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* The 2016-19 program report includes also the activities implemented during January-June 2020.
  All images © CHwB-Albania, unless otherwise noted.
(Cover) Moving a 40t fragment of the Tower C at Durres Castle damaged by the earthquake, May 2020.
(Back-cover) Participant in the Gjirokastra Camp enjoying hands-on work, September 2017.
List of acronyms

AADF  Albanian-American Development Foundation
B+CARE  Balkan Cultural Aid Response for Emergencies
BMN  Balkan Museum Network
CHwB  Cultural Heritage without Borders–Albania
EKKEK  ‘E KA KUSH E KA’ children’s activity series
EYCH  European Year of Cultural Heritage
FASC  Fulbright Alumni Service Corps
GIZ  Deutsche Gesellschaft für Internationale Zusammenarbeit
       (German Corporation for International Cooperation)
ICCROM  Int’l Centre for the Study of the Preservation and Restoration of Cultural Property
ICSC  International Coalition of Sites of Conscience
NEMO  Network of European Museum Organizations
NGO  Non-governmental organization
OSCE  Organization for Security and Cooperation in Europe
RDCH  Regional Directorate for Cultural Heritage
RRC  Regional Restoration Camps
UT  University of Tirana
VET  Vocational Education and Training
It is characteristic of gradual changes that no one knows exactly when developments will shift…

Cultural Heritage without Borders Albania (CHwB Albania) became a national NGO in 2015, becoming a part of Cultural Heritage without Borders family comprising four foundations. By 2016 we had officially embarked on our first large program; Heritage for People – an integrated approach to development and education. This program served both our organizational curve of growth and learning, but more importantly, it served the Albanian professionals, partners, and stakeholders by giving them the means to grow, develop, cooperate and achieve together.

The program, now at its end, confirms strong partnerships, continuous growth and most importantly it reports back on the fulfillment of needs in the sector of cultural heritage. A couple of highlights include: developing the first comprehensive strategy of assessment and planning for conservation measures for heritage assets; developing a holistic strategy for heritage-based developments of heritage sites, relying on the social mapping of skills of monument owners strengths and unique selling points; the first on-site and on-line platform for inclusive development of sites of conscience; the first educational platforms for enhancing and transferring craftspeople skills becoming a precondition for employment; the advanced development of learning tools for children which is ready to be shared outside Albanian borders; and lastly, a full confirmation of practical teaching models such as Regional Restoration Camps becoming both academic requirements and a means to explore the sense of oneself in relation to others.

There is still a lot of work ahead of us.

When it comes to cultural heritage, during the years 2014 – 2018 the Ministry of Culture invested 68 million ALL (c/a 553,000 EUR) for the maintenance of 689 monuments of culture. In other words, an average of 802 EUR was invested per monument. During the same period, eight archaeological parks and 25 Museums across the country have generated almost 632 million ALL (c/a 5.16 mil. EUR) from ticket sales. On average, each of the 33 aforementioned sites generates 39,090 EUR through ticket sales per year.¹

Even though the returns are almost 49 times the investment, the Ministry of Culture does not see this return as enough to warrant it providing for more capacities in the field of cultural heritage. Both the Ministry and its subordinate institutions are in dire need of support and inclusion, while many heritage

¹ Figures from National Strategy for Culture 2019-2025
priorities remain as potential niches of development that the Government with its current financial and human capacities would not be able to fulfill.

We believe that by building an innovative model of management for historical houses by creating partnerships among local monument owners and authorities, a number of conserved assets generating income and directly employing residents is possible. We further believe that sites of conscience deserve a long term vision brought about through the inclusion of a large array of partners but led by local stakeholders. Education for cultural heritage needs to take place on the sites and it should be co-created with local caretakers and managers. Good neighborhood relations must also be fostered and then shared and celebrated.

So, when you go through this report and discover the nitty gritty of the program, we invite you to have a positive forward-looking attitude, as work has only begun.

We would like to thank all our supporters for making our work possible. In particular, the Swedish Government, Swedish International Development and Cooperation Agency (SIDA) which allows us to explore, test and experiment to get to the best possible result, the German Government and the German International Cooperation (GIZ) for allowing continuous and persistent work to make the craftspeople employable and a needed section of our society, the Albanian American Development Foundation for helping us expand on Regional Restoration Camps, both in locations and through teaching topics, the Fulbright Alumni Association for sharing a word about wonderful Albania and for giving back to communities, the Albanian Development Foundation for recognizing that an NGO is maybe the best consultant one could have, the Headley Trust for continuous support and encouragement, and to many others who made this program grow in a way we could never imagine possible. Lastly, the work of Cultural Heritage without Borders is the work of a small team of dedicated professionals who spend their days and burn the midnight oil while thinking on how to tweak and work out the approach so it fits. These amazing professionals are supported by an extraordinary Board who are following, advising, and supporting the development, ensuring it is going in the right direction.

It’s all these ingredients that make the work possible!
Thank you!

CHwB Albania receives generous support from a great variety of partners, international public and private donors, sponsors, and institutions through which a wide range of projects and training programs were delivered during the 2016-20 program.

Their trust and support, combined with the hard work from the staff, volunteers, and supporters make everything possible.

Thank you!

Albanian American Development Foundation
Albanian Development Fund
Allianz Kulturstiftung
Anna Lindh Foundation
Centre for International Migration and Development
CHwB Bosnia & Herzegovina
Council of Europe
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
EU Delegation in Albania
Fulbright Association
Headley Trust
Heritage without Borders
Hydea S.P.A
International Coalition of Sites of Conscience
Ministry of Culture of Albania
Ministry of Economics, Energy, Transport and Regional Development of Hessen, Germany
Network of European Museum Organizations
OSCE Mission in Kosovo
Prince + Pearce
Prince Claus Fund
Stavros Niarchos Foundation
Sweden
Swiss Agency for Development and Cooperation
US Department of State & World Learning
US Embassy in Albania
US Fulbright Association
World Bank
2016-20 at a glance

**GJIROKAstra HOLISTIC DEVELOPMENT**

- 5 Museum concepts proposed for Gjirokastra
- 2 New itinerary concepts developed
- 1 Initial business plan for 10 historical buildings in Gjirokastra developed
- 49 Expert lecturers from 13 different countries
- 1 Public consultation workshop in Gjirokastra and several meetings with different stakeholders
- 1 Holistic Approach strategy developed for Gjirokastra
- 5 Pilot projects designed and implemented
- 10 Monuments surveyed and four identified as suitable for businesses
- 5 Cultural itineraries developed for visitors
- 6 Booklets, brochures and maps produced for visitors
- 1 Interpretation strategy developed
- 19 Interpretive installations designed for Gjirokastra Castle
- 670 Monuments assessed in Berat and Gjirokastra
- 4 Intervention plans revised and completed
- 1 Common business plan and concept for tourism development approved by monument owners

**SKILLS FOR EMPLOYABILITY OF TOMORROW**

- 3 Curricula recognized as part of the national VET framework
- 4 Training modules developed and implemented
- 5 Historical cities
- 11 Partner institutions
- 30+ Restoration interventions
- 18 Master craftspeople certified
- 145 Apprentices certified

**REGIONAL RESTORATION CAMPS**

- 22 Camps organized in three countries in 2016-19
- 444 Additional participants in 2016-19
- 178 Students from the University of Tirana targeted through the Extended Camps Program
- 5 New Camp locations added
- 5 Different thematic Camps organized
- 100+ Museum objects conserved
- 51 Restoration interventions conducted
- 12 Innovative interpretation strategies devised
- 12 Creative heritage-based business concepts developed
- 1 Balkan Cultural Aid Response for Emergencies (B+CARE) network set-up and running
- …
- 171 Specialized craftspeople, conservators, heritage-based artists, activists and entrepreneurs, lecturers and facilitators overall

- 47 Camps organized overall
- 1111 Camps Alumni overall
- 1 Co-constructed Regional Restoration Camps Program Model
E KA KUSH E KA
CHILDREN SERIES AND ACTIVITIES

103 Heritage Ateliers implemented
2494 Children involved
300 Professionals partners in the organization of ateliers (teachers, educators, heritage professionals, parents etc.)
30 Cities and villages in Albania that have hosted at least one Heritage Atelier
9 New highly engaging educational tools placed under the E KA KUSH E KA collection brand (a total of 15 items)
13 New educational tools developed in total
5 Big open air “Don't Get Mad” activities organized in public places in five cities
65+ Institutional partners (education, local culture structures, businesses, municipalities, etc.)
16 Highly talented and dedicated co-creators (illustrators, authors, educationalists, animators etc.)
2 Prestigious international acknowledgments and awards
1 Pilot of a national program in partnership with the Ministry of Education

DIALOGUES FOR SPAÇ

1st Grassroots active platform for coordination with 13 key actors created
1st Joint working group for Spaç legal framework formalized with the Ministry of Culture
1st Set of emergency consolidation interventions designed and conducted on a former communist prison (difficult heritage)
1st Digital reconstruction prototype for Spaç pioneered
1st Comprehensive and realistic memorialization concept for Spaç
9 Buildings saved from the risk of collapse
9 Focus groups with diverse users for the planning of the future site
10+ Fundraising and lobbying meetings conducted
10+ International outreach activities/presentations for the efforts for Spaç
2 International & trans-European expert workshops organized in Spaç with 40+ memory professionals
## Result Based Management table 2019

<table>
<thead>
<tr>
<th>Key Objective 1</th>
<th>I. The cooperation between the State and civil society is strengthened. (COUNTRY SPECIFIC COMPONENT 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Objective I.1</td>
<td>Both the central and the local governments are accountable advocates of cultural and natural heritage preservation</td>
</tr>
<tr>
<td>Outcome I.1.1</td>
<td>Increased managerial and technical capacities, and communication within the public institutions at both municipal and central level.</td>
</tr>
<tr>
<td>Output</td>
<td>Managerial trainings and technical support provided regularly.</td>
</tr>
<tr>
<td>Outcome I.1.2</td>
<td>Policymakers work collaboratively on the process of public action and policy framework for the heritage assets.</td>
</tr>
<tr>
<td>Output</td>
<td>National integrated strategy and guidelines are being designed.</td>
</tr>
<tr>
<td>Outcome I.1.3</td>
<td>Joint identification of priorities, analysis, and strategic planning for the holistic development of Gjirokastra and Berat are consolidated and lead to concrete project implementation.</td>
</tr>
<tr>
<td>Output</td>
<td>Technical working groups in charge of planning and implementation are operative.</td>
</tr>
<tr>
<td>Specific Objective I.2</td>
<td>Civil society is a key driver for social change towards a rights-based approach to cultural and natural heritage, equitable growth, and human development.</td>
</tr>
<tr>
<td>Outcome I.2.1</td>
<td>The potential benefits of cultural and natural heritage are highlighted by various pilot interventions undertaken in all thematic areas.</td>
</tr>
<tr>
<td>Output</td>
<td>Five pilot projects developed and implemented</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Objective 2</th>
<th>II. Cultural heritage is valued and utilized as a social, economic, cultural and environmental resource for local communities. (COUNTRY SPECIFIC COMPONENT 2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Objective</td>
<td>CHwB Albania plays an active role in the process of bridging cultural heritage aspects with sustainable economic development initiatives. It promotes actions which encompass a rights-based approach to cultural heritage, equitable growth and social development.</td>
</tr>
<tr>
<td>Outcome 2.1.1</td>
<td>All local community members freely represented and participated in cultural life without prejudice to age, sexual orientation, gender, religion, nationality, ethnicity, etc.</td>
</tr>
<tr>
<td>Output</td>
<td>Innovative interpretation models of cultural heritage resources created with local community members</td>
</tr>
<tr>
<td>Outcome 2.1.2</td>
<td>Increased awareness of the values of our historical environment through continuous work with the young population and their mentors.</td>
</tr>
<tr>
<td>Output</td>
<td>Children and adults have access to simple, accessible, inclusive and engaging educational tools that teach about and promote cultural heritage in the community. (children's books, scholarly articles, practical/how-to books)</td>
</tr>
<tr>
<td>Output</td>
<td>Children and adults continuously engaged in activities directly teaching about values of historical environment.</td>
</tr>
<tr>
<td>--------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Outcome 2.1.3</td>
<td>Monument owners and cultural heritage professionals work together to sensibly preserve cultural heritage</td>
</tr>
<tr>
<td>Output</td>
<td>Monuments that are professionally repaired with active participation of monument owners are used as a training field.</td>
</tr>
<tr>
<td>Output</td>
<td>Public-private partnerships stimulated and created.</td>
</tr>
<tr>
<td>Output</td>
<td>Usage of renewable resources re-established in historical structures.</td>
</tr>
<tr>
<td>Outcome 2.1.4</td>
<td>The heritage-based business environment is strengthened due also to the dwellers’ improved knowledge of heritage-conservation aspects and their link to the market.</td>
</tr>
<tr>
<td>Output</td>
<td>The vocational training module for the certification of craftspeople is running, and the certification system provided by NAVETQ is in place.</td>
</tr>
<tr>
<td>Outcome 2.1.5</td>
<td>New narrative created for the monument of culture and a former forced labor camp, Spaç.</td>
</tr>
<tr>
<td>Output</td>
<td>Heritage sites are a platform for new narratives accommodating the mature relation of a society to its traumatic past.</td>
</tr>
<tr>
<td>Outcome 2.1.6</td>
<td>Platform for dialogue converges into a united effort to preserve and develop Spaç as a fully functional site of memory.</td>
</tr>
<tr>
<td>Outcome 2.1.6</td>
<td>New narrative created for the monument of culture and a former forced labor camp, Spaç.</td>
</tr>
<tr>
<td>Output</td>
<td>Social and economic rights are widespread and benefit both the community and the foundation that self-generated income through social entrepreneurship and innovation.</td>
</tr>
<tr>
<td>Outcome 2.1.6</td>
<td>E Ka Kush E KA Heritage educational models are disseminated in a larger scale to reach a wider audience.</td>
</tr>
<tr>
<td>Output</td>
<td>The organization uses restored monuments as hostels and cultural centres in Gjirokastra, Berat, and Korça.</td>
</tr>
<tr>
<td>Key Objective 3</td>
<td>III. 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.</td>
</tr>
<tr>
<td>Specific Objective 3.1</td>
<td>Regional training (RRC &amp; seminars) take the most effective approach based on active learning and growth mindset, to address real heritage needs, including conservation, promotion and interpretation of cultural heritage across borders of the WB region and beyond.</td>
</tr>
<tr>
<td>Outcome 3.1.1</td>
<td>The Enlarged Regional Restoration Camps scheme is a provider of accredited growth mindset-based education, leading to increased employment opportunities.</td>
</tr>
<tr>
<td>Output</td>
<td>Efficient coordination of RRC in four countries.</td>
</tr>
<tr>
<td>Output</td>
<td>Professionals trained through RRC, employed.</td>
</tr>
<tr>
<td>Outcome 3.1.2</td>
<td>25 RRCs implemented in the region- a promoter of high standards in the approach to heritage issues lead to empowerment and active engagement.</td>
</tr>
<tr>
<td>Outcome 3.1.2</td>
<td>Pool of conservation projects, interpretation models and innovative revitalization of artisanship is development stimuli for localities where camps are hosted.</td>
</tr>
<tr>
<td>Output</td>
<td>Number of conserved sites and artefacts in the region leads to sustainable strategies in heritage preservation.</td>
</tr>
<tr>
<td>Outcome 3.1.3</td>
<td>Alumni network of RRC is a proactive pool of professionals tackling burning issues of cultural heritage preservation across the region.</td>
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</tr>
<tr>
<td>Output</td>
<td>Alumni of RRC engaged in developing capacities in emergency response and first aid to cultural heritage in times of crisis.</td>
</tr>
<tr>
<td>Output</td>
<td>Camp alumni, museums and university partners can access lectures and reflections from Regional Restoration Camps through a web portal to disseminate knowledge.</td>
</tr>
<tr>
<td>Outcome 3.1.4</td>
<td>Networks of cultural heritage professionals extended across borders, aiding reconciliation of divided communities in the Balkans and beyond.</td>
</tr>
<tr>
<td>Output</td>
<td>Craftspeople from Kosovo train young professionals in Serbia and vice versa.</td>
</tr>
<tr>
<td>Output</td>
<td>Consistent pool of top-level consultants and craftspeople regularly involved in implementing training.</td>
</tr>
<tr>
<td>Outcome 3.1.5</td>
<td>RRC becomes a professional and self-sustained opportunity for young professionals.</td>
</tr>
<tr>
<td>Output</td>
<td>Impact assessment study on the effects of RRC education and its long-term sustainability</td>
</tr>
<tr>
<td>Specific Objective 3.2</td>
<td>Balkan Museum Network (BMN) is a platform for linking civil and public institutions across borders through innovative and proactive approaches to interpretation and presentation of common cultural assets.</td>
</tr>
<tr>
<td>Outcome 3.2.1</td>
<td>BMN plays an active role in training young professionals and enabling Balkan museums to become promoters of access and the right to culture for all people.</td>
</tr>
<tr>
<td>Output</td>
<td>Regular meetings of the Board of BMN ensures regular implementation of activities and the representation of museums in regional activities.</td>
</tr>
<tr>
<td>Output</td>
<td>Innovative access and interpretation tools developed through RRC platform engaging professionals and craftspeople.</td>
</tr>
<tr>
<td>Output</td>
<td>BMN serves as a platform for active, open, accessible and entrepreneurial museums.</td>
</tr>
</tbody>
</table>
Key Objective 1
Strengthening cooperation between civil society and the state
Key Objective I

The cooperation between the State and civil society is strengthened

**Specific Objective 1.1**

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

**Outcome 1.1.1:** Increased managerial and technical capacities and communication within the public institutions at both the municipal and central levels.

