Executive summary

In 2018 CHwB continued its planned activities, reaching out to more than 1000 former participants of the Regional Restoration Camps; working with more than 600 children and teachers; certifying more than 100 craftspeople. For CHwB these are more than mere numbers. Everyone engaged, from participants to teaching consultants and experts, are joining the mission of not only safeguarding cultural heritage but promoting it as a right and as a resource.

Albania is receiving more and more visitors. Just by studying the numbers of visitors in Berat, Butrint or Gjirokastra, we see a huge growth of interest. The latest reports show a nominal increase of 35% \(^1\). However, the value chain analysis indicates standards that are lower than needed—including the promotion, accessibility and maintenance of cultural heritage. This represents a true challenge for Albania, which is betting its economic future on the development of cultural tourism.

By following the current trends, CHwB is supporting both local authorities and local society in tackling these challenges.

For CHwB it remains crucial to educate younger generations about the value of the historic environment and our responsibility towards it; to train young professionals in broad cultural heritage conservation topics; and, to certify and empower craftspeople to undertake jobs and responsibilities while working towards the sensible upkeep of cultural heritage assets.

In addition, for CHwB working with the physical remains of a difficult past is essential for addressing that past and fostering reconciliation. Therefore, the former forced labour camp of Spaç remains a priority. Alongside Spaç, iconic buildings from Albania’s recent past are more and more becoming a mirror of today’s society, and it is important for CHwB to support those that are fighting to preserve them.

Climate change and the inevitable challenges it will bring are also important to address as soon as possible. Heritage assets contain some of the most ingenious solutions for confronting climatic challenges, which is why we need to continue recognizing these solutions within historical neighbourhoods and utilizing them effectively.

In 2018, CHwB was privileged to begin new projects that involved testing and creating new models of revitalization in Vuno and Qeparo; developing new concepts for Gjirokastra museums which rely on a full understanding of the city’s historical development; and, testing management models for the direct administration of Butrint National Park. These new responsibilities are bringing a new dynamic to the organization and enriching our experience.

CHwB was again recognized through two major awards: one from the Council of Europe for the E KA KUSH E KA children’s activity series, which was included in European Heritage Stories; and another from the Municipality of Berat, recognizing the organization’s efforts in preserving the valuable cultural heritage of this city.

However, not all was so bright in 2018. Unfortunately, we had to say goodbye to three of our team members: Jonathan Eaton left the organization to pursue a PhD at the University of British Columbia in Vancouver, Canada; Arianna Briganti went to undertake the task of heading up the Governance, Economic and Environmental Issues Department at the OSCE; Stavri Burda left to pursue his career as a consultant. We wish them the best of luck and hope that in one way or another our paths would cross again.

The CHwB Board remains one of the strongholds and backbone of the consistent work of the organization. Through our exchanges, all staff members benefit from the advice and guidance of our Board members. In 2019 we are planning a large strategic meeting with our Board, and this promises some new actions and activities to follow.

We are really excited by all that the future has in store for us, but in the meantime, we would like to stop and thank all our national, regional and local partners, both governmental and non-governmental organizations, in Albania, the Western Balkan region, Europe and the world for your tremendous support.

Lastly, our work would never be possible without the serious and focused support of our donors! We trust in our partnership, and we hope to see it continue into the future.

There is a lot of work ahead, hence we move forward!

Tirana, March 2019

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\(^1\) Horwath HTL; Market Research and Value Chain Assessment, Final Report 2018
Thank you!

Sweden
Ministry of Economics, Energy, Transport and Regional Development of Hessen, Germany
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
German Cooperation
Centre for International Migration and Development (CIM)
Albanian American Development Organization (AADF)
World Bank / Albanian Development Foundation
Fulbright Alumni Association
Council of Europe
Allianz Kulturstiftung
OSCE Mission in Kosovo
EU Delegation in Albania
US Embassy in Albania
Headley Trust
Prince Claus Fund
International Coalition of Sites of Conscience
Swiss Agency for Development and Cooperation

2018 at a glance

Regional Restoration Camps 2018
- 6 Camps in 6 locations in 3 countries
- 13 Volunteers
- 28 Craftspeople/artisans/conservators/group leaders
- 49 Expert lecturers from 13 different countries
- 116 participants from 11 countries
- 4 interpretation ideas developed
- 4 business plans developed
- 9 restoration interventions
- 19 museum objects conserved
- 5,526 hours of hands-on work

E Ka Kush E Ka
- 4 Items added to the E KA KUSH E KA series (for a total of 12 highly engaging items in the collection)
- 1 booklet for the Ethnographic Museum in Berat
- 1 New author, 1 new illustrator and 1 educationalist added to the EKKEK professional network
- 14 Lesson plans for teachers/educators based on the existing items
- 21 Educational institutions partnering for the Heritage Ateliers
- 21 Heritage Ateliers held in 11 cities in 2018
- 569 Children and 57 adults (teachers, educators, curators and parents) involved

Skills for Employability of Tomorrow
- 1 module of 5 months implemented simultaneously in 3 cities
- 7 partnering institutions
- 15 restoration interventions in 2 cities
- 51 certified trainees

Vuno and Qeparo
- 2 Heritage-based development concepts adapted to the local context
- 6 Mock-ups (including 6 detailed intervention projects) and 6 business plans developed
- 4 Local owners in Qeparo ready to join the scattered hotel model

Dialogues for Spåc
- 1 Full concept developed for the transformation of the former prison into a site of remembrance
- 4 Meetings with high representatives from the Embassy of Sweden, Austrian Embassy, EU delegation and Albanian Ministry of Culture
- 2 Focus groups conducted with Civil Rights Defenders NGO
- 2 Presentations in international settings about the efforts for Spåc

Media Outreach
- 20+ Reports on local, national & regional TV
- 10+ Web and print articles mentioning CHwB-Albania
- 9,914 Followers on Facebook (5 % higher than last year)
- 1069 Followers on Instagram (11 % higher than last year)
- 28,321 Unique visitors to chwb.org/albania for a total of 308,023 visits
### Result Based Management table 2018

<table>
<thead>
<tr>
<th>Key Objective 1</th>
<th>Specific Objective</th>
<th>Outcome 1.1</th>
<th>Output 1.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1.2</td>
<td></td>
<td>Increased managerial &amp; technical capacities and communication within the public institutions at both municipal and central level</td>
<td>Managerial trainings &amp; technical support provided regularly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Objective 2</th>
<th>Specific Objective</th>
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<th>Output 2.1</th>
</tr>
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<tr>
<td>Objective 2.1</td>
<td></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>
<td>Innovative interpretation models of cultural heritage resources created with local community members</td>
</tr>
<tr>
<td>Objective 2.2</td>
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<td>Children and adults have access to simple, accessible, inclusive and engaging educational tools that teach about and promote cultural heritage in the community (children’s books, scholarly articles, practical/how-to books)</td>
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<td>Children and adults continuously engaged in activities directly teaching about values of historical environment</td>
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<tr>
<th>Key Objective 3</th>
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<th>Output 3.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 3.1</td>
<td></td>
<td>Enlarged Regional Restoration Camps scheme is a provider of accredited growth mindset based education leading to increased employment opportunities</td>
<td>Efficient coordination of RRC in 4 countries</td>
</tr>
<tr>
<td>Objective 3.2</td>
<td></td>
<td>Networks of cultural heritage professionals extended across borders, aiding reconciliation of divided communities in the Balkans and beyond</td>
<td>Further 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>Objective 3.3</td>
<td></td>
<td>Alumni network of RRC as a proactive pool of professionals tackling burning issues of cultural heritage preservation across the region</td>
<td>Number of conserved sites and artifacts in the region lead to sustainable strategies to heritage preservation</td>
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<td>Objective 3.5</td>
<td></td>
<td>Enlarged Regional Restoration Camps scheme is a provider of accredited growth mindset based education leading to increased employment opportunities</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>
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<tr>
<th>Key Objective 4</th>
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<th>Outcome 4.1</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.1</td>
<td></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>
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### Key Points
- The cooperation between the State and the civil society is strengthened.
- Cultural heritage is valued and utilized as a social, economic, cultural and environmental resource for local communities.
- 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.
- All local community members freely represented and participate in cultural life without prejudice to age, sexual orientation, gender, religion, nationality, ethnicity, etc.
- Children and adults have access to simple, accessible, inclusive and engaging educational tools that teach about and promote cultural heritage in the community.
- Children and adults continuously engaged in activities directly teaching about values of historical environment.
- Monument owners and cultural heritage professionals work together to sensibly preserve the cultural heritage.
- Monuments professionally repaired through Regional Restoration Camps and individual restoration interventions, with active participation of monument owners.
- The heritage-based business environment is strengthened due to the dwellers’ improved knowledge of heritage-conservation aspects and their link to the market.
- The vocational training module for the certification of craftspeople is running, and the certification system is developed.
- Local ownership increased and a number of locally-based entrepreneurs in heritage supported.
- Heritage sites are a platform for new narratives accommodating mature relation of a society to its traumatic past.
- Platform for dialogue converges into an united effort to preserve and develop Spaç as a fully-functional site of memory.
- New narrative created for the monument of culture and a former forced labour camp, Spaç.
Key Objective I
The cooperation between the State and the 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
Financed by: Sweden

Throughout 2018 CHwB has followed the agreed approach with the Municipality of Gjirokastra, based on CHwB’s strategy “A Holistic Approach to Safeguard Gjirokastra: Sustainable Development through Community-based Tourism.”

