



STRATEGIC PLAN

2020-2024

WE RESTORE AND BUILD RELATIONS

STRATEGIC PLAN

2020-2024

Our vision and mission	04
Our objectives	05
Strategic areas	09
Our working values	15
Evaluation and monitoring.....	19

OUR VISION AND MISSION

Cultural Heritage without Borders Albania is an independent non-governmental organization dedicated to preserving tangible and intangible cultural heritage. We consider heritage to be a testimony of our humanity, history and cultural identity – now and for the future. Through its work CHwB Albania promotes and is committed to equality, social justice, non-discrimination, participation, inclusion, intercultural dialogue, accountability and transparency.

OUR VISION is to strive to guarantee the right to cultural heritage for all by creating landscapes of peaceful co-existence and equal opportunity.

OUR MISSION is to restore and build relations by turning best conservation practices into inclusive, empowering and equitable processes of encounter for everyone.

OUR METHOD relies on using practical conservation techniques, combined with innovative management practices and cutting edge interpretation, to build resilient societies: socially and economically.

OUR OBJECTIVES

Our overall goal is to improve conditions and opportunities to enjoy cultural heritage and to promote cultural heritage for sustainable development and growth.

PROGRAM OBJECTIVES

The safeguarding and promotion of culture is an end in itself. At the same time it contributes directly to safe and sustainable cities, decent work and economic growth, reduced inequalities, the environment, promoting gender equality and peaceful and inclusive societies. Through adoption of Sustainable Development Goals we are witnessing a conceptual shift in thinking about development beyond economic growth – envisioning a desirable future that is equitable, inclusive, peaceful, and environmentally sustainable. The economic, social, and environmental dimensions of sustainable development, in turn, contribute to the safeguarding of cultural heritage and nurturing creativity.

Cultural heritage – both tangible and intangible – and creativity are resources that need to be protected and carefully managed³.

³ Culture at the Heart of SDGs - www.unesco.org

CHWB Albania endorses the approach which is looking into processes of protection and management as a mean towards dialogue, inclusion, endorsement and securement of rights and empowerment of all people for better social, cultural and economic individual and collective conditions.

KEY OBJECTIVE 1

Sustainable management and preservation processes around cultural heritage include, educate, and empower authorities and communities

Specific objective 1.1

Site development and management plans delivered in cooperation with local authorities and communities lead to enhanced capacities of professionals and officials engaged

Specific objective 1.2

EU standards in conservation coupled with technological solutions in developing inventories and assessment of assets lead to improved capacities of authorities towards site and asset development and preservation

Specific objective 1.3

Buildings conserved in partnership with local authorities and monument owners boost local economic development and local participation

Specific objective 1.4

On-the-job and on-the-site learning accessible to all the groups in a society lead to economic and social empowerment

KEY OBJECTIVE 2

Expanding boundaries of action while offering developed and internationally recognized models in regions of need

Specific objective 2.1

Establishing neighborhood cooperation to serve as a platform for building peaceful relations while responsibly preserving and interpreting cultural heritage in the Western Balkans

Specific objective 2.2

Exploring regions of need globally and establishing sustainable partnerships and cooperation

ORGANIZATIONAL OBJECTIVES

While working in a very dynamic and ever - changing environment of Albania and Western Balkan CHwB Albania is growing and learning on daily basis. In order to ensure the organizational resilience and organizational strength the organization is planning to include actions pertaining to communication, staff training and education and enabling financial sustainability to its portfolio.

<p>Specific objective 1.1 Duty bearer and accountable voice for rights to culture and preservation of cultural heritage</p>
<p>Specific objective 1.2 Dynamic and growing organization spearheading highest professional standards in heritage conservation, management and interpretation in Albania and outside</p>
<p>Specific objective 1.3 Financially sustainable organization exploring sustainable financing and management models</p>

STRATEGIC AREAS

PROGRAM STRATEGIC AREAS

CHwB Albania’s strategic focus includes the following eight areas:



I. PRACTICAL CONSERVATION

Key activities:

Building conservation / Conservation standards/
Scientific publishing

Key actors⁴:

- Ministry of Culture / Institute of Monuments of Culture
- Municipalities
- Monument owners and local communities
- Academia
- Crafts persons
- Experts
- Trainees

II. CULTURAL HERITAGE MANAGEMENT

Key activities:

Developing management plans (buildings & sites) / strategic assistance to decision-makers

Key actors:

- Ministry of Culture / Institute of Monuments of Culture
- Municipalities
- Local communities, beneficiaries and interest groups
- Businesses
- Site managers and (heritage) owners

III. SPATIAL PLANNING

Key activities:

Integrated conservation plans/recovery plans / DRM inventories - digital

Key actors:

- Municipalities
- Ministry of Culture / Institute of Monuments of Culture and other line ministries
- Civil emergencies bodies (army, firefighters, etc.)
- Academia
- International technology services providers (i.e. Google)

IV. VOCATIONAL LEARNING

Key activities:

Children/professional/community-based learning

Key actors:

