and was used as part of the practical learning for the apprentices attending the Vocational Education and Training (VET) program “Skills for Employability of Tomorrow” and for the practical exercises of the Regional Restoration Camps (RRC). Using this practice of implementing restoration works in historical buildings while educating the young generation of crafts and specialists in the field of heritage, CHwB Albania is contributing not only to the preservation of important cultural monuments of the country but also to preserving the intangible knowledge of crafts.

The works at Duhanxhiu (see Annex 12.1 for photos of implemented works) and Çabej (see Annex 12.2 for photos of implemented works) monuments were focused on structural consolidation and conservation of the aesthetic values of both buildings.

During 2017, the architects of CHwB Albania also developed the restoration proposal for the Loli-Qirinxhi shop in the Old Bazaar of Korçë. The restoration proposal was finalized and approved by the Ministry of Culture. CHwB Albania prepared all the necessary documents and announced the tender for the implementation works in November 2017. There were two companies that submitted the offers, one from Fier and one from Korçë. It was unanimously decided for the local company to be the winner. Because of winter weather conditions in Korçë...
(low temperatures, not suitable for traditional materials), it was decided that the restoration works should not start before March 2018. However, preparatory works have started (planning the works and materials needed, ordering materials needed for restoration process, etc.) (see Annex 12.3 for supporting documents).

Emergency stabilisation and conservation works were planned and implemented during 2017 as part of the larger project for the musealization of Spaç Prison. For more details about this activity please see the narrative for Outcome 2.5 (see also Annex 12.4).

An additional 20 interventions were implemented during the practical works for the RRC and VET programs. These interventions, along with the maintenance interventions of the DRKKs, contribute to improving the living conditions of the monument owners, salvaging valuable authentic elements of the monuments and improving the overall situation of the historical monuments in the respective cities.

During the 38th Regional Restoration Camp in Gjirokastra, 6 interventions were implemented. The monuments selected for intervention are either on the priority list of DRKK–Gjirokastra (Ndreu & Çabej houses) or those that will host services and facilities related to tourism, such as bed & breakfasts (Jaho-Babaramo & Babameto houses). The interventions related to services and facilities are contributing to the 5 Pilot Projects program focused on the socio-economic development of Gjirokastra and the preservation of its built heritage (see Outcome 1.2.1 on page 11). The types of interventions included stone works (stone masonry and roof coverings), wood works (roofs structures and entrance doors) and plaster works (façades and interior surfaces).

During the 37th Regional Restoration Camp held in Rogljivo, Serbia, contributed to 2 more interventions in the historical wine cellars of the village. The works done during the camp, based on the priority list of the Institute for Protection of Cultural Monuments – Belgrade, included plaster and wood works while contributing to the preservation of valuable authentic elements of the monuments and to improving Rogljivo’s socio-economic development.

Another intervention at one of the houses in the village of Rogljivo included cleaning of the vegetation, a full survey and restoration works on the roof and replacement of the gutters. After the completion of full restoration works, the goal is to reuse the building for increasing and improving the accommodation capacities of the village during the RRC and other activities happening there. This project was supported by the Headley Trust.

Besides the major interventions at Çabej and Duhanxhiu monuments, 5 more small interventions were implemented during the VET practical modules in the cities of Berat, Gjirokastra and Korça (see Annex 12.5 for photos on works implemented).

Output: Public-private partnerships stimulated and created

Financed by: Sweden

Based on the overall strategy of CHwB Albania, which sees cultural heritage as a platform for the sustainable development of local communities, the historical buildings where interventions are implemented are not merely restored. They are also developed to be functional and utilized for providing income, either to the owners or the local institutions. For all three major conservations planned in Berat, Korça and Gjirokastra, CHwB is working in parallel together with the owners and other partners, to define the buildings’ future functions and management schemes.

Duhanxhiu, a 1st category monument in Berat, was on the priority list of the DRKK office. In addition, the Municipality was interested in turning the building into a community centre for the neighbourhood where it is located. CHwB Albania and the local institutions have identified
the owners and are under discussions and negotiations on the future usage and management of the building.

Çabej House in Gjirokastra has been in the focus and on the priority list of the Ministry of Culture not only because of its critical condition and its importance as a 1st category monument, but also because it is the house where the famous Albanian linguist Eqerem Çabej was born. DRKK–Gjirokastra and the Institute of Monuments of Culture in Tirana have prepared the conservation project for the monument. CHwB Albania has identified the owners of the monument and discussions with them and the interested institutions are ongoing. The discussions are focused on possible usages and management schemes for the building after its restoration. The owners seem to be positive, and in principle they have agreed with the scheme proposed in a draft contract that CHwB has prepared. In addition, CHwB has also been looking for other local organizations that are interested in investing in the revitalization process of the house. The goal is to create a public space that will be used by the community as a cultural and literary gathering place, but this is something to be decided in the common meetings between stakeholders that will continue in 2018.

The Loli-Qirinxhi shop building located in the old bazaar of Korça used to be a candle shop. The family who owns the building wants to bring back this tradition, which is currently kept alive by only one person in the family. CHwB Albania has been in discussions with the owners but has also identified one more partner, the Tourism Investment & Financial Fund (TIFF), which is interested in investing in the business aspect of the shop. Several meetings and positive discussions have been held among CHwB, TIFF and the owners. CHwB will be responsible for the conservation/restoration process while TIFF and the owners will be responsible for the post-restoration process (revitalization, maintenance and management). The whole agreement will be defined based on three different contracts between the actors. Until now, the contract between CHwB and the owners has been developed, and negotiations for the contract between the owners and TIFF are ongoing. In principle, CHwB has agreed with the conditions of the contracts, and during the first months of 2018 the signing process should be finalized (see Annex 12.6 for more supporting documents).

**Output: Usage of renewable resources re-established in historical structures**

**Financed by: Prince Claus Fund; Sweden**

For a full description, please refer to Outcome 1.2.1, Pilot 4 (and see Annex 9 for more supporting documents).

**CHALLENGES AND LESSONS LEARNED**

**Lack of interest from the restoration companies**
Licensed conservation companies did not show much interest in the call for tenders made by CHwB Albania. As per our analysis, the reason for that is the small amount of money for each call. In the future, in order to increase the interest of the companies and to have more competitive tenders, we are considering to tender 2 or more buildings as a group, rather than separately.

**Lack of responsibility by restoration companies and supervision by responsible institutions**
After more than 7 years of experience working on conservation in Albania, we have noticed in most of the cases that restoration companies are not responsible and careful during the implementation of the works, and this because their workforce is usually not specialized in conservation works. In addition, the supervision that, as per Albanian law, is done by the Institute of the Monuments of Culture, is not efficient. Due to financial issues and workload, the state officials cannot check the works regularly. In order to avoid low quality of works in restorations managed by our organization, we engage with our qualified staff in closely monitoring the works done by companies or groups of craftspeople.