The main objective for 2018 was to follow up with the Municipality and the Municipality’s tourism-based staff on using both the cultural itineraries and castle interpretation / guide booklets that were produced.

Over the course of the years, CHwB conducted 15 technical workshops with the Municipality of Gjirokastra; the Regional Directorates of Cultural Heritage (RDCH) in Gjirokastra and Berat; the Cultural Centre in Gjirokaster; the Institute of Monuments of Culture; the Ministry of Culture; and the Civil Emergency Units of Gjirokastra and Berat. In addition, CHwB has interviewed and documented 47 small businesses and 67 hotels in Gjirokaster, in order to create a good baseline understanding of facilities in Gjirokastra, all of which were informed of the new information produced. CHwB has also included more than a dozen Albanian and international experts in interpretation, history, conservation, management and risk preparedness and has discussed with more than 20 monument owners on adaptive re-use of their cultural heritage assets.

From January to September 2018, Gjirokastra Castle was visited by 100,852 visitors. Comparing to numbers from 2017, when 65,800 people visited the castle during the same period (January-September), the increase in visitors from 2017 to 2018 is 53%. However, Gjirokastra still struggles to keep its tourists for longer than one and a half days. By adding to the cultural content, CHwB is directly assisting the strategic objective of prolonging tourist stays. However, based on the Market Research and Value Chain Report produced by Horwath HTL in the framework of the “Project for Integrated Urban and Tourism Development” (PIUTD), Gjirokastra’s value chain analysis, with an average grade of 3.1, shows that its tourist offer is still not developed enough to meet international tourism standards and needs. These needs are identified in several key categories, including travel organization and booking; accessibility and transportation; accommodation; food and beverages; attractions and resources; tours and excursions; handicrafts and souvenirs; and support services.

In summary, for Gjirokastra to be developed into a full managed tourist destination, it needs focused intervention and care. Cultural heritage remains one of the main categories in these further investments, particularly given
Gjirokastra’s status as a UNESCO World Heritage Site (Annex 1 – Horwath HTL; Market Research and Value Chain Assessment, Final Report 2018)

The World Bank project on “Integrated Urban and Tourism Development” is making some contributions in that direction. CHwB is actively engaged in this project, both through the inclusion of CHwB’s findings in the Terms of Reference that served as a guidance for selecting consultants, as well as CHwB’s consultation role on one of the key projects for Gjirokastra: the “System of Museums.” Within this project, CHwB’s main goal is to include the local professionals and authorities in joint planning, project development and implementation.

Besides the aforementioned work, CHwB, together with both of the Municipalities and RDCH in Berat and Gjirokastra, is following up on five pilot projects, all of which have now been implemented or are under implementation. Read more about these five pilot projects under Outcome 1.2.1 of this report.

An Important event for CHwB in 2018 was the visit from the Swedish National Property Board. Eleven employees of the National Property Board, the County Administrative Boards and the National Board of Housing met and exchanged views with representatives from the Municipality of Gjirokastra and the RDCH in Gjirokastra. The visit was found to be very valuable by the Swedish National Property Board group, who also met with the Ministry of Culture in Tirana, as well as with Swedish Embassy. The visit was followed by a request for cooperation by the Ministry of Culture, hence opening up possibilities for more practical collaboration in the future. (See Annex 2)

Specific Objective 1.2

The 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

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 RDCH, the Fato Berberi Children’s Cultural Centre (QKF) and the local monument owners; and the local authorities of Berat, namely the Municipality, the RDCH, and the local monument owners. The pilots, which are interconnected with each other and designed to foster the holistic development of the old towns, have been adapted to the current necessities and requests of the aforementioned stakeholders.

The 5 pilot projects include:

Pilot 1: Adaptive re-use of the monument houses
Pilot 2: Product development in the field of community-based tourism
Pilot 3: The cultural and natural interpretation of the castle of Gjirokastra
Pilot 4: Developing a GIS platform for information management for 2 historic cities
Pilot 5: Interventions on using renewable resources when converting historical assets into attractive locations for visitors.

Out of these 5 pilot projects, CHwB has set in motion the implementation of all of them. Some of the projects are finalized, some have undergone small adjustments, and some are still being implemented. The following are short briefs on each project:

Pilot 1: Adaptive re-use of the monument houses

This pilot focuses on small interventions aimed at converting historical assets into attractive locations for visitors. Interventions were identified and discussed with 4 monument owners. However, all the monument owners need capacity-building and skills in entrepreneurship. GIZ has offered such trainings in 2018; however those were not seen as fitting for this particular audience. If there is no suitable training, CHwB will develop and deliver a simple training for monument owners, which would be based on one-to-one consultations.

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

The project developed the following tourism products in 2017 and early 2018:

• 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 on the artisans and artisanal products in the city.

Those products have been developed in cooperation with the Municipality and the RDCH in Gjirokastra. The collaboration with the National Tourism Agency was kicked off, and its approval on the above-mentioned products received (the final documents can be seen in the annexes of the 2017 Annual Report).

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

This pilot focuses on small interventions aimed at converting historical assets into attractive locations for visitors. Interventions were identified and discussed with 4 monument owners. However, all the monument owners need capacity-building and skills in entrepreneurship. GIZ has offered such trainings in 2018; however those were not seen as fitting for this particular audience. If there is no suitable training, CHwB will develop and deliver a simple training for monument owners, which would be based on one-to-one consultations.

Pilot 4: Developing a GIS platform for information management for 2 historic cities

The project developed the following tourism products in 2017 and early 2018:

• 1 map of the historical city with the main attraction points;
• 2 brochures: one on intangible cultural heritage in Gjirokastra and the other on the artisans and artisanal products in the city.

Those products have been developed in cooperation with the Municipality and the RDCH in Gjirokastra. The collaboration with the National Tourism Agency was kicked off, and its approval on the above-mentioned products received (the final documents can be seen in the annexes of the 2017 Annual Report).

Pilot 5: Interventions on using renewable resources when converting historical assets into attractive locations for visitors.

The project developed the following tourism products in 2017 and early 2018:

• 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 on the artisans and artisanal products in the city.

Those products have been developed in cooperation with the Municipality and the RDCH in Gjirokastra. The collaboration with the National Tourism Agency was kicked off, and its approval on the above-mentioned products received (the final documents can be seen in the annexes of the 2017 Annual Report).
After getting the approval for the intervention at the Technical Restoration Council and the National Restoration Council, the production phase began. A studio from Korça that offered innovative materials and full development of all the items was chosen. A total of 19 interpretative panels, 9 orientation panels and 16 safety panels, as well as 1 banner and 1 interactive panel, together with handrails for 2 sets of stairs and lighting for 3 separate locations, were placed in the castle.

The installations aimed at improving the overall visitor experience at the castle. The most visited site in the city now offers detailed information on its history, its cultural and natural heritage, serving as an invitation to further explore the region. The design of the panels and the handrails and lights placed create a more accessible environment, for all types of visitors.

The design, as well as the placement of the panels and other elements was done in close collaboration with the Regional Directorate of Cultural Heritage—Gjirokastra.

**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 Gjirokastër. In total, 429 listed monuments in Berat and 241 listed monuments in Gjirokastër were assessed, and the data was included in the statistical program SPSS, as well as GIS-based maps, in order to provide a statistical and visual overview of the condition of the monuments assessed.

The development of the strategies, as well as the fieldwork, were conducted in partnership with the RDCH of Berat and Gjirokastër. The strategy aims to provide the government with clear guidance on how to prioritize conservation/restoration interventions in the historical cores of Berat and Gjirokastër.

**Pilot 5: Interventions on using renewable resources when managing risks in historical cities**

Starting in 2017 in Gjirokastër, CHwB Albania then moved part of its innovative initiative of using renewable resources when managing risks in historical cities to Berat, as a way of widening its effect. The first system of a fire extinguisher hydrant fed by the traditional water system was implemented in Gjirokastër at the Jaho-Babar monument in 2017. Today, this system is working as anticipated. A second such system will be implemented in Duhanxhiu monument in Berat, as part of the intervention that CHwB Albania is undertaking there.

