

SUSTAINABLE MODELS OF HERITAGE CONSERVATION AND REVITALIZATION

A Proposal for the Historic Villages of Vuno and Qeparo, Albania

Urban Management Program Technische Universität Berlin - Edited by Emily Bereskin and Christian Haid

This report, conducted by the Master's students of the Technische Universität Berlin's Urban Management program in cooperation with the GIZ - *Gesellschaft für Internationale Zusammenarbeit*, examines strategies of sustainable heritage conservation for the Albanian villages of Vuno and Qeparo.

With this report we wish to stimulate and contribute to an emerging discussion in Albania regarding the development of creative, sustainable models for conserving the country's rich cultural heritage and revitalizing village communities. Our intention is twofold. First, by elaborating on general principles of conservation in combination with a broad collection of concrete and successful international case-studies, we wish to inspire regional stakeholders to learn from elsewhere as they work to define local solutions. Second, we hope that our proposal for the historic villages of Vuno and Qeparo - a Village Conservation Model based on the development of a Conservation Lab and dispersed Village Hotel - will be a constructive start to the preservation of the villages of Albania's southern coastal region.

Rizky Pratama Adhi, Moutasem Al Khnaifes, Ayse Merve Altinsoy, Haitham Audi, Mohammad Masoud Azimi, Comfort Badaru, Daniela Bonilla E., Katherine Cashman, Clémence Chapus, Efrosini Collazos, Lucas Counter, Ella Dodson, Daniel Escobar, Elizaveta Fakirova, Sofia Fernandez Rosso, Estefania Giesecke, Patricia Guena Trottenberg, Zaharatul Hasanah, Shankar Narayanan Iyer, Marcelo Julião de Seixas, Shadi Mehrpour, Daniela Nieto Lopez, João Rett Lemos.

Edited by Emily Bereskin and Christian Haid.

ISBN 978-3-9812769-8-5

Edition Berlin, 2018



in cooperation with





um
URBAN MANAGEMENT PROGRAM
TECHNISCHE UNIVERSITÄT BERLIN

Partners



giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Sustainable Models of Heritage Conservation and Revitalization: A Proposal for the Historic Villages of Vuno and Qeparo, Albania

Editors

Dr. Emily Bereskin
Christian Haid

Authors

Rizky Pratama Adhi
Moutasem Al Khnaifes
Ayse Merve Altinsoy
Haitham Audi
Mohammad Masoud Azimi
Comfort Badaru
Daniela Bonilla E.
Katherine Cashman
Clémence Chapus
Efrosini Collazos
Lucas Counter
Ella Dodson
Daniel Escobar
Elizaveta Fakirova
Sofia Fernandez Rosso
Estefania Giesecke
Patricia Guena Trottenberg
Zaharatul Hasanah
Shankar Narayanan Iyer
Marcelo Julião de Seixas
Shadi Mehrpour
Daniela Nieto Lopez
João Rett Lemos

Proofreading

Mary Stewart

Layout

Fanny Harder

Print

ZeitDruck GmbH, Berlin

Edition

Berlin, February 2018

Report on the Results of a
Case Study Research Project (2017)

Urban Management Program
Technische Universität Berlin

in Collaboration with
'Integrated Sustainable Development of the Southern Coastal Region', implemented by
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Albania

Preface

With this report we wish to stimulate and contribute to an emerging discussion in Albania regarding the development of creative, sustainable models for conserving the country's rich cultural heritage and revitalizing village communities. Our intention is twofold. First, by elaborating on general principles of conservation in combination with a broad collection of concrete and successful international case-studies, we wish to inspire regional stakeholders to learn from elsewhere as they work to define local solutions. Second, we hope that our proposal for the historic villages of Vuno and Qeparo - a Village Conservation Model based on the development of a Conservation Lab and dispersed Village Hotel - will be a constructive start to the preservation of the villages of the Albania's southern coastal region.

Since 2003, the Urban Management Program at Technische Universität (TU) Berlin has fruitfully collaborated with the GIZ. The TU Masters program brings together an international group of young professionals from various disciplinary backgrounds, such as architecture, economics, engineering, geography, urban planning, and sustainable development. The students have years of experience working in cities as diverse as Lima, Dar es Salaam, Damascus, Kabul, Bangalore, Detroit, Jakarta, Buenos Aires, Quito, Ankara, Moscow, Paris, Bogotá and Sao Paolo. The group's collective expertise is a unique resource that can, as in the case of the present report, be utilized to help create proposals for new strategies and policies. The GIZ, in turn, provides the students with case-studies where they, as a group, are given the chance to develop an integrated urban management project. The focus of these annual projects is chosen by the GIZ and encompasses diverse issues such as waste management, urban regeneration, and risk management. This year, we were

extremely pleased to work collectively with the GIZ on the important issue of conservation and alternative forms of heritage financing.

In a ten-day fieldtrip to the Southern Coastal Region of Albania, the young professionals became familiar with the context and the complex challenges facing the region. In the following two-month period, this onsite fieldwork evolved into the report at hand, which presents a proposal for sustainable heritage conservation in Southern Albania, and offers a rich collection of comparable international case-studies all across the world.

We would like to express our gratitude to all the people who were involved in and who have supported this project. Our thanks go to our partners from the GIZ in Albania, especially to Hans-Juergen Cassens, country director of GIZ Albania, without whom this cooperation would not have been possible and to Valbona Koci for coordinating the project onsite and for sharing with us her enormous expertise. We are further grateful to Erisa Nesimi and Eneida Berisha for their constant help and daily presence on site. Additional thanks go to the local Albanian professionals and students who worked with us during our time Albania. While developing the report back in Berlin, Prof. Dr. Ares Kalandides was immensely helpful in developing the economic model together with the students and us, and we are deeply indebted to him for his time and expertise. Above all, we want to thank the students of the Urban Management Program for their great commitment and engagement.

There is great potential for the sustainable conservation and revitalization of Vuno, Qeparo, and the other mountain villages in Southern Albania. During our time in the region, we encountered experts with great knowledge and respect for building traditions, visionary and capable leaders,

and communities excited to play a role in the future of their homes. Although many challenges lay ahead, we are hopeful and have been excited to have been part of the process.

Emily Bereskin and Christian Haid
Urban Management Program,
Technische Universität Berlin



Image 1:
Vuno (Cover)
Image 2:
Field Work

Foreword

Albania is a country rich in natural and cultural heritage. The 400 km long coastline, the different mountain ranges, natural rivers and cultivated lands are matched with an abundance of cultural heritage, some dating back to Illyrian times. More recent history is still very present in cities and villages also. The southern coastal region of Albania is no exception. Mountains, the Mediterranean Sea, a rich cultural landscape, ancient sites and old traditional villages are characteristics of this area and a huge asset for development.

As in other parts of the world, new opportunities over the last 20 years have changed the social structures in those villages. Many people have left to move to cities or even abroad, some have moved nearby into more modern [recently constructed] housing, some have stayed in the old buildings but with little means to maintain them. In many cases, complicated heritage structures make investments in the preservation and use of the built-up heritage additionally difficult.

Over the last years, the Albanian government has increasingly invested in the tangible heritage of settlements in cities such as Korça, Gjirokastra, Berat, etc but increasingly also in village settings. For example, Vuno and Qeparo [together with Dhërmi and old Himara settlement] were declared as “historic centers”, thus national heritage sites, back in 2016; plans to support the renovation of infrastructure and some old ensembles are underway.

However, in order to sustain efforts for preserving the rich architectural and cultural heritage assets of the old villages in southern coastal region, there is a need for such Economic Models of Conservation and Revitalization, which would provide not only for return of investments in the preservation and modernization work, but an income for those who are engaged in this process as well. This precious

heritage will endure and contribute to the overall development of the region, only if there is some economic perspective.

The *Deutsche Gesellschaft für Internationale Zusammenarbeit* - GIZ [the German Organization for International Cooperation, on behalf of the German Ministry for Economic Cooperation and Development is supporting a project of the Albanian Government for the sustainable development of the southern coastal region. In this context, the *Integrated Sustainable Development of the Southern Coastal Region* programme and the partners such as National Territorial Planning Agency [NTPA], the Institute of Culture Monuments [ICM], the Municipality of Himara etc, are pleased to have cooperated with the Urban Management [UM] Masters Programme of the Technical University Berlin [TU Berlin], in co-organizing the summer school on urban conservation aiming at developing “Sustainable Models of Conservation and Revitalization for the Historic Villages of Vuno & Qeparo, in Himara, Albania”.

Considering that there are many good experiences on economic models for urban conservation and revitalizing traditional settlements around the world, the findings of this research conducted by 22 international students in the UM Program at the TU Berlin of diverse backgrounds such as architecture, planning, engineering, administrative sciences, ect, guided by professors at TU Berlin and working alongside participating students from Albanian universities, ISDSCR programme team and partners, can enrich the discussion on finding own ways and contextual means for urban conservation in Albania.

This research / report summarizes the results of the term-long research: preparations, fieldwork conducted in Albania from May 2 to 12 consisting of expert and in-site resident interviews, site and SWOT

analysis, presentation of initial ideas to key stakeholders; and the follow-up analysis/discussions.

We truly believe that the ideas and the models in this report will serve as a reference for future developments in the field of urban conservation and revitalization; aimed not only to the related institutions, professionals or academia, but to the [heritage] house-owners and interest groups the real drivers / actors of economic development. The elaborated **Village Conservation Model** will be applicable not only for Vuno and Qeparo, but hopefully for other traditional and historic villages of similar contexts in Himara, Albania.

We truly hope that putting “Village Conservation Model” into practice can give the traditional /historic villages in Himara a chance to start a heritage-based development approach!

Finally, we do express our gratitude to all the people who were involved in this process!