**Outcome 1.1.2:** Policymakers work collaboratively on the process of public action and policy framework for heritage assets.

**Outcome 1.1.3:** Joint identification of priorities, analysis and strategic planning for the holistic development of Gjirokastra and Berat are consolidated and lead to concrete project implementation.

Financed by: Sweden; World Bank via the Albanian Development Fund

During 2019, CHwB Albania actively involved the Municipality of Gjirokastra and other relevant stakeholders to understand their needs and find synergies for the development of the city. The number of visitors in Gjirokastra is steadily increasing year after year. During 2016, 57,000 persons visited Gjirokastra while at the end of 2019, 115,353 visitors were counted. However this data is based only on the sold entrance tickets to the Gjirokastra Castle - there being no monitoring protocols in place yet for total visitor numbers (Annex 1). Therefore, it’s estimated that the actual number of visitors in Gjirokastra is higher. Tourism is the driver for this increased interest and visitation, with local cultural heritage being the key asset for sustainable economic development at the local level.

Gjirokastra has much more untapped tourism potential. This is why CHwB Albania focused part of its efforts over the 2016-2020 period to further enrich and enhance visitors’ experiences in Gjirokastra. A variety of innovative and community-grounded tourism products were delivered, such as:

- Five cultural itineraries for visitors, suitable both for groups and independent travelers;
- One map of the historical city with the main attraction points;
- One booklet on the cultural heritage of Gjirokastra (inclusive of the five itineraries);
- Two brochures about the city’s intangible heritage and the local artisans and their products (Annex 2).

In the first months of 2019 CHwB has conducted individual meetings with different stakeholders: the Municipality, the Agency of Cultural Heritage and Tourism in the Municipality, the Regional Directorate of National Culture, tour agencies and individuals that have been working in the field like historians, ethnologists, former and current museum staff, journalists, house owners etc. Meetings were conducted also with central institutions like the Ministry of Culture, the Institute of Monuments...
of Culture and the Ministry of Tourism. These meetings aimed to identify to the best extent possible, the potential of Gjirokastra heritage, to understand and learn about the plans and strategies of these institutions and also to include the views of the local agencies and residents in the related projects planning and development phases. The results of these meetings were integrated into analysis and reports prepared in the framework of the “System of Museums in Gjirokastra” (find out more about this specific project here below, in the Specific Objective 1.2.1). As a part of this consultation process, a workshop was organized in Gjirokastra in December 2019. The results of the project so far were presented to the public and their comments and feedback will be taken into consideration in the next phase (Annex 3).

Over the last four years, CHwB Albania has been working closely with the local actors and central institutions by providing them with training and technical support, but also identifying joint priorities that resulted in concrete actions and projects.

Numerous consultation meetings have been conducted during this time. Workshops have been organized and run by CHwB Albania to increase the technical capacities of local experts and to reinforce collaborative ties with institutions like the Municipality of Gjirokastra, the Regional Directorates of National Culture in Gjirokastra.
and Berat, the Cultural Centre in Gjirokastra, the Institute of Monuments of Culture, the Ministry of Culture, and the Civil Emergency Units of Gjirokastra and Berat.

CHwB Albania has been able to engage international experts with different skill sets and expertise. Their collaboration and the opportunities for exchange of experiences that they provide are of great value and impact in terms of improving the quality of the projects and products developed.

This cooperation resulted in different products and activities:

- The cultural and natural interpretation of the castle was prepared by having the important input of local stakeholders. Different educational activities are organized every year together with the Regional Directorate of National Culture and the Cultural Centre in Gjirokastra. The staff of these institutions feels that they have ownership over the educational and interpretation products that were developed since they have been trained during the process and since they have also contributed with their knowledge and capacities in the product development phase.

- The two brochures about the city’s intangible heritage and the local artisans were distributed through the info-point set up by the Municipality. They remain to this day the only materials that introduce the visitors to less promoted, but otherwise very important elements of the cultural heritage of the city. The brochures are aimed at also providing direct contact and opportunities to connect with locals, and to learn more about the history and the traditions of the city and the region.

Besides the aforementioned examples, CHwB is following up on the further development of five pilot projects based on CHwB Albania’s strategy “A Holistic Approach to Safeguard Gjirokastra: Sustainable Development through Community-based Tourism” (read more about these projects in Outcome 1.2.1).

**CHALLENGES AND LESSONS LEARNED**

**Spoils system:** Sustained cooperation with public institutions is always challenging in the still socio-politically fragile environment of Gjirokastra. One of the main obstacles remains the frequent political changes at the central and local levels that lead to abrupt changes in the institutions’ priorities and/or of their staff. One of the effective ways that CHwB Albania is mitigating the effect of these changes is to keep engaged and informed with not only the higher officials but also the staff of experts within the institutions.

**Building trust:** CHwB Albania is also trying to establish a relationship based on transparency in its programs and
activities while offering assistance to the newly appointed officials and related teams. In the last local elections in June 2019, a new Mayor was elected in the ‘City of Stone’. CHwB Albania reached out to the new Mayor and his deputy at the beginning of their mandate and informed them about the projects that the organization is implementing in the city. Further meetings and discussions will be arranged during the planning process of the future program of CHwB Albania to find synergies and prioritize projects that can successfully address local concerns.

**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 and natural heritage are highlighted by various pilot interventions undertaken in all the thematic areas.

Over the course of the last four years CHwB Albania together with local partners and stakeholders have developed and implemented five pilot projects, as a part of the organization’s strategy “A holistic approach to safeguard Gjirokastra: Sustainable development through community-based tourism”:

- Pilot 1: Adaptive re-use of monument houses (see details in outcome 2.4)
- Pilot 2: Product development in the field of community-based tourism in Gjirokastra (see details in Specific Objective 1.1)
- Pilot 3: The cultural and natural interpretation of the castle of Gjirokastra (see details in outcome 2.1.1)
- Pilot 4: Developing a GIS platform for information management for two historic cities
- Pilot 5: Interventions on using renewable resources when managing risks in historical cities (see details in outcome 2.1.3)

Above: The newly elected Mayor of Gjirokastra, Flamur Golemi visiting a working site in September 2019
These five pilot projects have been identified and designed based on consultations and analysis of the needs of the city in collaboration with the local authorities in Gjirokastra. These include the Municipality with its Tourism Department, and the Regional Directorate of National Culture, a subordinate institution of the Ministry of Culture, in charge of preservation, monitoring and management of cultural heritage in Gjirokastra. These pilots are all interconnected and designed to underpin the holistic development of the ‘Old Town’.

Some of these pilots were successfully implemented while some small adjustments were needed for others. In some cases, these projects have been successfully tested/implemented in additional locations and following the same community-grounded approach, such as in Berat.

During 2019, CHwB Albania has gone even further by exploring new possibilities for tourism development and developing projects aimed at expanding and promoting the tourism offerings of the city. Such is the case with the “System of Museums” project, where CHwB Albania works alongside the Albanian Development Fund and the Casanova+Hernandez Architects (Netherlands), as part of the World Bank project for Integrated Urban and Tourism Development (PIUTD). The thorough analysis of the potential of Gjirokastra’s cultural heritage led to the development of a list of 30 possible interventions that would constitute the backbone of the city’s system of museums.

These interventions were envisaged for existing and new museums. They were also thought in relation to a potential network of historical houses, with concrete proposals for their revitalization with functions suitable to the sustained development of the museum network. Several thematic itineraries were also proposed to further enrich the existing itineraries. Some of these interventions were prioritized and selected for further development and implementation within the scope of this project, namely:

1. The restoration and upgrade of the Ethnographic Museum;
2. The Kadare house being turned into a museum; and
3. Two thematic itineraries, the path of the “Chronicle in Stone” and the itinerary of “Edward Lear and the Travelers”.

The proposed itineraries include these two museums and a network of nine historical houses that will be further promoted and made approachable to visitors. Some of these houses, Skënduli and Zekate Houses are already open for visitors. The itineraries proposed an interpretation panel in front of the houses. However, in the future, these houses can also be opened for the public and provide tourism services. In this way, the owners can generate much-needed income by effectively utilizing and maintaining such a valuable asset as their historical houses. In addition, a web page dedicated to this network of historical houses will be developed. The aim of the webpage is to promote and share the potentials of Gjirokastra to possible visitors to the city but also to other house owners, so that they can develop an interest in partaking in the network.

The project preparation was developed within March 2020 while the implementation is yet to be started (see Annex 4 for a selection of the proposals renders).

Further to this, CHwB Albania has developed an initial business plan for the network of historical houses of Gjirokastra, according to which, each of the houses has been paired with a museum with a specific theme. This document was presented to the Albanian Development Fund, which is currently assessing the option of including this idea in the existing “System of Museums” project. In the coming months, CHwB Albania will arrange meetings and with other potential donors that might support this idea (Annex 5).
CHALLENGES AND LESSONS LEARNED

The need for fostering a growth mindset in the community: Local mentality including institutions and community hasn’t really changed although some new perspectives seem to be rising as a result of the growth of tourism. However, a considerable number of local monument owners are reluctant to see their houses as an asset and as an opportunity to generate income through tourism services. What is more, the weak local capacity for integrated tourism development and destination management makes the implementation of this type of pilot project a lot slower and more risk-prone.

But there are positive and encouraging examples like Monda Jaho, the owner of a first category monument in Gjirokastra. When CHwB Albania approached her the first time in her house during the restoration intervention, Monda was skeptical about engaging with small-scale tourism services and wasn’t really aware of the value of her house. During the last two years, Monda with her own investment and with the assistance of CHwB Albania has been able to adapt two of the rooms of the house into guest rooms for visitors. She has been also utilizing her cooking skills during summer when she hosts groups of tourists for lunches or dinners.

CHwB Albania will continue therefore to invest directly and in a sustained way in community engagement and awareness-raising as it is the only way that can generate gradual and irreversible adjustments towards a more entrepreneurial mindset. It will also focus on capacity-development with the local authorities to strengthen their abilities to design and manage sustainable interventions and adopt an integrated tourism development approach.
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

Outcome 2.1.1: All local community members freely represented and participated in cultural life without prejudice to age, sexual orientation, gender, religion, nationality, ethnicity, etc.

Output: Innovative interpretation models of cultural heritage resources created with local community members.

Financed by: Sweden

The activities implemented as part of this outcome are related to one of the above-mentioned five pilot projects in Gjirokastra, namely no.3 - the cultural and natural interpretation of the castle of Gjirokastra. This site was chosen to create an excellent model of interpretation not only for its prominence as a local landmark, but since it also presents a very interesting blend of cultural and natural features.

The first output for this project came in the form of a simple guidebook for visitors in the castle. This guidebook served as a test for the thematic interpretive approaches that would then be deployed for the full interpretation project and panel installations in the castle (Annex 6). A detailed in-person survey was conducted in October 2017 which corroborated some of the choices advanced in the guidebook. Based on this experience and the inclusion of the local stakeholders, a full interpretation plan was developed.

The plan laid out some of the guiding principles for interpretation at the castle, taking into consideration the current situation and the future vision for the site. Following this plan, CHwB Albania started to develop the interpretive installations, with the help of a team of researchers, historians and interpretation consultants with input and feedback from two main local stakeholders: the Regional Directorate of National Culture, and the Fato Berberi Children Cultural Centre.

After getting 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, nine orientation panels and 16 safety panels, as well as one banner and one interactive panel, together with handrails for two sets of stairs and lighting for three separate locations, were placed in the castle. The installations aimed to improve the overall visitor experience.

The most visited site in the city now offers detailed information on its history and its cultural and natural heritage, serving as an invitation to further explore the region. The design of the panels and the handrails and lights were placed to create a more accessible environment for all types of visitors (Annex 7).
CHALLENGES AND LESSONS LEARNED

This was the first time CHwB Albania did an intervention of this scale and of this kind. The multidisciplinary team involved (historians, biologists, interpretation specialists, architects, researchers, designers, etc.) required a more sustained level of coordination and organization than anticipated.

Some of the biggest difficulties in the design phase were assessing and verifying the exactness of the historical material, and the lack of guidelines on interpretation panel design in Albania. During the production phase, we were faced with the harsh reality of the low technological level of this sector as only one studio in Korça was able to provide and work with the required quality of materials and printing processes.

In the end, these interventions seem to have made a positive impact as the collected oral feedback from the visitors, the managers of the site, or the concerned businesses have indicated that the visitors tend to spend more time in the Castle, which was one of the most important impacts we sought.

Outcome 2.2 Increased awareness of the values of our historic environment through continuous work with the young population and their mentors.

Output: 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).

Output: Children and adults continuously engaged in activities directly teaching about values of a historic environment.

Financed by: Sweden; Council of Europe

2016-2020 has been a period of sustained growth for the E KA KUSH E KA series and the related program of activities. This growth can be measured both in quantitative and qualitative terms.

From 13 Heritage Ateliers involving 273 children and 72 adults in 2016, the number of the implemented activities in 2019 has almost tripled, with a total of 33 Heritage Ateliers involving 911 children and 51 adults (Annex 8 - a selection of Heritage Ateliers held in 2019).
The total numbers for the four-year period amounted to 103 Heritage Ateliers organized with 2,494 kids and 300 teachers, educators, heritage professionals and parents directly involved in the preparation, implementation, and evaluation of such activities.

In terms of geographic distribution, Heritage Ateliers have been held at least once in 30 cities and villages in Albania. From the heights of Valbona and Lepushë in the North to the southernmost point of Konispol, these activities have aimed since their conception, to provide children with equal opportunities for access and enjoyment of heritage-based informal learning through the methodology and the products of the E KA KUSH E KA collections.