**Multiple ownership of monuments of culture**
As it is known, the ownership issues in Albania are not solved completely. The monuments that we work on often have a large number of heirs and unclear ownership issues. However, we try to carefully choose the monuments, so as to avoid such situations. With our previous successful experience, the discussions usually end positively.
Outcome 2.1.4: The heritage-based business environment is strengthened due also to the dwellers’ improved knowledge of heritage-conservation aspects and their link to the market

Output: The vocational training module for the certification of craftspeople is running, and the certification system provided by NAVETQ is in place

Financed by: Sweden; Ministry of Economics, Energy, Transport and Regional Development of the State of Hessen, Germany via GIZ

Vocational Training Course in traditional repairs
Within the frame of the “Skills of Employability of Tomorrow” program, two modules of vocational training courses in traditional repairs, have been implemented successfully in Berat, Gjirokastra and Korça, from December 2016 to November 2017. These two modules have trained and certified 68 apprentices and 15 master craftspeople.

Certificates were issued after the successful completion of a theoretical and practical examination. The certification ceremony was held in November 2017 at the premises of the Academy of Arts in Tirana. Present at the ceremony were the Minister of Culture, the Director of the Institute of Monuments of Culture, as well as project partners and donors (see Annex 13.1 for more supporting documents).

A study tour in Hessen, Germany, was conducted in mid-September 2017. An Albanian delegation of representatives of the subordinate institutions of the Ministry of Culture (the Regional Directorates of National Culture from Gjirokastra, Korça and Berat and the Institute of Monuments of Culture in Tirana), and subordinate institutions of the former Ministry of Social Welfare and Youth (the Regional Vocational Training Centres in Korça and Gjirokastra and “Stiliano Bandilli” Professional High School in Berat) and CHwB Albania met fellow German colleagues, exchanged experiences and explored further collaboration possibilities in the field of professional trainings (see Annex 13.2 for more supporting documents).

A delegation from the Ministry of Economics, Energy, Transport and Regional Development of Hessen, Germany, GIZ and World University Service visited the training in Berat in mid-October. The delegation spent time on the premises of the Professional School “Stiliano Bandilli” and on the restoration site of Duhanxhiu House, acknowledging different aspects and challenges of the practical implementation of the project and discussing further collaboration possibilities (see Annex 13.3 for
Three major restoration projects have been implemented during the practical component of the training: Frashëri House in Korça, Duhanxhiu House (first category monument) in Berat and Çabej House (first category monument) in Gjirokastra, in addition to other small interventions. Under the guidance and supervision of experienced master craftspeople, trainees have acquired the necessary skills and knowledge to work with historical buildings and traditional materials. The documentation and interpretation of traditional crafts is leading to an improvement in the quality of restoration works in the country (see Annex 13.4 for photos of implemented works). (For more details on the practical works undertaken within the vocational training course, see Outcome 2.3 above).

December 2017 marked the start of the second phase of the project. This phase aims to foster the creation of employment opportunities for certified apprentices and self-employment opportunities for master craftspeople. Improvement of working conditions of skilled and certified craftspeople will be addressed both in the private and public sector.

Negotiations with the Ministry of Culture, for the individual licensing of senior craftspeople as individual professionals and the authorization of them to perform small-scale repair works are still in process. A formal request with suggested changes in the regulatory bylaws within the new law on “Cultural heritage and museums” related to licensing conditions for conservation companies is being compiled and will be sent to the National Committee of Restoration in early February. The suggested changes will secure the continuous employment of both senior craftspeople and young apprentices in the private and public sector and at the same time will improve the quality of restoration works.

Discussions have also been initiated with the National Chamber of Crafts (a newly established body as per the new Law on Crafts) for the adoption of the training curriculum and the conversion of the training certificate into a national certification standard. Later on, certified apprentices would become part of the official Registry of the Chamber of Crafts and benefit from more professional exposure and employment opportunities.

A third and final VET training module is planned for the period April – October 2018.

**CHALLENGES AND LESSONS LEARNED**

**Expanding the program**

Initially the program was planned to be implemented in one city. After discussions with local experts and institutions, we decided to implement the courses in parallel in three different cities: Berat, Gjirokastra and Korça. In this way we would cover the needs of a larger area and would make it easier for the interested persons to follow the training. The expansion to three cities was a challenge from the administrative point of view, as well as from the aspect of including more partners in the program. However, because of the very big need in the market for such skills, the institutions were very collaborative and helpful. Also, CHwB Albania arranged the program so as to manage the implementation in all three cities successfully.

**Inability of all applicants to follow the course**

A challenging aspect of the implementation phase has been the high dropout rate of participants during the two modules of the training. Poverty, unemployment and a general financial insecurity are the key contributing factors of this occurrence. In some cases, even a lack of proper information during the application phase from local partner institutions has contributed to the recruitment of some uninformed and uninterested applicants. However, the number of applications was much higher than anticipated, so CHwB Albania managed to certify the initial planned number of people. For the next training, we will consider new ways of disseminating information and new selection criteria for the participants.

The length and duration of the training has been identified as another challenging aspect. A longer (part-time) format is being considered for employed applicants, who are interested in pursuing the training and learning the skills.
Legislation

Even though the new Law on Crafts was approved in June 2016, there were delays in the implementation phase and approval of the respective bylaws and regulations. As foreseen in the law, the National Chamber of Crafts should have been established within the first 6 months after the law came into force, but due to the election in June 2017, this process was delayed, and the National Chamber of Crafts was established only in December 2017. This has slowed down the process of creating employment and self-employment opportunities in the post-training phase. However, we used both the delay and the fact that the new law on Culture Heritage is still under discussion to prepare all the needed suggestions and to negotiate with the responsible ministries on by-laws related to the acknowledgement of the skills and licensing of the craftspeople.

Output: Local ownership increased and a number of locally-based entrepreneurs in heritage supported

Financed by: Sweden; Albanian-American Development Foundation

Kruja Artisans

During the first months of 2017, CHwB Albania staff implemented the final steps of the “Artizanët e Krujës” project. The final phase of the project included the creation of new distribution channels for the produced handicrafts that would offer the artisans involved in the project a new unexplored market and raw material to support their continued production.

During this phase, a number of contacts were created for the further distribution of the products produced by the artisans of the project. The most important hotels of the capital were contacted in order to present the project and discuss the possibility of displaying the products. Once those channels were established, the contacts were given to TID Kruja to continue the possible collaboration.

At the same time, one of the consultants accompanied the artisans to different shops and distribution points, helping them to choose high quality raw material that they will use to continue to produce the new designs (see Annex 13.5 for more supporting documents).

CHALLENGES AND LESSONS LEARNED

As the project reached its end, the most challenging aspect remained the openness of the artisans towards change. Selling throughout the touristic season is their ultimate goal and indicator for the success of their new products.

On the other hand, the role of TID Kruja is still growing. The finalization of agreements with shops and hotels that agreed to sell “Artizanët e Krujës” products is one of their tasks, but their current status and staff capacities make it difficult to reach.