Hans-Juergen Cassens

GIZ Albania Country Director

Integrated Sustainable Development of the Southern Coastal Region Programme Manager

giz Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Table of Contents

	Preface	4	8	The Village Corporation	85
	Foreword	6	9	Overarching Governance Model	97
	PART I: INTRODUCTION		10	Spatial Proposals	103
1	Village Conservation in the Albania's Southern Coastal Region	13	11	Concluding Remarks	111
2	Methodology	27			
	PART II: GENERAL PRINCIPLES OF CONSERVATION MODELS AND SELECTED CASE STUDIES			ANNEX	
3	Principles of Heritage Conservation	35		References	117
4	Case Studies	49		Images, Figures and Tables	123
	PART III: PROPOSAL FOR A SUSTAINABLE CONSERVATION MODEL: VUNO AND QEPARO			Personal Profiles	126
5	Recommended Governmental Measures	67			
6	Village Conservation Model Overview	73			
7	The Village Conservation Lab	77			

Part I: Introduction



1 Village Conservation in the Albania's Southern Coastal Region

Albania's southern coastal region, often referred to as the Albanian Riviera, is blessed with a beautiful natural landscape and a unique cultural heritage. The area has been inhabited since the Bronze Age, and has witnessed many tumultuous changes over the centuries. Today, the region faces many challenges. While the national economy has been growing since the fall of the communist regime in 1992, many of the mountain villages in the country's south continue to suffer from economic stagnation, population depletion, and a crumbling infrastructure. The Albanian government is currently working hard to overcome these difficulties and to develop a new vision for the south.

Since 2015, the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) has collaborated with various partners in the Albanian government to create a new development programme for the southern coastal region: the *Integrated Sustainable Development of the Southern Coastal Region* (ISDSCR). The project emphasises sustainable growth and endeavours to ensure that the rural population benefits from new development (GIZ 2016b). The first phase of ISDSCR (2015-2017) was composed of two main pillars or areas of intervention: (1) The creation of spatial development plans and the provision of technical assistance for its drafting, both at the national and the local level in the coastal municipalities of Vlora, Himara, Saranda and Konispol; (2) The development of models for sustainable tourism, supporting and using outdoor activities and events such as hiking,

Image 3:
Qeparo (p. 10-11)

Image 4:
Conversation with Qeparo
Homeowner (p. 12)



mountain biking, cultural tours and festivals as catalysts for sustainable practices.¹

ISDSCR is now entering its second phase (2017-2019), and one of its major objectives is developing new “instruments and models for urban conservation” (GIZ 2016a, p. 44). This objective recognises the architecture and urban design of the villages in the coastal region as an important resource that demands preservation, both for its social and historical importance as well as for its potential to contribute to the economic, tourism-based, regeneration of the region. As detailed below, much is currently happening in Albania to help preserve the architectural heritage and traditional character of the southern coastal villages. Funds for conservation projects, however, are extremely limited and it is therefore essential to consider creative alternatives for sustainable financing.

In support of this goal, the present study was undertaken by students of the Urban Management master programme of the Technische Universität Berlin under the guidance and support of the GIZ and the Albanian National Territorial Planning Agency (AKPT). Students from Berlin travelled to Albania, where they undertook fieldwork alongside students from Albania and Kosovo from 2nd – 12th May, 2017 with the purpose of developing diverse alternatives for economic models supporting architectural

¹ For a detailed overview of the results of this phase, see GIZ, Steering Committee Meetings, 2016 and GIZ, Development of Albania's Southern Coastal Region, accessed 25.06.2017



Image 5:
Spatial Map Discussion, Vuno

conservation in the southern coastal region. Two villages, Vuno and Qeparo, were selected by the GIZ as focal points for the study.

The study's primary objective was to develop a pilot project able to sustainably finance village conservation projects. Secondary goals of the project were to align with the broader development goals of the ISDSCR, which include promoting local investment, increasing economic activity, enhancing site development, supporting heritage awareness, and boosting tourism in the area.

The following report, “Sustainable Models of Heritage Conservation and Revitalization: A Proposal for the Historic Villages of Vuno and Qeparo, Albania”, presents the final findings of the study based on the field trip workshop, strategic analysis and best-practice comparative analysis. In it, we present our vision for a sustainable conservation model which draws on maximising existing resources, limiting dependency on public sources, and creatively drawing on local and third sector resources. We tie funding sources into a business plan congruent with the ISDSCR's vision on growth in the tourism sector.

The report proceeds as follows. The remainder of the introduction presents our case studies and details the problem at hand. Part 2 then outlines some general considerations in funding heritage conservation projects and discusses both traditional and alternative models for sourcing necessary inputs. This section is then augmented by a series of international case studies that best represent different ways in which actors elsewhere have funded conservation projects by looking beyond the public sector, to the private sector, the non-profit sector, and to local communities.

In Part 3, we present our own project, a model that capitalises on local land values and labour and envisions a new adaptive re-use function of a village hotel. However, before expanding on our own proposal, we first, in Chapter 5, discuss the role of the state and the necessary measures that must be implemented before any business-oriented conservation project can be successful. Then, in Chapter 6 we present a



Qeparo



Vuno

short overview of our Village Conservation Model, delineating the entities involved and how they work in concert. Chapter 7 presents our proposal for the Village Conservation Lab, an educational centre that will conduct conservation works. Chapter 8 presents the Village Corporation, an organisation that will attempt to leverage land to get a small business loan for the village hotel. Considerations and suggestions for a governance structure are explored in Chapter 9, and in Chapter 10, we present a short spatial proposal and visualization of our proposed project. In Chapter 11, we look at some of the major challenges of the project. In Chapter 11, we conclude by examining some of the major risks and challenges of the project. These final remarks should help guide local stakeholders as they determine next steps and actions.

1.1 The Villages

The focus of our study are two of the region's historical villages - Qeparo and Vuno - whose histories are noted in Ottoman registers as early as the 15th century. Evidence of settlements as old as the Bronze Age has been found on both sites. Both villages are located in Vlora county, in the Himara municipality. The area is characterised by its striking topography, with the large mountains of the southern ranges rising steeply out of the snaking coastline of the Ionian Sea. Vuno and Qeparo are just two of fifteen

historical villages nestled in these mountains where the GIZ is currently doing work. Both have recently been given protected status as historical centres by the National Institute for Cultural Monuments due to their remarkable architectural monuments, as well as their vernacular architecture and spatial layout.

The settlement of Qeparo is situated atop the steep hillside of Mount Gjivlash and can be reached only by way of a winding and rocky road. Those who reach the top are rewarded with stunning views and a wonderfully labyrinthine urban fabric. Narrow cobblestone pathways (*sokak* in Albanian) wind through a maze of stone dwellings, churches, and the ruins of formerly thriving social sites. A large plane tree looms at the centre of the village in front of the Church of St. Mary. Below its branches, residents drink coffee and chat idly. The children living in the village are few, but they run and play football together along the stone alleyways. Out on the hillside, shepherds can be seen herding large flocks of sheep and goats. Terraced fields stretch down the hillside, where for centuries villagers have grown olives and citrus fruits.

As opposed to Qeparo and most of the other mountain villages that were built atop mountain peaks, Vuno is a sea-facing village built in a steep incline across the hillside in an arcing semi-circle. It is divided by a busy road that travels between Himara and Dhermi, separating the village into upper and

Image 6:
Qeparo
Image 7:
Vuno



Figure 1:
Map of Albania
Figure 2:
Location of Vuno and
Qeparo in Albania

lower registers. Above and below, village houses are piled on top of one another along switchback pathways. At the centre of the village, just off the main road, is a small restaurant and plaza that serves as the village's central meeting place. Nearby, a monument stands honouring those who died defending the village in World War II.

Vuno and Qeparo have retained many aspects of traditional village life, and many of the practices related to the villages are typical of the southern Laberian ethno-culture (Metohu 2015, pp. 15-16). Many inhabitants produce their own food, growing fruit and vegetables, and raising sheep and goats for cheese and other dairy products. Households distil their own *raki*. Women continue to make traditional handicrafts and textiles; older women continue the tradition of changing dress colours as they age. Donkeys, ideal for carrying heavy loads up steep pathways, are still used to transport materials around the villages. Culturally, the southern region is also unique in Albania due to its proximity to and historical ties with Greece.² Many in the region speak both Albanian and Greek, and in contrast to the Muslim majority in Albania, the area is predominately Greek Orthodox.

To protect themselves against seafaring invaders, Albanians traditionally settled in the mountains as opposed to along the seashore. Over the course of the 20th century, however, residents have moved closer to the sea, and both Vuno and Qeparo now have seaside counterparts, "New Vuno" and "New Qeparo." These coastal villages are comparatively better off economically, benefitting primarily from summer beach tourism. In the summer months, the seaside villages see a sharp increase in residential population as residents living abroad or in Tirana travel home to take advantage of this opportunity.

Similarly, though in smaller numbers, residents of the hillside villages who spend most of the year working elsewhere return to service the limited number

of tourists who visit their villages in the summer season. There are two locally-owned guesthouses in Qeparo, as well as a third operated by a non-local. In Vuno, there is a small hostel that operates during the summer months. One of the principle goals of the ISDSCR's tourism strategy is to lure beachside tourists up into the villages with promises of picturesque settings, historically-important architecture, and glimpses of traditional Albanian ways of life. To this end, the Himara Municipality Local Development Plan (2012) outlines plans to integrate the mountain zone of historical cultural villages with the sea and sand coastline for the mutual benefit of sustainable tourism. They have now issued a detailed Local Development Plan for Himara, which introduces much-needed building regulations, and cross-sectional integrated territorial plans for the coast, to use seaside tourism to channel funding into cultural preservation projects in the mountain villages.

1.2 Current Situation and Challenges in the Villages

Vuno and Qeparo are currently facing numerous challenges. Population is declining; housing and infrastructure are in a state of serious disrepair; and economic opportunities are scant. Population in the two villages began declining after 1991. Without state intervention, local manufacturing consolidated near Tirana, and large numbers of residents were forced to move to the capital in order to secure work. Large numbers also left Albania to seek economic opportunities in other countries. Given their proximity to Greece, the vast majority have gone there, in search of permanent or seasonal work.³ Others go to Italy, Germany, Switzerland or further afield.⁴ Local census numbers are higher, but GIZ estimates the current population of both Qeparo and Vuno as around 650 – 700 residents (Koci, personal correspondence, 2017). Herrle and Nebel put the permanent population of Vuno at approximately 50 – 80

² Along with other villages in the region, residents of Vuno and Qeparo were part of the Ottoman resistance in the 18th and 19th centuries and then fought alongside Greece during the Balkan Wars (Pettifer and Poulton 1994).

³ The 2010-2011 economic crisis in Greece prompted waves of return migration to Albania.

⁴ The decade after the fall of the communist regime witnessed mass migration across the country as hundreds of thousands left Albania to settle abroad.

residents (Herrle and Nebel 2015b, p. 22), and GIZ members with experience in Qeparo estimate similar numbers there. As stated above, the population increases during the summer months, when regional tourism offers seasonal work.