The new system installed in Gjirokastër in 2017 is fully functional. The system in Berat is yet to be finalized. CHwB was invited by the World Bank to present and talk about the experiences of such systems at the Understanding Risk Regional Forum, which was held in September 2018 in Belgrade, Serbia. The presentation was followed by a filmed interview with the World Bank team, who then used the video to disseminate the model as a potential solution for historic neighbourhoods.

**CHALLENGES AND LESSONS LEARNED**

**Pilot 3 (implemented throughout 2018)**

This was the first time CHwB Albania did an intervention of this scale and of this kind. A large number of specialists were part of the team, including historians and biologists, interpretation specialists, architects, researchers, designers, conservation specialists, electricians and printing and panel structure makers, which required a lot of organization and coordination.

When it comes to the content of the panels, one of the challenges faced was the access to correct information. A large number of resources and specialist were consulted. Archival materials, locally and internationally, are hard to access and their consultation requires a lot of time.

Designing the panels also entailed some challenges, as there are no national guidelines for such work. International guidelines and standards were consulted to guarantee the accessibility of the panels. The implementation of the installations was a challenge as well. Only one studio, in Korça, offered materials and printing options of the required quality. Choosing the appropriate light fixtures was not easy either; as the market does not have specialists in this field. However, by combining international best practices with local expertise, know-how and offers, all the items were produced and installed at the intended level of quality.

The whole process, starting from the development of the castle booklet to the switching on of the lights of the castle serves as a lesson for CHwB Albania, giving a clear structure on how this kind of activity can and should be developed.

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**QUOTABLE...**

We’ve noticed that quite a few of our guests call this the best castle in Albania and that it was way bigger than they expected, and therefore they’ve spent way longer up there. All the information given is great and really adds to the experience. Many guests mention the panels giving a nice variety of information and are not dull as in some older set-ups.

Wouter de Rooij – Stone city Hostel, Gjirokastër
Outcome 2.1 and 2.2: All local community members freely represented and participate in cultural life without prejudice to age, sexual orientation, gender, religion, nationality, ethnicity, etc.

Increased awareness of the values of our historical environment through a continuous work with young population and their mentors

Financed by: Sweden

During 2018 CHwB Albania organized 21 Heritage Ateliers with school children. There is a sustained interest for this type of activity: 369 children from primary schools and 57 adults (mostly educators, teachers, heritage professionals, curators and parents) coming from different regions of Albania (Gjirokastra, Berat, Fier, Lezhe, Lushnjë, Ballsh, Patos, Korçë, Elbasan, Gjirokastra and Tirana). Compared to previous years, the ateliers covered more territory in an attempt to provide equal opportunities to the children independently of their whereabouts (See Annex 5 for supportive documentation).

This year two students of the Cultural Heritage Studies program at the University of Tirana offered to attend the Heritage Ateliers in the role of facilitators. Their contribution was instrumental in successfully planning and delivering 8 ateliers in different cities. Another great source of expertise was provided by a volunteering pedagogy teacher from Gjirokastra. The cooperation with the latter has enabled us to better fulfil the needs of primary school teachers, namely by providing them with easily implemented lesson plans tailored to the existing items of the collection. The aim of these lesson plans is to strengthen teachers' knowledge and confidence in teaching about heritage in cross-disciplinary and multi-perspective ways. Also, the lesson plans were designed in a way to enable teachers, educators, and specialists at museums and other heritage sites to work with the existing items in an independent way. (See Annex 6 for supportive documentation)

The existing E KASA KUSH E KAS collection and the related Heritage Ateliers methodology were inserted by the Ministry of Education in the framework of the pilot national program “Bëjmë detyrat e shtëpisë – Doing homework.” As part of this collaboration 18 ateliers were conducted in several pilot cities. The current Minister of Education, Mrs. Besa Shahini visited the atelier organized in Tirana at the Ardian Klosi primary school on March 27 and expressed her full support for this type of initiative (speaking in the capacity of Deputy Minister for

**Key Objective 2**

Cultural heritage is valued and utilized as a social, economic, cultural and environmental resource for local communities

**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

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The cooperation in different cities entailed continuous coordination and informational meetings with local structures, with subordinate structures of the Ministries of Culture and Education such as the National Directorate for Education, and of course with schools that we were partnering with for the first time.

During all ateliers in the different regions, we noticed a strong will and a burning desire from children to absorb as much information as possible about cultural heritage. The teachers also expressed their support and need for more ateliers and similar activities to be organized with CHwB Albania, as a way to mitigate the lack of cultural heritage related information and activities in the national curricula.

Four new articles have been added to the EKKEK collection, “Moi u Nixe / Don’t Get Mad” board games for Berat, Korça, Tirana and a first-of-its-kind booklet on icons. They are currently being utilized in Heritage Ateliers held in each of the respective cities. An ad-hoc educational booklet for the Ethnographic Museum in Berat has been developed in cooperation with the local museum curators. It is the second such booklet, after the first one developed for the Ethnographic Museum in Gjirokastra in 2016 in collaboration with Heritage without Borders (UK). The Berat booklet has been considered as a “best practice” by the Ministry of Culture. (See Annex 8 and Annex 9 for supportive documentation.)

As part of the activities for the celebration of the European Year of Cultural Heritage (EYCH) the E KA KUSH E KA collection was awarded the EYCH label (all existing items of the collection were reproduced to include the label). Another important international achievement was the inclusion of the Mos u Nixe / Don’t Get Mad sub-collection of E KA collection was awarded the EYCH label (all existing items of the collection were reproduced to include the label). Another important international achievement was the inclusion of the Mos u Nixe / Don’t Get Mad sub-collection of E KA KUSH E KA in the 10 awarded European Heritage Stories, after successfully partaking in a European-wide competition launched as part of the European Heritage Days by Council of Europe and the European Union Delegation in Albania. These activities provided an excellent opportunity to work with the different format of the Mos u Nixe / Don’t Get Mad sub-collection of E KA KUSH E KA in an attempt to draw more public attention on issues and potentials pertaining to cultural heritage. (See Annex 7 for supportive documentation)

The expertise formed by CHwB in this field was also recognized by the Ministry of Culture, as members of our team have been invited to be part of an inter-ministerial working group on “Education on and through Culture” headed by the Deputy Minister for Culture, Mrs Valbona Shqaku.

During the year, 2 open-air ateliers were offered in the framework of the “EU Village” activities organized in Tirana (May 9th) and Berat (December 8th) by the European Union Delegation in Albania. These activities provided an excellent opportunity to work with the different format of the Mos u Nixe / Don’t Get Mad sub-collection of E KA KUSH E KA in the 10 awarded European Heritage Stories, after successfully partaking in a European-wide competition launched as part of the European Heritage Days by Council of Europe and the European Union Delegation in Albania. These activities provided an excellent opportunity to work with the different format of the Mos u Nixe / Don’t Get Mad sub-collection of E KA KUSH E KA in an attempt to draw more public attention on issues and potentials pertaining to cultural heritage. (See Annex 7 for supportive documentation)

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CHALLENGES AND LESSONS LEARNED

Although there was an increased coverage of the territory with our activities and a strengthened collaboration with the Ministry of Education and Ministry of Culture, the inclusion of cultural heritage in the national curricula remains at the moment a mere horizon, mostly due to bureaucracy and lack of a forward-looking vision on the increasing importance of heritage education today in Albania and in Europe. According to Eurobarometer 2018, the first-ever EU-wide survey on cultural heritage, nearly 90% of European citizens agree that Europe’s cultural heritage should be taught in schools, as it tells us about our history and culture. These findings are corroborated from the feedback collected from the teachers, educators, heritage professionals and parents in different schools representing a variety of local cultures, points of view and socio-economic categories.

The need for curricular changes that accommodate this European trend is reinforced also by our first-hand experience of the worryingly low level of knowledge and appreciation of cultural heritage demonstrated by teachers and pupils, especially in schools located in smaller cities.

Outcome 2.3: Monument owners and cultural heritage professionals work together to sensibly preserve the cultural heritage

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

A number of monuments in many cities in Albania and abroad have been part of the physical interventions undertaken by CHwB Albania in 2018. The interventions, of both large and small scale, have contributed to the improvement of the conditions of these monuments, thus improving the situation of the historical centres where they are located and creating better living conditions for their inhabitants.

Above: Children playing Mos u Nixe during one of the the Heritage Ateliers that took place in Berat in 2018.

QUOTABLE...

“This activity was very useful not only for the engagement and concentration of children but mostly in helping them to know better their heritage, to express their thoughts without feeling frustrated and to encourage them to work individually and in a group to explore more and more of their culture. This item has a rich diversity which fits in most of the classes that the children attend during the school year.”

A teacher in the city of Lezha

“Our society has a lot of prejudice. Especially they don’t know about fustanella which is part of a traditional costume for men, but whoever wears fustanella is brave. I learned that we all have dreams and women and men are equal. I want to have more activities like this.”