Outcome 2.1.5: Heritage sites are a platform for new narratives accommodating the mature relation of a society to its traumatic past

Financed by: Sweden

2017 was an important year for the former prison of Spaç. For the first time since the prison and the mine were abandoned completely in 1995, concrete on-site interventions were implemented by CHwB Albania in order to halt the complete destruction of the remaining buildings and the total loss of the site. These were emergency interventions aiming to conserve the buildings’ structures, increase safety on site and make it easier to understand the site by uncovering the parts of ruins that were buried under debris. The project of interventions was completed in the beginning of 2017, and the approval was taken from the Ministry of Culture (see Annex 12.4 for more supporting documents). The implemented works started in June and were undertaken by a licensed
In 9 of the remaining buildings, new hydro-insulation layers were installed on the roofs — water being a major problem for the structures. In 4 of these buildings, supporting elements were installed in order to increase the static capacity of the damaged structures. Also, more than 600 square meters of ruins were carefully cleaned, bringing to light important historical and spatial information (see Annex 14.1 for photos of works implemented).

The tendering process for the works was implemented in close collaboration with the Ministry of Culture and the Institute of Monuments of Culture. A cooperation agreement was signed between CHwB Albania and the Ministry of Culture (see Annex 14.2 for more supporting documents).

In parallel with the implementation of the works for the preservation of the buildings, an important part of the efforts during 2017 went into activities for the activation of the site. This was done through a series of focus groups developed with different target audiences. These focus groups supported the larger goal of creating a detailed interpretation plan and use concept for the site, while introducing a safer and more systematic itinerary for visitors. Also, these sessions allowed some of Spaq Prison’s future audiences to contribute actively towards the site’s preservation, as well as to raise awareness against the erasure of sites of communist persecution. CHwB Albania organized in total 6 focus groups, attended by: history teachers, foreign tourists, museum professionals, tour operators, university students from the US Embassy Youth Council, and university students of cultural heritage management and archaeology. The findings from the focus groups were reflected in a full report that is being used as the basis for the development of a concept plan for the future activation of the site (see Annex 14.3 for more supporting documents).

Representatives from CHwB Albania participated this year in 2 informative meetings called by the Spaq Prison Museum Association, one of the participants and partners of the “Dialogues for Spaq” project. It is important to mention that the Spaq Prison Museum Association has taken a leading role in organizing informative meetings, something that they are comfortable in doing. This supports the idea that the role of the working group created during the previous “Dialogues” project is that of an informative tool. Also, the division of roles of the group has become naturally clearer now, leaving CHwB Albania working in its field of expertise and creating the space for others to organize and coordinate informative meetings and other activities.

Keeping continuously in contact with the “Dialogues for Spaq” group of stakeholders has been important not only for sharing the progress of CHwB Albania and receiving the necessary input for the work being done, but also to continuously keep informed on the efforts of the main actors working with Spaq (see Annex 14.4 for more supporting documents).
CHwB Albania has also been participating in the stakeholder coordination meetings called by the Organization for Security and Cooperation in Europe (OSCE), which aim to coordinate the efforts of interested parties dealing with the communist past. On those occasions, the plans and objectives of CHwB Albania in relation to Spaç have been presented to a much larger spectrum of stakeholders.

As a member of the International Coalition of Sites of Conscience (ICSC), CHwB Albania was involved in designing and facilitating the Annual Meeting of the European Network of ICSC, in Terezín, Czech Republic. Drawing on the experiences and challenges from working in Spaç, CHwB Albania was a key contributor to the platform for discussion on how Sites of Conscience engage youth on difficult topics. Some of the concrete outcomes of the meeting were: developing new alliances for joint projects and applications for funding (see Annex 14.5 for more supporting documents).

CHALLENGES AND LESSONS LEARNED

Implementation of the emergency interventions
Different challenges were faced in the process of implementing the planned interventions for Spaç. The first is related to the participation of licensed companies in the call announced by CHwB Albania. Only one company participated in the tender, resulting in a selection process with no options. The remoteness of the site was seen as the main reason for this fact, leading also to weak follow-up and continuous postponing of the implementation of the works by the company.

Lack of institutional support and accountability
Although an important investment has been made by implementing the emergency interventions project, the site remains abandoned. There is no effort from the responsible institutions to provide the site with the necessary tools for safeguarding it. The buildings in Spaç are now in better conditions due to the improvements done to the structures, but this will not prevent its deterioration or loss if there is no responsible staff for its maintenance. The urgent need for a management structure on site is one of the main components defined by the action plan of the Dialogues for Spaç project. Until now there have only been statements from the Ministry of Culture and the Municipality of Mirdita saying that Spaç is among their top priorities, but there have been no concrete steps taken in this direction. This situation has put CHwB Albania in a difficult position when it comes to planning for future projects and activities at Spaç. However, another important effort will be the preparation of a concept plan in the form of a complete document, ready for implementation, which will be used for seeking the needed support from third-party partners and institutions.

Relationship between the site and the mining company
Now it is even more clear what it means for the historical monument of Spaç to share a space with the mining company operating there. This year the works have continued with great speed, leading to a total change of the landscape where the mining portion of the prison was once located. A huge factory for the processing of copper has been erected in a position that is very visible from the protected areas of Spaç Prison. This is having a big impact in the perception of the site and also on the perception of the role of the company, which had once cultivated the idea of being a key partner and supportive neighbour.

National context of ‘dealing with the past’ efforts
The opening of House of Leaves Museum, along with the already functional museums Bunk’ Art 1 and 2, indicates even more strongly that the efforts of the government are being focused primarily on Tirana when it comes to dealing with the sites and issues of the communist period. The result is a lack of transparency and inclusiveness regarding the process of memorialization.
Key Objective 3
Regional cooperation as a platform for building peace
Narrative: Key Objective 3

Regional cooperation serves as the platform for building peaceful relations for responsible preservation and interpretation of cultural heritage in the Western Balkans, with effects felt beyond the region.

Specific Objective 3.1
Regional trainings (RRC & seminars) take the most effective approach, based on active learning and growth mindset, in order to address real heritage needs, including conservation, promotion and interpretation of cultural heritage across borders of the Western Balkan region and beyond.

Outcome 3.1.1: Enlarged Regional Restoration Camps scheme is a provider of accredited growth mindset based education leading to increased employment opportunities.
Outcome 3.1.2: Pool of conservation projects, interpretation models and innovative revitalization of artisanship are development stimuli for localities where camps are hosted.
Outcome 3.1.4: Networks of cultural heritage professionals extended across borders, aiding reconciliation of divided communities in the Balkans and beyond.

Financed by: Sweden; Albanian-American Development Foundation; the Headley Trust.

10 years of the Regional Restoration Camps
2017 marked the 10th anniversary of the Regional Restoration Camps, which have been supported mainly by Sweden, as well as the second year of the cooperation between CHwB Albania, AADF, the University of Tirana (UT) and the Ministry of Culture in the framework of the extended RRC Program.