A severe lack of services has also driven people from the villages. Neither village has a doctor and residents requiring care must travel to Himara. During interviews, residents in Qeparo repeatedly emphasised the lack of health care as a major deterrent to remaining in the village. Similarly, there is no school in either village. Students in Qeparo must walk down the mountain each day to school in "New Qeparo" on the coast; the last school in Vuno was closed in 2008/2009 and students in the village must travel to Himara to attend classes.

Those who do remain in the villages have few economic opportunities. Many partially support themselves through animal husbandry, by raising goats and sheep, and by agriculture, growing olives, grapes, and citrus fruits. People in Vuno were seen selling their produce in the market, at the village bar, or along the national road that cuts through the village. Others are involved in the construction sector, working with wood and stone. However, the overwhelming majority of the permanent residents of the villages are elderly, and live on remittances from family members living abroad.

Local development is also impeded due to a lack of infrastructure and connectivity. Basic service provision is also problematic: villagers complain of electricity cuts, water shortages, and severe waste management issues. All of these problems exacerbate stagnation and make Vuno and Qeparo unappealing to both tourists and long-term residents. In addition, while roads have improved greatly in Albania in the past few years, there is still a significant lack of connectivity. The mountain villages remain isolated from the coastal settlements below as the road infrastructure is not adequate to transport visitors and residents between the villages, due to steep roads with gravel coverage and limited space for big vehicles. Being located on a national road, Vuno is comparatively more accessible than

Qeparo, but all villages in the region remain far from the capital Tirana, and a lack of public transport is a further deterrent to the hoped-for tourism-based economic growth.

A major impediment to development is the issue of property ownership and abandonment, which is discussed in detail in Chapter 5. Many of these issues arose after the collapse of communism and the disintegration of state-owned property, rendering many sites under the ownership of many scattered individuals. Take, for example, the old communist museum next to the one restaurant in Qeparo. After communism fell, the museum was looted and all the objects, artefacts, and furniture inside were stolen. Now the top floor of the building is owned by one family living in the U.S. and the bottom floor is owned by another family whose whereabouts are



Image 8:
Architectural Damage, Vuno
Image 9:
Ruined Properties, Vuno

unknown.⁵ The site can therefore not be adequately preserved and the building is starting to collapse. Many buildings in Vuno are owned by multiple owners living elsewhere in Albania or abroad. The MAPO Commercial Warehouse, which is used occasionally as a community centre, has two owners, who live in Tirana and Athens respectively; and the owner of the hostel lives in the capital. Herrle and Nebel (2015b, p. 22) suggest that 75% of the homes in Vuno are not used, or are only used for a few weeks each year. They cite 10% of village structures as being in a critical condition.

In spite of the problems facing the villages, locals project a sense of pride and love of their land. Many said they could not imagine living anywhere else.

⁵ Interview with local residents 14th May, 2017.



1.3 Village Architecture

Although there are records of Vuno and Qeparo in 15th century registers,⁶ most of the buildings that we see in the two villages today date from the 18th and 19th centuries. Both villages converge around a main site: in Qeparo, it is the old church and the plane tree and in Vuno, it is the central plaza near the main road. Residences are clustered tightly together: this density was sometimes necessitated by an uneven and sloping terrain, other times it was created for defence purposes or to conserve agricultural land (Pashako 2015, p. 6). Houses are separated by narrow pathways, paved in traditional style with large cobblestones. Many homes incorporate a construction feature unique to Albania, whereby the ground floors are cut into arches or vaulted passageways that these alleyways can run beneath (Image 10).

Apart from this distinctive element, the houses tend to be rather simplistic in their ground plan and feature only a few rooms. Often rooms on the ground floor were used to store livestock or grain, whereas the rooms in the upper story were used as living spaces.⁷ The houses' exteriors are constructed from large stones and lime mortar. Decoration tends to be limited, but distinguishing features can often be seen around the doors, windows, and cornices. In Qeparo, one notable house is the residence of Minella Gjika, a three-storey house with a cylindrical vault tunnel on the ground floor. Distinctive houses in Vuno include the tower house of Shane Koka and the residence of Odise Kasneci, of which only the exterior shells remain.

Apart from their vernacular architecture, both villages also feature significant religious and historical monuments. In the centre of Qeparo stands the Church of St. Mary, which dates back to 1796 and boasts a stunning bell tower. Nearby is the Church of St. Demetrius, a simple domed structure dating from 1760. Another two important historical monuments are only a short walk away. On the banks of

⁶ Pashako argues that the villages date back to the 12th century (Pashako 2015, p. 5).

⁷ For more on the typologies of village architecture in the Himara Region, see (Pashako 2015).

Image 10:
Vaulted Architecture in Vuno



the Qeparo River stands the prehistoric Castle of Karos, which was built by the Greek Chaonian tribe. One kilometre north of the village is the multi-storey Tower House of Ali Pasha, the Ottoman ruler of Ioannina. Vuno is also home to many significant Orthodox churches, including the Church of St. Michael, St. Spyridon's Church, St. Saviour's Church and St. Mary's Church, Mesodhi. The Church of St. Spyridon was recently restored by the Institute for Cultural Monuments. Many of these churches feature stunning stone *iconostases* with frescoes dating back to the late 18th century (Image 11). Also in the village, is a 200-year-old schoolhouse, built at a time when Greek education proliferated throughout the villages of Vlorë.

1.4 Importance of Heritage for the Region

The preservation of both these historical monuments and the vernacular character of the villages should be considered of utmost importance. The conser-

vation of cultural heritage has significant benefits for social and economic growth across scales, from small communities to international communities. Architectural heritage can link communities together and provide individuals with a narrative sense of their connection to history and their visions for the future. It also has considerable economic benefits, in that it can spur further development and investment opportunities. The development of cultural tourism is a major aspect of the newly-developed tourism strategies, and consultants involved thus far on the project mention the mountain architecture specifically as a viable resource for local tourism-driven development, (Metahu 2015; AGE 2015).

Herrle and Nebel acknowledge that architectural design alone is not enough and that the challenges facing the region need to be conceived of and addressed in an integral fashion (Herrle and Nebel 2015b p. 5). This means that a balance among cultural, historical, and economic values needs to be found. Architecture cannot be fossilised, but should



be transformed into a living thing, either through use or interpretation. At the same time, it should not be commercialised to the point where it becomes merely a product and loses its valuable historical and cultural connections. The link between buildings and people should be strengthened. Communities should be involved in the interpretation of their heritage as well as in decisions related to its use.

Attitudes toward traditional vernacular architecture in the villages appear mixed. The number of poor preservation attempts and the preference for and use of modern materials suggest a higher valuation placed on economics and convenience. However, many of the villagers we spoke with expressed a deep appreciation of their traditional homes. One old man who we encountered drinking raki at the village restaurant in Qeparo told us his home's history: the traditional stone dwelling was built by his relatives 200 years ago and has been passed down through the generations. His parents gave the home to him and his three brothers, and he has lived

there his whole life. He cherishes the stone architecture: "I wouldn't trade my home for the world. I only need one blanket to stay warm in the winter, and my wife in the bed," he laughed.

1.5 Steps thus Far

The Albanian government has taken a proactive stance towards conservation and many positive steps toward strengthening conservation practices have already been taken. Pashako details that vernacular heritage preservation was already strongly supported by the communist regime, and that measures to preserve Albania's domestic architecture were already established during the 1970s, actions that she argues have allowed for the survival of many traditional housing types today (Pashako 2015, p. 3).

In recent years, the state has taken many new steps towards safeguarding tangible cultural heritage and

Image 11:
Iconostasis, St. Spyridon, Vuno

Image 12:
Qeparo Resident in
Front of Home Restored
under Roof Repair and
Facades Programme

protecting the traditional mountain villages as an invaluable part of cultural heritage. This has often been conducted in collaboration with international partners. A selection of initiatives related to our project are as follows:

1.6 Regulations

- A new law is currently being drafted aimed at strengthening regulations protecting cultural heritage nationwide. Part of this law includes provisions for the establishment of a *Care National Fund of Cultural Heritage*, which would help finance the protection of tangible cultural heritage. The draft law currently proposes new tariffs and other financing instruments that would help raise money for the fund (Council of Ministers 2016).
- In 2016, the Council of Ministers, following on the proposal by the Institute of Cultural Monuments, declared Vuno and Qeparo (alongside Himara and Dhermi) as "Historical Centres." They produced a series of guidelines and regulations designed to protect the integrity of these centres and establish a framework for their administration (Council of Ministers 2016b and 2016c).
- The local planning commission for the Himara municipality has also taken measures to preserve village integrity, including limiting the unplanned and sprawling growth of new developments, and providing a set of morphological guidelines for the mountain villages (Municipality of Himara 2012).

1.7 Projects

- The state-led "Roof Repair and Facades Programme" (2011-2014) allowed residents to apply for reimbursement of 70% of the cost accrued in the repair of the roofs and facades of their homes (Image 13)
- The Ministry of Urban Development and Tourism and National Territorial Planning Agency issued a series of design competitions in 2014 and 2015 to create ideas for development initiatives in the southern coastal region.



- The renovation of Vuno's main square by the Himara Municipality.
- The renovation of selected squares and alleyways in Qeparo.
- The restoration of the Church of St. Spyridon and St. Mary's Church by the Institute for Cultural Monuments.
- Through the Albanian Development Fund, a number of restoration, conservation, and research projects were developed last year. The restoration project carried out in Vuno was implemented in St. Michael's Church.

1.8 Studies Commissioned and Conducted

- The GIZ-commissioned report, *The Potential of Tourism Oriented Development in the Villages of Himara Municipality*, while focused on a more holistic view of regional development, includes a specific study that stresses the need for conservation, adaptive re-use, and the development of public space and infrastructure (Herrle and Nebel 2015b).
- Also commissioned by the GIZ, the *Systematic Analysis of Urban Conservation Approaches in the Southern Coastal Region of Albania* report details and evaluates many of the projects undertaken in the region by the government and international partners in recent years. (Pashako 2015)
- The research document produced by Son Group in 2016 on behalf of the ADF contains a proposal for public lighting, the paving of paths and the restoration of Vuno's main plaza. The study also contained plans for some private projects, such

as the restoration of the Volgi Tower and another house near the road, and considered their implementation as guesthouses. These projects have not yet been implemented.⁸

- Reconstruction plans and cost estimates have been conducted for the two aforementioned residences in Vuno, the tower house of Shane Koka and the residence of Odise Kasneci (Spaho et. al. n.y.).