An 11-year-old pupil in the city of Fier
In Berat, three restoration interventions were undertaken by the students under the supervision of a local master craftsman. These interventions were focused on the wooden ceiling, plaster and wooden floor of Duhanxhiu house. These interventions are part of the full restoration project that CHwB Albania is implementing on Duhanxhiu monument. Additional works started on the stone floor and surrounding walls of the yard of the monument, but as the remains of a wall were found underground, work was suspended. The participants continued to work on stone carving at the local professional school (See Annex 12 for supportive documentation).

The 44th RRC marked the first presence of the camps in Përmet. One group focused its hands-on exercises on the Katu Bridge, located next to the village of Bënjë, declared as a historical protected village in 2017, near Përmet. (See Annex 11 for supportive documentation).

During 2018, the restoration interventions carried out by the VET program were distributed among Berat and Gjirokastër. In Berat a total of 13 restorations were carried out in the two main historical neighbourhoods of the city and in the castle. First and second category monuments served as real-life exercises for the practical component of the training. In Gjirokastër the VET practical component was carried out at Çabej house, for the groups working with wood carving and plastering and renderers, while the stone carving group worked at Jaho-Babaramo house. The training was successfully completed by 51 participants, who were certified with a ceremony organized at the end of October 2018.

List of interventions carried out by VET in Berat:

- Duhanxhiu (First Category Monument in the Gorica neighbourhood);
- Dushniku (First Category Monument in the Gorica neighbourhood);
- St. Nicholas Church roof restoration (First Category Monument in the Castle);
- House of Ms. Kristina Ziu (First Category Monument);
- House of Mr. Zylify Meli (Second Category Monument in the Castle);
- House of Plaka family (Second Category Monument in Gorica neighbourhood);
- House of Dushniku family (First Category Monument in Gorica neighbourhood);
- House of Plaka family (Second Category Monument in Gorica neighbourhood);
- House of Mehmeti family (First Category Monument in the Castle);
- House of Bëshka family (Second Category Monument in the Castle);
- House of Kosova family (Second Category Monument in Mangalem neighbourhood);
- House of Lili family (Second Category Monument in Gorica neighbourhood);
- House of Avrani family (Second Category Monument in Gorica neighbourhood);

All projects were prepared by the RDCH in Berat. The sites were chosen according to the RDCH’s priority list, and the interventions were done under their supervision.

List of interventions carried out by VET in Gjirokastër:

- Çabej house (First category monument in Hazurat neighbourhood);
- Jaho house (First category monument in Palorto neighbourhood);

Both Çabej house in Gjirokastër and Duhanxhiu house have been working sites for VET and the RRC in past years. Over this time, their conditions have improved significantly. The work done thus far is being used as examples of quality restoration interventions, and the discussions and agreements with the owners and local institutions have laid the foundation for the successful inclusion of these monuments in the cultural life of the cities where they are located.

The full restoration of Loli-Qirinxhi shop was finalized in 2018. The local company completed the interventions that were part of the project developed by CHwB Albania, and all additional documents and procedures were finalized. The shop is located in the centre of the bazaar of Korça, and the restoration works attracted many visitors. The shop is now ready to be turned into a candle-making and selling point, bringing back artisanship in the heart of the bazaar. (See Annex 13 for supportive documentation).

As described in its core mission and vision, CHwB Albania’s work does not end with conservation works. A physical intervention is the first stage towards the re-inclusion of a monument into the daily life of the community where it belongs, using it both as a source and a frame for sustainable development. All major restoration and conservation works have been accompanied by discussions with owners, related institutions and stakeholders in order to find the best possible usage for these buildings.

After the finalization of the intervention at Loli-Qirinxhi shop in Korça, CHwB Albania signed an agreement with the owner for the usage of the building for the next 5 years now.

During the 44th RRC, the theme of Building Conservation and Interpretation, focusing on hands-on exercises on the built heritage of the UNESCO World Heritage Sites of Berat and Gjirokastër, as well as the historical village of Bënjë. (See Annex 11 for supportive documentation).
years. The shop will host a candle-making workshop and selling point, as per its origin – the name of the family owning it is “candle-makers.” An agreement has been finalized with the artisan that will make the candles, and the contract will be signed shortly. At the same time, discussions are ongoing with two entities who support start-ups, in order to secure additional funds for setting up the business. (See Annex 14 for supportive documentation)

Works are ongoing at Çabej monument in Gjirokastra, which is a remarkable historical building with the added value of educational activities hosted by CHwB Albania. In 2018 both the board of AADF and the Minister of Culture of Albania visited the site. Meanwhile, the owners have been identified and discussions are ongoing on the agreement.

**CHALLENGES AND LESSONS LEARNED**

The history of the relation between monument owners and monuments in Albania has not been an easy one, and a lot of problems have been handed down to the present day. Many monuments remain abandoned, as the link between them and the owners has been broken. In many cases, the owners see these properties as a burden, instead of an asset.

In many cases, like in Berat and Gjirokastra, finding the owners is not easy. They are many and live in different places. In the case of Gjirokastra, one of the owners lives in Canada, and it has not been easy to coordinate steps to include him along with the others. In both cases (Çabej and Duhanxhiu), the houses are divided into two parts, each with its own set of owners.

A similar occurrence happened in Korça as well, where the Loli Qirinxhi shop has many owners, who did not all agree to the conditions of the contract, initially. A number of negotiations and informative meetings have been held in order to convince them all.

On the other hand, the entrepreneurial mindset is still developing in Albania. An artisan who has inherited a craft from their family does not necessarily have the skills to run a business and may not even be aware of the skills needed. This is the case with many artisans in Albania, and this was the case in Korça, too.

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**Outcome 2.4: The heritage-based business environment is strengthened due to the dwellers’ improved knowledge of heritage-conservation aspects and their link to the market**

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

From December 2016 to October 2018, three modules of the vocational training course in traditional repairs, within the frame of the “Skills of Employability of Tomorrow” program, have been successfully implemented in Berat, Gjirokastra and Korça. During these modules, 151 people have been trained and certified: 115 assistant craftspeople and 16 master craftspeople. (See Annex 15 for supportive documentation)

These three training modules have been implemented through a close collaboration with the Institute of Monuments of Culture; ROCHis in Korça, Berat and Gjirokastra; Regional Directorates for Professional Education in Korça and Gjirokastra; and the Professional School “Stiliano Bandilli” in Berat. (See Annex 16 for supportive documentation – specimens of certificates/photo)

Two major restoration projects were implemented during the practical part of the training: Duhanxhiu House (first category monument) in Berat and Çabej House (first category monument) in Gjirokastra. As case studies for the various types of restoration works at different sites, some other smaller interventions have been implemented, like the restoration of the roof of St. Nicholas Church (first category monument in the Castle of Berat), the house of the Plaka family (second category monument in Gorica neighbourhood in Berat), the house of Ms. Kristina Ziu (first category monument in Berat), etc. The participants’ learning experience has been enriched by working on different scenarios and restoration sites under the guidance and strict supervision of experienced master craftspeople. Through their daily work on a restoration site during the practical component of the training, trainees have acquired the necessary skills and knowledge to work with historical buildings and traditional materials.

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Above: A student works intently on plaster repair works at Çabej House in Gjirokastra.
During the second phase of the project, the improvement of working conditions of skilled and certified craftspeople was addressed both in the private and public sector. Negotiations with the Institute of Monuments of Culture led to the adoption of suggested changes in the regulatory bylaws related to the licensing conditions for conservation companies within the new law on “Cultural heritage and museums.” A formal letter was sent in March 2018 by the Institute of Monuments of Culture to all registered companies, informing them about the forthcoming changes in the licensing criteria, and advising them to either send their staff for training or employ previously trained craftspeople. (See Annex 18 for supportive documentation)

Three companies sent their staff for training in the third module of the training, during which 17 craftspeople employed in restoration companies were trained and certified.

This phase of the project also aims to create a legal basis for the self-employment opportunities for master craftspeople. Negotiations with the Ministry of Culture for the individual licensing of senior craftspeople as individual professionals and the authorization for them to perform small scale repair works are still in process. These changes will not only lead to an improvement in the quality of restoration works in the country but also secure more stable employment of both senior craftspeople and young apprentices in the private and public sector.

Discussions with the National Chamber of Crafts (the new legal body regulating crafts as per the new Law on Crafts) for the adoption of the training curriculum are still ongoing, due to delays in the establishment of the chamber. Through the collaboration with the chamber, certified apprentices from the “Skills of Employability of Tomorrow” program would also become part of the official Registry of the Chamber of Crafts and benefit from more professional exposure and employment opportunities.

A collaboration with the National Agency for Vocational Education and Qualifications was started in November 2018 for the conversion of the training certificate into a national certification standard. The current curriculum of the training will be revised and adapted to the new national standard of qualifications. The finalisation of this process will allow Vocational Education Training Centres nationwide to adopt and fully implement the training.