A special emphasis was put on children in rural areas, such as those near Tirana (Petrela & Persqop), Saranda, Finiq/Mesopotam, Konispol, Vlora, Himara Libohova; as well as with children from disadvantaged areas/backgrounds such as in the cases of the Roma community in the outskirts of Gjirokastra (Blloku i Furrave, Zinxhirat), the periphery of Tirana (Shkoza and Bregu i Lumit); and to a lesser extent with children with special needs and their specialized teachers as was the case with the Autism Centre in Gjirokastra. In addition, several Ateliers have been provided to children during the Regional Restoration Camps in Berat, Gjirokastra and Prishtina, as a way to raise awareness on/inspire young children in these locations with heritage-related professions and activities.

During this period, the E KA KUSH E KA collection for children has more than doubled in size from six educational tools in the beginning of the program in 2016, to 15 such items at the end of the program. In addition, several other educational tools inspired directly by E KA KUSH E KA have been developed on the basis of requests for partnership coming from individuals or structures operating in the fields of heritage and education. Such is the case with “Treasure Hunting in Butrint”, a field activity for children developed in 2019 in partnership with the Office for the Administration and Coordination of Butrint (World Heritage Site). Developed and tested with the hosting institution’s curators and archeologists, this fun-based learning method is deployed regularly by the local staff working with school visits.

Above: Heritage Atelier on iconography at the primary school in Konispol, December 2019.
The full list of the educational tools produced during the 2016-2020 period includes:

**Prior to 2016:**
1. Hammam in Gjirokastra, a monument by the water, booklet, children 3-5 years old
2. Hammam in Gjirokastra, a monument by the water, booklet children 6-11 years old
3. Kokobobo Mission, puzzle
4. Xhubleta, the old garment of the Mountain Beauty, booklet, children 3-5 years old
5. Xhubleta, the old garment of the Mountain Beauty, booklet, children 6-11 years old
6. Babameto, the little restorers’ big house, paper model, children age 9+

**During the 2016-2020 program:**
1. Fustanella, the Albanian Fashion of Dresses for Man, booklet children 6-11 years old, 2016
2. The Ethnographic Museum in Gjirokastra, booklet, 2016*
3. Don’t Get Mad Gjirokastra, board game, children 6-11 years old, 2017
4. Monuments’ Heroes, booklet, 2017*
5. Don’t Get Mad Berat, board game, children 6-11 years old, 2018
6. Don’t Get Mad Korça, board game, children 6-11 years old, 2018
7. Icons, Writing in Icons, Painting the Word, booklet, children 6-11 years old, 2018
8. OSCE Mission in Kosovo – three educational tools on important local monuments, 2018*
9. The Ethnographic Museum in Gjirokastra, booklet, 2018*

*educational tools developed as a result of requests and opportunities for partnership, and that are not officially placed under the E KA Kush E KA brand.

The main reasons for this growth are:

• Needs in terms of heritage education still struggle to be answered in the context of Albania, where formal education is not quick at adapting to new trends. For instance, the 2018 Euro barometer for culture reported that 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 further located from Tirana or important urban centers, the greater the gap in terms of children's access to culture and related educational tools. Thus, while working with children and partners from the villages of Mbrostar (Fier), Rusan (Dëlvënë), or Shën Todër (Gjirokastër), children responded negatively to the question about whether they had visited the main historic monument houses and museums in their region.

- Educational tools developed serve multiple purposes. They assist in education in a cross-disciplinary way as teachers use them as support for history, geography, art classes, etc. The provided lesson-plans for each item of the collection is also considered by the teachers as a helpful practice since they are enabled to continue working independently and go deeper with the topics in the class.

- They also help raise the pupils' awareness of our common heritage, but when conducted through public events they also serve the wider promotion of local cultural assets and public awareness of heritage. Partnerships with local schools, local cultural institutions, municipalities, and international partners like the European Union Delegation have enabled CHwB Albania to promote the Don’t Get Mad game typology. On at least five occasions, the board games were replicated into large size versions (6x6.5m each) in open-air public spaces. This type of activity wasn’t aiming only at entertainment but also to trigger, in the presence of public officials, media representatives and local inhabitants, discussions about neglected heritage and possible solutions. Once the activity concluded, the large size versions of the game were donated to the National Ethnographic Museum (in Berat), the Children Culture Center (Gjirokastër) and “Demokracia” School (in Korça), the Municipality (Tirana), and the Marubi National Museum of Photography (Shkodra).

But the main indicator of success remains the positive reception from children: learning while having fun is crucial to them and CHwB Albania’s heritage-centered educational tools work well with their logic. Thus developing high quality and always innovative items is a key process, a vital part of which has been to start and continuously grow the network of close collaborators that partake in the creation process. At the end of the program this network includes:

- More than 65 institutional partners (schools, local museums, municipalities, regional directorates of education and/or national culture) actively helping with the arrangement, implementation and improvement of the EKA KUSH EKA methodology;
- Five very talented and committed illustrators;
- Six heritage specialists that are co-authors and provide their valuable local knowledge and specific expertise;
- One educationalist providing specific help on the elaboration of the tools and the supporting instruments such as the lesson plans;
A growing team of heritage atelier animators (four currently) who were chosen from the existing pool of RRC Alumni and that are actively conducting Heritage Ateliers in different settings. Their role has been particularly important in the series of Ateliers organized after a request for support from the Prime Minister’s Office’s Center for Openness and Dialogue to implement such activities in the areas that were severely affected from the 2019 November earthquakes (namely in Durrës, in Vorë, Marqinet and in Tirana). Even in these difficult circumstances, the existing educational tools provided the grounds for a well-appreciated experience and a much-needed relief alternative for both the children and their pedagogic staff. Prior to the ateliers, the four animators were trained by a psychologist specialized in dealing with children post-earthquake trauma.

National recognition of the E KA KUSH E KA methodology has come in multiple forms, mainly through:

- The inclusion in the pilot national program “Bëjmë detyrat e shtëpisë – Doing homework” by the Ministry of Education. As part of this collaboration, 18 ateliers were conducted in several pilot cities in the regions of Tirana, Fier, Lezhe and Korça.
- The invitation for a member of the CHwB Albania team, to be part of an inter-ministerial working group on “Education on and through Culture”.
- The continuous requests for partnership from local or national museums such as the aforementioned Marubi National Museum of Photography (Shkodra), the National Museum of Secret Surveillance (Tirana-aaka The House of Leaves), and the Apollonia Archeological Park (Fier).

International recognition of CHwB Albania approach has come in two other forms:

- 2018 was the European Year of Cultural Heritage (EYCH) and as part of the activities for its celebration, the E KA KUSH E KA collection was awarded the EYCH label and all items of the collection existing until that moment were reproduced to include the label.
"Through such activities learning is faster and classroom activities are cherished more. We would like to continue our cooperation as our school does not offer such activities”.

Teacher at the 9 Year School in Finiq, Heritage Atelier held on Nov. 12, 2019

“I’ve seen traditional costumes because my friend has one, but I have never seen these ones from the North, which is why I want to draw it and then show it to my mom.”

Kindergartener, Kindergarten No. 6, Blloku i furrove, in Gjirokastra, Heritage Atelier held on June. 9, 2016

- The Don’t Get Mad sub-collection of E KA KUSH E KA received in 2018, the ‘European Heritage Stories’ Award, after successfully partaking in a Europe-wide competition launched as part of the European Heritage Days by Council of Europe and the European Commission. The award also included a 10,000 EUR grant that enabled CHwB Albania to create within the Don’t Get Mad typology two new items and organize multiple activities in Berat, Gjirokastra and Korçë.

CHALLENGES AND LESSONS LEARNED

The illustration expertise required: In the first two years of the program the biggest challenge was the lack of graphic illustrators, an expertise which is crucial to the success of the E KA KUSH E KA educational tools. At the end of the program, we are inclined to consider that a new generation of illustrators is emerging and that it will be one of our key next operations to identify potential new members for CHwB Albania’s network of illustrators. Also, in regard to the inclusion and management of expertise needed for creating new interesting and innovative items, the recent international trends confirm the rising importance of a “non-expert” approach to the creative process. This favors a method through which the members of the community are not only seen as “consumers” but as well as co-creators of such products. This give-and-take approach is worth exploring and testing further in the next E KA KUSH E KA project.

Is the integration in the curricula really needed? A shift of perspective has occurred in relation to the present-day inability to directly impact the system by integrating the E KA KUSH E KA collection in the national education curricula. If this still constitutes one of the main objectives in terms of further growth of the E KA KUSH E KA methodology, the impact would not be less considerable in a scenario where CHwB Albania works directly and sustainably with a network of local cultural and educational institutions. This should be done to continue developing non-formal education tools and informal learning methods that can address existing needs and that can be provided locally and for free (access to culture in Albania is becoming increasingly expensive) to a maximum of users/beneficiaries. It is hoped that this will ultimately impact education itself, first via a change in the mindset and then via formalization (an adaptation of the national curricula).

A more equitable distribution of chances: Expanding the map of Heritage Ateliers in the North of Albania resulted in more difficulties because of the limited connections and exchanges with these areas. Ateliers have however been held in Lezha, Shkodra, Kruja (ateliers in Valbona and Lepusha regions have been held in 2015). Important
cities like Tropoja, Kukës, Rërshen and Has are yet to be covered with Heritage Ateliers. The areas covered the most so far are concentrated in the central and southern Albania, where we have a denser network of partnering and active institutions.

Limited distribution channels: Another notable challenge is the lack of distribution channels for the educational tools developed. Partnerships were sought with specialized partners, be it public or private actors such as publishing houses, libraries or retailers but a sustainable partnership scheme has yet to be found (find out more on the current dissemination efforts in outcome 2.1.6).

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

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

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

More than 90 interventions in monuments of culture, three major restorations and one emergency intervention project have been undertaken between 2016 and 2019. The process of documentation, intervention design and implementation works have been carried out in seven different locations, spread across two countries, in close collaboration with owners of the monuments, local communities, responsible local and central institutions and professionals. Gjirokastra, Berat, Korça, Bënjë, Dhoksat, Spaç in Albania and Rogljevo in Serbia have been places impacted by interventions of different sizes and typology. This means a further expansion with five new places in these four years.

This has also been possible through the extension of support from other key partners and donors, like the AADF and GIZ.

Gjirokastra has continued to be of primary importance and in the focus of CHwB Albania efforts and conservation works. 15 more interventions have taken place there, involving 10 house owners in the process and one major conservation project, the Çabej house.

Berat and Korça have been the new important historical cities in Albania where we've worked from 2016, creating new partnerships and engaging in new collaborations with owners and stakeholders. Interventions in Korça have taken place in two historic buildings, one with partial interventions conducted as part of the “Skills of Employability of Tomorrow” program (see details in outcome 2.1.4), and the full restoration of one of the shops in the Bazaar area. Berat has had a bigger stake in the number of interventions, after Gjirokastra, in these four years. There have been interventions in 15 houses where collaboration with the Regional Directorate for National Culture in Berat, the family owners and the community has been significant.

While the works in Bënjë and Dhoksat (Annex 10) have been undertaken following the need to consider Gjirokastra not only as a city, but as a wider region and in relation to neighboring areas. This marked the first time that CHwB Albania's interventions have spread into rural areas. In both cases, the restoration projects were prepared by the Institute of Monuments of Culture and the locations were considered with priority, given that Bënjë is a recently declared “historic site”, while Dhoksat is part of the multilateral “100 villages” Integrated Rural Development Program launched by the Government of Albania. As in the other new areas, CHwB Albania worked in close collaboration with the local institutions,
Regional Directorate of National Culture Gjirokastra and Municipalities of Përmet and Gjirokastra, and engaged local craftspeople.

The emergency interventions held at the former prison of Spaç during 2017 are of special importance. This was the first time that conservation works have taken place in a monument connected to the communist past. This process has provided CHwB Albania with the opportunity to work with new partners, like the Municipality of Rëshen, the Regional Directorate of National Culture in Shkodra, communities of the areas around Spaç, and national and international professionals that deal with similar sites of conscience.

In addition to all the interventions mentioned above, three monuments of culture, in the three historical cities of Albania — Berat, Gjirokastra and Korça — have been subject to a full conservation process that started in 2017 and 2018. Two first category monuments located in the historical centers of Berat and Gjirokastra and one second category monument located in the Old Bazaar of Korça were selected based on the priority list of the Regional Directorates of National Culture for Berat and Gjirokastra and the Municipality of Korça. The restoration works at Çabej House in Gjirokastra and Duhanxhiu House in Berat were based on the projects prepared by the respective regional directorates. The implementation in both sites was led by skilled local craftspeople in
Above: The rendering craftsman applying the historic technique of the final layer at Loli - Qirinixhi shop.

conjunction with both the “Skills of Employability of Tomorrow” program and the Regional Restoration Camps. The initial plan for these two monuments was that they would be used as community centers providing public services. While the restoration of the Loli-Qirinxhi shop located in the Korça Bazaar was tendered out. The open tender resulted in the selection of a local company that carried out the works while engaging local craftspeople and professionals. Monument owners were involved in all processes. The shop in Korça is intended to be managed by the owners after an agreed period of five years, a timespan during which CHwB Albania will put it to use while supporting local individuals/groups of artisans (Annex II).

In May 2020 CHwB started the interventions at the Tower C, one of the angular towers of the Fortification wall in Durres that was heavily damaged by the November 2019 earthquakes. The project consists of three key phases:

Phase 1 - Emergency stabilization,
Phase 2 - Development of conservation measures and
Phase 3 - Implementation of conservation measures.

Phase I started with the identification and documentation of fragments in situ and followed by the movement of the fragments (Annex I).

Emergency stabilization of Tower C was successfully concluded after the steel profile props were placed in their position. The props would secure the structure until the full conservation could commence. Follow up steps after this 1st phase are design of the conservation proposal and its implementation. The funding for implementation is secured from the US Ambassador Fund for Cultural Preservation.

The actions of moving fragments, conducting tests and lately propping the structure were followed by many interesting visits of both high ranked Government officials, donor representatives and a local community. Everyone is eager to see the monument recuperated. One opinion however stands out:

“I am a citizen of Durres. And have been following every step of the work. In my opinion this is how restoration should be done. But do not stop there, please make it into
a school. School on the site. New generations deserve it. And leave the structure opened until is conserved through educational and teaching efforts. In this way the structure would become part of new memories and would serve a base for best practical school one could have.”

We shall definitely continue to collect different views and viewpoints while working on conservation proposal. Work continues.

Output: Public-private partnerships stimulated and created

As expressed in the organization’s vision and mission, CHwB Albania sees cultural heritage as a platform for the sustainable development of local communities. In this perspective, all interventions carried out in historical buildings are thought of as the first step towards a valorization and use of these assets by their owners and users. Hence, all restoration interventions have been carried out in parallel with meetings and discussions with local stakeholders, in order to develop a common understanding of the future life of the monument. All interventions have been executed to serve education and training.

Besides the number of assets being conserved, two cultural heritage buildings were the specific focus of the interventions which were planned and carried out throughout the duration of the program. These were Duhanxhui and Çabej, both monuments of 1st category located in Berat and Gjirokasta.

Both Duhanxhui and Çabej (Annexes 13 and 14) were restored during Regional Restoration Camps and during the craftspeople skill enhancement program. Both buildings are privately owned, however, owners of both buildings are no longer living in these assets. The initial idea was for Duhanxhui to be converted to a local information office for the Municipality of Berat while Çabej was supposed to be turned into a small local Museum of Linguistics. They key to a possible utilization of both of the assets is to link their usage to a management scheme run by a local authority. However this still remains a challenge. Restorations are finalized but the management schemes still need to be developed and put in place. We are hopeful to develop those through the continuing engagement of developing those models together with local authorities.
For a complete description of the efforts and results achieved with the Loli-Qirinxhi shop in Korça, please refer to Outcome 2.1.6 below.