1.9 Tourism-related Initiatives

Many projects related to the first phase of the ISDSCR, particularly those related to tourism development in the villages, are worth mentioning here as they indicate potentials for our adaptive re-use project for the Village Hotel.

- The development of a tourism concept, marketing strategy, brand (AGEG 2015; Metohu 2015) and tourism brochures for the southern coastal region (SCR). Some promotional activities include a website portal for promoting tourism in the SCR, "The Mysterious South Albania" video, a facebook page, a Source brochure featuring 15 Himara villages, promotional cards of villages in the region and the branding of "The Mysterious South".
- *The Traveller and the Olive Grove* report presents concepts for eco-tourism activities in the Qeparo region (CITYFÖRSTER, MVO Nederland 2016).
- Atelier Albania similarly developed suggestions for tourism activities with their *Farmers with a View* report (Atelier Albania Summer Academy 2015). Their research offers architectural solutions and events that can serve as catalysts for sustainable tourism development in the villages.
- Doctoral programmes at Polis University in Albania and Ferrara University in Italy have published a study on the Albania Riviera, providing an economic and design vision for the year 2030 (OMB 2016).

⁸ "Urban Requalification of Vuno village in Himara Municipality; Restoration works in the old village of Vuno (roads, sidewalks, squares, facades of traditional houses, public lighting,) part of the "Heritage – an engine for development". Programme implemented by the Ministry of Culture and Institute of Culture Monuments on behalf of the Government of Albania. Executing Agency: Albanian Development Fund [ADF]. Consultant: Son Group, 2016.

- The Albanian National Tourism Agency, with the ISDSCR programme, created the Pilur Outdoor Festival 2017 season highlight event, which ran between 5th and 7th May 2017 and included the identification and marking of hiking trails and the creation of guidebooks and maps of mountain biking and hiking trails in the Hinterland-Himara, which brought people to the area and are being used by local communities, tour operators, etc. to enhance income from tourism (Image 13).

Government efforts are also being augmented with help from civil society and non-governmental organisations. As detailed in the case study profiles that follow, one group in particular, Cultural Heritage without Borders (CHWB), has been extremely active in the country, both in terms of executing restoration projects and in terms of raising awareness about the importance of cultural heritage (Section 4.5).⁹ Another constructive development from the tertiary sector is the recent establishment of a Master Programme in the Restoration of Cultural Monuments, a programme implemented by the Faculty of Architecture and Planning (FAP) at the State University of Tirana, in collaboration with the Institute of Culture Monuments, the Institute of Archaeology, other international faculty partners of FAP Albania, and the Municipality of Korça.

Based on these developments, we identify the following strengths:

- **Know-how.** Many expert conservators exist in Albania. Universities and organisations such as Cultural Heritage without Borders offer expertise in traditional construction techniques. Many villagers are also well versed in local methods.
- **Political will.** As described above, the current government is invested in pursuing village conservation, both as a means to preserve architectural heritage and as a means to pursuing sustainable economic growth.
- **Designations.** Legal frameworks are already in place and further protections are likely to increase.

⁹ For an overview of the projects conducted by CHWB, see CHWB – Cultural Heritage without Borders (2014)

- **Potential.** Strong potential for tourism increase, which will bring both money and provide opportunities for adaptive re-use.

1.10 Remaining Challenges

In spite of these positives, significant challenges remain. Some of the main challenges identified in the study villages are as follows:

- **Lack of financing.** Public funds are limited, as is financing from international sources. Innovative methods of financing must be found.
- **Property conflicts.** Conservation works cannot proceed until instruments are in place to attend to the myriad property-related issues. Abandonment, multiple ownership, lack of title deeds—all of these problems impede the advancement of conservation projects.
- **Lack of common will.** While many Albanians already recognise the importance, both social and economic, of preserving architectural heritage, many remain less interested or committed, preferring instead more modern homes or construction techniques that may be simpler, less expensive, and less time consuming.
- **Lack of management and oversight.** Many governance-related issues remain. Furthermore, the lack of trust in organisations' ability to correctly manage and oversee projects deters homeowners from participating in projects and schemes.
- **Lack of vision for future use.** Ideally, conservation projects should be tied to a re-use plan. Abandoned properties should be re-envisioned with uses in order to ensure their continued maintenance and also to strongly link the new buildings to the broader economic development plan.

It is with these strengths and challenges in mind that we developed our proposal for a Conversation Lab and Village Corporation. Our project specifically draws on the reservoirs of local knowhow and labour power, while envisioning a model that would allow people to use their renovated properties to gain income through a sustainable tourism plan that has been developed by the GIZ and the National Planning Agency.



Image 14:
Qeparo

2 Methodology

2.1 Comparative Research and “Best Practice” Knowledge Transfer

In order to develop alternative proposals for urban conservation in the villages of Albania’s southern coastal region, this report employs a comparative best practice approach, which is based on the comparison of a myriad number of successful case studies of heritage conservation and economic models from all around the world.

Comparison is a useful way of broadening the horizon of analysis by “revealing and challenging our less evident assumptions and conceptions” (Azarian 2011), inserting a local issue into a wider setting (Azarian 2011), and by importing methods which make more efficient society’s affairs (May cited in Azarian 2011). Furthermore, UNESCO’s World Heritage Capacity Building Strategy (2012), acknowledges that sharing successful and sustainable practices for heritage management and protection “helps other sites find solutions that work” (UNESCO 2012). Best practice case studies in heritage management can include “everything from involving local people in site management, to creating innovative policies and regulating tourism” (UNESCO 2012).

In the development of this report, best practice case studies from all over the world were collected, analysed, and then classified in terms of organisational structure (NGOs, private sector, public agencies, international cooperation, cooperatives, etc.),

Image 15:
Public Funds Discussion (p. 26)

income streams (private investment, operational revenues, donations, public funds, international cooperation funds, crowdfunding, etc.) and factors of production (capital, land, labour, material and knowhow). A smaller selection of the most relevant cases for the Albanian context was further analysed and is presented in Chapter 4 of this report. As well as international cases local case studies were also included since they share the same cultural, political and socio-economic background.

Of course, best practice transfer has its limits. On the one hand, policy transfer has recognised factors of failure that apply to some degree to best practice transfer. According to Dolowitz and Marsh (2000), there are three reasons for this: insufficient information on how the policy or institution works in the country of origin; non-transference of crucial elements of success; and poor attention paid to the socio-political and economic context of both cases. Although the Albanian context both at the national and local levels was carefully included in the analysis and proposals, it is important to understand the limitations of transferring knowledge in a holistic manner.

2.2 Data Collection

Apart from the case study research, site visits with on-site fieldwork, group discussions and meetings with local experts and stakeholders were essential in confirming and selecting the most feasible options



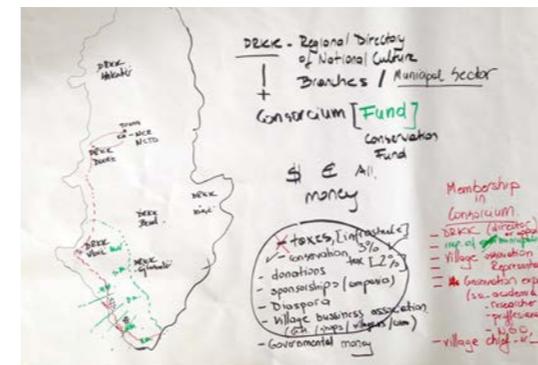
Image 16: Interviewing Local Residents in Vuno
Image 17: Public Funds Brainstorming

for increasing attractiveness and for developing alternative proposals for the conservation of cultural heritage in the villages.

The study was conducted by an interdisciplinary group of international professionals with backgrounds in architecture, economics, engineering, geography, urban planning and sustainable development. All were postgraduate students in the Urban Management master programme at Technische Universität Berlin, Germany. In addition, a group of local Albanian professionals and students, with backgrounds in architecture, archaeology and urban planning, assisted the analysis, especially during the ten-day field trip to the region in May 2017.

Expert Interviews

During the field study, meetings with experts such as local academics, architects, municipality officials, and NGO members were conducted, in order to gain a deeper understanding of the Albanian context. Additionally, these meetings were useful for collecting secondary information from regional policies and previous studies in the fields of territorial planning, local revitalisation and cultural heritage conservation. Table 1 summarises the meetings and interviews held during the study.



Presenter / Expert	Organisation / Institution	Subject
Hes Pirro Thomo	Expert in restoration, Institute of Cultural Monuments ICM	Cultural monuments in Albania
Fiona Mali	National Territorial Planning Agency NTPA	Integrated cross-sectorial plan for the coast
Hans Juergen Cassens Valbona Koçi	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) in Albania	Project scope, objectives, and GIZ work in Albania
Elena Mamani	Project Manager/Deputy Head of Cultural Heritage Without Borders CHWB	Site visit in Gjirokastra
Ilia Kristo Adelina Greca Arta Dollani	Academic/municipality	Financial instruments and legal framework for heritage conservation

Analysis of the Urban Context

Site visits aimed at analysing the space and buildings in the villages of Vuno and Qeparo. This analysis included documentation of architectural features such as the use and condition of buildings, availability of public space and existing infrastructure, accessibility (in terms of proximity to the road and the current condition of paths), location, and landscape (view to the beach, mountains, inside the village).

Sourcegraphic Documentation

In the field of urban conservation, "Sourcegraphic documentation [is] an essential technique for recording the nature of heritage objects and illustrating conservation procedures" (Beck 2013). Therefore, the use of this type of digital technology was essential, in order to track the current condition of the heritage sites and to keep a record for further conservation activities in the villages. It is relevant to remark that the activities of recording and documenting heritage information are recognised as the basis for monitoring, management and maintenance of a site, as well as a means "to transmit knowledge about heritage places to future generations" (Letellier 2007).

Resident Interviews

For both villages, Vuno and Qeparo, primary data was obtained by interaction with locals and narrative interviews which recorded information about social life, living conditions and economic activities. In total, nine interviews with residents in Vuno and eight with residents in Qeparo were conducted, for which direct translation by the Albanian partners was required. These interviews covered questions around topics such as social life, demographics, public infrastructure, economy, culture and traditions, buildings and spaces, and conservation.