A final and fourth VET training module is planned for the period February – August 2018. Due to the growing request for these crafts in the labour market, the training will expand to two new cities: Vlora and Durrës. (See Annex 19 for additional supportive documentation)

**CHALLENGES AND LESSONS LEARNED**

**Location and further expansion of the training**

The first three modules of the training were implemented in parallel in the historic cities of Berat, Gjirokastër and Korça. The number of people trained so far is very small, if we refer to the growing demand in the labour market for people qualified in traditional building skills. Many people from other cities and employees of restoration companies based in Tirana were unable to attend the training because they lacked either the financial or logistical means to follow it in either of these three locations. Therefore a further expansion of the training is believed to cover the needs of a larger area. To address this issue, the fourth module of the training is planned to be implemented in Berat, Durrës and Vlora.

A challenging aspect of this expansion is the inclusion of even more partner institutions in the program. However, the experience and good results achieved during the first three modules of the training are a guarantee for the quality and the importance of the training. Despite the collaboration being in an initial phase, the new partner institutions seem very collaborative and eager to start the program implementation.

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

A challenging aspect of the implementation phase remains the inability of participants to follow the whole duration of the training, due to unemployment and general financial insecurity. The length and intensity of the training is particularly problematic for participants employed in restoration companies. This issue has been addressed by creating a more time-effective redistribution of lecture hours during the theoretical component of the training.

CHwB Albania decided to compress the theory component into one month instead of two, without affecting in any way either the quality or the total hours of training.

The initial planned number of people was certified despite the high dropout rate because the number of applications was twice as high as anticipated. For the next module of the training, CHwB Albania will consider interviewing applicants prior to their selection.

**Legislation**

The National Chamber of Crafts was officially established in December 2017 as the new body responsible for the licensing and certification of craftspeople and for drafting the curriculum for relevant professions. However, the chamber became fully operational only in December 2018. In the meantime, after successful negotiations with the Ministry of Culture, the bylaws of the new law on Cultural Heritage and Museums will specify new conditions for the licensing of private restoration companies, thus helping to acknowledge craftspeople’s skills and to expand the market demand for traditional crafts.

**Outcome 2.5. Heritage sites are a platform for new narratives accommodating mature relation of a society to its traumatic past.**

After the finalization of emergency interventions in 2017, which contributed toward the longevity and safety of the remaining Spaq prison buildings and to a better understanding of the site, CHwB focused in 2018 on developing a full concept for the transformation of the former prison into a fully functional site of memory that serves as a “Place of Dialogue and Action.” This document has been the natural result of all the previous activities and projects that were implemented in collaboration with all the partners and stakeholders of the Dialogues for Spaq, to date. The concept document thoroughly explains the current situation and reflects the site’s many challenges
The document follows 2 main key objectives:

1) Creating a safe space for dialogue and 
2) Turning memory into action, which then are broken down into 5 main components:

A) Improving visitors’ experience and safety on-site; 
B) Establishing a multifunctional visitor centre; 
C) Creating attractive memory based products for increased visitation; 
D) Developing site-based civic education programs; and 
E) Activating the site as a socially engaged cultural venue.

Each component is supported by maps, sketches and budgets that make the implementation of the concept realistic.

This document also serves as a sound base for fundraising and seeking support and collaboration from important actors, responsible institutions and interested parties. For this purpose, 4 meetings and discussions have been held with high representatives from the Embassy of Sweden, the Austrian Embassy, the EU delegation and the Ministry of Culture. The meetings have been important for CHwB Albania because they show a growing interest and willingness to support this topic on the part of influential actors in Albania, as well as providing positive feedback on all of CHwB Albania’s previous efforts at Spaç. These meetings also resulted in a signed Collaboration Agreement between CHwB Albania and the Ministry of Culture which has officially endorsed this concept. (See Annex 21.1 and 21.2 for additional supportive documentation)

The proposed concept has been shared with a large array of stakeholders both individually and in public gatherings such as the OSCE Stakeholder Coordination Meeting as part of the Platform on the National Dialogue about the past, organized on April 26th. The Spaç concept was positively received and regarded as the first ever holistic proposal for the future of this monument.

Alongside the development and dissemination of the concept for Spaç, we continued working to keep the site alive and to present it to younger generations. In this line, 2 additional focus groups were organized with the NGO Civil Rights Defenders as part of their Human Rights School. This way we had the chance to continue involving the young generation in the topic, getting their feedback and building important partnerships with NGOs working in complementary fields. Furthermore, Civil Rights Defenders’ expertise is a key resource for delivering together with CHwB Albania on the components of the Spaç concept that focus on human rights education and activism. Preliminary discussions have been held for this purpose. (See Annex 22 for additional supportive documentation)

As a member of the steering committee of the European Coalition of Sites of Conscience (ECSC) for 2017 and 2018, CHwB Albania has played a coordination role
The methodology of the work that CHwB Albania has followed for Spåc Prison since 2014 was shared through a webinar session organized by the Network of European Museum Organizations (NEMO) on 25 June 2018, with the title “From mines to mind-maps: A dialogue-based approach to museum planning at Spåc Prison.” This session, led by Mirian Bllaci and Jonathan Eaton, was a very important one for NEMO activities, as it tackled issues surrounding difficult heritage as part of the European Year of Cultural Heritage.

On 20 December 2018 CHwB Albania was also invited by Hrant Dink Foundation in Istanbul to be part of the panel “Practices of Dealing with Difficult Past: Experiences from Germany, Poland and Albania.” Alongside representatives from Galicia Jewish Museum, Berlin Jewish Museum and the National Museum of House of Leaves, Mirian Bllaci presented CHwB’s efforts in working with Albania’s difficult past and with Spåc Prison.

CHwB Albania was part of a meeting in Tirana, organized by Memory Lab, which is a platform bringing together organizations in the field of dealing with the past from South Eastern Europe and Western Europe. The meeting’s purpose was to create future cooperation with actors working in the field of dealing with the past in Albania, understand the situation and ask for support in organizing their annual study trip, which will be held in Albania in 2019.

National context of the Communist past:
The year 2018 has brought attention, on a national level, to another site from Albania’s difficult communist past, that of Tepelena Camp. There have been different activities dealing with this memory site, like project proposals, memory days and the opening of formerly-classified files. These initiatives seem to be coordinated among the National Authority for Opening the Files, the Ministry of Culture, the Institute for the Study of Crimes of Communism, and other partners. The work for this site has also been the topic of many discussions from historians and experts of the field about its importance and the role it should take in the future.

CHALLENGES AND LESSONS LEARNED

The physical situation on site after the emergency interventions
Since 2017, after the emergency interventions on the remaining buildings of Spåc Prison were finalized, the situation continues to be very delicate. On one hand the site and buildings are safer, and the degradation has partially stopped, but on the other hand both the buildings and the interventions themselves need continuous maintenance. Absence of maintenance has caused some of the supporting elements to lose their function and become a danger for visitors. For this reason, CHwB Albania has made an official request to the Ministry of Culture in order to provide the site with a guard, but the answer was that the Ministry lacks the necessary funds. Also, we are continuously in contact with local stakeholders who voluntarily contribute to the site’s maintenance.

Besides this, the Peace & Justice Association has implemented some informal interventions, which are lacking restoration principles or interpretation efforts. They have installed the missing windows and doors in one room, in order to create a space for activities and for storing objects that are found on site. These types of separate initiatives are a good sign of the wider interest in the future of the site, but they have the risk of becoming counterproductive to the joint efforts for an inclusive and integrated memorialization process.

Relationship between the site and the mining company:
The mining company continues its work next to the prison’s remaining buildings, greatly transforming an area that was once part of the prison. During our visits on site, we have noticed an increased activity with heavy machines passing through the protected Spåc Prison area, without any effort to find alternative routes. This makes group visits difficult, as visitors must share the same road with heavy transport machines. CHwB Albania also sees this as the result of a lack of continuity in working with Spåc, which has made the site seem like an unestablished and unprotected territory.

Lack of funding for sustained action and activities on-site:
The proposed concept has helped us to actively fundraise in two main directions: application to international calls for proposals and one-to-one meetings with members of the most important embassies in Albania. At the moment, the applications for funding have not been successful while discussions are on-going with different embassies in order to obtain the needed support to start with the implementation of the concept, namely with the interventions aimed at improving the visitor experience on site (establishment of a safe visitor itinerary, providing basic interpretation, establishment of a multi-functional visitor centre, etc.).
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.

Fincanced by: Sweden, Albanian-American Development Foundation

The year 2018 marked the 11th anniversary of the Regional Restoration Camps (RRC). It was also the final year of cooperation with the Albanian-American Development Foundation (AADF), the Ministry of Culture and the University of Tirana in the framework of the extended RRC Program.