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

The most distinctive intervention carried out under this output is a project which uses an asset of cultural heritage monuments to fight one of the main risks to structures and to the lives of their owners and inhabitants: using water cisterns as part of the fire-fighting systems of the historic cities of Gjirokastra and Berat.

The mechanism relies on the installation of a pumping system within the cistern, which is connected to a hydrant on the street outside the house. This hydrant can be used by the owner of the house, as well as by the neighbors and also the fire department. In case of fire, the owners can immediately react in the first crucial minutes of the fire and localize it while the fire department can connect their pipes and use the water of the cistern to completely extinguish the fire. The whole system is automatic and completely independent of electricity.

As of now, the system is successfully installed and fully functional in Gjirokastra, while in Berat the progress has been halted by diverging views of the partnering local authorities. This project, which was implemented with additional support from the Prince Claus Fund, relied on close collaboration with many local institutions and the local community, which were also trained to use the resources (Annex 15).
CHALLENGES AND LESSONS LEARNED

Monument ownership: the biggest challenge lies in the individuality of situations but also in the issue of complex and multiple ownership (with many spread all over the globe or divided and engaged in legal disputes), lack of interest in property development, or simply lack knowledge or resources. Despite the good practices developed throughout our experience, given that each case is unique, it is still a challenge to solve this issue. The importance of working closely with owners through face-to-face and informative meetings, and negotiations for reaching an agreement involving concrete results, have proven to be one of the ways to work with this challenge.

Sustaining a growth mindset: When working with local communities and monument owners it is obvious that a more entrepreneurial mindset has to be cultivated in society at large. Many of the monument owners see their property as a burden, rather than an opportunity. The close relationship developed with stakeholders based on trust and high professional standards, but also on the many years of work and presence in the cities, and the successful models implemented by CHwB Albania in the past, have served as starting points for a change in this aspect.

Craftspeople shortage: Finding craftspeople specialized in restoration remains difficult and this is a decisive element for the quality of restoration works and the much needed recurrent maintenance processes. The many projects we’ve carried out have served as educational activities for the craftspeople or apprentices involved. Yet again, the reputation we have earned over the years has helped to grow a network of contacts and collaborators that understand, share and deliver according to CHwB Albania’s professional standards and requirements. Other structural difficulties that may affect the quality of the interventions are market-related, since restoration works can only be carried out by licensed companies, which do not always have the knowledge, consideration and the executing skills for restoration projects, or simply are not interested in small scale interventions. Finding the appropriate materials is always more complicated as the market has a tendency to specialize in specific materials. To mitigate these risks CHwB Albania is constantly trying to develop its network of services and goods providers, while maintaining the professional standards which it has always worked by.

Unfulfilled partnerships: the quality of institutional partnerships in specific cases has suffered from frequent (political) changes in the partnering institutions, causing temporary pauses in the implementation of the projects. However, in many other cases, the political changes have not had negative repercussions in our collaborations.

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

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

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

Within the frame of the “Skills of Employability of Tomorrow” program, four training modules of vocational courses in traditional repairs have been implemented in Berat, Durrës, Gjirokastra and Korçë, from December 2016 to November 2019. From these modules, 145 apprentices and 18 master craftspeople in four cities have been trained and certified

This training program was implemented through close collaboration with the Institute for Monuments Protection; Regional Directorates for National Culture
Above: Trainees at Stiliano Bandilli School attending stone work (Berat).

in Berat, Durrës, Gjirokastër and Korça; Regional Directorates for Professional Education in Durrës, Korça and Gjirokastër and the Professional School “Stiliano Bandilli” in Berat.

The focus of the “Skills of Employability of Tomorrow” program is to provide a complete theoretical and practical training in traditional timber, stone and plaster working techniques. Since 2016, CHwB Albania has responded to the nation’s urgent need for highly qualified and certified trainees, by holding courses in the main historic cities, namely in the UNESCO World Heritage Sites of Berat and Gjirokastra and in the historic cities of Korça and Durrës.

Through a close collaboration process with local partner institutions in Berat, Gjirokastër and Korça, a series of major restoration projects, as well as smaller works and interventions, have been implemented during the practical part of the training. During these, trainees have acquired the necessary skills and knowledge to work with historical buildings and traditional materials. In the first three training modules, held from 2016-2018, the practical work of the training was mostly focused on three major restoration projects: namely Duhanxhiu House (First Category Monument) in Berat, Çabej House (First Category Monument) in Gjirokastra and Frashe’ri House (Second Category Monument) in Korça. As case studies for the various types of restoration works in different sites, more than 20 other smaller restoration interventions have been successfully implemented, in various First and Second Category Monuments in Berat, Gjirokastër and Korça.

Another aim of the “Skills of Employability of Tomorrow” program has been the improvement of working conditions of skilled and certified craftspeople, both in the private and public sector, and the creation of a legal basis for self-employment opportunities for master craftspeople. The implementation of these changes would not only lead to an improvement in the quality of restoration works in the country, but also secure continuous employment of both senior craftspeople and young apprentices in the private and public sector.

Above: Trainees attending plaster work (Berat).
Negotiations with the Institute for Monuments Protection during the second phase of the program (2018), have led to the initiation of the adoption of suggested changes in the regulatory bylaws within the new law on “Cultural heritage and museums”, related to licensing conditions for conservation companies. All registered companies operating in the private sector in the field of conservation/restoration have been officially informed about the forthcoming changes in the licensing criteria through a formal letter, circulated in March 2018 by Institute for Monuments Protection. They have been officially advised to send their staff for training or employ previously trained craftspeople. 17 craftspeople, employees of private companies working in the restoration sector, have been trained and certified during the third module of the training. However, this remains a modest number, compared to the active workforce currently working in restoration/conservation projects in Albania.

A close collaboration process with the National Agency for Vocational Education and Qualifications NAVETQ was initiated in November 2018 for the conversion of the current training curricula into a national certification standard. This process makes it possible for Vocational Education Training Centers nationwide to adopt and fully implement the training independently. A market study was concluded in late February by NAVETQ, concluding there was an actual need in the market for these traditional crafts. This, in term, established the need for the adaptation of the actual curricula into the national standard. In March 2019 a series of workshops for each of the materials (stone, plaster and timber) were organized for the analysis of the profession, where experienced craftsmen gave their views and opinions on their crafts. The final step of the curricula nationalization process, consisting of a series of 4-day workshops to assess and revise the current curricula for each of the materials (stone, plaster and timber), was arranged in the period October-November 2019. The results from the meetings were further translated into an improved adaptation of the curricula in a national format. The curricula nationalization process was finalized within
November 2019. The updated national curricula for stone, plaster and timber work in traditional buildings are now within the national framework of qualifications and were published on the official page of NAVETQ in January 2020.

CHwB Albania has been in continuous contact with the Albanian National Chamber of Crafts - the body responsible for the certification of vocational training and courses according to the new Law on crafts (Law no. 70/2016, adopted in June 2016). Since January 2019, when the Chamber of Crafts became operational, CHwB Albania held several meetings with representatives of the Chamber, where cooperation possibilities, as well as the advisory role of CHwB were discussed. CHwB remains interested to support the Chamber in the field of restoration/conservation and to help enlarge its portfolio by supporting the Chamber in acquiring skilled and certified members.

The newly updated training curricula, now within the national framework of qualifications, are also in line with the Chamber of Crafts’ mandate. Hence, the training curricula will be adopted by the Chamber as the standard training curricula for these traditional crafts. The Chamber would need further support in the field of development of a testing methodology for the further qualification steps.

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

The inability to directly support entrepreneurs due to the nature of the funding program has still left an opportunity to support monument owners via promotion and via small restorative measures based in their houses. This includes several houses in Gjirokastra: Angoni, Jaho, Fico and Kalajxhi.

Proposed restorative measures were followed by simple investment/revenue schemes coupled with analysis of the content and the ability of owners to fulfill those new functions. One of the most positive aspects of this section of cooperation are new points of interest in Gjirokastra. Those emerged as a direct result of promotion and small investments done by their owners. Those include: Babaramo house, Fico and Kalajxhi. All of those monuments are not only visitable but they also provide a small local service of hosting.

CHALLENGES AND LESSONS LEARNED

Inability of all trainees to follow the course: The most challenging aspect of the training implementation remains the inability of some 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 working participants. Hence, despite the forthcoming changes in their licensing criteria, private companies operating in the restoration sector are still reluctant to send their employees to be trained.

Despite introducing an interviewing and informing phase for all applicants prior to their selection, the dropout rate remains high. This issue has been partially addressed by creating a more time-effective redistribution of lecturing hours during the theoretical component of the training. The theoretical component has been compressed into one month instead of two, without affecting in any way the quality nor the total hours of training.

This issue can be resolved once the regulatory bylaws within the new law on “Cultural heritage and museums”, related to licensing conditions for conservation companies, is in place.

Expansion of the training in other geographical areas:
The first three modules of the training were implemented in parallel, in the historic cities of Berat, Gjirokastra and Korça. The number of people trained and certified in these cities was small when compared to the market demand for qualified people working with traditional building techniques. To enable people from other cities as well as employees of restoration companies, mostly based in Tirana to attend the training, an expansion of the program to the coastal cities of Vlora and Durrës was implemented during the fourth module of the training.

Partner institutions in Vlora and Durrës have been very cooperative and actively involved during the application process. Despite the initial interest for the training in Durrës and Vlora, many applicants were unable to attend the training in its whole duration, as their main source of income was seasonal short-term employment in the tourism sector during summer months.

Preparations for the independent implementation of the training by VETCs: The updated national curricula for stone, plaster and timber work in traditional buildings have been in place since January 2020 within the national framework of qualifications, thus enabling Vocational Education Training Centers nationwide to implement the training independently (Annex I6).

In the next project phase, CHwB Albania in cooperation with NAVETQ and the Ministry of Economy and Finance shall be engaged in the development of a specific curriculum for training the trainers as well as creating training programs and textbooks. This will ensure qualitative learning is being conducted in the future.

Unfavorable fiscal schemes for small and/or inexPERIENCED entrepreneurs: The monument owners in Gjirokastra or Berat are very often limited to a small household of one or two persons. Those persons are truly willing both to invest in their properties and open them to possible visitors. However to have a fully viable running business they need to comply with fiscal schemes which are not favoring self-employed persons running their business with a seasonal character. Due to a lack of governmental incentives, the owners or residents, in general, do not rely on or trust the government. In their logic “if the Government cannot help me run my business by allowing softer fiscal packages, then I would not pay the tax to the state as I see no benefit from doing so”. This created a situation whereby the majority of small businesses such as the ones operating in private houses are not official. Since the value of private properties is in creating a local and unique experience for tourists, certain fiscal solutions would have to be encouraged so that the trustworthy relationship between the owner and the state is established.
Outcome 2.5 Heritage sites are a platform for new narratives accommodating mature relation of a society to its traumatic past

Output: Platform for dialogue created for all relevant stakeholders

Output: New narrative created for the monument of culture and a former forced labor camp, Spaç.

Financed by: Sweden

CHwB started working in 2016 with a line-up of the most active stakeholders for Spaç. They were identified through the “Dialogues for Spaç” experience and based on an action-plan jointly developed; and that was considered an embryonic common strategy to move forward with the memorialization of Spaç. The prime interest for this platform, which has gathered regularly a diverse array of 13 stakeholders (including several Ministries and subordinate institutions, local and international NGOs, human rights activists, researchers and former political prisoners in Spaç, etc.) was that it served as a common ground for the exchange of perspectives and information, but most of all, as a dialogue space among stakeholders. This was an important achievement in the Albanian context of high polarization driven by diverging political and economic interests. The discussions were geared mostly towards coordination efforts, advocacy and public outreach actions, as well as policy-making suggestions. Sometimes they led to divisive questions, for which there was no group consensus (such was the case of the request for the extension of the “protected area” of the former prison).

In 2017 emergency stabilization interventions in-situ were conducted for the first time since the prison and the mine was abandoned completely in 1995. These interventions were aimed at halting the destruction of the remaining buildings and to avoid, in the medium/long term, the total loss of the site. The interventions, which were designed by CHwB Albania and were approved by the Institute of Monuments of Culture and endorsed by the Ministry of Culture, started in June 2017 and were undertaken by a licensed company employing a majority of workers from the area. In nine of the remaining buildings, new hydro-insulation layers were installed on the roofs — water being a major problem for the structures. In four of these buildings, supporting elements were installed to increase the static capacity of the damaged structures. Also, more than 600 square meters of ruins were carefully cleaned, bringing to light important historical and spatial information (Annex 17).

In parallel to this process, CHwB Albania also worked on providing short term solutions that would prepare for and carry over into the long-term. These include documenting and disseminating to the public what the site has lost by doing extensive on-site and archival research, as well as interviews with former prisoners and staff of Spaç prison. The process involved inclusive planning for the memorialization process, including focus-groups and site-visits with both future users and stakeholders in the site. These consisted of formerly persecuted persons, local inhabitants, history teachers, tour operators, tourists, diplomats, students, journalists, history and heritage studies students, museum professionals, human rights activists and international memory professionals. Through this process, CHwB Albania has elaborated a comprehensive and realistic memorialization concept that constitutes not only a first holistic site development plan for the former Prison of Spaç, but also a realistic memorialization concept that is delivered from a multi-perspective and democratic angle.

The memorialization concept has served as a basis for increased institutional cooperation through the signing in 2018 of a cooperation agreement with the Ministry of Culture and the formalization in 2019 of a working group. This group comprises members of the Ministry of Culture (who were previously part of the Spaç stakeholder meetings) and CHwB Albania staff - whose
mission is to liaise with the Ministries and subordinate bodies on the complex legal framework of ownership and management of the assets in Spaç (Annex 18). The concept has been presented to the Municipality of Mirdita, which has officially expressed its interest in administering Spaç in the long-term. It is the first public authority to have such claims over the former prison. From 2018, CHwB Albania has also been actively lobbying and seeking the support of the most important Embassies in Albania with encouraging results as several Ambassadors have expressed their support for the implementation of the proposed concept.

CHwB Albania has been also actively promoting internationally their work with Spaç, to build lasting relations with experts and institutions that are internationally recognized as leaders in the field of memorialization, a relatively recent type of professional expertise in Albania. This network now includes important “assembler” institutions such as the World Monuments Fund, global actors like the International Coalition of Sites of Conscience (CHwB Albania is a member of the Board of Directors of the European Network of Sites of Conscience since 2017 in recognition of the quality of their approach with Spaç), important European remembrance institutions such as the German Federal Foundation for the Study of the Communist Dictatorship in East Germany (Germany), the Camp des Milles Memorial (France) and the Memory Lab, a trans-European Exchange Platform on History and Remembrance, with whom an expert workshop was organized in Spaç and other sites of memory in Albania in September 2019 (Annex 18).

One of the most interesting outcomes of international partnership is the work conducted in 2019 with the Worcester Polytechnic Institute (USA) on a digital reconstruction of the Spaç Prison.

The resulting prototype (Annex 18bis) is accessible to the public here: https://www.spacprison.com/.

The main goal was to put different available technologies at the service of a better historical and spatial understanding of Spaç for a wider number of people. The resulting highly interactive prototype, a first-of-its-kind in Albania, can be used also as a digital forensic tool useful for interviews with those who witnessed Spaç, and it can also serve as initial digital documentation for this site. The prototype
can further be enriched with additional information and can become an important digital platform for learning more about Spaç, for which ongoing discussions are taking place with various international partners.