Document Analysis

The analysis of a wealth of documents such as local policies, master plans, development plans, legal texts and previous reports focusing on the heritage of the villages in the southern coastal region complemented the set of data considered.

The first results of the workshop and site visit were presented in Albania at the Reja on 11th May, 2017 (Image 18-21). The work on the report continued in Berlin between May and July 2017.

Table 1: Meetings with Experts and Stakeholders

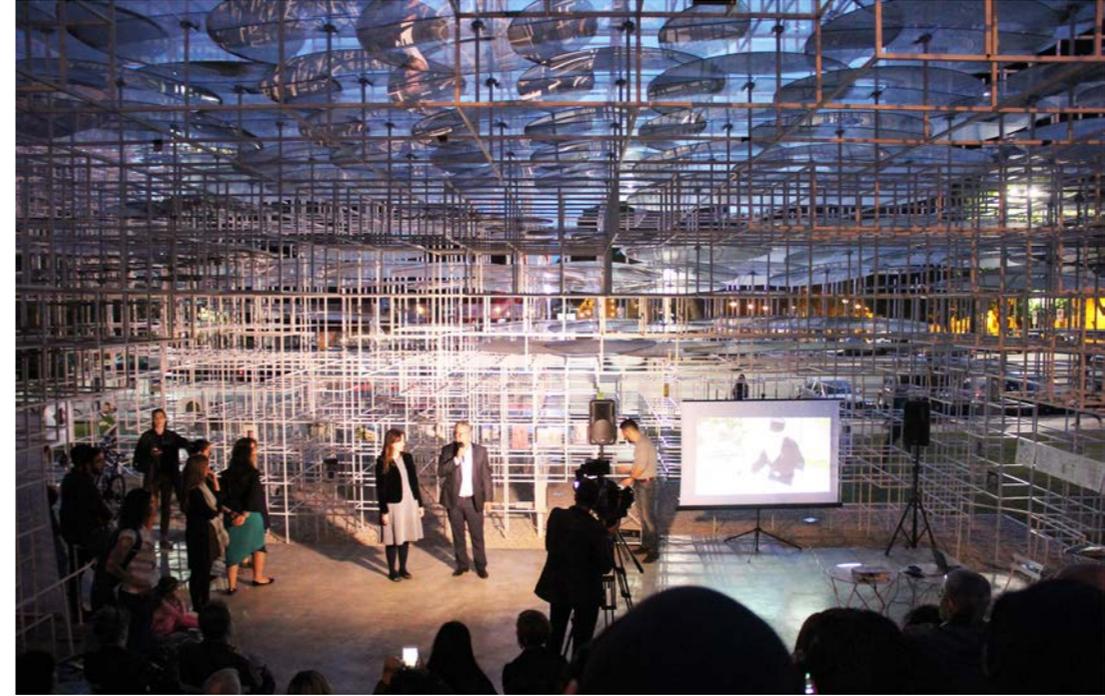


Image 18:
Presentation of First
Results, Tirana May 2017
Image 19:
Presentation of First
Results, Tirana May 2017

Image 20:
Presentation of First
Results, Tirana May 2017
Image 21:
Presentation of First
Results, Tirana May 2017

**Part II: General Principles of Conservation
Models and Selected Case Studies**



3 Principles of Heritage Conservation

This chapter discusses the principles that need to be considered in establishing models for urban conservation. A model of urban conservation that achieves characteristics of sustainability requires valuing heritage and creating conditions for its use. It is generally accepted that among the most important factors that determine whether a heritage site or object continues to have relevance is a consideration of its original and current uses. As MacDonald (2011) states, good conservation is about having a management set-up that cares about the site's preservation and sustainability, as well as the interpretation of its significance. In this chapter, we review the relevant theoretical literature on the topic, focusing on the fundamental elements of conservation models. When designing a conservation model, many different factors need to be considered, including funding sources, management models, and site-use. This chapter, alongside the case-studies that follow in the next section, aims to present an overview of possible considerations and solutions.

Rojas (2002) differentiates between the economic and socio-cultural values of heritage. The former has value for both direct and indirect use, as well as non-use value. The latter includes aesthetic, spiritual, social, historical and symbolic value. The study of the definition and identification of these values has become an important aspect in models of sustainability in heritage. Moreover, Getty (1999) suggests that certain concepts necessarily accompany the economic approach to heritage. He explains that

Image 22:
Saint Spyridon Church,
Vuno (p. 32-33)

Image 23:
Ruins of a Large Village
Residence, Vuno (p. 34)

heritage can be a capital asset, providing cultural capital with strong sustainability.

Usually, preservation does not fall to the public sector alone. It is a mix of public sector, private sector, and third sector, etc. actors. However, there are some cases where the state alone can support the process because of the high levels of expertise and expenditure required. Complexity arises when heritage conservation includes the historical value of a whole area with buildings, landscapes and traditions. In these cases, ownership is not well-defined and usually is spread among several actors. In such cases, it is highly recommended that conservation efforts clearly recognise the various values and contributions of local owners and communities (MacDonald 2011).

The chosen conservation model varies based on its specific context and needs. However, basic decisions related to regulations, institutions and financial instruments need to be made in relation to the three spheres of action that Aylin (2000) identifies: physical conservation, spatial conservation and social conservation.

In the following section, some essential aspects of heritage conservation models are delineated to provide a better understanding of how concepts and practice join together to achieve success and sustainability. First, the scope of the conservation model needs to be set and specific goals need to be decided upon. Will the conservation model include only restoration and maintenance? Or will there also be a provision of other supporting services like tourism? Will this be a reason to rethink certain public policies such as land management?

It is then important to determine what is needed to achieve this goal and what products or goods will be produced in the process. Inputs or factors of production to be transformed into the selected product or service must also be considered. From a traditional economic point of view, these inputs will be classified as land (tangible property), labour (workers), and capital (material, equipment, money). An additional element is entrepreneurial activity, or how these factors are to be optimally combined and used.

Finally, it is important to identify stakeholders/actors with defined roles and responsibilities. Particular attention is needed to find a suitable leader for the process as this will determine the success of the project. Actors' roles are strongly defined by the values and uses they attribute to the heritage sites in question.

In the following sections, five general aspects are elaborated on which need to be considered in order to build a model for urban heritage: stakeholders, factors of production, income streams, project governance, and organisational structure.

The following questions raise points that can provide clues about aspects to be analysed before designing and implementing a model of urban conservation.

- Who is involved?
- What is or are the products or results that we want to achieve?
- How do we plan to deliver this product?
- What are the inputs? Who is going to pay?
- Who is going to use the product and how?

3.1 Stakeholders in Urban Heritage

Public Stakeholders

Public actors at different scales of government enable the implementation of projects by providing resources, a proper regulatory framework, technical assistance, and monitoring.

Since heritage is characterised as a public good, it suffers also from market failures that deprive it of an adequate allocation of resources and investment. Information within this market is usually incomplete, and neither consumers nor providers act as they do with classical goods.

In the case of communal property, the government can act in the public interest, as owner, administrator and operator of heritage. In order to preserve certain heritage goods, the government can take responsibility, even when there is no proof that it has the

Actors	Service	Output
Public	Install a consortium to facilitate the realization of the different projects	Provide regulatory framework, technical assistance, and monitoring
International Cooperation	External finance and knowledge to the space and to the development of the projects with Social Responsibility.	
Private	Decision making in a practical way, independently from the predominant political party.	Provide resources and knowledge, ensure the success and continuity of the projects
Third Sector	Technical assistance and promotion inside and outside of the community.	Enlarge the network of private investors, get national and international funds. Reinforce the contact with the local community.
Academics	Participate as consultants and advisors, give their fields of experience.	Envision the results in the short and the long term, offering a more realistic approach.

most efficient solution. As Getty (1999) points out, such interventions are explained partly by the high cost of conservation, the access to information that governments have, and the resources that allow them to coordinate and lead expertise requirements in the heritage processes. The historical path of the country is also a factor that influences the role of the public sector. Getty explains that in countries with a communist background the state once totally controlled heritage management and when public funds were insufficient was no longer willing to get involved in direct interventions.

The public sector can also take on the role of developer, to attract the private sector by guaranteeing basic market conditions and taking care of communal spaces. Governments encourage the private sector and other organisations to engage in the conservation of heritage. They define standards, set regulations and act as examples of good management of heritage property. (MacDonald 2011). Governments use not only instruments of direct intervention but also indirect instruments that affect the decision-making processes of other actors: for instance, incentives such as grants or tax deductions. These indirect

tools have less effect on the normal dynamic of the market, but are also less controllable because they depend on good design to meet the desired objective.

Finally, governments also participate in conservation heritage processes by regulating property rights. Depending on what is defined as the heritage product, this can be land or building ownership, for example. In the case of a building, the state usually imposes restrictions on alterations to the facade or the whole structure. Other goods affected can be valuable historical or artistic pieces destined to be exhibited in museums and used as economic goods to generate profit.

International Cooperation

International development cooperation plays an important role in the conservation of heritage. It provides external finance and knowhow in the development of projects. International actors provide knowledge and invest funds in socially responsible projects. In exchange, it gains trust and

Table 2: Actors, Possible Services and Output

support from the government and the community, enhancing relationships among the different countries involved.

Meskell (2013) argues that the major international instrument for safeguarding world heritage is the UNESCO convention. At the same time, she strongly criticises the methods the convention and the international community use to identify, protect, and promote privileged places as world heritage.

International and supranational agencies are very important stakeholders because they can provide specific knowledge and external funds. International actors sometimes also provide monitoring and the promotion of knowledge exchange.

Private Stakeholders

Private actors help to ensure the continuity and efficiency of a conservation project. As MacDonald (2011) explains, the private sector has an agility that generally the government does not have. Also, it is able to provide financial capital, raise and negotiate funds, and follow long-term visions, while government institutions are often constrained by the limits of political terms. Private sector actors value results and efficiency. They are profit-driven and interested in boosting their own business and influence in the area.

The interests of actors in the private sector may vary according to their different backgrounds: some are developing new businesses, profiting from investment in a particular project, contributing to corporate social responsibility (CSR), increasing their visibility within the community and with the government. As explained by Eirinber (1998), the multinational companies' involvement in heritage conservation is often linked to CSR and is more closely aligned with philanthropic activity than with business for profit.