This year’s 6 RRC were organized in Berat, Kruja, Shkodra, Gjirokastra (Albania), Roglevo (Serbia) and Pristina (Kosovo). AADF and Sweden have co-financed the Camps in the 4 Albanian locations, while the Camps in Pristina and Roglevo were financed solely by Sweden.

The RRC in Kruja (May 20-31) continued to focus on historical crafts and entrepreneurship and provided participants with a large spectrum of business perspectives, which were combined with the different traditional techniques taught during the training, such as felt-making, filigree, embroidery, etc. in order to produce very creative business ideas and solid business plans. (See Annex 23.1 for additional supportive documentation)

The RRC in Pristina (May 20-31), organized jointly with the Museum of Kosovo, provided the participants with knowledge and opportunities to engage practically with preventive conservation techniques, as well as the interpretation of museum objects. (See Annex 23.2 for additional supportive documentation)

The RRC in Shkodra (June 2-14) continued to provide the participants with theoretical and practical skills on ‘dynamic heritage interpretation.’ As a crucial part of heritage preservation, heritage interpretation encourages connection, interaction, reflection and appreciation of heritage within and between communities. (See Annex 23.3 for additional supportive documentation)

The RRCs in Berat (June 2-14) and Gjirokastra/Përmet (September 8-23) brought together students and young professionals who were learning about built heritage conservation and applying their skills to real monuments, thus directly helping local owners and residents to repair/maintain their houses. The persistence in teaching the use of traditional materials and historical techniques of buildings has set forth models of best practice in communities where the Camps have been working. (See Annex 23.4 (Gjirokastra/Përmet) and 23.5 (Berat) for additional supportive documentation)
The 2018 RRC gathered a community of more than 204 persons, including:
- 116 Participants from 11 different countries
- 13 Volunteers
- 28 Craftspersons, artisans, conservators and group-leaders
- 49 Expert lecturers from 13 different countries

The extended Regional Restoration Camps program

In 2016 the AADF, Ministry of Culture, University of Tirana and CHwB Albania entered into a partnership to enlarge the existing RRC program. The RRC in Albania, previously held only in Gjirokastra, were extended to three other important historical cities: Berat, Kruja and Shkodra. (See Annex 23.6 for additional supportive documentation)

One of the main goals of the partnership was to use hands-on experiences with cultural heritage to build relations among young professionals, exchange know-how and best practices, and preserve traditional crafts and techniques. A specific focus was put on:

- Training at an early age about topics such as conservation theory, contemporary survey techniques, and restoration value analysis;
- Learning about the economic impact of cultural heritage;
- Encouraging young people to embrace the value of protecting and restoring cultural heritage;
- Creating strong international bonds in this community from over 20 different countries, and thus raising Albania’s profile in the world;
- Exchanging know-how from students using developed practices in countries with established restoration techniques.

Albanian students enrolled in the Cultural Heritage Management and Archaeology program at the Faculty of History and Philology of the University of Tirana were the primary targeted trainees/recipients of the knowledge and practical experience provided through the extended RRC program in Albania. Offered as a part of the curriculum on the Master’s and Bachelor’s levels, the extended RRC program was also aimed at boosting employment opportunities through the Ministry of Culture and subordinate institutions for the qualified candidates who would successfully finalize 4 RRC during their Master’s studies.

From 2016 to 2018, 12 Camps (4 per year) were organized in 4 historical cities within the framework of the extended RRCs partnership. Each Camp location was linked with a specific theme:

- 3 RRCs in Kruja - Historical crafts and entrepreneurship
- 3 RRCs in Shkodra - Dynamic heritage interpretation
- 3 RRCs in Berat - Building conservation and interpretation
- 3 RRCs in Gjirokastra - Building conservation and interpretation

These Camps have gathered a community of 483 partners including, among others, 269 participants, 62 craftspersons/artsitans/conservators and 125 lecturers, representing a wealth of international know-how and expertise.

In total 102 UT students (for a total of 176 participations in 12 Camps) have been trained. Of these, 11 students (10%) have successfully completed 4 Camps and are now able to take advantage of employment opportunities which will arise from the Ministry of Culture and potentially the AADE.

Representing more than 22,000 hours of training (c. 80 hours/participant/camp), the RRC did not limit their impact only to education and awareness-raising, but they have provided real support to local communities through the completion of more 14 interventions on important monuments in Gjirokastra and 16 interventions in Berat, the creative integration of traditional arts and crafts in more than a dozen business concepts in Kruja, and the innovative interpretation strategies devised for 5 major cultural sites in Shkodra.

Above all and based on participants’ feedback, the extended RRC program has proven to be an “eye-opening” experience for many of the participants who, after attending the Camps, felt encouraged to invest long-term in their work/education with cultural heritage. For some of them, the RRC unlocked their entrepreneurial potential: Erina Liljas and Florinda Manushi, both UT students qualified with 4 Camps, felt ready to start their own businesses after attending the Kruja Camp. They serve today as proud and successful examples, not only of heritage-based start-ups, but also as a perfect illustration for the potential of programs such as the Regional Restoration Camps to make a real difference in people and in their immediate realities.

Joint-modelling of the RRC Program

Following the milestone of 10 years of the Regional Restoration Camps, CHwB Albania initiated a process to reflect on how the Camps developed over the past decade, consider their impact, and discuss their future direction.

In support of this process, a close collaboration was established with Drs. Jennifer Jewiss and Daniel Laven, both of whom are applied researchers experienced in the field of program evaluation. The backbone of the process was a workshop (held on 10-11 July of 2018) designed to engage a diverse group of RRC stakeholders in creating a working model of the RRC program (see below). Workshop attendees included CHwB Albania staff, former RRC program participants and volunteers, an RRC lecturer and craftsperson, and representatives from organizations that partner with CHwB Albania to carry out the program, such as universities, donors, and other institutions. Drs. Jewiss and Laven co-facilitated the workshop, which guided the 15 attendees through the process of building a program model. Program models are commonly used in the field of evaluation. A program model can be thought of as an outline of how the program intends to achieve its goals or a diagram that “tells the story” of how a program is designed to work.

Attendees worked in small and large groups to discuss, debate, and document their views on various aspects of RRCs’ operations and accomplishments. The workshop presented a rare opportunity for this diverse array of attendees to share their experiences of the RRC, thereby learning from each other and gaining a more holistic perspective of the program.
The final result of the workshop and the pre- and post-workshop meetings between CHwB Albania and Drs. Jewis and Laven is the “RRC Program Model 1.0,” organized according to the following categories:

- Resources needed to carry out the program, such as staff, partners, participants, funding, and equipment;
- Activities that are designed to achieve the program’s goals, such as designing the curriculum and recruiting participants, staff, and volunteers;
- Guiding principles that articulate the program’s priorities and values;
- Outcomes that are expected to result from program activities over time, such as tangible accomplishments and increased knowledge and skills on the part of participants.

As with most models, a program model is a simplified representation of a more complex reality. For clarity, the model is organized in a linear fashion — although programs rarely operate in a linear manner. For instance, activities may be repeated in order to accomplish the intended outcomes and additional resources may be accessed to support the program as it grows. In addition, the model should continue to evolve as the program progresses. As a result, the model developed through this process was labelled “version 1.0,” and serves as a living, working model that is expected to change over time.

The RRC Program Model 1.0 can be used to support further program design and planning; stakeholder engagement; documentation and communications; and monitoring, evaluation, and learning. More specifically with respect to evaluation, in the months and years to come the model can serve as a basis for:

- Reviewing recently gathered feedback, contained in sources such as evaluations completed by Camp participants, to assess various aspects of the program outlined in the model. For instance, to what extent does existing feedback from participants suggest that the stated outcomes are being achieved?
- Designing and conducting a systematic evaluation using the model as a framework to structure data collection and analysis. For instance, interviews with Camp participants could be designed to elicit their perspectives on how well the stated activities are being implemented, the guiding principles are being upheld, and the intended outcomes are being achieved.
- Revisiting and updating the model periodically based on findings from future evaluation efforts and with subsequent input from stakeholders as the program evolves over time. For instance, CHwB Albania could convene a follow-up stakeholder workshop that incorporates a review of the findings from future evaluation(s) and considers revisions to the model based on the lessons learned. Version 1.0 of the model represents stakeholders’ collective perspectives on the RRC program at a particular point in time. As the program progresses and “the story” continues to unfold, the model will need to be updated accordingly. (See Annex 25 for additional supportive documentation)

B+CARE

During 2018 CHwB Albania continued the discussions with ICCROM about ways of taking the B+CARE initiative forward by building further the capacities of the current members of the network and finding ways on incorporating them into the national emergency structures. Project ideas were discussed, and we were looking into different calls for proposals or possible funding opportunities for this specific field. During this year we didn’t manage to find the means for these proposals to go further into implementation phase. However CHwB has been recommended by ICCROM to participate in Communities Connecting Heritage Program, and we were nominated by the U.S. Mission to the UN and international organizations in Rome. This program is administered by World Learning and funded by the U.S. Department of State and is offering partnership and funding opportunities to organizations that work in the cultural heritage sector. We are already selected as semi-finalists and through this program we will be matched with a U.S. partner organization to design a joint proposal for a unique cultural heritage project.