**CHALLENGES AND LESSONS LEARNED**

Overall the goals associated with Outcome 2.5 have been reached. However given the complex and dynamic nature of the Spaç project, there have been stalled several times. Most importantly there has been an ample learning curve and many opportunities for organizational growth.

When we first started to work with Spaç, in a purely activist fashion, we were not able to immediately grasp the complexity of its situation: the stakeholder’s high expectations on the short term, the intricate context of the shared institutional responsibilities over the (remaining) Spaç assets, the backlog of the undated management and ownership issues, or even the inability for the state institutions and civil society to be a factor in the important process of dealing with the past. Nor were we internally equipped with the needed, diversified set of expertise, but we have learned along the way and have tried to always bring appropriate solutions, be it in terms of methodology (dialogue sessions, focus-groups and multi-stakeholder engagement, etc.) and tangible products (an active platform of key stakeholders, the interventions on-site, the widely accepted and institutionalized memorialization concept, the digital reconstruction prototype). Such expertise will be very useful in the continuity of our efforts focusing in particular on how Spaç will be effectively managed and hence protected on the long-term. A Management and Business plan for Spaç can be considered as the immediate short term action to be conducted to put Spaç out of its current state of limbo and open the way to new opportunities such as the implementation of the CHwB Albania concept.

The major learning curve for us has been to understand that, more than the physical outcome of Spaç and memorialization efforts, it’s the long-lasting, deeply self-searching discussions that are triggered through this process, that enable a collective reckoning with the past. These too constitute an appropriate form of remembrance- perhaps even the best form of remembrance possible in Albania.

On a more practical level, the main challenges faced and that remain unanswered are as follows:

**Scattered state responsibilities over the Spaç assets:** several buildings and lands that are today part of the listed monument and its protected area are under the ownership of Alb-Baker SA, a state company under...
liquidation, and subordinated to both the Ministry of Finance and Economy and the Ministry of Infrastructure and Energy. In 2019, the working group created among the Ministry of Culture and CHwB Albania has solicited these Ministries and the Prime Ministers’ Office, as well as the local Property Registration Offices for help in the clarification of responsibilities, but no significant progress has been made.

**Lack of unified management:** being listed as a monument, the Ministry of Culture is by law the responsible body for maintenance and preservation of Spaç, while there is an expressed interest from the Municipality of Mirdita to manage the site. Also, there are requests from different organizations to use Spaç for educational visits happening regularly and under improved visitor conditions. At the moment, no formal or informal body serves as a credible interlocutor or as a decision-making instance for important steps that need to be taken such as moving forward with the implementation of the concept, namely with the interventions aimed at improving the visitor experience on-site (the establishment of a safe visitor itinerary, providing basic interpretation, establishment of a multi-functional visitor center; etc).

The establishment by the Ministry of Culture, of clear management and governance structure for Spaç, has been identified by the interested Embassies as indispensable and essential action, preceding their commitment for support for the implementation of the concept in Spaç. Unfortunately, there has been no feedback from the Ministry of Culture despite repeated requests.

**Difficult cohabitation with the mining activity:** Since a concessionary mining company started in 2016 operations for the exploitation of the mine of Spaç, there have been irreversible alterations to the memorial landscape around the former prison, including the destruction of the first nucleus of the prison. The permanent presence of such an activity presents also the inconvenience of visual and environmental pollution, heavy traffic and loud noises, all elements highly incompatible with the essence and the needs of a site of memory. These conflicting uses are unfortunately a direct consequence of the erroneous definition of the ‘protected area’ of the former prison of Spaç by the Ministry of Culture.

**Outcome 2.6 Social and economic rights are widespread and benefit both the community and the foundation that self-generates income through social entrepreneurship and innovation.**

**Output: E Ka Kush E KA Heritage educational models are disseminated in a larger scale to reach a wider audience.**

The distribution on a larger, national scale of the E KA KUSH E KA collection is a milestone that has yet to be reached. CHwB Albania has conducted discussions with the two most important institutions, the Ministry of Culture and the Ministry of Education, Sport and Youth to identify any opportunity for the collection to be disseminated locally through their channels. Unfortunately, an operational scheme wasn’t found given the priorities of these institutions, their limited financial and human means, and also the curricular reform that had just been completed constituted a major institutional barrier (until the next curricular reform). However, these discussions led to other important and tangible results, namely the inclusion of the collection in “Bëjmë detyrat e shëtëpisë – Doing homework” national pilot project. That has helped immensely in promoting and asserting the credibility of its approach.

Preliminary discussions have also been held with the Municipality of Tirana for the collection to be made available in the local network of public libraries, but without any significant results.

Currently, CHwB has been approached by the Center for Diaspora Publications, which considers that the Don’t Get Mad sub-collection is of great interest for teaching Albanian language and culture in the Albanian Schools in
the Diaspora, a network of more than 200 establishments all over the world. Although this partnership may not directly impact the dissemination of the collection locally, it is an excellent opportunity to further raise its profile, expand its network and to attend to children’s needs beyond borders. A memorandum of understanding was signed on July 1st for this purpose (Annex 19).

In parallel, and given the current unlikeliness to mount an initial public dissemination scheme for the educational tools, there have been efforts to find suitable commercial distribution channels. The latter would not only help to reach a wider audience in Albania (our main goal) but it would also create a cost-recovery mechanism that can help E KA KUSH E KA’s self-sustainability. At least two important publishing houses have been approached, but unfortunately negotiations didn’t pan out according to the long-term needs of the collection - above all, CHwB maintained control over its educational philosophy and the creative process. Small scale testing has been done as well through local souvenir shops in Gjirokastra and Berat, over summer and autumn 2019. The results are encouraging and have raised new questions, but more significant testing, including also the main bookstores in Tirana and other big cities would be required (at the present, the shops in Tirana that have been offered partnership have limited interest in the collection or impose unfavorable conditions). Currently, there are ongoing discussions with one of the largest toys stores in Albania, which has shown interest in commercializing the Don’t Get Mad typology of games in its different selling points in Albania and Kosovo.

Output: The organization uses restored monuments as a hostel and cultural center in Gjirokastra, Berat, and Korça.

For all three major conservations planned in Berat, Korça and Gjirokastra, between 2016 and 2019, CHwB has been working in parallel together with the owners, artisans, new businesses and other potential partners, to define the buildings’ future functions, management schemes and business models.

Loli-Qirinxhi shop, located in the old bazaar of Korça that was fully restored by CHwB Albania in 2018 has been the concrete case where efforts for reviving artisanship and traditions by creating an innovative heritage-based entrepreneurship model, have been made.

The initial goal was to transform the building into a candle shop, since this was its historic function and since one of the families owning it, still have the skills needed for this type of business. CHwB Albania has been in discussions with the owners prior to the restoration process about the future use of the building and the agreement was made for CHwB Albania to restore and use the building for 5 years, to support a local candle maker starting the new business. In addition to this, the idea was for the building to serve as a small training space for visitors or young artisans. During this time CHwB Albania has also identified possible partners for the business: the Tourism Investment & Financial Fund (TIFF), Albanian American Development Foundation (AADF) which is an organization focused on the development of a sustainable private sector economy and a democratic society in Albania, and Creative Business Solutions (CBS), a project implementation organization, interested in supporting such initiatives.

Several meetings and positive discussions have been held in 2017 and 2018, among CHwB Albania, the owners of the building and TIFF, which was interested in investing in the business functioning of the shop and in supporting financially with management skills and promotion aspects. After facing difficulties in finding an agreement between TIFF and the owners, CHwB Albania found a potential supporter in CBS, with which different meetings were held during 2018 and 2019 to find the right formula for supporting the startup of the new business. The same effort was made with AADF regarding their support scheme grant for Korça Bazaar. In parallel, CHwB Albania
has met with potential artisans and small businesses as possible users of the building and who would be supported by the five-year scheme. The revival of traditional candle making, by linking business innovation and artisan perspectives, has been at the center of these discussions. CHwB Albania has offered its assistance to the artisans based on its internal expertise. This assistance consisted of creating architectural interior models of how the space can be used by the business, preparing a preliminary budget for the necessary investment to start the business, and facilitating meetings between them and the potential funders mentioned above.

These discussions highlighted clear gaps between the different supporting schemes available on one hand, the startup needs for this type of business, and the artisans’ lack of start-up capital. As a result, efforts haven’t yet resulted in an operational shop. As an alternative, CHwB Albania has identified a group of artisan women who have expressed their will to use the shop for a more diversified artisanal production combined with candle making products. This combination of products would give more space for economic sustainability and better identification of market needs and possible, future innovative product development.

**CHALLENGES AND LESSON LEARNED**

**Multiple ownership:** Complex ownership situations are common with historic buildings in Albania and constitute a major handicap in terms of access to start-up capital through existing funding schemes for aspiring heritage-based entrepreneurs. Careful selection in choosing buildings with less intricate ownership situations is also an alternative, but sometimes it still is challenging to find such assets that are at the same time legally sound and in need of restoration interventions.

**Lack of support schemes tailored to heritage-based startups:** Crafts and traditional skills still struggle to get recognized as primary catalysts for community economic development. Although there are now more efforts and operational schemes to support businesses in historic areas, they do not necessarily match the needs of (aspiring) heritage-based businesses - and in particular for those skills and traditions which need to be revived, and for which the support needs to be extended. Working closely with interested individuals, helping them fine-tune their ideas and manage their expectations on one side, and on the other, connecting them with the right supporting initiatives is a very important task which would require CHwB Albania to consider incorporating a new set of skills not available at the moment and/or to extend the network of specialized partners in the field of small and medium scale entrepreneurship development. That would also enable us to better integrate from the start, restoration processes and revitalization efforts.
Key Objective 3

Regional cooperation serves as the platform for building peaceful relations for responsible preservation and interpretation of cultural heritage in the Western Balkans, with effects felt beyond the region.
Specific Objective 3.1
Regional training (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 WB region and beyond.

Outcome 3.1 Enlarged Regional Restoration Camps scheme is a provider of accredited growth mindset based education leading to increased employment opportunities.

Outcome 3.2 Pool of conservation projects, interpretation models and innovative revitalization of artisanship are development stimuli for localities where camps are hosted.

Outcome 3.3 Alumni network of RRC is a proactive pool of professionals tackling burning issues of cultural heritage preservation across the region.

Outcome 3.4 Networks of cultural heritage professionals extended across borders, aiding reconciliation of divided communities in the Balkans and beyond.

Outcome 3.5 RRC becomes a professional and self-sustained opportunity for young professionals.

Financed by: Sweden, Albanian-American Development Foundation, Allianz Kulturstiftung, Prince Claus Fund

Over the 2016-2020 period, the Regional Restoration Camps have reached new heights. The overall number of successfully implemented activities amounts to 22 Camps held in three countries in the Western Balkans (Albania, Kosovo, Serbia). The total number of participants for these four years was 444. At the end of its 13th year of existence, this heritage training platform includes 47 successfully implemented Camps and 1111 alumni.

There has also been an important geographical diversification of the Camps, with five additional cities hosting at least once the activity in the considered period, namely Berat, Kruja and Shkodra (in Albania), Gjakova and Prishtina (in Kosovo). It is also worth mentioning that in the case of the Camp in Gjirokastra, the activities were extended beyond the city itself, by implementing important components in smaller centers nearby - such as in Bënjë (Përmet) in 2018 - or in the historic villages around Gjirokastra, such as Dhoksat in 2019.

This geographical expansion was inter-related with the thematic development of the Camps. As a result, five different types of Camps have been successfully delivered in multiple locations in the considered period:

1. Building conservation and interpretation – Berat, Gjirokastra and Rogljevo;
2. Museum objects conservation and interpretation – Prishtina and Gjakova;
3. Historical crafts and entrepreneurship – Kruja;
4. Dynamic heritage interpretation – Shkodra;
5. Historic buildings documentation – Rogljevo;

Photo on previous page:
A participant proudly showcasing the findings from a hard-working day at the RRC in Berat, 2018.
The growth of the Camps wouldn’t have been possible without a new partnership scheme developed between 2016 and 2018 with the Albanian American Development Foundation, the Ministry of Culture and the University of Tirana on the “Extended Regional Restoration Camps Program”. 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 Camps. Offered as a part of the curriculum at 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 finish four RRCs during their Master’s studies. In total 102 UT students (for a total of 178 participants in 12 Camps) have been trained. Of these, 11 students (10%) have completed four Camps.

A new partnership was established with VERNADOC, an expertise-based collaboration that helped to successfully test in 2018 the VERNADOC methodology (vernacular documentation) in Rogljevo. A similar collaboration was set-up with the Bohuslan Museum which provided the expertise for the planning and the implementation of the 45th Camp in Gjakova (June 2019). A sponsorship agreement was also signed with Allianz Kulturstiftung which co-financed the 2019 Camps in Gjakova, Rogljevo and Gjirokastra (Annex 20).

In terms of practical results and products, the Camps have contributed towards the following achievements:

- The preventive conservation of 100+ museum objects in the Museums of Prishtina and Gjakova. The latter case is particularly interesting as the city, once a very important cultural and religious center has been heavily hit by the war and is one of the poorest municipalities in Kosovo today. The participants and all the partners involved in this Camp had to understand and critically assess how their “technical” work with objects interrelates with such a complex, widely-varying and emotionally-charged social landscape. After treatment, some of the XIX century costumes that the participants helped conserve were re-integrated into the permanent exhibition.

- The completion of 51 restoration interventions, including restorations of roofs and ceilings, but also restoration of public spaces such as those in the last interventions concluded in Dhoksat in 2019. The interventions in Dhoksat have been designed and carried out in support of the “100 villages” Integrated Rural Development Program launched by the Government of Albania. The interventions undertaken on historical houses had the effect of increasing their value while retaining their historical outlook and employing traditional building techniques. Consequently, the historic centers in Berat, Gjirokastra and Rogljevo now have more points of interest to be visited and enjoyed. In most cases, these interventions have also been completed with a simple interpretation model, aimed at sharing and mainstreaming stories and key messages related to the site and the works conducted.

- The creative integration of traditional arts and crafts in 12 business concepts in Kruja, based on “growth mindset” methodology and business planning best practices. Besides the artisans in Kruja, participants have grown professionally through this education. At least two participants have used the gained knowledge to start their own small crafts-based businesses.

- 12 innovative interpretation strategies devised for five major cultural sites in Shkodra, including important institutions such as the Marubi - National Museum of Photography and the Site of Witness and Memory. The result of the participants’ work is now embedded in both these institutions’ approach to
Madelein Arnoldsson, conservator (left) and Elsa Ballauri (right), student at the University of Tirana, documenting a XIXth century battledore, Gjakova May 2019.

One group presenting their ideas developed during interpretation exercise, Gjirokastra September 2019.

Olga (left) and Marta (right) participants from Serbia and Croatia documenting an old entrance door, Rogljëvo, September 2019.

Besfort Axhanela, conservator from Kosovo (left) working with Erestina Ndoka and Xhuliana Deda, both students from the University of Tirana (right) on ceramic cleaning techniques, Gjakova May 2019.

Emanuela Marinska from Bulgaria (left), Daniel Schmidt, CHwB-Albania Staff from Denmark (center) and Marija Konjević from Montenegro (right) building steps with the dry wall technique, Gjirokastra September 2019.

Fadil Krasniqi, master from Kosovo preparing mud plaster in a traditional way, Rogljëvo, September 2019.
children’s education, and they can engage in content development based on the thematic strengths of their permanent exhibitions and to work systematically with outreach activities.