The private sector encompasses a range of forms in terms of both scale and nature. It can be categorised into business associations, small businesses,

large corporations and landowners. Good examples of private actors involved in heritage processes are chambers of commerce, transportation enterprises, developers, businesses and local entrepreneurs.

Third Sector Stakeholders

MacDonald (2011) describes the third sector as the voluntary or community sector represented by non-profit organisations that represent social interests. This third sphere, cited by Getty (1999) as the locus of non-market, non-governmental and economic activities, is of great significance to heritage conservation.

Good examples, that include both individuals and organised groups from civil society, are foundations, NGOs, and the church. That is, people who are outside of government and private companies and who work in the interests of the citizens. They provide technical assistance and help promote the projects from both inside and outside the community. They are able to widen the network of private investors, with access to national and international funds.

Rojas (2002) explains that the private sector can be defined by two groups: civil society organisations and real estate investors. The first group widens the range of activities and the area of influence while the second group gains privileged information for future investments.

The third sector has also the role of reinforcing contact with the local community, increasing participation and the exchange of information and knowledge, developing feelings of belonging, and consequently ensuring the future maintenance and sustainability of the projects.

Civil society's importance is constantly increasing as it engages with conservation outcomes that are not just the responsibility of governments. As MacDonald (2011) suggests, the community role should not be only for consultation. Communities should also be involved in acquiring the economic means towards achieving conservation and sustaining it.

Residents groups are a major actor since they have more knowledge than anyone else about the problems, potentialities, and opportunities of an area. Through their life experience, entrepreneurship, and desire to improve their place, the projects undertaken can be sustained. Their support and participation is very important to ensure the future monitoring, maintenance, and sustainability of a project. An interesting example of community action can be found in Savoca, Italy, where the residents' crowd-funding initiative raised enough money to pay for the restoration of three frescoes at the local St. Michael's Church.

Landowners are particularly important in urban management models of conservation because they are linked to property issues as well as to the important factor of production. They have different roles and approaches depending on the characteristics of each case.

Academic Stakeholders

The academic sector can provide technical knowledge and a space for the research and development of new techniques, materials, or other elements useful to the project. It has the tools to enrich the process and make it more efficient. In addition, it offers broad-based technical and practical knowhow, with experts not only from the local area, but also from other regions of the country and from abroad.

3.2 Factors of Production in Heritage Planning

Certain factors would speak to cultural heritage as a public good. It provides benefits to the public, in most cases through free, non-exclusive access, and also generates external benefits for the area in which it is located. As a good, cultural heritage and its conservation can also be better understood in thinking through their production inputs. As Samuelson and Nordhaus (2004, p. 9) explain, factors of production are those goods or services used by businesses to produce other goods and services.

In other words, inputs undergo a transformation process to generate other outputs. These factors can be categorised in four groups: land, labour, capital, and knowhow.

In general, land refers to the natural resources used in the transformation process. Usually, these factors are fixed because they cannot be increased as easily as other factors, which means that natural resources are considered to be limited. The concept of scarcity is particularly interesting in heritage because it increases the value of a particular site and any goods or services that may grow around it. Landowners receive money, as rent, to let other people use their property. Because of the scarcity and limited availability of these resources, the price of land-based resources tends to increase over time. In conservation processes, land can refer to all spaces, including streets, green areas and buildings.

The labour factor refers to the time and human effort given during the production process. Labour inputs are variable and depend on what is being produced and by whom. Heritage building conservation requires an expert labour force with special skills capable of preserving the value of the site. If the project is the restoration of a historical building, the labour required will likely include architects and builders.

In addition, any conservation process needs capital, both physical or financial. The former, physical capital refers to the materials, equipment and machines used in the transformation process over the long term. In building restoration, these materials can be stones, or bricks and mortar. The latter, financial capital, is represented by money which is used by the businesses as an investment to buy physical capital and to operate. When capital is used in economic activities, the owners of the capital receive in exchange interest or revenues. For instance, when heritage is evaluated and enters the market as a good, the revenues generated by the businesses can later support the maintenance of the heritage and contribute to the cyclic process of capital accumulation.



It is accepted, however, that there is a fourth type of factor or input in production. That is, the ability to organise and direct companies, namely, entrepreneurship. Entrepreneurship is described as the set of economic activities responsible for grouping and combining the factors of production, to obtain a higher outcome in production. To simplify, it is knowing how to make the transformation economic process efficient: knowhow. Without this ability to form and organise, businesses and enterprises could not operate. For example, knowledge of how to successfully combine and administrate projects with private and public interests in the conservation of heritage is a valuable skill for the industry.

In the following section, the reader will be offered a description of some income streams that can fund conservation projects. The analysis will focus on the sourcing of money to be transformed into other factors.

3.3 Income Streams of Urban Conservation

Success in financing heritage projects depends on the development of conservation models capable

of becoming self-sufficient and sustainable over the long term (Srinivas 2015). Therefore an understanding of the methods that can be used to generate or earn incomes that will provide funding for a long-term economically sustainable project is essential. Most revenues that go into conservation projects are generated by governments or charity organisations; however, private and community funds can also play a major part in the development of a sustainable proposal. From public budgets and donations to crowdfunding and microfinance, this section will present income streams analysed from the perspective of three major inputs: public funds, private funds and communitarian funds (see Figure 3).

Public Funds

Often considered the most obvious option for on-going financial support, public funds are generated by a country's administration to provide goods and tangible benefits to the public. This funding stream can be obtained from two major sources: (1) The national and local governments where the project is located, through the implementation of

taxes, fees, incentives and subsidies that can be used to finance conservation plans; and (2) International cooperation, a mechanism by which the public administrations of other nations assist the development proposals of a country by providing resources such as knowhow and capital.

In the case of national and local governments, public money, derived from taxation and other fees, can contribute to the financing of conservation projects. The central government can allocate obligatory imposed tax revenues, raised to cover government spending, to a specific budget for urban conservation initiatives; the local administration can use municipal fees for financing and maintaining specific services.

Government subsidies and incentives can also serve as a form of financial initiative. Pickard (2009)

proposes the introduction of monetary grants through public subsidies to be allocated exclusively for conservation purposes, with the capability to generate a profit of cultural significance. As mentioned in the "Financial Incentives for Historic Preservation" report (McCleary 2005), many heritage organisations obtain their funding from direct government subsidies in the form of grants and loans, making these organisations intermediaries for government money. Government loans can be made available with low or no interest, thereby supporting individuals, communities and small businesses, and encouraging innovation and entrepreneurship. Such payments or concessions granted by the state or other public entities serve to stimulate greater output and investment and, in the case of industries and businesses, to keep the price of a commodity or service low. Government validation and a system of voluntary certification

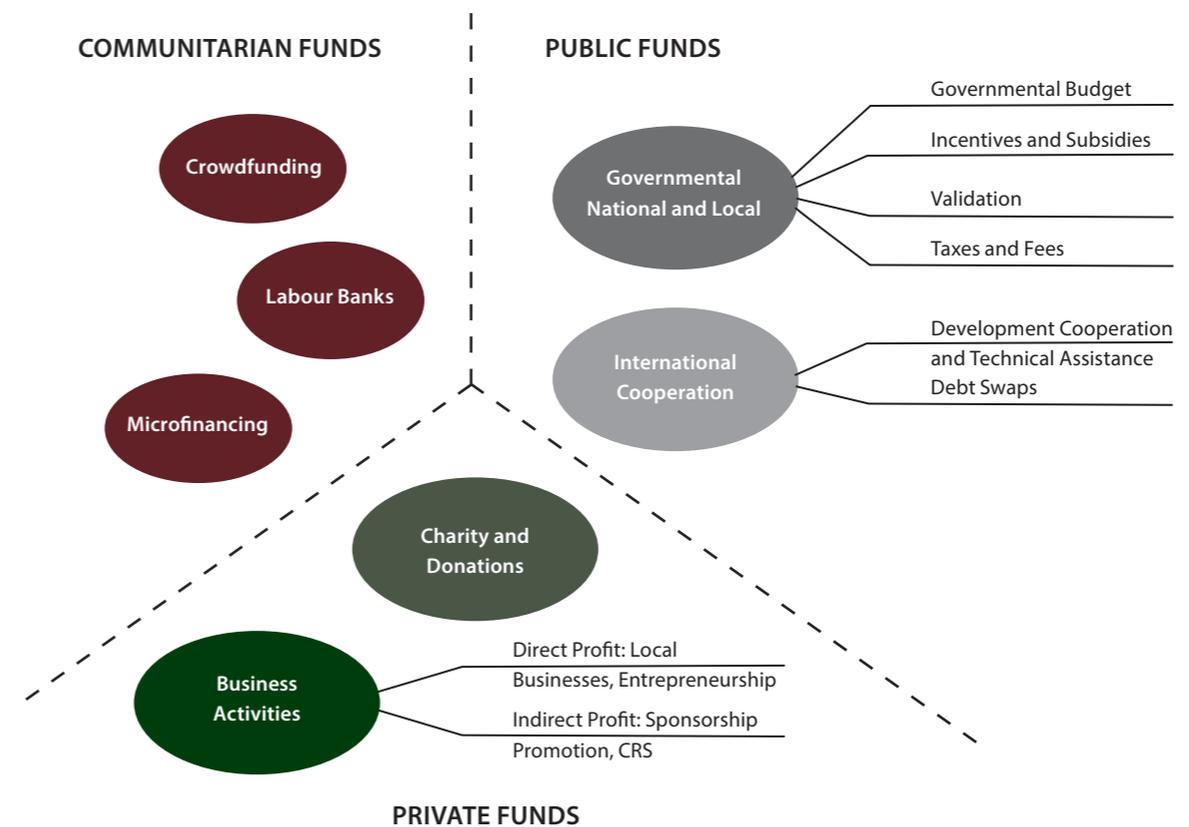


Figure 3: Income Streams for Conservation Projects

granted to individuals who have demonstrated a certain level of competence in an occupation or industry should also be considered. For example, in the Art Bonus Program in Italy (see Case Study 4.10) which is a governmental tax deduction program which gives tax credits to individuals, non-profits and corporations for the conservation of public heritage.

In public funding, international cooperation also plays an important role, particularly in two areas: debt swaps; and development cooperation and technical assistance. Debt swaps are financial transactions by which an international organisation converts the currency debt of a developing country into additional funding for its local programmes (Kaiser and Lambert 1996). Debt swaps can be used to pursue two goals: to give monetary responsibility relief to highly-indebted nations, and to direct this debt relief towards development-related uses (Berensmann 2007). Numerous examples can be found of debt-swap schemes—so called “debt-for-nature” swaps that have been used to fund nature conservation projects (UNDP 2017). Similar programs could easily be put in place to fund cultural heritage projects as well (Mac Lean et. Al 1991).