This year 6 Camps were organized in Berat, Kruja, Shkodra, Gjirokastra, Rogljevo (Serbia) and Prishtina (Kosovo), 4 of which (the ones in Albania) were also supported by AADF. The Camps are now part of the economic and cultural scenes of all these historical locations, as interest keeps growing along with the number of local partners and direct and indirect beneficiaries.

Bringing together young professionals from the region is becoming ever more important in light of the European integration of the Western Balkans and rising national tensions. However, noting that quite a few years have past since the conflicts of the 1990s, the region now has a new generation of professionals, who are more open but not yet sure how to deal with the past of war and conflict.

“I found it really difficult [being at the camp sometimes]. Beside nostalgia and enthusiasm for past times and similar cultural background, I tried to ignore wars that happened. So, I found it difficult to deal with that fact because in my own family history I don’t have any close relation to war, and when I saw ‘a baggage’ that other people have... I don’t know, there was an actually tension, and I think that all of us tried to deal with overcoming [our] personal histories...” (Rocker 2017:8) (Observation of a participant documented by PhD candidate Ms Kailey Rocker as part of her PhD studies at Department of Anthropology at the University of North Carolina at Chapel Hill, USA).

CHwB will roll-out an impact assessment of the camps in 2018, so as to assess the impact that the RRC have on...
the creation of safe spaces and spaces for reflection. Our documentation confirms the need for camps serving the meeting space, where professionals engage both on the side of skill as well on a side of nationality and belonging. Regarding the Camps’ curricula, 2017 marked significant improvements, as the 2016 experience of these Camps helped fine-tuning the pedagogical offer and increase the direct impact on the participants and local communities. For instance, the Kruja Camp enlarged the spectrum of business perspectives invited, in order to show clearly the massive opportunities in relation to heritage-based entrepreneurship. The Shkodra Camp adjusted the program to better incorporate personal and professional development into the framework of interpretation training. The Camp in Berat confirmed and increased the indispensable role of the local institution DRKK-Berat. The dedication and ownership that DRKK-Berat has shown during the 2 Camps organized in Berat so far have contributed to creating further opportunities for CHwB Albania to invest in the city. For example, discussions are on-going with the Municipality on the full restoration of the Duhanxhiu House, 1st category monument, and a Condition Assessment of Cultural Heritage Monuments in Berat (see Outcome 1.2.1, Pilot 4) was conducted together with DRKK specialists and the Worcester Polytechnic Institute, Massachusetts, USA. The Prishtina and Rogljevo Camps, implemented respectively with the Museum of Kosovo and the Institute for Protection of Cultural Monuments of Belgrade, have continued to draw attention upon the need to create & sustain appropriate intergenerational knowledge transfer mechanisms, a need which is common to all the countries of the region. Finally, the new extended camp format that was experimented successfully in Gjirokastra made possible a deeper and more diversified approach to the main themes of building conservation, while in the same time allowing for more complex types of interventions on monuments (see Annexes 15.1-15.6 for more supporting documents).

One of the specific objectives of the extended RRC Program (MoU) is to provide new employment opportunities to students and young professionals in the field of cultural heritage. The adopted mechanism foresees that students from the Cultural Heritage Management and Archaeology Master’s program at the University of Tirana who have successfully completed the 4 different thematic RRCs during their program of studies at the Faculty will be considered a priority during recruitment for job vacancies within the Ministry of Culture and its subordinate institutions.

At the end of 2017, 1 student of UT has successfully com-
completed all 4 thematic RRCs during her program of studies at UT. As per the terms of the MoU, article 3.5 (see Annex 15.7), the student is now eligible for preferential treatment for employment from the Ministry of Culture. An additional 9 UT students have successfully completed 3 different thematic RRCs and 23 students have successfully completed 2 different thematic RRCs.

On December 18, 2017, a joint meeting was organized in the presence of representatives of all partnering institutions where CHwB Albania advocated for the importance of concluding the RRC participation scheme — once duly completed by the UT students — with effective employment opportunities for those qualified. Following up from that meeting, AADF has accepted to invite the above-mentioned students to submit their CV. Also, a formal request co-signed by AADF and CHwB Albania was sent to the Ministry of Culture to provide information on the job opportunities that can be provided to the qualified students.

The 6 Camps organized in 2017 gathered a community of more than:

- 109 Participants from 11 different countries
- 19 Volunteers
- 30 Craftspersons, artisans and conservators
- 70 Expert lecturers from 16 different countries

Besides the educational impact and awareness-raising effect, and after a total of 6,652 hours of hands-on work, the Camps also contributed with:

- 4 interpretation ideas developed
- 5 business concepts developed
- 15 restoration interventions
- 23 museum objects conserved

Outcome 3.1.3: Alumni network of the RRC is a proactive pool of professionals tackling burning issues of cultural heritage preservation across the region

Financed by: Sweden

In 2017, CHwB-Albania continued to engage with the alumni of the Regional Restoration Camps, though without yet organizing an official RRC Alumni Network (see ‘Challenges’ section, below). RRC alumni have been gathered together and involved in various activities over the course of the year. Among those were the following:

B+CARE

In the past several years, the most direct follow-up program for RRC alumni has been the Balkan Cultural Aid Response for Emergencies (B+CARE) network. B+CARE seeks to establish a regional network of volunteer cultural ‘first aiders’— people that have been trained in preserving and salvaging heritage that has been damaged by disaster. In 2017, the final portion of the 2016-2017 B+CARE project with the Prince Claus Fund was wrapped up, with the final installations of firefighting equipment. However, the 2017 portion of the B+CARE project did not involve only RRC alumni as the 2016 training had. In 2017, CHwB staff developed proposals for the future of the B+CARE network, and participated in a planning session with international partners, including ICCROM, the Smithsonian Institution and others (see ‘Other Initiatives’ section).

Camps volunteers

Another way of continuously engaging the camp participants in the activities organized by CHwB-Albania is their involvement as volunteers during the RRC. This year there was a record of 51 applications for such positions (7 applications for Berat, 3 for Prishtina, 3 for Kruja, 11 for Shkodra, 19 for Gjirokastra and 8 for Rogljevo camp). The increased number of applications is a clear indicator of the importance of the RRC experience in the professional development of its participants and of their desire and interest in being continuously involved in such an activity. CHwB chose 17 former participants to volunteer in the 6 camps held in 2017.

10th anniversary celebration

The 10th anniversary of the RRC was celebrated with a ceremony held in the Gjirokastra Castle. Donors, collaborators, supporters, participants, lecturers, board members of CHwB, CHwB Albania, Kosovo and BiH and organizers of the RRC through the years were present, enjoying a fine selection of artists from the region, who created a wonderful atmosphere in addition to the impressive light decoration of the Great Gallery of the Gji-
rokastra Castle. A few of the main actors involved in the 10-year-long RRC experience shared their impression with all the guests (see photos in Annex 15.8).