These settings, teaming-up with others for the delivery of actual interventions, and the ability to interact with key facilitators (craftspersons, lecturers, conservators, local or foreign consultants, hosting institutions, local owners, etc.) create a “holding environment” that enables all those who take part in the Camp to truly learn, engage and thus create preconditions for sustainable change.

The geographical and thematic expansion of the Camps has also contributed to the further increase of CHwB Albania’s network of consultants and craftspeople. At the end of the 2016-2020 program, the Camps platform includes 27 master craftspersons, 13 museum conservation specialists, 16 heritage-based local and regional artists, activists and entrepreneurs and 115 lecturers from different parts of the world.

One of the first and most successful spin-offs of the Camp Alumni has been the creation of the Balkan Cultural Aid Response for Emergencies (B+CARE) network, with the support of the Prince Claus Fund. This regional network of volunteer cultural ‘first aiders’ is composed of former Camp Alumni that have been trained in preserving and salvaging heritage that has been damaged by disaster. Two pilot training sessions have been organized, namely, the network’s kick-off training organized in March 2016 in Albania and the thematic training on “Disaster Risk Management for Cultural Heritage” delivered in Albania, Bosnia & Herzegovina and in Kosovo in November 2016. The network members can be mobilized quickly and efficiently depending on the needs and circumstances, such as in the case of the Heritage Atelier implemented in the areas affected by the 2019 November earthquakes, with three animators out of four being former B+CARE trainees.

The longevity and variety of experiences of the Camps provided an excellent opportunity to assess its impact and to propose potential ways forward for a sustainable future. An initial support activity was to carry out a collective evaluation of the Camps with the help of external evaluation experts. A workshop was designed and successfully implemented in July 2018 with 15 attendees representing organizations that partner with CHwB Albania to carry out the program, such as universities, donors, and other institutions, former participants, and staff. The workshop presented a rare opportunity for this diverse array of attendees to share their experiences of the Camps, thereby learning from each other and gaining a more holistic perspective of the program. As the final result of this process “The Regional Restoration Camps Program Model 1.0” was elaborated on. Regarded as a baseline and as a living and a working model, this document can be used to support further program design and planning, stakeholder engagement, documentation and communication, monitoring, evaluation, and learning.

A second supportive activity was designing and carrying-out a Camps Alumni survey to measure the impact of this type of training in the professional or academic carrier of the participants. The survey was conducted within the period of September to October 2018. The questionnaire was sent to 856 former camp participants and the survey was filled by 205 persons or 23.95% of the total. They amounted to 144 females and 61 males from 16 different countries. The questionnaire, a first of its kind, needs to be regularly re-conducted to obtain more coherent and updated results. By doing so it will provide useful insights into the Camps and the way they can boost the professional and academic advancement of its former participants.

In March 2020 CHwB Albania released four documentaries on the Camps held in Gjakova and in Gjirokastra in 2019, with the aim of documenting the
The Camps, thanks to their multidimensional development in 2016-2020 are established as attractive short-term conservation training for university students. This conclusion is based on the participants’ feedback and the frequent requests for collaboration from different universities, such as the Faculty of Textile Engineering (Polytechnic University of Tirana) for the Camps in Kruja, or the Tourism Department of Shkodra’s University Luigj Gurakuqi for the Camps in Shkodra. In such a context, it makes sense for the next generation of Camps to be designed and implemented in view of a larger and thus more impactful scheme with 1) more partnering Universities; 2) a better-balanced partnership in terms of roles and responsibilities for the latter in terms of expertise and skills sharing, curricular integration and funding for the Camps; 3) and with a wider pool of potential participants resulting in a more competitive selection process and consequently in better-qualified participants. This way they are likely to have a higher level of employability, therefore ultimately positively impacting the heritage sector. Such a new scheme would be particularly interesting for the building conservation Camps in Gjirokastra & Berat, where cooperation can be set-up with the Master of Restoration of Monuments of Culture (Faculty of Architecture & Urbanism, Polytechnic University of Tirana), Polis University and Epoka University.

Building upon the growing international interest for such platforms, the next generation of Camps 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 biggest 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.

Between 2016-2018 there has been a considerable increase in the in-take of Albanian students who have participated actively in the Camps and followed the programs successfully. But efforts should be made in the future to maintain and encourage a sufficient regional diversity if the goals for regional cooperation and understanding are to be met, the latter being also fundamental traits of the Regional Restoration Camps brand.
On the other hand, perhaps Camps with 70-80-90% of Albanian-speaking attendees can engage more deeply with the local content, stakeholders and challenges/opportunities. The diversity-related give and- take should be investigated further.

Lastly, the “Extended Regional Restoration Camps Program” created the mechanism through which the Camps can create additional opportunities for employment of skilled participants. So far and unfortunately, there has not yet been any employment provided by the Ministry of Culture or its subordinate institution to the qualified participants. Concluding the cycle of four successfully completed Camps with effective employment opportunities should be considered as a priority as it not only facilitates young people’s first employment but it also sustains the heritage sector’s crucial needs for increased professionalization and generational change.

**Specific Objective 3.2**

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

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

Financed by: Sweden, Headley Trust, Social Justice Alliance for Museums (SJAM)

During the years 2016 – 2019 there were 16 meetings of the steering group of BMN” and two changes to the composition of the Board. The first one was due to ending four-year mandates and the second was in an attempt to make the Board a more operational body, thus the number of members decreased from nine to five.

Regular annual meetings of BMN Steering Board fully insured regular implementation of activities and the representation of museums in regional activities (Annex 21) Planned output indicators were achieved, in slightly less quantity, but not with less quality. Out of planned 16 meetings of the BMN Steering Board, 11 meetings of the Board and three meetings of the Assembly took place. This number of meetings was fitting the needs and was in line with available financial resources needed for regional travel which can be very costly in the Western Balkans due to missing direct connections between the capital cities. In the composition of the Steering Group, 13 individuals/members were participating. The election of new Steering Board members was in line with BMN Statutes. Furthermore, the decision of the Steering Board to change half of the Board and mitigate the risk of losing institutional memory and having radical changes in the decision making and guiding the strategy of BMN, was deemed necessary.
The Board members are elected as individuals, not as representatives of their museums and are guiding members of the Network. The latter has grown each year to a total of 70 museum members as of 2020.

As per the indicator “Developing exhibitions representing the museums in the region and beyond” a virtual exhibition was developed with the title “My Museum and Me”. This online exhibition presented a selection of objects and stories from the collections of BMN members and thereby created a virtual learning space of the network as the foundation for a permanent interactive cross-border online exhibition. The exhibition integrates selected objects from museums’ collections, museological interpretation from curators and visitors’ responses. In this way, objects that come from across the Balkans become a new collection/exhibition that offers multiple perspectives on heritage, with people at the centre.

BMN, through an open call, organized two practical workshops for museum and heritage professionals in heritage interpretation, building knowledge and skills in this area. Means of verification for these output indicators including meeting minutes, reports/analysis produced and recorded material/summary documents are all available.

The Balkan Museum Network was very active on the regional level including three cross-border workshops “Crafting Access”, one international conference “Balkan Museums without Barriers 2”, updated Disability Toolkit, capacity building of the Balkan Museum Access Group (BMAG), conducting five access surveys in museums, and the implementation of small grants that increased access and inclusion in museums. Also innovative tools for access in Museums have been developed for which BMAG received “The Zero Award” as one of the best Innovative Practices in 2018. People with different impairments (mostly visually impaired) served as consultants to museums when they were developing new services and activities such as tactile areas within the permanent exhibition. These included tactile objects, labels for museum objects in Braille, Audio descriptions of objects, but also giving talks at workshops. The actions that will ensure sustainability are commitments for long-term cooperation between museums and associations of disabled people that are formalized in signed memorandums of understanding. Based on the successes of its work, BMN continues to develop access and inclusion and further develop cooperation with crafts-persons.

BMN serves as a platform for active, open, accessible and entrepreneurial museums. BMN activities were supported and encouraged by CHwb Albania, which is crucial in the time in which BMN is transitioning from CHwb project to independent organization. This is a time where it needs to find its modus operandi and strategies that can contribute to institutional sustainability. The growth in membership is seen by new applications for membership in BMN that the Network is receiving monthly. From 50 individuals in 2016, the number of individual members has increased to 130 individuals in 2019, and from 60 museums in 2016 to 70 museums in 2019. As of March 2019, BMN has one employed person running daily operations of BMN and ensuring the activities of the organization continue. Constant communication and information channels are being maintained, primarily the

"To be relevant you work on the edges and then you cannot sell your services and be sustainable. We in the Balkans are finding meaning above economic imperative and in doing so we develop our own methodology, our own ‘Balkan’ way’

Maša Avramović
BMN website, BMN social media channels (Facebook and Twitter), a newsletter (Annex 21), direct email messaging, and publications. Strategic areas of BMNs work are identified to be Access/Inclusion, Strategic Planning, Audience Development, Collections Management and Advocacy and Lobbying. BMN is a member of the Network of European Museum Organizations and the International Coalition of the Sites of Consciousness, which provide outreach for BMN activities.

**Effects on primary planning**

BMN is funding museum projects through small grants schemes. This financial support of 4,000 EUR for a 6-8 month long project is pivotal for piloting methodologies, prototyping new services and/or educational activities and setting the ground for partnerships with non-museum actors. These 30+ projects have laid the foundation for improvements, learning, innovations and institutional changes. For BMN, local is the key to regional. Collaboration and shared learning support small steps to impact in areas such as gender equality, poverty reduction and peacebuilding.

Members are promoted internationally and this breaks the isolation of museum professionals in the Balkans and promotes their work at the European level. This has been witnessed by speeches and workshops given by colleagues, making strong impressions on their European colleagues and stepping outside of the dark into a web of networking and connectedness.

Because of its strength and potential both in its geographic scope and numbers of members, BMN is a desired partner in project consortiums when EU project applications are being developed.

**QUOTABLE...**

“Culture can never be divided, it can only be lived and experienced, and hopefully understood”.

Nora Prekazi Hoti

Above: Participants at Meet See Do Conference, Thessaloniki, April 2018
QUOTABLE...

“Meet See Do conference is the most important event for heritage professionals in the Balkans to exchange expertise. At the same time, its ability to involve international actors adds a more round, up-to-date and integrated approach to any other similar events. Meet See Do is daring and relevant, as it constantly urges professionals to adapt to current socio-cultural realities. Its aim- of transforming museums, public and heritage experts into co-creators of ethical approaches to future challenges- is most noble and thus, must be wholeheartedly supported”.

Eliza Marin

CHALLENGES AND LESSON LEARNED

There is a great need for cross-border collaboration of heritage and museum professionals in the Balkans especially middle-level professionals who need support from each other. The existence of BMN gives huge support to underfunded heritage and cultural sectors in the Balkan region. This is needed as public institutions and museums are implementing an official cultural policy that is often not supportive of cross-border cooperation. To be a member of the BMN is a political statement and museum professionals often have to attend BMN conferences and workshops using their holiday leave days. Professional associations in the field of museums and heritage are uncommon in the Balkan countries thus the strategic importance of BMN is also to unite the voices of heritage professionals in championing the social role of museums. Dominant cultural policy in the Balkans is not conducive for cross-border collaboration, thus it is imperative to support organizations like BMN and CHwB Albania to continue their progressive activities aiming at building the capacities and reforming the heritage and cultural sectors.

Nevertheless, the position of the network remains precarious. From a broader perspective of civil society organizations, the grant dependency of NGOs needs to be decreased with a significant portion of their income ideally coming from (corporate or individual) philanthropy, crowdfunding, membership support and market-based commercial activities. The challenge to do so in the Balkan region is even greater due to the non-existence of the above-mentioned sources of funding. By raising awareness of exclusion, economic hardship, interpretational and political bias, local museums move from passive to active participants by making real connections between people, museum collections and local cultural spaces.
Other initiatives (2016-2019*)

This section includes activities which were not specifically foreseen in the annual plans, but that was enabled through additional funding and support from CHwB Albania.

MAKE IT YOURS! (2016)

Supports Outcome 2.2

Financed by: Sweden; US Embassy in Tirana

The ‘Make it Yours!’ activities organized in 2016 were aimed at increasing young Albanians’ awareness of and involvement with their heritage, and to advocate for politicians and public interest groups to take heritage into consideration. The activities were held in Tirana in May, with ninth-grade students from three local schools joining a short cultural heritage itinerary led by a professional guide. During the month of June, CHwB Albania organized three half-day activities at the Mosaic of Tirana and Persqop Castle where different groups got their hands dirty improvising the documentation of a newly discovered mosaic or archaeological site. The final activity of the ‘Make it Yours!’ project, was a day-long activity to recognize and raise awareness of the cultural heritage of Berat. The participants wore helmets, gloves and goggles, and participated in small restoration works in conjunction with the Camp being held at the same time in Berat.

COOPERATION WITH US FULBRIGHT ASSOCIATION (2015-2019)

Supports Specific Objective 3.1

Financed by: Sweden; private donations

CHwB Albania and the US Fulbright Association have designed and implemented in 2019 the 5th Fulbright Alumni Service Corps (FASC) trip. The itinerary included a combined trip to Albania, Montenegro and Bosnia & Herzegovina. The core activity of this trip, as in the past years, is the Fulbright participants’ integration in the program of the ongoing Camp in Gjirokastra, where they were provided with opportunities to work hands-on and hand-in-hand with the participants, craftspersons and members of the local community. Being able to attend a part of the Camp is one of the most cherished parts of the entire FASC trip experience according to the evaluation feedback from the participants (15 in 2019, more than double the average number of participants in the four preceding trips). This partnership with the US Fulbright association is part of a push by CHwB Albania to raise outside funding for activities such as the Regional Restoration Camps — which would increase financial health and sustainability of both the RRC as a program and CHwB Albania as an organization (Annex 23).

QUOTABLE...

“As members of the Fulbright Association, we share the vision of increasing understanding and developing friendships across our countries. And that is what makes a Fulbright Association trip so different – the ability to interact with a county and its people at a much deeper level than just touring.”

Kathy Parkison - FASC participant
ISRAELI-JORDANIAN ECO-TOURISM
COORDINATION (2016-2017)

Supports Outcome 3.4
Financed by: Israeli Ministry of Regional Cooperation,
Anna Lindh Foundation; Sweden

CHwB Albania gave its contribution to the interregional
sharing of experiences by combining the experience from the Balkans with this project focused on the Israeli-Jordanian cooperation through eco-tourism. CHwB Albania first presented its work in the Balkans to a newly formed Israeli-Jordanian Eco-tourism Network during a workshop held in southern Israel for Jordanian and Israeli tourism site managers and entrepreneurs. The second step of the cooperation was to host in Albania two representatives of this network and to facilitate site visits, discussions and meetings with local staff and partners of the organization. Regular email/skype contact with the project coordinators regarding programming and the content of the network was conducted in support of the main activities.

FAC DESIGN WORKSHOP IN ROME (2017)

Supports Outcome 3.1.3

CHwB Albania contributed to the discussions on the future of the First Aid for Cultural Heritage (FAC) program, during a workshop organized in October 2017 by the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) in Rome. Those gathered reflected on the FAC program’s progress thus far and charted out possible plans for the training course and for an active network of alumni that could develop from it. One outcome of the meeting was a strong interest in passing the training and coordination responsibilities to regional actors and networks. In particular, partners and colleagues present showed great interest in supporting the B+CARE Network as one successful example of on-going efforts that have come out of the FAC training course, noting it should be a model for other regions.