Moreover, many international organisations, such as UNESCO, Europa Nostra and the European Council, tend to provide technical assistance and financial support in the form of grants towards conservation project initiatives without expecting a monetary recompense. The work of Cultural Heritage without Borders, for instance (see Case Study 4.6) is conducted in affiliation with Europa Nostra and with financial backing from Sweden’s International Development Cooperation.

Private Funds

Private funds, i.e., money generated by private organisations, play a substantial role in heritage conservation projects when government budgets face limitations. Foundations, limited liability companies, associations and charitable trusts can

raise considerable revenues for heritage proposals by encouraging private investors to assist conservation funding programmes (Pickard 2009).

The link between the private sector and heritage is discussed in “Encouraging Private Investment in the Cultural Sector” (IMO 2011), a report that explains how public funding can be categorised into three areas, depending on the investors’ motives: investments in which self-profit is the main purpose; investments with a two-sided motivation (obtaining a profit, plus cultural benefits); and investments whose main motive is social and non-economic gain. Taking this into account, the following section will categorise private funding schemes into two specific areas: (1) Those arising from business activities created by direct profit from local business and entrepreneurship or by indirect profit through sponsorship, CSR and promotion; and (2) Private charitable trusts, created by foundations and donations. It is important to note that their behaviours will be founded on different drives and will be affected by whatever policy instruments might be chosen (Rizzo 2006).

The business activities in the first category will mostly actively provide direct profits and encourage creativity, and will ensure commercial viability and promote local entrepreneurship. Buschke (2014) states that many issues in conservation can be dealt with by following an entrepreneurial approach, which encourages individuals to overcome difficulties using innovative tools, to deliver higher conservation revenues from the money spent.

Regarding indirect profits and sponsorships (increasingly more crucial in heritage investment), are often highly beneficial private sector initiatives. Sponsorships increase a corporation’s presence in the global market and improve their public image, as well as raising revenues and creating funding for heritage. As sponsorships are linked with business activities that are a source of taxable income, many specific measures can be taken to promote their development: tax incentives, co-financing procedures and the adaption of legal frameworks to allow businesses to adopt philanthropy as part of their

management scheme (Pickard 2009). The Mullak’s Misinmay project (Case Study 4.11) is an excellent example of cooperation between a local community and the CSR wing of a company, in this case Condor Travel. Both entities entered into a collaboration that helped reconstruct village architecture and increase tourism revenue for both local residents and Condor Travel. Private funding can also be obtained from charitable trusts, a mechanism by which a person or organisation (trustee) is given a property or asset to manage for the benefit of others (beneficiaries), and whereby all incomes derived must be diverted exclusively to charitable ends. (Pickard 2009). Within this spectrum, donations, described as the concessional capital directed into the investment of prospects for high developmental impact and with possible high risks and low returns (Koenig and Jackson 2016) are a central aspect to consider, as they often follow community-oriented cultural values and do not rely for their main motivation on profitability. As with sponsorships, individual and corporate donations are supported by tax incentives for donors, who however sometimes choose to remain anonymous, thus renouncing any possible benefits to be gained from publicity. An example of small-scale sponsorship is the Cangdong Project in China, which has restored four heritage buildings thanks to the donations of former villagers and entities from educational centres (see Case Study 4.1). Another example would be the corporate sponsorships of major conservation efforts in Italy.

Another mechanism for the provision of private support are foundations. These non-profit organisations, created by private corporations for the purpose of donating funds, supporting other entities or offering income streams for their own charitable purposes, in most cases provide backing for social agendas in the cultural sector (IMO 2011). In Peru, the aforementioned Mullak’s Misinmay project was implemented by a foundation created by a private travel company, which, together with international funding, assisted in sustainable development plans for the local community.

Communitarian Funds

The final stream able to generate the necessary income for heritage preservation comes from the community itself, through the implementation of communitarian funds, described as the money generated by the civil society to be invested in social improvement and community development activities. According to Carman (2001), this funding system must respond to three main characteristics: it has been created by the donations of multiple actors in the society; it serves specific geographic communities or localities; it meets the public support test. The following section will address two main mechanisms in communitarian funds: (1) The implementation of crowdfunding initiatives; and, (2) Microfinance and labour banks.

Thanks to digital technology, online fundraising has become an important new instrument for addressing private investment in the spheres of culture and heritage. Crowdfunding is a mechanism that facilitates donations from the general public through web-based platforms Buschke (2014). Donations can be money, goods or services. Projects must begin with an initial target, which with the help of internet donations must be reached within a specific time period in order to be considered successful and implemented (IMO 2011) The beauty of this scheme lies in its operative technique as it depends on the internet, offering simplicity, keeping costs to a minimum, and enhancing public awareness of specific causes (Hollow 2013). A good example of crowdfunding implementation is the “Save the Soul of Savoca” initiative undertaken by the St. Michael’s Church group in Savoca, Italy, which attracted funding from around the world, to finance the restoration of the church interior and three frescoes (see Case Study 4.7). Another good example is the “This Place Matters” crowdfunding platform run by the National Trust of Canada which combines crowdfunding with matching funds (see Case Study 4.9).

Community funding can also be obtained through communal microfinancing systems, where individuals or entities make loans instead of donations to small-medium enterprises and startups, in the

process gaining access to advantageous interest rates since they present a lower risk of loan default (Pickard 2009). This financial stream offers a great opportunity for those investors who favour market-driven conservation over its moral- or tax-based equivalent, preferring to endorse participation in productive activities or offer support to small businesses. An interesting example of this financial model is offered by the Dogon Culture Bank in Fombori, Mali, which accepts cultural objects as collateral for microloans at a three percent interest rate per month, transforming people's tangible heritage into a resource for economic development (see Case Study 4.8).

3.4 Project Governance

Governance can be defined as active interaction that involves: structures, responsibilities, practices and organisational methods used by a committee to accomplish its mission. Its importance in heritage initiatives relies on the fact that cultural heritage is a major source of economic development, hence should enhance constitutional legitimacy, administrative competence, public participation and accountability to achieve the desired results (Shipley and Kovacs 2008). The following section addresses the importance of an effective system of governance which includes the institutional elements and policies, the roles and responsibilities of multi-stakeholders, and the proper management mechanisms. In order to guarantee the workings of a governance system and to prevent corruption and the like, it is important to install an independent body that evaluates and monitors the workings of the system periodically over time.

Institutional Elements

To assure the participation of the stakeholders, the institutionalisation of a trustable body with a developed and executed strategic plan for heritage preservation needs to be supported and governed by a recognised legal instrument. Hence, a legal framework for the development of cultural heritage must

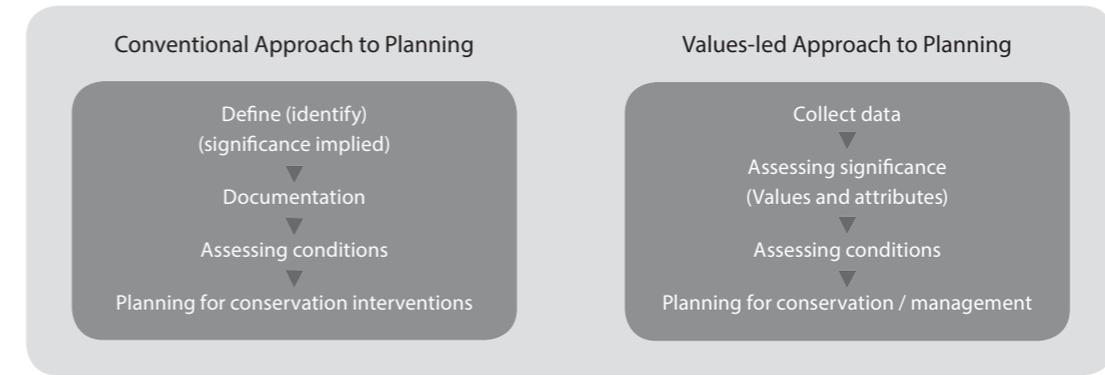
be formalised in legislation to provide the necessary regulatory tools for the protection of cultural site strategies (Wijesuriya et al 2013).

This formalisation of the activities of the group should be parallel to their vision and goals, which in most cases come into play when the group starts to manage or share resources that need to be audited. In this aspect, institutional frameworks empowered by formal legislation could bring together permanent organisational structures with responsibility divided according to involvement (Wijesuriya et al 2013). The establishment of the structure should include not only legal recognition but also a definition of the scope of the organisation's actions. The scope should comprise territorial and resource management aspects in order to cover all realistic activities that the body might develop.

Roles and Responsibilities

Understanding the "who" of decision making, deciding where responsibility lies, and addressing the actions to be taken within a given period of time are key elements for discussion. The participation of all possible stakeholders and a collaborative approach to planning will help safeguard a common understanding and direct involvement. It is important to begin with an initiator, a promoter who identifies and lobbies possible partners for a specific project, in a catalysing process that promotes discussion about objectives amongst stakeholders and society. Depending on their structure and management, these processes can be addressed top-down or bottom-up. Once the idea permeates the territory, it is easier to approach all necessary actors.

In addition, a number of interested players should be gathered in order to promote a functional and representative team. It is important to define the minimum number of members needed, which will vary from project to project. The choice of members should take into account the need for representation of all groups involved. Depending on the scope of the plan, some form of advisory team or consultancy might be needed, or even an intermediary to act



in negotiations between actors. This role would be filled by the advisory team, who would participate in discussions and offer opinions, but would not have decision-making powers.

Finally, as regards the organisation process, an administrative group would be needed, responsible for logistics, contacting members, organisation, accounting and similar activities. It is highly important that this team remains neutral on the issues discussed.