**CHALLENGES AND LESSONS LEARNED**

The main challenge in organizing the RRC alumni into an official network, has been the absence of a dedicated team to follow up the endeavour and develop a mission and end-vision for the network as a functioning entity.

How would it be structured? What issues will it tackle? What kinds of activities would it undertake? Would it exist only online or also hold ‘real world’ meetups and events? The lesson learned is that the alumni of the RRC are the best resource for this. Coming from across the Balkans and beyond, the RRC alumni are in tune with the issues facing their local heritage, and they have shown that they are willing to take an active role on a voluntary basis, through their engagement with the B+CARE network and the RRC volunteers program.

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**Specific Objective 3.2**

Balkan Museum Network (BMN) is a platform for linking civil and public institutions across borders through innovative and proactive approaches to interpretation and presentation of common cultural assets.

**Outcome 3.2.1**: BMN plays an active role in training young professionals and enabling Balkan museums to become promoters of access and the right to culture for all people.

**Output**: Regular meetings of the Board of BMN ensures regular implementation of activities and the representation of museums in regional activities.

The year 2017 was important for strengthening the BMN as a network and the Steering Board as its decision-making body. The main achievements have been: 1) increased membership in the Network; 2) forming of an Interpretation Working Group; 3) re-structuring of the Board with the election of four new members; 4) receiving a two-year grant from Headley Trust on the bank account of the Network; 5) continuing with the capacity building of museum professionals (Meet, See, Do conference; two trainings of the Balkan Museum Access Group (BMAG); two trainings of the Interpretation Working Group); 6) developing international partnerships, funding applications and implementing communication and outreach activities (three issues of the BMN Newsletter have been produced).

In terms of the support for the Steering Board, three meetings took place: the 8th BMN Steering Board meeting, 16 - 17 February 2017 in Zagreb; An ad hoc Steering Board meeting during the ‘Meet, See, Do’ conference, 6 April 2017 in Prishtina; the 9th BMN Steering Board meeting, 8 - 9 October 2017 in Tirana. Between face-to-face meetings, online meetings are held for coordination around specific tasks. Meetings are the core place for deciding both strategic and operational issues. As the mandate of seven Board members was ending (Sept 2013 – Sept 2017), we have designed and held a transparent and democratic application and election process that was approved by the BMN Assembly on 8 April.

International partnerships are maintained, especially with the Network of European Museum Organisations (NEMO) and Interpret Europe. The link with Interpret Europe is important for the newly established Interpretation Working Group and corresponds positively with the work that CHwB-Albania is undertaking for on-site interpretation at Gjirokastra Castle and interpretation training within the programme of the Regional Restoration Camps, the latter of which drew on expertise from Interpret Europe.
Output: BMN serves as a platform for active, open, accessible and entrepreneurial museums

CHwB provides working conditions for the BMN Secretary General by providing office space and financial and administrative support. Financial contribution under this output covers the salary of the Secretary General and covers part of the costs for office rent and maintenance bills, office materials and supplies.

An additional activity that was enabled through the combined support of Sweden and the Stavros Niarchos Foundation was the second ‘Crafting Access’ training, held in Knjaževac, Serbia, 24-29 October. Crafting Access is an opportunity for colleagues from museums to share their experience and efforts to make their museum more accessible for disabled people. The training gathered 20 museum professionals, representatives of disabled people and craftspeople from Serbia, Bulgaria and FYR Macedonia around the common goal of reducing existing barriers and promoting the museum as a place for all individuals. The main message of the training was to demonstrate the benefits of working in partnership with disabled people and their associations to produce different sensory experiences within museums, drawing as well on the skills and knowledge of craftspeople (see Annex 16 for supporting materials).

CHALLENGES AND LESSONS LEARNED

The Balkan Museum Network (BMN) is now entering its 8th year, having grown to 61 institutional members and more than 70 individual members. As the network grows, the challenge is to make it fully inclusive, encouraging equal opportunity for participation and a balance of ethnic and national diversity. As the BMN encompasses a region with 7+ official languages, English is the lingua franca of the network, however care must be taken that the usage of English does not disenfranchise network members who have little or no knowledge of English. Thus, it is important for news, calls and other network materials to be translated and communicated in the mother tongues of various network members, in order to help all members feel included. This task falls especially on the Steering Board members, which come from a variety of regional backgrounds and, amongst them, speak all or most of the region’s languages.

Above: Museum professionals learn how to create tactile objects as they create solutions for more accessible museums at the Crafting Access training in Knjaževac, Serbia, 24-29 October 2017.
Additional information
Other initiatives

The ‘other initiatives’ in this section include activities which were not specifically foreseen in the annual plan, but were enabled through additional funding and support specific aspects of the overall strategic plan for CHwB-Albania.

COOPERATION WITH THE US FULBRIGHT ASSOCIATION

Supports Outcome 3.1.1

In 2017, CHwB-Albania organized, in partnership with the US Fulbright Association, the third Fulbright Alumni Service Corps (FASC) trip to the Balkans (May 12-25). The 12 American participants had the opportunity to support the restoration works ongoing at the Regional Restoration Camp in Berat, as well as exploring the culture and history of Albania and Kosovo.

In addition to providing additional financial support for CHwB-Albania and the Regional Restoration Camps, the FASC trips increase the exposure of CHwB and the RRC to potential partners and donors in the USA, as well as among Fulbright alumni in the Balkans. Some of these people become long-term future supporters of CHwB-Albania’s work. Through their participation at the RRC, the FASC trip participants, who tend to be older Americans, also add another generational and cultural dimension to the mix of RRC participants. And, finally, the FASC serves as a model for sustainable tourism that involves the visitors ‘giving back’ something tangible and making direct personal connections with the local communities that they visit.

Challenges and lessons learned

In terms of challenges, the FASC trip does take considerable staff time to plan and implement. This necessarily overlaps with already full staff schedules, as the organization is simultaneously planning and implementing the Regional Restoration Camps. Perhaps in the future some of the revenue of these trips could go towards a dedicated team that is working with these kinds of activities.

In addition, sometimes people on the FASC trip see CHwB-Albania as more of a tour operator than a cultural foundation, which misses the point about CHwB-Albania’s mission and the main purpose of the FASC trips. In the future, greater emphasis should be placed on the service component of these trips, while clarifying CHwB-Albania’s work and mission (see Annex 17 for supporting documents).

FAC DESIGN WORKSHOP IN ROME

Supports Outcome 3.1.3

From October 16-20, 26 heritage professionals gathered at the offices of the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) in Rome to discuss the future of the First Aid for Cultural Heritage (FAC) program. These heritage professionals had all either been participants or organizers of the ICCROM trainings called “First Aid for Cultural Heritage in Times of Conflict/Crisis,” organized from 2010 – 2017. Those gathered reflected on the FAC program’s progress thus far and charted out possible futures for the training course and for an active network of alumni that could develop from it.