SUSTAINABLE MODELS OF CONSERVATION
AND REVITALIZATION FOR THE HISTORIC
VILLAGES OF VUNO & QEPARO (2018)

Supports Outcome 2.3

Consultancy service to Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Albania

In 2018 CHwB Albania advised the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) on 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 on the discussion and optimization of these innovative ideas with the support and buy-in from the local communities and key stakeholders. Firstly, we identified local owners potentially interested in the proposed models, developed mock-ups of the planned interventions, identified suitable income-generating activities matching the potentials of their houses, and established business plans detailing costs and calendar of investments, and the return on investment rates. The whole process was carried over in a way that maximized contact/sharing of experiences with the local stakeholders.

OSCE KOSOVO - E KA KUSH E KA (2018)

Supports Outcome 2.2
Consultancy service to OSCE mission in Kosovo

Inspired by CHwB’s E KA KUSH E KA educational activities for children, the OSCE mission in Kosovo has contracted CHwB to develop models for three key
sites: Ulpiana Archaeological Site; Gračanica Monastery and Kulla in Kosovo. The goal for this cooperation was not only to develop the models in cooperation with the National Museum of Kosovo, but also to test them while working with multi-ethnic groups of school children coming from Serbian, Kosovan and Turkish communities. 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 politicized, is a source of pride and also a responsibility – something that was constantly said and repeated by all the young participants of the workshops.

**BUTRINT MANAGEMENT PLAN (2018-19)**

*Supports Outcome 2.3*

*Consultancy service to the Albanian-American Development Foundation*

From October 2018 to May 2019, CHwB Albania formed part of an international consortium that delivered the first Integrated Management Plan for Butrint National Park, (a UNESCO World Heritage Site). The process that was followed and the results are ground-breaking in light of Albania’s traditional stand on the management of major cultural assets solely and exclusively by the State. This project has paved the way for new economic and management models for heritage. Currently, formal approval by the Council of Ministers is awaited, but there remains much to be done to implement the integrated Management Plan and to cement Butrint’s place as the flagship cultural heritage project in Albania and the Mediterranean basin.

**DESIGNSCAPES (2020)**

*Supports Outcome 2.1.2*

*Financed by: Horizon 2020*

CHwB Albania was selected among the winners of the 2nd call of Designscapes, a Horizon 2020 project approved under the topic “CO-CREATION-02-2016 - User-driven innovation: value creation through design-enabled innovation”. The project aims to integrate the educational practice, built over the years through the E KA KUSH E KA collection, and “Collective Paper Aesthetics Design” led by the Dutch architect Noa Haim, specialized in the developing audience engagement materials and STEAM education resources in a scale of pop-up architecture and furnishing. The project is tackling the urban challenges of Tirana in creating adequate spaces for communities, their engagement in the urban quality and their awareness about the cultural heritage of the city. The project initially planned to be concluded in May 2020 has been delayed due to the Covid-19 situation. It will result in the installation of pop-up playful structures in three neighborhoods of Tirana, samples of which have already been produced and tested. These final versions of these structures will be built by the children and community, and their shapes will be inspired by the cultural heritage of the city.

**SYSTEM OF MUSEUMS – MUNICIPALITY OF GJIROKASTRA (2019-20)**

*Supports Outcome 2.3*

*Consultancy service to the World Bank via the Albanian Development Fund*

Since the beginning of 2019, CHwB Albania in partnership with Casanova+Hernandez Architects (Netherlands) have been working on the “Design and Supervision of System of Museums – Municipality of Gjirokastra” project, as part of the Project For Integrated Urban And Tourism Development (PIUTD), financed by the World Bank and the Albanian Government, through the Albanian Development Fund. The objective of this project is to design and supervise the implementation of a tourist-friendly System of Museums for Gjirokastra. They will be defined by thematic interpretive pathways/trails connecting the different museums, enhanced by activities in the study area, and will support the
development of a tourism product while encouraging tourists to stay longer and have a more enlightening and interesting stay in Gjirokastra. The first three stages of this project were passed successfully, while the fourth and last report of the design task was delivered in early March 2020.

CULTURAL HERSTORY (2020)

Supports Outcome 2.1.1
Financed by: Department of State through World Learning

In February 2020 CHwB Albania started the implementation of the “Cultural Herstory” project, in collaboration with US-based partner “Focus Point”, a part of the Communities Connecting Heritage Department of State program, implemented through World Learning. This project provides a meeting space for women who use their cultural traditions to re-invent, produce and generate as a way to provide security for themselves and their families. Cultural Herstory will document these individuals to inspire and advocate for the value that the preservation of heritage can bring to a community’s daily life.
Public outreach
(2106-2019*)

For most of the period 2106-2020, CHwB Albania managed its public outreach without the services of a Communication Officer. This task was carried out by different teams for different projects.

A communication plan was developed prior to each activity. This document was conceived using best practices gathered year after year, having two main goals: reflecting as many different perspectives and voices in relation to a specific project or activity and speaking to as many members of the community as well.

Social media channels have been one of the main channels used for public outreach. Different elements, such as photos, videos, gifs, text, have been included in the communication plans of different activities, trying to find the most suitable one for each case.

Local media channels have been important collaborators in reaching out to more stakeholders and interested parties. City-based and national channels have shown interest in the activities carried out in each location during these four years. Their importance has been particularly valuable in the cases of open calls for applications where more interested parties have been reached.

Another important aspect of the results achieved in public outreach during these four years has been the support and interest of international media, our partners and donors. Our network of partners has been very supportive in sharing news and, particularly, application calls related to our offices. At the same time, donors have used their communication channels to spread out news and achievements of the activities implemented by us through our mutual collaboration.

Our work has been mentioned by international media, particularly in cases when our viewpoint was requested for important issues related to cultural heritage in the country and in the region.

Last but not least, it is crucial to mention the presentation of the work done by CHwB Albania through the participation in different conferences, meetings, and webinars. Different staff members have attended a large number of these activities in many different parts of the world, as listed in the “Staff training and participation in conferences” section below. Out of these, we’d like to emphasize our presentations at the European Culture forum held in Milan, Italy in December 2017 and at the ICOMOS Scientific Conference organized alongside the ICOMOS General Assembly in New Delhi, India in December 2017.
### Media Outreach

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<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<tbody>
<tr>
<td>6 new social media accounts opened (Instagram, Twitter, YouTube, LinkedIn, ISSU, Pinterest)</td>
<td>40+ Reports on local, national &amp; regional TV</td>
<td>20+ Reports on local, national &amp; regional TV</td>
<td>10+ Reports on local, national &amp; regional TV</td>
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<tr>
<td>~50 reports on local, national &amp; regional TV</td>
<td>20+ Web and print articles mentioning CHwB Albania</td>
<td>10+ Web and print articles mentioning CHwB Albania</td>
<td>10+ Web and print articles mentioning CHwB Albania</td>
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<tr>
<td>~250 web and print articles mentioning CHwB Albania</td>
<td>9,552 Followers on Facebook (23% higher than 2016)</td>
<td>9,914 Followers on Facebook (5% higher than last year)</td>
<td>10,191 Followers on Facebook (3% higher than last year)</td>
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<tr>
<td>8,320 followers on Facebook (tripled from 2015)</td>
<td>960 Followers on Instagram</td>
<td>1,069 Followers on Instagram (11% higher than last year)</td>
<td>1,104 Followers on Instagram (4% higher than last year)</td>
</tr>
<tr>
<td>39,726 unique visitors to chwb.org/albania for a total of 256,733 visits</td>
<td>31,461 Unique visitors to chwb.org/albania for a total of 105,465 visits</td>
<td>28,321 Unique visitors to chwb.org/albania for a total of 308,023 visits</td>
<td>32,859 Unique visitors to chwb.org/albania for a total of 297,719 visits</td>
</tr>
</tbody>
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### Skills for Employability of Tomorrow

- **International TV**
  - [https://www.youtube.com/watch?v=p4U7STrGT0M](https://www.youtube.com/watch?v=p4U7STrGT0M)
- **National TV**
  - [https://www.youtube.com/watch?v=eEfZyn9d2-Y](https://www.youtube.com/watch?v=eEfZyn9d2-Y)
- **National TV station**
  - [https://www.youtube.com/watch?v=2pTtqRoTPo](https://www.youtube.com/watch?v=2pTtqRoTPo)
- **Local Berat TV station**
  - [https://www.youtube.com/watch?v=8y67j1bNzZM](https://www.youtube.com/watch?v=8y67j1bNzZM)
- **European Platform for Adult Learning in Europe webpage**
  - [https://ec.europa.eu/epale/en/resource-centre/content/project-name-skills-employability-tomorrow](https://ec.europa.eu/epale/en/resource-centre/content/project-name-skills-employability-tomorrow)
- **GIZ Magazine**
  - [https://akzente.giz.de/en/artikel/albanian-treasures](https://akzente.giz.de/en/artikel/albanian-treasures)
<table>
<thead>
<tr>
<th><strong>Regional Restoration Camps</strong></th>
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<tbody>
<tr>
<td><strong>Articles by former participants</strong></td>
</tr>
<tr>
<td><a href="http://147.91.75.9/manage/shares/ARTUM/ARTUM_06_2017-12.pdf">http://147.91.75.9/manage/shares/ARTUM/ARTUM_06_2017-12.pdf</a></td>
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<tr>
<td><strong>Articles on different camps</strong></td>
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<td><strong>National TV in Kosovo</strong></td>
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<td><a href="https://www.youtube.com/watch?v=4vbWlqH98BY">https://www.youtube.com/watch?v=4vbWlqH98BY</a></td>
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<td><strong>News portal</strong></td>
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<td><strong>Local TV station</strong></td>
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<td><strong>International TV station</strong></td>
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<td><strong>National TV station</strong></td>
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<td><strong>International TV station</strong></td>
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<td><strong>National TV station</strong></td>
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<td><strong>10th Anniversary Celebration</strong></td>
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<td><strong>Local TV station</strong></td>
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<td><strong>National web portal</strong></td>
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<td><strong>Local web portal</strong></td>
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<td><a href="http://jugunews.net/2017/10/08/videombushen-10-vjet-nga-kampi-rajonal-restauratoreve-ne-gjirokaster/">http://jugunews.net/2017/10/08/videombushen-10-vjet-nga-kampi-rajonal-restauratoreve-ne-gjirokaster/</a></td>
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<tr>
<td><strong>Regional webpage</strong></td>
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<td><strong>E Ka Kush e Ka</strong></td>
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<td><strong>European Platform for Adult Learning in Europe webpage</strong></td>
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<td><strong>Local news portal</strong></td>
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<td><strong>Interview</strong></td>
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<td>Dialogues for Spaç</td>
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<td>Report on intervention</td>
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<td>News portal</td>
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<td>Webinar</td>
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<td>International web portal</td>
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<td>Conference</td>
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<td>International web portal</td>
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<td>Articles on Spaç mentioning CHwB A</td>
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<td>Articles mentioning CHwB A</td>
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<td>International radio station</td>
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*A number of articles prepared for the activities organized by CHwB Albania are not included in the list as many local and national media channels, including radio stations, TV channels and printed newspapers, do not upload their work online or, when they do, they take them down after a short period.*
CHALLENGES AND LESSONS LEARNED

For many of the staff members, the experience of developing and following a communication plan was the first one. At first, this created some challenges. In order to better equip the staff with the needed understanding of public outreach, two CHwB Albania staff members accepted the invitation to attend the Strategic Communication Workshop for partners, organized by SIDA in Tirana in 2017, and all staff members attended a two-day Communication Training, led by a communication specialist. At the same time, experience and best practices also helped raise the quality of the external communication of the office, activity after activity.

Given that the team implementing the projects, particularly those of high intensity such as the Camps or the Skills for Employability of Tomorrow, juggle a large number of tasks at a time and communication is not the main aspect of work of any staff member, this aspect was sometimes neglected. To lighten the weight on the shoulders of implementation teams, in cases like the Camps, volunteers and interns were called in to give a helping hand in the implementation of the communication plan which was developed by all the team members together, through discussions before the activity.

Risk Analysis
(2106-2019*)

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 consisted 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 (Annex 24).
Management and organization
(2016-2019*)

STAFF AND WORKING PROCESS (TEAMS)

The overall management of the activities of the organization is shared among the Executive Directors and two Program Managers. The three of them form the management team. The Program Managers are responsible for the coordination of the activities planned within the three main program components as per the strategic planning of the organization.

The Program Managers are supported by teams that are assigned based on the required competences for each program component. They have the responsibility 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 that are sent to the Board for approval. Every decision of the management team is discussed within the teams individually or in the staff meetings.

The financial and administrative officer(s) support the management team with financial follow up of the activities and financial reports.

Legal issues are advised by an external legal officer.

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.

CHwB ALBANIA MANAGEMENT SCHEME

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

- **Executive Director**
  - Mandate from the Board, Roles and responsibilities from Statutes

- **Management Team (Exe. Director & Program Managers)**
  - Strategic/Program orientation

- **Deputy Head**
  - Job description

- **Program Manager**
  - Job description

- **Program Manager**
  - Job description

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

- **Staff**
  - Job description

- **Legal Advisor (consultant)**
  - Job description
Visioning sessions are also regularly held. The last to date, the March 30th 2019 meeting, gathered both the staff and the board members to discuss together the strategic orientations for the future of CHwB Albania. Dr. David Prince, a senior business planner and cultural strategist, served as an external facilitator for the discussions on current and future opportunities and considerations in relation to the overall objectives of CHwB Albania, its organizational structure and programmatic content.

In addition, staff days out are periodically organized to stay connected on a human level and further strengthen the team relationship.

EMPLOYEES

CHwB Albania has offices in Tirana and Gjirokastra. In 2016, the organization started with 17 employees, reducing over the years to 10 full-time employees and two part-time employees. Out of the total number of employees, eight are women and four are men.

The current list of staff members includes:

Lejla Hadžić - Executive Director (100%)
Elena Mamani - Program Manager/Deputy Head (100%)
Mirian Bllaci - Program manager (100%)
Anisa Lloja - Program staff (100%)
Nedi Petri - Program staff (100%)
Anisa Mano - Program staff (100%)
Melinda Maliqati - Finance/administration officer (100%)
Enkelejda Roze - Administration officer (50%)
Hajredin Baushi - Logistics (100%)
Ana Pekmezi – Coordinator (100%)
Dhurata Rroku sanitary (33%)
Endrit Dajçi - legal adviser (from mid-2017)

Staff changes over the duration of the 2016-19 Program:
Jonathan Eaton left in 2018 to pursue his PhD at the University of British Columbia in Vancouver, Canada.
Arianna Briganti left in 2018 for a position at OSCE Albania where she is now Head of Economic Development and Governance.
Stavri Burdalef left in 2018 to pursue a career as a freelance consultant.
Aneida Bajraktari left in 2019 to focus on her own business.
Ana Pekmezi has been on maternity leave since February 2020.

From September to December 2019, the organization was very happy to host an intern coming from the University of Aarhus, Denmark. Daniel Schmidt contributed his time and knowledge to the implementation of the Regional Restoration Camp in Gjirokastra and to the further improvement and organization of the RRC database. In 2016, Leonardo Leckie, a British student from Cottbus University did his internship at CHwB Albania.