For the building conservation Camps in Gjirokastra & Berat, we strongly recommend extending the cooperation to the Master of Restoration of Monuments of Culture (Faculty of Architecture & Urbanism, Polytechnic University of Tirana), Polis University and Epoka University. Increasing the pool of potential participants and making the selection process more competitive will enhance the quality of the participants, boost their employability and benefit the entire heritage sector.

Building upon the growing international interest for such platforms, the RRCs should also explore the opportunities for partnering with well-known international programs such as the World Heritage Master’s programs at Turin University and Cottbus University, the SAHC International Master’s (multiple countries) or the Master of Conservation of Monuments and Sites (Leuven). Albanian participants and professionals will benefit immensely from the increasing inter-regional exchanges of experience, networking and opportunities for joint projects.

One of the bigger gains and most important achievements of the extended RRCs program was the development of new local partnerships, from the service providers – accommodation, restaurants, transport, and guides – to, what is crucial to the camp, the local craftspeople and local material providers. The established relations with all the local partners need to be maintained, and further strengthened as the Camps are supporters of the economy for many people at the local level.

CHALLENGES AND LESSONS LEARNED

The RRCs, thanks to their current format and the stronger coverage of the territory of Albania, are becoming attractive short-term conservation trainings for university students. During the course of the project, CHwB Albania has received many requests for collaboration from different universities that are interested in participating in different RRCs, such as the Faculty of Textile Engineering (Polytechnic University of Tirana) for the Camps in Kruja, or the Tourism Department of Shkodra’s University Luigi Gurakuqi for the Camps in Shkodra.

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Providing the Camps with regular fluxes of UT students has been the main challenge during the implementation of the program. Although communication and coordination routines between UT and CHwB Albania were in place from the beginning of the program, UT students’ participation to the Camps has not been maximized for several reasons related to programming and coordination within the UT.

More importantly, 11 students (10%) have successfully completed 4 RRC, and are now able to take advantage of employment opportunities which will arise from the
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: 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 Steering Board of the Balkan Museum Network is the primary decision-making body of the network. In 2018, three meetings of the Steering Board took place: 10th BMN Steering Board meeting on 11-12 March 2018 in Skopje; an ad hoc meeting during the “Meet, See, Do” conference on 19 April 2018 in Thessaloniki; and the 11th BMN Steering Board meeting on 4-5 November 2018 in Gjirokastra. Between face-to-face meetings, online meetings are held for the exchange of opinions and making the decisions most frequently regarding a call for participation in an event, partnership in a consortium related to project proposal or received applications for membership in the BMN. Meetings are the core place for deciding around both strategic and operational issues.

In 2018, the BMN continued to grow, increasing the number of members to more than 170 (out of which 72 are museums). Also, the geographic scope has increased to include other countries in the Balkans, so currently the BMN has members in 13 Balkan countries (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Kosovo, Macedonia, Montenegro, Romania, Serbia, Slovenia, Romania and Turkey). 2018 was an important year for strengthening the BMN as a network. The main achievements have been:

1. Increased membership in the Network;
2. Receiving the Zero Award for the work of the Balkan Museum Access Group as one of the best practices regarding inclusion of disabled people;
3. Continuing with the capacity-building of museum professionals by organizing 4 meetings/workshops/conferences, which are: the 6th Meet, See, Do conference in Thessaloniki for 100 people; a strategic meeting of the Balkan Museum Access Group as one of the best practices regarding inclusion of disabled people;
4. Conducting a survey of 4 museums in the Balkans and producing four reports on how they could improve their accessibility, followed up by 4 grants of 1,000 EUR to each of the four museums to implement some of the recommendations for increased access;
5. Implementing 5 small museum projects supported with 4,000 EUR per museum/grant;
6. Developing international partnerships: BMN is an interesting partner and other networks would like to establish institutional cooperation with BMN. A Memorandum of Understanding has been signed with the Romanian Museum Association. BMN was the partner in the realization of the first Biennale of the Western Balkans (BoWB), initiated by the Art History Lab of the University of Ioannina and co-organized by the Ministry of Culture and Sports in Greece.
7. Starting with the payment of the membership fee based on the decision of the BMN Assembly from April 2017. The suggested minimum amount is 30 EUR for institutions and 10 EUR for individuals. This symbolic amount was chosen for the transition period.

In 2018 we have also renewed membership in NEMO and the International Coalition of Sites of Conscience.


CHwB B&H has provided the working conditions for the BMN Secretary General and the finance and administration officer. Financial contribution under this output covers the salary of the Secretary General (40% of monthly amount) and the salary of the Financial and Administration Officer (20% of monthly amount) for the period January – August 2018.

I These projects are: History Museum of Bosnia and Herzegovina and Museum of Vojvodina for the project “Community voices and museum interpretation/reinterpretation of the common past”; National Institute for Protection of Cultural Monuments and Museum Bitola in partnership with the City Museum Zrenjanin for the project “Touching Art”; National Institution Museum of the Macedonian Struggle - Skopje for the project “Open museums - Improving access and inclusion of blind and visually impaired visitors”; Association “Itarsko - ecomuseum from Vodnjan” for the project “Eco-printing: sustainable culture”; Regional Museum Gorazde for the project “Inclusion of disabled people and preparations for the souvenir shops.”
BUTRINT MANAGEMENT PLAN

One of the key aspects of the new Law on Cultural Heritage and Museums is related to the management of publicly owned cultural heritage properties. The management is advised to take either direct or indirect form.

Direct management is done through specialized subordinate institutions of governmental bodies or other public entities, which hold scientific, organizational and financial autonomy and which employ scientific and specialized staff. Indirect management is realized through three possible scenarios: the creation of special foundations; foundations founded by institutions specialized in cultural heritage as specified by law; and physical persons or legal entities, public or private, to which a cultural wealth is given for administration through public procedures which are defined by the decision of the Council of Ministers, whereby the decision is based on an evaluation of proposed projects.

To further implement and test the models of direct management of cultural heritage assets, AADF has published a call for an Integrated Management Plan for Butrint National Park, which is also a UNESCO World Heritage Site. This management plan is to advise on both the management of the cultural and natural assets of Butrint National Park, as well as the means of creating a new dedicated foundation to oversee the core archaeological area. The consortium composed of Prince and Pearce UK, University College London and CHwB have won the procurement and are engaging in the development of the plan.

The first presentation of the scope and vision was presented to the Minister of Culture in October 2018, and the work is going ahead until May 2019. CHwB is one of the key partners, and the team is also gaining valuable experience in seeing the modalities, strengths and weaknesses of direct management in comparison to the current system of management employed at Butrint National Park.

SUSTAINABLE MODELS OF CONSERVATION AND REVITALIZATION FOR THE HISTORIC VILLAGES OF VUNO & QEPARO

In 2018 CHwB Albania worked alongside the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for the adaptation in the local context of the Berlin University of Technology proposal for “Sustainable Models of Conservation and Revitalization for the Historic Villages of Vuno & Qeparo.” CHwB Albania focused its approach around the discussion and optimization of these innovative ideas with the support and buy-in from the local communities and key stakeholders.

For Qeparo, CHwB Albania recommended that the scattered hotel should be based, at least during its startup phase, on a grant-scheme that would better balance the financial and entrepreneurial risks, which currently sit entirely with the local owners. This recommendation was based on extended discussions with local owners; meetings with representatives of local and central institutions; feedback from actors operating in the field of tourism and cultural heritage; and grounded on a solid analysis of the economic and legal contexts. The adapted model of the scattered hotel also overcomes the inability for the local owners to join forces to create “cooperatives” or “land trusts” by basing the modus operandi of such structure on the classic form of a “Limited Liability...
ChwB Albania and the US Fulbright Association organized the fourth FASC trip to the Balkans in 2018. Nine American participants had the chance to participate in the Regional Restoration Camp in Kruja, Albania. Arts and crafts were the focus of this Camp, and Fulbright participants were part of a big group that included students from across the Balkans. During their days together, they worked on Albanian arts and crafts, exchanged experience and created friendships. Tirana and Shkodra were two cities included in the Fulbright tour, making Albania a trip of discovery for the American visitors. The full portion of the trip included visits to Macedonia and Greece, allowing the FASC participants to become acquainted with the cultures and traditions of three beautiful Balkan countries.

The FASC trip that ChwB Albania organizes is not a simple tour of the Balkans, but a cultural exchange with the people, culture and history of the area. The positive feedback that Fulbright participants give is very important for ChwB Albania and is a testament to the very good professional work of ChwB staff.