One outcome of the meeting was a strong interest in passing the training and coordination responsibilities to regional actors and networks. In particular, partners and colleagues present showed great interest in supporting the B+CARE Network as one successful example of on-going efforts that have come out of the FAC training course and as a model for other regions. For this reason, they would like to see it continue and become even more active and successful (see Annex 18 for supporting documents).
During 2017 CHwB Albania operated without the services of a Communication Officer. Project managers and respective responsible teams for each activity, were in charge of the communication.

Another change adopted this year was the new structure used for the external communication of different activities. A communication plan was developed for each activity and then followed by the responsible staff member. The communication plans included the main messages that were to be shared, the main actors and characters involved, the representation of as many different perspectives and points of view on the same topic, in order to be inclusive and relevant, while offering a wide panorama of the multitude of aspects that are part of each activity.

Throughout the year social media channels such as Facebook and Instagram were used the most in order to reach the public. The number of followers and the reach of our posts in these two channels has risen compared to previous years.

“Traditional” media was also involved. A number of local and national media channels prepared news about different activities organized by CHwB Albania. TV channels, web portals and newspapers shared information on different activities throughout the year. These channels were also used to distribute different calls opened by CHwB Albania (see Annex 19 for a list with links where CHwB Albania’s work was presented).

Another tool used this year for the external communication of CHwB Albania’s work has been participation in different conferences and forums. Different members of CHwB Albania staff presented the work of the organization at the European Culture forum, held in Milan, Italy in December 2017 and at the ICOMOS Scientific Conference organized alongside the ICOMOS General Assembly in New Delhi, India in December 2017 (see the list of staff participating in conferences below).

Aiming to increase the staff capacities in communication, two CHwB Albania staff members accepted the invitation to attend the Strategic Communication Workshop for partners, organized by SIDA in Tirana last November.

Finally, the work of CHwB was featured in two chapters within the 2017 book Heritage and Peacebuilding, edited by Diana Walters, Daniel Laven and Peter Davis. These chapters analysed the impact of the Regional Restoration Camps and the Balkan Museum Network.
CHALLENGES AND LESSONS LEARNED

The new structure used for communication was a challenge in itself. Staff members used each other’s best practices to continue improving the communication strategy of each activity.

Considering the reaction received by the viewers and that of the beneficiaries of our activities, we believe that this new structure was fruitful and that it has been fully adopted by all staff members involved.

Risk analysis

CHwB has engaged in an analysis of the risks at the level of the organization. The process was carried out by its team in consultation with of the Board of Directors. The process started with desk research and data collection and moved towards the identification of assets, threats and vulnerabilities. Risks have been divided into two categories, namely those that are internal and external to the organization. These risks have been identified according to CHwB’s structure, resources, values, modus operandi and lessons learnt from previous experiences. The criteria for assessing consequences (impact assessment) and assessing the likelihood (probability assessments) of the risks have also been agreed upon. Possible mitigation and action points are also integral parts of the matrix that help the organization understand what needs to be done in order to overcome threats to its sustainability. Two self-assessment instruments are integrated in the matrix: 1) risk control form; 2) risk action form. The final documents were discussed by the team during the last strategic organization workshop held in December 2017, and the format was officially adopted (see Annex 20). In line with the suggestion of the Board of Directors, the final document is to be considered a ‘living document’, in other words it will be assessed and discussed by the members of the board during every meeting.

Through the use of the new communication team structure it was made possible to understand which members of the staff are more oriented towards different aspects of communication, so in the future the tasks will be given according to their interest and abilities.

Among the many different communication tools and channels used, social media channels stood out as an important means of distributing our messages and of giving a platform for communication to the beneficiaries and actors involved in our projects.
Management and organization

**STAFF AND WORKING PROCESS (TEAMS)**

In 2017 the overall management of the activities of the organization continued to be shared among the head of the office and the three program managers. The program managers are responsible for the coordination of the activities planned within the 3 main program components as per the strategic planning of the organization. The management group is supported by the teams that are assigned based on the required competences for each component. All the program managers have to develop the communication and delegation order within their teams.

The management team is also responsible for the strategic orientation of the organization and contractual agreements which are sent to the Board for approval. Every decision of the management team is discussed within the teams individually or in the staff meetings.

Staff meetings are used as a tool for communication within the organization, exchange of ideas, and new initiatives, as well as formal discussions and decisions. They are recorded by meeting minutes.

From November 30th to December 2nd, a strategic orientation workshop was organized with all the staff to examine the impact of the overall program currently under implementation by CHwB Albania and to assess ideas and possible ways forward beyond the extent of the current program (see Annex 21, agenda of the meeting).

The communication of the results of the work of the organization both internally and externally was carried out by different team members on a rotating basis or by those staff members responsible for implementing a specific activity (for instance, Camp Coordinators carried out communication for their respective camps).

(For more on communication see the “Public outreach” section.)

The financial and administrative officers support the management team with financial follow up of the activities and financial reports. An external financial consultant supports the organization with communication and reporting to the local tax authorities.

Legal issues are advised by an external legal officer.

**CHwB ALBANIA MANAGEMENT SCHEME**

- **Board**
  - Roles and responsibilities from Statutes

- **Deputy Head**
  - Job description

- **Head of Office**
  - Mandate from the Board, Roles and responsibilities from Statutes

- **Management Team (Head & Program Managers)**
  - Strategic/Program orientation

- **Program Manager**
  - Job description

- **Program Manager**
  - Job description

- **Program Manager**
  - Job description

- **Administration and Financial Officer**
  - Job description

- **Staff**
  - Job description

- **Legal Advisor (consultant)**
  - Job description

- **Financial consultant**
  - Job description
EMPLOYEES

CHwB Albania has offices in Tirana and Gjirokastra. In 2017, the organization started with 16 employees, while during the year the team shrank to 13 full-time employees and 1 part-time employee. Out of the total number of employees, 9 are women and 5 are men. These totals do not include the 2 advisory consultants. The list of the staff members includes:

CHwB-Albania employees

Lejla Hadžić  head of office (100%)
Elena Mamani  deputy head of office (100%)
Mirian Bllaci  program manager (100%)
Arianna Briganti*  program manager (100%)
Jonathan Eaton  program officer (100%)
Anisa Lloja  program staff (100%)
Nedi Petri  program staff (100%)
Stavri Burda  program staff (100%)
Ana Pekmezi  program staff (100%)
Enkeleida Roze  administrative officer (100%)
Aneida Bajraktari  finance/administration officer (100%)
Anisa Mano  program staff (100%)
Hajredin Baushi  logistics (100%)
Dhurata Rroku  sanitary (33%)

CHwB-Albania advisory consultants

Albana Çaushi  accountant (from mid 2017)
Endrit Dajçi  legal adviser (from mid 2017)

*This position is supported by the German Development Cooperation (GIZ) // Centre for International Migration and Development (CIM).

Short profiles of each staff member are available online at: http://chwb.org/albania/our-team/

In addition, CHwB Albania was very happy to host four students of the Worcester Polytechnic Institute, Massachusetts, USA from October to December: David Muse, Alexander Palermo, Benjamin Diefendorf and Zachary Whitmore. These students participate in the project that concluded with the complete Assessment of Risks at Cultural Heritage Properties in Berat.