From October to December 2019, four students from the Worcester Polytechnic Institute (WPI) were hosted at the Tirana office. Led by the CHwB Albania staff, Michael Clements, Leo Gross, Zetta Rajaniemi and Elizabeth Kirschner successfully created the first digital reconstruction prototype for the Spaç Prison. 2019 was the third year in a row that CHwB Albania served as partnering hosting organization the WPI. The first two groups of students were engaged in 2017 for the Risk Assessment in Berat, and then in 2018 for innovative models of heritage appreciation with the example of the National Theater in Tirana.
**STAFF TRAINING AND PARTICIPATION IN CONFERENCES**

CHwB Albania is actively engaged in promotion and networking activities both in and out Albania. Here below a selection of the most important events attended over the 2016-2020 period:

**2019**
- Nedi Petri presented the Spaç Prison project in the “Forgotten History” Seminar organized in March, in Krzyzowa (Poland) by the Federal Foundation for the Study of the Communist Dictatorship in Eastern Germany;
- Elena Mamani was one of the facilitators of an international workshop organized within the framework of the “Tahoun project: Perspectives on rural landscape heritage in Mount Lebanon” funded by the Swedish Institute, Creative Force Programme, in Lebanon;
- Mirian Bllaci was selected to participate in the Robert Bosch Foundation’s Berlin Seminar on Truth, Justice and Remembrance;
- Anisa Lloja shared the experiences of CHwB Albania at “Kalderimi x2 camp” organized by Bouluki, a Camp-inspired project initiated by former Camp participants in Greece;
- Nedi Petri presented CHwB Albania’s work in the Milan Polytechnic University organized as part of the “Design for Development; Architecture, Urban Planning and Heritage Master Degree”;
- Mirian Bllaci was one of the facilitators of the International Coalition of Sites of Conscience/European Network annual meeting in the Bois du Cazier (Unesco World Heritage Site and European Heritage Label), Belgium;
- Mirian Bllaci was part of the Albanian delegation to the “Camp de Milles” and “MuCem” in France, a mission funded by the French Embassy in Albania.

**2018**
- Lejla Hadžić was invited to present CHwB’s work at the Nordic Cultural Centre in Sweden;
- Elena Mamani presented CHwB’s work in the Balkans as one of two invited international experts at the IHBC annual school in Belfast, Northern Ireland;
- Elena Mamani was at the Swedish Institute Summer School in Istanbul, presenting CHwB’s work with cultural heritage and reconciliation;
- Jonathan Eaton and Mirian Bllaci developed a webinar session on experiences while working with Spaç for NEMO (Network of European Museum Organizations);
- Lejla Hadžić presented CHwB’s work at the Summer School “Rebuilding Syria from Within” in Portugal on the topic: “Cultural heritage as a tool to rebuild post-conflict societies.”
- Lejla Hadžić participated at the regional conference “Understanding Risks” organized by the International Bank for Reconstruction and Development and the World Bank;
- Anisa Lloja and Anisa Mano attended the Salzburg Global Forum for Young Cultural Innovators, which is an initiative partially supported by the Albanian American Development Foundation.
- Lejla Hadžić was invited to present the Regional Restoration Camps at the Future of Religious Heritage Conference at UNESCO Headquarters in Paris.
- Mirian Bllaci presented the “Don’t Get Mad” game typology in Strasbourg, France, which was awarded by the European Commission and the Council of Europe with the prestigious “European Heritage Stories.”
- Elena Mamani was a Resource Expert for the Regional Workshop “Support Resilient Communities in Raising Awareness on Cultural Heritage Values and Citizenship Engagement,” organized by MED Culture in Amman, Jordan.
• Lejla Hadžić was invited by the British Council’s Cultural Preservation Fund to present CHwB’s work as a guest speaker at the Victoria and Albert Museum in London. Lejla addressed the topic of “Culture in Crisis: Harnessing Heritage as a Tool for Sustainable Development.”
• Elena Mamani presented CHwB's work at the NEMO conference in Valletta, Malta.
• Mirian Bllaci presented CHwB’s work at the annual meeting of the European Network of Sites of Conscience in Montesole, Italy. He also facilitated various workshops focused on fostering “individual responsibility” at sites of conscience.
• Mirian Bllaci presented the work with Spaç Prison at a panel organized by Hrant Dink Foundation in Istanbul, with the topic “Practices of Dealing with Difficult Pasts: Experiences from Germany, Poland and Albania.”

2017
• Jonathan Eaton attended the Balkan Museum Network Steering Board Meetings in Zagreb and Tirana;
• Anisa Lloja attended the “Training and Commercial Visit to Italy for Foreign Architects and Restorers” organized by Ice-Asso Restauro;
• Jonathan Eaton attended the Meet See Do conference organized by the Balkan Museum Network in Prishtina, Kosovo;
• Elena Mamani discussed CHwB Albania initiatives as a guest lecturer at the Technical University of Vienna;
• Elena Mamami presented the case studies of CHwB’s work and Lejla Hadžić served as a panelist at the “Cultural Heritage Counts for (South-East) Europe” conference organized by Europa Nostra in Belgrade, Serbia;
• Lejla Hadžić presented CHwB’s work at the Summer School organized by the Swedish Consulate in Istanbul, Turkey;
• Ana Pekmezi, Arianna Briganti, Elena Mamani and Lejla Hadžić attended the study tour in Hessen, Germany, organized by GIZ, in the framework of the project “Skills for Employability of Tomorrow”;
• Mirian Bllaci and Ana Pekmezi attended the Environmental Training Day organized by the Embassy of Sweden in Tirana;
• Lejla Hadžić attended the opening ceremony of the Sense Documentation Centre in Pula, Croatia.
• Jonathan Eaton attended the “Designing for Change: International Workshop on First Aid for Cultural Heritage in Times of Crisis” organized by ICCROM in Rome, Italy;
• Mirian Bllaci attended the European Network of Sites of Conscience Regional Meeting organized in Terezin, Czech Republic;
• Anisa Lloja and Mirian Bllaci attended the Strategic Communication Training Day organized by the Embassy of Sweden in Tirana;
• All staff attended the internal strategic orientation and anti-corruption workshops organized in Tirana;
• Elena Mamani attended the Prince Claus Awards Ceremony organized in Amsterdam, Netherlands;
• Lejla Hadžić presented CHwB’s work at the EU European Commission Forum on Culture organized in Milan, Italy;
• Jonathan Eaton and Lejla Hadžić presented CHwB’s work at the ICOMOS General Assembly organized in New Delhi, India.

2016
• Lejla Hadžić, Elena Mamani, Mirian Bllaci participated in a seminar organized by the Hrant Dink Foundation, in Istanbul, Turkey;
• Arianna Briganti participated at the ITB (Tourism Fair) in Berlin, Germany;
• Xhafer Rakipllari attended a capacity-building workshop on digital promotion, organized by Europa Nostra in Brussels, Belgium;
• Jonathan Eaton and Stavri Burda participated in the Training “Promoting Nature, Culture and World
Heritage” in the framework of the Lake Ohrid region project, organized by UNESCO and held in Pogradec and Tushemisht, Albania;

- Lejla Hadžić delivered training for Syrians as part of a capacity building program for Syrians to prepare to face the challenges of post-war recovery. The training was held in Gaziantep, Turkey under the umbrella of the organization Arab Reform;

- Jonathan Eaton delivered training and presentations on CHwB Albania at the ICCROM course on First Aid for Cultural Heritage in Times of Crisis, held in Washington, DC;

- A staff member presented the case studies of CHwB’s work in Albania at the Conference on Unity and Plurality held in Mostar, Bosnia & Herzegovina;

- Nedi Petri participated in a week-long Salon of Art and Restoration held in Florence, organized and made possible by ICE (the agency contracted by the Italian Embassy for promoting and strengthening Italian-Albanian relations);

- Karen Knight, Board member
- Emin Riza, Board member

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 Baker Tilly.

CHwB Albania is audited on a project basis by ARGE Moore Stephens Ludewig AG (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 the Board of Directors of the European Network of Sites of Conscience, 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 Lejla Hadžić 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 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). The organization tries to make as much payments as it can through the bank. The last step of the monthly financial report is the budget follow-up for every donor, project and/or program that compares the planned activities with actual performance. Budget vs. actual reports are developed for internal use, such as monitoring expenses within the organization, and for external use, such as for submitting reports to donors.

Every month, the book of purchases and 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.
## AGREEMENTS SIGNED IN 2016-2019*

<table>
<thead>
<tr>
<th>Country</th>
<th>Donor</th>
<th>Project</th>
<th>Project Period</th>
<th>Grant</th>
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<tr>
<td>Albania</td>
<td>ADF</td>
<td>Museum of Gjirokastra</td>
<td>2019</td>
<td>21,046 EUR</td>
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<tr>
<td>Albania</td>
<td>AADF</td>
<td>Regional Restoration Camps</td>
<td>2016-2018</td>
<td>180,000 USD</td>
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<td>Albania</td>
<td>AADF</td>
<td>Pazari i Veshur</td>
<td>2016-2017</td>
<td>6,681,600 ALL</td>
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<td>Albania/Serbia/Kosovo</td>
<td>Allianz</td>
<td>Rebuilding the broken</td>
<td>2019</td>
<td>20,000 EUR</td>
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<tr>
<td>Albania</td>
<td>ANCI TOSCANA</td>
<td>Design and heritage Empower Communities</td>
<td>2019-2020</td>
<td>24,500 EUR</td>
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<td>Albania</td>
<td>CHwB BiH</td>
<td>Various</td>
<td>2015-2016</td>
<td>15,000 EUR</td>
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<td>Albania</td>
<td>CoE</td>
<td>European Heritage Stories</td>
<td>2018-2019</td>
<td>9,999.66 EUR</td>
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<td>Albania</td>
<td>Fulbright Association</td>
<td>Fulbright Alumni Service Corps trip (with RRC)</td>
<td>2017-2018</td>
<td>63,265.24 EUR</td>
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<td>Albania</td>
<td>GIZ</td>
<td>Skills for Employability of Tomorrow</td>
<td>2016-2020</td>
<td>518,847 EUR</td>
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<td>Albania</td>
<td>GIZ Albania</td>
<td>Integrated Sustainable Development of the Southern Coastal Region</td>
<td>2018</td>
<td>11,020.87 EUR</td>
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<td>Serbia</td>
<td>Headley Trust</td>
<td>Roglijevo wine cellars</td>
<td>2016-2017</td>
<td>20,000 GBP</td>
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<td>Albania</td>
<td>HWB</td>
<td>Museum</td>
<td>2016-2017</td>
<td>1,500 GBP</td>
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<td>Jordan</td>
<td>HYDEA S.P.A</td>
<td>WKP_16 Regional Workshops Support Resilient Communities In Raising</td>
<td>2018</td>
<td>1,370.9 EUR</td>
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<td>Albania</td>
<td>ISCS</td>
<td>Spaç Prison</td>
<td>2016-2017</td>
<td>1,892 EUR</td>
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<td>Albania</td>
<td>Ministry of Culture</td>
<td>“Heronjte e monumenteve”</td>
<td>2017</td>
<td>300,000 ALL</td>
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<td>Webinar</td>
<td>NEMO</td>
<td>Spaç Prison Webinar</td>
<td>2018</td>
<td>250 EUR</td>
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<td>UK</td>
<td>Prince + Pearce</td>
<td>Butrint National Park Integrated Management Plan</td>
<td>2018-2019</td>
<td>16,500.00 USD</td>
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<td>Albania</td>
<td>Prince Claus</td>
<td>B+CARE</td>
<td>2016-2017</td>
<td>39,976 EUR</td>
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<td>Regional Western Balkans</td>
<td>SIDA</td>
<td>“Heritage for People”</td>
<td>2016-2019</td>
<td>15,360,000 SEK</td>
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<td>Albania</td>
<td>SPB</td>
<td>Donation</td>
<td>2018</td>
<td>2,400 EUR</td>
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<td>Albania</td>
<td>US Embassy</td>
<td>Make it yours</td>
<td>2016</td>
<td>4,200 USD</td>
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<td>Albania</td>
<td>US Embassy</td>
<td>Spaç focus groups</td>
<td>2017</td>
<td>500 USD</td>
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<td>Albania</td>
<td>World Learning</td>
<td>Cultural Herstory</td>
<td>2019-2020</td>
<td>18,419 USD</td>
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</tbody>
</table>
List of annexes

KEY OBJECTIVE I

Specific objective 1.1
Annex 1. Statistics on visitors in Gjirokastra by Regional Directorate of Cultural Heritage Gjirokastra

Annex 2. Gjirokastra booklets
   » Artisans & Bazaar
   » Intangible heritage
   » A cultural Journey

Annex 3. 2019 Stakeholders meeting in Gjirokastra (photos)

Specific objective 1.2
Annex 4. ‘System of Museums’ in Gjirokastra proposals
   » Concepts of the panels
   » Concepts of the public spaces
   » Full proposal

Annex 5. Management Model for the ‘Network of Historic Houses’ in Gjirokastra

KEY OBJECTIVE II

Outcome 2.1
Annex 6. Gjirokastra Castle Guidebook

Annex 7. Pannels designed and installed in Gjirokastra Castle
   » Panels installed
   » Memorandum of Understanding with Regional Directorate of National Culture Gjirokastra
   » Design Project

Outcome 2.2
Annex 8. A selection of Heritage Ateliers held in 2019

Annex 9. E KA KUSH E KA KA collection additions in 2019
   » Mos u Nxeh Shkodra
   » Mos u Nxeh Durres
   » Mos u NXeh Elbasan
   » Treasure Hunt Butrinti
   » Lesson plans for teachers (updated)

Outcome 2.3
Annex 10. Interventions in the Gjirokastra County
   » Interventions in Bënjë
   » Interventions in Dhoksat

Annex 11. Interventions in the Loli-Qirinxhi shop in the Bazaar of Korçë
   » Agreement with owners
   » Decision National Council of Restoration
   » Interventions design
   » Technical report
   » ‘Before and After’ pictures

Annex 12. Interventions at Tower C in Durres
   » Restoration Contracts with implementing company
   » Permits
   » Interventions project
   » Pointcloud reference

Annex 13. Interventions at Duhanxhiu House and other monuments in Berat (photos)

Annex 14. Interventions at Çabej House in Gjirokastra (photos)

Annex 15. Cisterns Project
   » Presentation of the concept
   » Interventions design
   » Decision National Council of Restoration
   » Decision Institute of Cultural Monuments
List of annexes (continued)

Outcome 2.4
Annex 16. VET Course as part of the national curricula:
  » Stonecarving for restoration works
  » Wood restoration works
  » Traditional plasterworks
  » Memorandum of Understanding with VET partering institutions

Outcome 2.5
Annex 17. Emergency consolidation interventions in Spaç
  » Decision National Council of Restoration
  » Interventions design
  » Technical report
  » ‘Before and After’ pictures

Annex 18. Lobbying activities
  » Memory Lab seminar program
  » Memory Lab final report
  » Memory Lab evaluations from participants
  » Request for establishment of a joint working group with the Ministry of Culture
  » Decision for establishment of joint working group
  » Formal requests (2) for institutional support

Annex 18bis. Spaç digital reconstruction prototype
  » Version 1.0 developed with WPI
  » Version 2.0 full prototype developed locally

Outcome 2.6
Annex 19. Memorandum of Understanding with the Center for Diaspora Publications

Specific Objective 3.2,
Outcome 3.2.1
Annex 21. BMN Activities:
  » Regular meetings of BMN Steering Board
  » BMN periodic newsletters

OTHER INITIATIVES
Annex 22. Fulbright Association - FASC trip 2019
  » Itinerary and profiles
  » Evaluation results
  » Pictures


RISK ANALYSIS
Annex 24. Organizational Risk Analysis

KEY OBJECTIVE 3
Specific Objective 3.1,
Outcomes 3.1 - 3.4
Annex 20. 2019 RRCs framework and results:
  » Sponsorship Agreement with Allianz Kultur
Approval of the report

CHwB Albania

Annual Report 2016-2019*

Fiscal year 2019

Organization number: L51915451S

Approved at the CHwB Albania Board meeting on June 23rd 2020.

Florian Raunig
Chair of the Board

Edlira Çausi
Deputy Chair of the Board

Lorenc Bejko
Member of the Board

Karen Knight
Member of the Board

Emin Riza
Member of the Board