ChwB Albania is increasing the collaboration with FASC by continuing the organization of other trips, which provide financial support for the organization and also promote the RRC and the organization to potential donors. Another FASC trip is planned this year, which will include Albania, Montenegro and Bosnia and Herzegovina.

Project for Integrated Urban and Tourism Development (PIUTD) – Design and Supervision of Gjirokastra System of Museums – Municipality of Gjirokastra

In September 2018, ChwB Albania replied to the request for expression of interest published by the Albanian Development Fund to develop a project proposal for the “Design and Supervision of System of Museums – Municipality of Gjirokastra.” This call for consultancy was opened for an international and local partnership and is very much related to the objectives of the organization. The objective of this assignment is to design and supervise the implementation of a tourist-friendly System of Museums for Gjirokastra, defined by thematic interpretative pathways/trails connecting the different museums, enhanced by activities in the study area, in order to support the development of a tourism product and encourage tourists to stay longer and have a more enlightening and interesting stay in Gjirokastra.

The partnership of Casanova Hernandez Architects and ChwB Albania successfully passed both phases of this competition and on 24 December 2018 signed the contract with ADF. The contract is divided into two main phases: the design phase that should be performed within 9 months and supervision of the implementation that should be performed within 15 months.

Osce Kosovo – E ka Kushi e ka

Inspired by ChwB’s E ka Kushi e ka educational activities for children, the OSCE mission in Kosovo has contracted ChwB to develop models for 3 key sites: Ulpiana Archaeological Site; Gracanica Monastery and Kulla in Kosovo. The goal for this cooperation was not only to develop the models in cooperation with National Museum of Kosovo, but also to test them while working with multi-ethnic groups of school children coming from Serbian, Kosovan and Turkish nationalities.

The work lasted from June to October 2018, and it was a very valuable experience. One big lesson and a confirmation for ChwB was that heritage, if not politicised, is a source of pride and also a responsibility – something that was constantly said and repeated by all the young participants of the workshops.
Public outreach

During 2018 CHwB Albania operated without the services of a Communications Officer. The communication strategy was developed by the team in charge of the implementation of each project.

Following the experience gained in the previous year, each team developed a communication plan prior to the activity, including main messages and diverse voices and perspectives. The aim was to fully represent the inclusive character of our projects in a simple and accessible manner, so that they can be relevant to a larger audience. New tools were used, increasing the numbers of videos produced to show our work.

Besides the continuous sharing of our work, the end of the year was also used to give a panorama of our activities and our goals for the upcoming year. A card was also shared through social media and with all our contacts. It has now become a tradition that the Christmas/New Year’s tree represented in the card is made using recycled and up-cycled materials.

Social media, predominately Facebook and Instagram, were used the most to reach our audiences. At the same time, traditional media was also involved, with a number of TV interviews and newspaper articles. Webinars and conferences also helped us reach more people internationally.

Another tool used this year for the external communication of CHwB Albania’s work has been the participation in different conferences and forums. Different members of CHwB Albania staff presented the work of the organization in a number of activities, listed in the “Staff training and participation in conferences” section below.

CHALLENGES AND LESSONS LEARNT

This was the second year CHwB Albania used the same scheme for communication – no communication officer for all the activities, but different teams responsible for each activity were also in charge for the communication. The best practices of the previous year were used to further improve our communication.

However, in some cases, the staff lacks the tools and the skills for using contemporary media, such as video-making.

Building upon the lessons learned the first year using this communication scheme, we were able to better understand what kinds of posts on social media attract a larger audience and allow us to share more info. Also, we were able to better distribute tasks among staff members and volunteers during different activities.

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 the Board members. The final document comprised of the risk control form and the risk action form was adopted by the Board at the meeting held in March 2018, and the document is now part of the annual Board meetings and discussions.

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).

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.
In addition, CHwB Albania was very happy to host four students of the Worcester Polytechnic Institute, Massachusetts, USA from October to December 2018: James Andon, Paisley Haskell, Kyle Heavey and Dan Savukinas. During this time, they were focused on exploring the tangible and intangible aspects of the buildings being threatened by Albania’s National Theatre law in order to show the importance of cultural heritage.

Associate Professor Bosse Lagerqvist from the Conservation Department of Gothenburg University (GU) spent his sabbatical at CHwB Albania. The goal for his sabbatical was to reinforce the relationship between the GU Conservation Department and CHwB, especially through cooperation related to historical crafts.

Kailey Rocker was hosted as a researcher provided by a support from Fulbright grant. Her research is based on understanding the communist legacy and how a society at large is dealing with the communist past.

During this time, they were focused on exploring the tangible and intangible aspects of the buildings being threatened by Albania’s National Theatre law in order to show the importance of cultural heritage.
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

The Board met on two occasions during 2018, namely on 18 March and 17 November. Both meetings were held in Tirana. Alongside the November board meeting of CHwB Albania, the organization hosted the international CHwB board meeting, which was also held in Tirana.

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

The auditor for the annual report is KPMG. Besides KPMG, CHwB is audited on a project basis by Stephen & Moore (for GIZ-funded projects) and by the Albanian American Development Foundation’s internal auditor (for AADF-funded projects).

AFFILIATIONS

CHwB Albania continues to be a proud member of the International Coalition of Sites of Conscience (ICSC) and a member of its European Network Steering Committee, represented by Mirian Bllaci. ICSC is the only worldwide network of sites of conscience, with over 250 members in 65 countries, whose everyday work is to build the capacity of these vital institutions through grants, networking, training, transitional justice mechanisms and advocacy.

CHwB Albania is represented by its Head of Office on the board of the South East European Heritage Network. CHwB has initiated and continuously supported this regional platform of nongovernmental organizations that works to protect and promote the heritage of South East Europe as part of our common European and world heritage.

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 and 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).

Every month, the book of purchases and sales, withholding tax report, payroll report, and VAT report are declared to the state through the 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 2018 (EUR)

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<th>Total grants 2018</th>
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### FUNDS AND EXPENDITURES 2018

### AGREEMENTS

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**END OF REPORT.**
List of annexes

KEY OBJECTIVE I
Specific objective 1.1
Annex 2. Workshop and visit from Swedish National Property Board
  › List of participants
  › Workshop notes
  › Study Tour Rothstein Albania 2018 Program
  › Workshop
Annex 3. Database of small business

Specific objective 1.2
Annex 4. Pilot 3
  › Final designs
  › Installed panels
  › Project
  › Technical Specification
  › Bill of quantity

Annex 2. Workshop and visit from Swedish National Property Board
  › Workshop notes
  › Study Tour Rothstein Albania 2018 Program

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• Annex 6. Lesson plans
• Annex 7. Ateliers with European Delegation
  › 9 May, Tirana
  › 8 December, Berat
• Annex 8. New EKKEK collaborators
• Annex 9. New items
  › Ethnographic Museum Berat
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  › Mas u nxeq Berat
  › Mas u nxeq Korça
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• Annex 10. European Year of Cultural Heritage

Outcome 2.3
• Annex 11.
  › Practical works 41st RRC
  › Practical works 44th RRC
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  › Berat
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• Annex 15. Booklet of certified apprentices and master craftspeople
• Annex 16. Sample of MoU with partner institutions
• Annex 17. Specimens of certificates
• Annex 17.1. Group photo
• Annex 18. Formal letter from IMK to licensed restoration companies working in the private sector
• Annex 19. Other documents

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• Annex 20. Spac-concept-document
• Annex 21.1. Signed Partnership agreement with MC for Spac concept
• Annex 21.2. Signed Partnership agreement with MC for Spac concept
• Annex 22. Focus groups

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• Annex 23.1. RRC Kruja
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• Annex 23.4. RRC Gjirokastra-Përmet
• Annex 23.5. RRC Berat
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  › Photos
  › RRC model
  › RRC workshop report
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• Annex 26. BMN
  › Minutes from 10th Steering Board meeting, 11 – 12 March 2018, Skopje
  › Minutes from Ad hoc meeting during “Meet, See, Do” conference, 19 April 2018 in Thessaloniki
  › Minutes from 11th Steering Board meeting, 3 – 4 November 2018, Gjirokastra
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Other initiatives
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Annex 28. GIZ - Vuno - Qeparo
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  › Limited Liability Company detailed description
Annex 29. Fulbright Association
  › Itinerary FASC 2018
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Annex 31. Media coverage links list

RISK ANALYSIS
Annex 32. Organizational Risk Analysis

Management and organization
Annex 33. Strategic orientation meeting Agenda

Other initiatives
Annex 27. Butrint World Heritage Site Integrated Management Plan
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Approval of the report

CHwB Albania
Annual Report
Fiscal year 2018

Organization number: L591545IS

Approved at the CHwB Albania Board meeting on 29th March 2019

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