STAFF TRAINING AND PARTICIPATION IN CONFERENCES

February
• Jonathan Eaton attended the Balkan Museum Network Steering Board Meeting in Zagreb, Croatia.

March
• Lejla Hadžić presented the case studies of CHwB’s work at the Regional Conference: Community Engagement and Peace Building in Cultural Heritage Protection, organized by the EU/UNDP in Prishtina, Kosovo.
• Anisa Lloja attended the “Training and Commercial Visit to Italy for Foreign Architects and Restorers” organized by Ice-Asso Restauro.

April
• Jonathan Eaton attended the Meet See Do conference organized by the Balkan Museum Network in Prishtina, Kosovo.

May
• Elena Mamani discussed CHwB Albania initiatives as guest lecturer at the Technical University of Vienna.

June
• Elena Mamani presented the case studies of CHwB’s work and Lejla Hadžić served as a panellist at the “Cultural Heritage Counts for (South-East) Europe” conference organized by Europa Nostra in Belgrade, Serbia.
• Lejla Hadžić presented CHwB’s work at the Summer School organized by the Swedish Consulate in Istanbul, Turkey.

September
• Ana Pekmezi, Arianna Briganti, Elena Mamani and Lejla Hadžić attended the study tour in Hessen, Germany, organized by GIZ, in the framework of the project “Skills for Employability of Tomorrow”.
• Mirian Bllaci and Ana Pekmezi attended the Environmental Training Day organized by the Embassy of Sweden in Tirana.

October
• Jonathan Eaton attended the Balkan Museum Network Steering Board Meeting in Tirana, Albania.
• Lejla Hadžić attended the opening ceremony of Sense Documentation Centre in Pula, Croatia.
Jonathan Eaton attended “Designing for Change: International Workshop on First Aid for Cultural Heritage in Times of Crisis” organized by ICCROM in Rome, Italy.

November

• Mirian Bllaci attended the European Network of Sites of Conscience Regional Meeting organized in Terezín, Czech Republic.
• Anisa Lloja and Mirian Bllaci attended the Strategic Communication Training Day organized by the Embassy of Sweden in Tirana.
• All staff attended the internal strategic orientation workshop organized in Tirana.

December

• All staff attended the internal anti-corruption workshop organized in Tirana.
• Elena Mamani attended the Prince Claus Awards Ceremony organized in Amsterdam, Netherlands.
• Lejla Hadžić presented CHwB’s work at the EU European Commission Forum on Culture organized in Milan, Italy
• Jonathan Eaton and Lejla Hadžić presented CHwB’s work at the ICOMOS General Assembly organized in New Delhi, India.

The Board met on two occasions during 2017, namely on 26 March in Tirana and 7 October in Gjirokastra.

Short profiles of the Board members are available online at: http://chwb.org/albania/who-we-are/board/

In 2016 CHwB Albania selected a new auditor, KPMG. The agreement is valid for three years.

AFFILIATIONS

CHwB Albania is a continuing member of the International Coalition of Sites of Conscience (ICSC), a global network of more than 200 members in 55 countries. In 2017, CHwB Albania continues as a Member of the Steering Board of the ICSC’s European Network.

CHwB Albania is represented on the Board of the South East European (SEE) Heritage Network, through its head of office. SEE Heritage is a network that consists of civil society organizations from South East Europe. The network was established in 2006, and its main task is to protect and promote common cultural heritage within this region.

BOARD OF DIRECTORS AND AUDITORS

The CHwB Albania Board of Directors consists of prominent specialists in the field of cultural heritage, who sometimes contribute to project activities.

In 2017, the CHwB Albania Board was composed of the following:

• Florian Raunig, Chair of the Board (elected by the Board members)
• Edlira Çaushi, Deputy Chair (elected by the Board members)
• Lorenc Bejko, Board member
• Karen Knight, Board member
• Emin Riza, Board member
Financial overview

A simple overview of the total funding picture of the organization

FINANCIAL PROCEDURES OF CHwB ALBANIA

The organization uses the QuickBooks – Non profit Edition, accounting software. QuickBooks is excellent for donor & grant tracking for different programs/projects.

A monthly report is prepared by the finance officer and sent to the head of office on the 10th of the following month. The monthly report contains all the transactions happening during that month, specifying the date, account, description, and amount. After reviewing the report and checking all the supporting documents, the head of office sends any comments to the finance officer. Then, a final version of the monthly report is sent to the head of office. Both the finance officer and the head of office sign the reconciliation document which shows the opening balance and closing balance of bank and cash accounts (comparing bank statements, ledgers of the organization in QuickBooks and cash in the box). Cash accounts are separate for the Tirana and Gjirokastra offices. The head of office and deputy head physically verify the cash balance at the end of the month for the respective offices. Cash is kept in a safe place: a secure, lockable drawer in both offices (Tirana and Gjirokastra). The organization tries to make as much payments as it can through the bank. The last step of the monthly financial report is the budget follow-up for every donor, project and/or program that compares the planned activities with actual performance. Budget vs actual reports are developed for internal use, such as monitoring expenses within the organization, and for external use, such as for submitting reports to donors.

Every month, the book of purchases and sells, withholding tax report, payroll report, and VAT report are declared to the state through online tax system. Since finances are a crucial part of organizational management, CHwB Albania has developed a ‘Financial Policy’ for following procedures to keep the system transparent and easily manageable. Every payment done at the bank is supported by an authorization signed by 2 persons. Most of the bank payments are done online on the platform “Raiffeisen On”. As for cash payments, payments over 100 Euros need an authorization signed by 2 persons.

The organization’s books of accounts conform to accounting principles, standards and practices. Accounting information is recorded using Modified Cash Basis of Accounting. On this basis, expenses are recognized when incurred (recorded on accrual basis) and revenues are recognized when received rather than when earned, except for donations of equipment, which are capitalized with a corresponding credit to the grant in the statement of financial position. CHwB Albania’s finances are also audited every year, through a general audit of financial statements, as well as audits conducted by specific donors for their contributions when requested.
FINANCIAL DATA 2017 (EUR)

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Funds and Expenditures 2017

- **Total grant**
- **Total spent**
### AGREEMENTS

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<th>Donor</th>
<th>Project</th>
<th>Project Period</th>
<th>Grant</th>
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### DEVIATIONS IN PLANNING

In 2016 the personnel line within all three key objectives has marked an overspending. The overspending was not approved by SIDA, and the organization will repay the total amount of overspending to SIDA through a repayment plan approved by SIDA. The first instalment was paid in 2017.

In 2017, the organization has carefully monitored each budget line in order not to have any overspending on its budget lines. However, some budget lines have marked under spending:

1. **Outcome 1.2.1**

   A major part of the work of the pilot projects for 2017 were the interpretation panels in Gjirokastra. And as explained in the narrative report, producing interpretation panels is a complex process that involves many stakeholders and institutions. As of the writing of this report, the panels have been approved by the Institute of Monuments of Culture and Ministry of Culture, and their installation is planned to be concluded by the end of March 2018.