- Ministries of Education, Culture and Finances
- Local educational institutions (primary and secondary schools)
- Local cultural institutions (museums, youth centers etc.)
- Interest groups
- Creative industries (designers, publishing companies, etc.)
- Chamber of crafts
- Construction companies
- Ministries of Culture and Monuments Protection bodies in the Western Balkans
- Alumni of RRC/VET programs

⁴ Identified list of key actors in all 8 strategic areas in non-exhaustive

V. INTERPRETATION

Key activities:

Building and site interpretation plans

Key actors:

- Ministry of Culture / Institute of Monuments of Culture
- (Heritage) Site managers and owners
- Tourists (local and international)
- Local companies
- Artists, writers and poets

VI. SITE DEVELOPMENT

Key activities:

Community-driven assessments and recommendations

Key actors:

- Municipalities
- Owners
- Businesses
- Civil society organizations

VII. HERITAGE GUIDING

Key activities:

Hands-on tours / cities & villages exploration / authentic itineraries and experiences

Key actors:

- Municipalities
- Fulbright Alumni Association
- Local businesses (hotels, restaurants, tour companies) and providers (owners, guides, etc.) and cultural assets (museums, sites, etc.)
- Local theatre companies and actors

VIII. HERITAGE TECH

Key activities:

Inventories using remote sensing tech / digital archives/data / VR and augmented reality

Key actors:

- Ministry of Culture / Institute of Monuments of Culture
- Municipalities
- (Heritage) Site managers and owners
- Academia

AREAS OF ORGANIZATIONAL DEVELOPMENT

I. COMMUNICATION

Key activities:

Communication plans/strategies; Implementation

II. MANAGEMENT

Key activities:

Critical assessment of organizational capacities; staff training/coaching or mentoring; structural re-organization

III. FINANCIAL SUSTAINABILITY

Key activities:

Fundraising strategy and its implementation; defining commercially viable actions fitting the organizations' dynamic and profile

OUR WORKING VALUES

Are:

- Universal value of heritage understood, appreciated and preserved by local communities
- the importance of creative professional partnerships with local, regional, national and international organizations working to strengthen access to, engagement in and rights to cultural heritage across societies
- strengthening the role of civil society organizations in their role of watchdogs to create awareness about, and safeguard cultural heritage
- the contribution of cultural heritage to building trust and aiding reconciliation processes
- building partnerships and the importance of exchange of experiences and engagement between diverse professionals
- a rich and diverse cultural life with strong public participation
- relationships based on equality, respect, transparency and dialogue
- local ownership and local solutions
- sustainability and respect for the resources of a fragile world
- accessible and democratic practices
- a problem-solving and participatory management culture

We promote:

- participation of rights-holders by respecting and building on partners' and beneficiaries' knowledge, skills and desire to initiate and actively influence project processes, policy and outcome
- ownership by respecting and strengthening partners' equal commitment and responsibility before, during and after collaboration
- non-discrimination and gender equality as a fundamental human right that we employ and empower at every level of our work
- accountability by delivering outcomes in responsible ways and adhering to transparency and the efficient use of resources
- intercultural dialogue to build trust and understanding
- environmental sustainability by using local traditional techniques and renewable resources

Our sustainable methods

We design and implement innovative strategies and manage various interventions on the ground, by using cultural heritage as a burgeoning creative force for reconciliation, justice & human rights and sustainable human development. This is achieved with a bottom-up approach, promoting both our partners' and beneficiaries' sense of ownership and engagement, as we believe development is sustainable only if it comes from within communities themselves.

Our partners are civil society organizations, cultural and education institutions, international development agencies, private sector organizations and governmental agencies on all levels.

We work with all members of society without discrimination on the basis of race, gender, religion, ethnicity, sexual orientation, political affiliation or physical, mental, emotional or learning ability.

CHwB Albania relies on the competence of a multidisciplinary team that combines experience, passion, creativity and determination to make a difference in Albania, the Western Balkans and beyond.

Our resources include:

- Real heritage projects (restoration, museum, conservation, interpretation)
- Diversity of professions & professional backgrounds, perspectives of partners
- Local communities & authorities
- Recruitment - a strong program reputation & credibility
- Equipment - traditional tools & materials
- Dense academic & research networks
- Project teams with heart (volunteers, staff, craft persons, associated experts)

- Professionalism and dedication
- Expertise in fields such as architecture, conservation, urban planning, entrepreneurship, museum & heritage studies, finances etc.
- Program management & administration
- Flexibility of the program structure
- Capacity for transforming mindsets
- Spaces for encounters that encourage transformation
- Financial support from multiple sources & contributors that share the our vision
- Professional associations & partner institutions that are strategic & complementary
- A growing project Alumni network

EVALUATION AND MONITORING

Systematic and objective examination concerning the relevance, effectiveness, efficiency and impact of activities in the light of specified objectives is followed through:

- **Internal evaluations**

(questionnaires and evaluation sheets before and after every activity; narrative and financial follow-up and reports)

- **External evaluations** (audit reports)

Monitoring in a form of continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities is delivered through narrative and financial follow-up and reports.



Cultural Heritage without Borders Albania,
Rr. Ismail Qemali, P.34/1 Kt. III, Zyra Nr.15, Tirana
www.chwb.org/albania

albania@chwb.org

<https://www.facebook.com/CHwBAIbania>