2. **Outcome 2.1**

   As mentioned above (and in the narrative report), producing interpretation panels is a complex process that involves many stakeholders and institutions. As of the writing of this report, the panels have been approved by the Institute of Monuments of Culture and Ministry of Culture, and their installation is planned to be concluded by the end of March 2018.
3. Outcome 2.2
Items in the E Ka Kush E Ka children’s activity collection have their own dynamic. By request of the Ministry of Education, we have halted all printing of E Ka Kush E Ka items for the second half of 2017, so as to be ready and have enough resources to respond to the request of the Ministry of Education for pilot schemes of heritage education in early 2018. Hence, the left-over budget would be entirely exhausted in 2018.

4. Outcome 2.3
Ongoing conservation works have marked some savings, due to the following reasons: 1) the conservation projects are conducted in partnership with the Regional Directorates of National Culture; 2) the conservation works are being conducted as part of the training for craftspeople, and the craftspeople are therefore engaged as trainees and not as a working force; 3) there was no need to hire a conservation company, which has lowered the costs in terms of the calculated profit margin for the company; 4) the current projections within this line include a procurement for Block 11 in the Bazaar of Korça and a continuation of conservation in Berat and Gjirokastra. We are happy to see this savings and are hoping to conduct more quality conservation work with the available funds.

5. Outcome 2.4
Vocational Education Training – 13,995 EUR of the costs belonging to GIZ, to be returned in 2018.

6. Personnel budget lines
A part of the salaries were covered by additional donors in 2017, resulting in savings from the SIDA personnel lines.

7. Equipment budget line
The total station the organization had planned to buy was donated by GIZ this year, resulting in savings on this budget line.

8. Vehicle costs
Fuel costs are shared with another donor. In addition, we are also relying on a fuel card, whereby we pre-purchase fuel for the office car at a price significantly lower than the market price, i.e. we pre-purchase a liter of diesel for 153ALL, instead of 178ALL, which is the market price. The costs of maintenance are lower than expected. The maintenance is calculated on the number of kilometers traveled. The car did not travel the maximum kilometers planned for the year 2017, and hence the maintenance costs were lower than planned.

END OF REPORT.
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  • Annex 1.2_Request for meeting with the Mayor
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Annex 2. Workshop Castle Interpretation
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  • Annex 4.3_Team picture
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  • Annex 6.2_Brochure Artisans (Albanian and English version)
  • Annex 6.3_Brochure Intangible Heritage (Albanian and English version)
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  • Annex 6.5_List of artisans interviewed
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  • Annex 7.3_Stakeholder meeting
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  • Annex 7.4_Work meeting
  • Annex 8.1_Condition Assessment Berat
    » Annex 8.1.1_MoU CHwB-DRKK Berat
    » Annex 8.1.2_Berat Condition Assessment Form
    » Annex 8.1.3_Map Historical Center Berat
    » Annex 8.1.4_List of Monuments
    » Annex 8.1.5_Further information and instructions
  • Annex 8.2_Condition Assessment Gjirokastra
    » Annex 8.2.1_MoU CHwB-DRKK Gjirokastra
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  • Annex 8.3_Pilot 4
    » Annex 8.3.1_Project
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    » Annex 8.3.4_Tender Documents
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  • Annex 9.1_Duhanxhiu Project, Berat
    » Annex 9.1.1_Project
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    » Annex 9.2.1_Project
    » Annex 9.2.2_Technical Specification
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    » Annex 9.2.4_Decision of the Ministry
  • Annex 9.3_Tender Documents
    » Annex 9.3.1_Opening minutes
    » Annex 9.3.2_Opening minutes_Annex 1
    » Annex 9.3.3_Decision for winning company
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  » Gjirokastra existing Interpretation (power point presentation)
  » Katrina Thomson visit Itinerary
  » Katrina observation on existing Gjirokastra castle interpretation (power point presentation)
  » Gjirokastra castle interpretation plan draft
  » Katrina Thomson Action Points for the castle
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  » Technical report_panels

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- Annex 12.3_Loli-Qirinxhi conservation project, Korca
  » Photos
  » Project proposal
  » Technical Report
  » Bill of Quantity
  » Approval from Ministry of Culture
  » Tender Announcement
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  » Project proposal
  » Technical Report
  » Approval from Ministry of Culture
  » Work report
  » Tender Announcement
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  » Opening minutes Annex1
  » Decision for winning company
  » Decision for winning company Annex1
  » Restoration contract
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  » VET training (Berat, Gjirokastra, Korca) _Photos
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- Annex 14.2_Agreement CHwB-MK
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  » Participant evaluation
  » Evaluation results
  » Attendance sheet
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  » Participant evaluation
  » Evaluation results
  » Attendance sheet
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  » Photos
  » Participant evaluation
  » Evaluation results
  » Attendance sheet
  » MoU CHwB-Municipality of Shkodra
  » Official request MK
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  » Photos
  » Participant evaluation
  » Evaluation results
  » Attendance sheet
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  » Photos
  » Participant evaluation
  » Evaluation results
  » Attendance sheet
  » MoU CHwB-DRKK Gjirokastra
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• 1. 8th BMN Steering Board meeting, 16 - 17 February 2017 in Zagreb
• 2. Ad hoc Steering Board meeting during “Meet, See, Do” conference, 6 April 2017 in Prishtina
• 3. 9th BMN Steering Board meeting, 08 - 09 October 2017 in Tirana.
• 4. Assembly meeting, 08 April 2017

Reports/analyses produced
• 5. Evaluation of Meet, See, Do 2017 conference
• 6. The list of participants of Meet, See, Do 2017 conference
• 7. Press clipping for the Meet, See, Do 2017 conference
• 8. Evaluation of BMAG workshop in Zagreb (Feb 2017)
• 10. Annual report to Stavros Niarchos Foundation for Crafting Access project
• 11. Headley Trust Report – Stories from the Balkans

Recorded material/summary documents
• 12. 2018 BMN Plan of Activities
• 13. The list of new institutional and individual members
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• 15. List of participants for Crafting Access
• 16. Attendance sheet for Crafting Access

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  » Albania-Kosovo signed MoU
  » Evaluation results
Annex 18. FAC Design Workshop
  » Program design workshop
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Annex 19. Media coverage links list

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Annex 20. Organizational Risk Analysis

MANAGEMENT AND ORGANIZATION
Annex 21. Strategic orientation meeting Agenda
Approval of the report

CHwB Albania

Annual Report

Fiscal year 2017

Organization number: L5I9154S

Approved at the CHwB Albania Board meeting on 18 March 2017

Florian Raunig
Chair of the Board

Edlira Çaushi
Deputy Chair of the Board

Lorenc Bejko
Member of the Board

Karen Knight
Member of the Board

Emin Riza
Member of the Board