Management

As part of good governance in heritage conservation, a well-conceived and professional management system should be established to promote sustainable economic growth. The objective is not only to capture resources, but also to manage them in a sustainable way, with investments in the local economy as well as in heritage conservation. Shipley and Kovacs (2008), explain how the project management criteria for good governance follow a collaborative decision-making model. They require: an existing plan based on a strategic vision which includes human development and historical, cultural and social complexities; adaptability, based on responsiveness of institutions and processes to stakeholders; and they must be effective and efficient. Recent literature defines two main approaches to heritage management: the conventional approach, which focuses on the fabric of the past; and the

newer values-led approach, which promotes an assessment of the significance of a place based on input from all stakeholders (not only experts) and the use of a "statement of significance" as a basis for developing conservation and management strategies (Wijesuriya et al 2013). While the traditional approach is more focused on registering and documenting, the new approach concentrates on finding the values and attributes that the places and objects contribute to society. Figure 4 delineates these differences.

Collaborative management in decision making requires the involvement of representatives of all affected parties. This shared management model should create a network and channels of communication, with power to direct initiatives and guide society towards common objectives. Co-management can also increase the democratic legitimacy of political decisions and stimulate local sustainable development (Frey 2007). As joint management through cooperation strengthens territorial governance and increases the project's odds of success, power should be equitably distributed among the stakeholders. They will make decisions regarding the type of projects that should be implemented, their budget, promotion, and so on. Any given management model can have a variety of dialogue spaces, creating a network of projects managed by a main dialogue space that connects the smaller ideas to the main proposal.

Figure 4:
Conventional vs.
Values-led Approach in
Heritage Management

3.5 Organisational Structure

The organisation of any heritage project should determine an overall structure that answers to the immediate manageable problems and achievable goals of the stakeholders. Projects tend to start with the strong participation of a governmental actor and go on to involve contributions from private organisations and enterprises working independently. Of course, the basic conditions and infrastructure are continuously granted and guaranteed by the government throughout the various steps of preservation and conservation. Private actors tend to be more participative at the realisation stage when the investments required are smaller and profit is directly associated with revenues rather than with social benefit. However, the organisation structure can also be entirely state led, or a partnership between government and non-governmental parties.

A state-led initiative includes direct and indirect support from the state. In this structure, the government not only provides direct financial support for the conservation project through subsidies, awards, grants, etc., transferred directly from public funds to the recipients' accounts, but also provides indirect support in the form of tax breaks and matching grants (IMO 2011).

As a way of sharing the possible risks and returns of a heritage conservation project, the implementation of partnerships in which governmental and non-governmental stakeholders work together is an important strategy to be considered since it brings together a wide range of skills and resources. However, it is important to understand the complexity of such organisation structures. As explained in the "Funding for Architectural Heritage: A Guide to Policies and Examples" report (Pickard 2009), in order to balance power and satisfy the objectives in any partnership structure, several instruments and action plans must be taken into consideration and a management board between different levels of government, public funding agencies, and community representatives needs to be set up.

One of the most common organisation structures for heritage projects is an alliance of the public and private sectors known as public-private partnerships (PPP), in which an agreement between the government and one or more private sector companies is reached regarding the provision of a public service or infrastructure. MacDonald (2011) explains in the "Leveraging Heritage: Public-Private, and Third-Sector Partnerships for The Conservation of the Historic Urban Environment" report that, in a PPP, ownership between public, private and third sectors tends to follow one of four arrangements: long-term leases (which retain the asset in public ownership); sale with repurchase provisions; sale to a private owner who then leases it back to the government; and a lease-leaseback option. A thorough analysis of these arrangements of Public Private Partnerships would be a task too exhaustive for this report. Despite its obvious benefits, and the fact that PPPs have been widely used in conservation initiatives over the past 20 years (MacDonald 2011), it is vital to understand the importance of achieving a correct balance between stakeholders to avoid a mismatch of interests, such as the prioritising of the business objectives of the corporate sponsors (IMO 2011).

As this chapter sought to outline, there are a series of considerations that need to be made in order to develop an appropriate and contextually adapted model for urban conservation. We presented a whole range of principles, potential stakeholders, factors of production, income streams as well as governmental and organisational arrangements that need to be accounted for in order to develop a concrete proposal of how to finance, organize and govern processes of conservation in the historic Villages of Vuno and Qeparo. However, before presenting the proposal (Part III), the following chapter examines a series of relevant urban heritage case studies from all over the world are collected - most of them have been mentioned above - in order to give an overview of the various possibilities and potentials - but also the pitfalls - that heritage and conservation processes can entail.



Image 25:
Traditional Sokak in Need of
Restoration, Qeparo (p. 47)



4 Case Studies

4.1 Cangdong Heritage Education Centre	51
4.2 SCAD's La Maison Basse	52
4.3 Million Donkey Hotel	53
4.4 Sextantio Albergo Diffuso	54
4.5 Conservation of Gjirokastra	56
4.6 Cultural Heritage without Borders Regional Restoration Camps	58
4.7 Save the Soul of Savoca	59
4.8 Dogon Culture Bank	60
4.9 This Place Matters	61
4.10 Art Bonus	62
4.11 Mullak'as Misminay Project	63

Image 26:
Typical Alley in Vuno (p. 48)

4.1 Cangdong Heritage Education Center

Cangdong Village, Guangdong, China
Heritage Preservation Through Community Development and Education

The following section details a selection of international case-studies of heritage conservation models. Although there is increasing recognition worldwide of the importance of cultural heritage for social and economic development—not to mention its intrinsic cultural worth—public funding for its restoration and preservation is growing more and more limited. Conservationists, governments and local communities are growing increasingly creative and resourceful when financing projects. The following examples represent a spectrum of possibilities, both in terms of income streams, stakeholder organization, and site-use. The selection is by no means exhaustive, but rather focuses on projects with direct relevance to the Albania case and our proposed Village Conservation Model. Case-studies 4.1-4.2 are good practice examples of heritage-camps and workshops similar to our proposal for the Village Conservation Lab. Case-Studies 4.3-4.4 show two widely different

models for a Village Hotel, one run by a singular private entity and another from a bottom-up collective. Case Studies 4.5-4.6 highlight successful projects in Albania that can be used either as models or as direct collaborations for conservation projects in Vuno and Qeparo. Case Studies 4.7-4.11 all highlight additional instruments that can be used in conjunction with the Village Conservation Model to increase start-up or extra funding.

Of course, every model has its advantages and disadvantages, and trade-offs will always have to be made. Comparative research on the topic of heritage financing and management is growing, and the analysis of good practices from elsewhere allows Albanian stakeholders to brainstorm new ideas, discover creative planning instruments, and critically consider what solutions might fit their particular goals and constraints.

The Heritage and Education Center (also called The Cangdong Project) is a social enterprise aimed at restoring the village of Cangdong in the province of Guangdong, China.

The village's construction began more than 700 years ago and has valuable examples of architecture from many historical periods. The village has 51 buildings and is inhabited by 50 villagers. Many of the village's former inhabitants have moved to larger Chinese cities and overseas, resulting in abandonment and decay.

The Cangdong Project seeks to promote the local conservation of both tangible and intangible heritage. The group offers education workshops in restoration techniques, as well as in other aspects of local culture. Projects are geared towards both locals and foreigners of all age groups. The first restoration processes created a workspace and project room for additional projects. So far, four buildings have been restored under the programme: two ancestral halls, a temple, and a defensive watchtower. The project enjoys remarkable involvement and commitment from the local population, and has thus spurred other development initiatives. Thanks to the project, abandonment of the village has begun to reverse, and heritage conservation as a value has spread throughout the local population. The project has been awarded an Award of Merit by UNESCO.

Organisational Structure

The Cangdong Project is a non-profit with several stakeholders. The head office is located in the village and is run by a team of experts from various backgrounds, who are highly involved with local residents. The local government supports the project's development by providing necessary policy and legal frameworks, while the project offers a professional advisory service for other local governments.

Universities and schools also play a major role in the project. Workshops and courses are offered to educational institutions, both national and international. The initial conservation work was conducted by Wiyu University. Villagers and their descendants contribute financially, and are also involved in many educational and restoration activities. Other villagers help out with smaller tasks, including cooking and cleaning.

Income Streams

The project is funded by donations coming mainly from former villagers or their descendants. Initial funding came from two private individuals, one with ancestral ties to the village. The donations are allocated towards the cost of the initial restoration and for the operation of the NGO. Additional funding comes from the educational workshops and training programmes offered.

Additional Inputs

The local population is a major asset as their labour and knowhow provide a means of cultural transfer. They help with the restoration using ancestral techniques and involve students to teach them traditions and the culture of the village when educational workshops and courses are offered.

Evaluation and Relevance

One of the most remarkable characteristics of the project is how it involves the local population and aims to restore the village while enhancing local economic development as a means to ensure the sustainability of the project. The inclusion of locals in these processes is intended to improve living conditions in the village and encourage the villagers to remain.

Sources

- Cangdong Heritage Education Center (2015): Cangdong Heritage Education Center. <http://www.cangdongproject.org/>, accessed 28.06.2017
- Tan, J. (2015): Multi-Cooperation in Cultural Heritage Conservation: The Cangdong Project of Guangdong Province. In: International Archives of the Photogrammetry, Remote Sensing and Spatial Information Sciences, Volume XL-5/W7, 25th International CIPA Symposium, Taipei, Taiwan, 31 August – 04 September 2015, pp. 526-532

4.2 SCAD's La Maison Basse

Lacoste, France

A Private University Restores a Medieval Village to Create a New Study Abroad Campus

The historic village of Lacoste in southern France dates back to the 12th century. It has a strong artistic heritage as many famous painters and writers, including Van Gogh, Picasso, and the Marquis de Sade, stayed in the village. An economic slump in the late 19th century forced the majority of residents to leave the village, leading to widespread abandonment. In the 1960s, two artists, Pierre Cardin and Bernard Pfriem, purchased several of the ancient village buildings for only \$50 apiece. They invited their friends, other artists, to stay and work in the village, making the area a well-known artistic locale. In 1971, Pfriem established the Lacoste School of Arts.

In 1999, the Lacoste School of Arts reached out to professors from the Savannah College of Art and Design to enlist their help with restoring a 13th century wall. After Pfriem's death, the Savannah College of Art and Design (SCAD) took over the Lacoste School of Arts in 2001. The Lacoste School donated over 30 buildings to the American institution, which then undertook the process of restoring the buildings, as well as some other houses in the village. Within the ancient village walls, students and locals worked together to restore 33 buildings, now called La Maison Basse campus. They took care to maintain the vernacular and to use historical materials and design, while renovating for contemporary uses. Some of the restored university buildings include a former boulangerie which is now a student library and a former chapel which is now converted into a classroom. Since 2002, over 3,000 students of architecture, art history, painting, historic preservation, and landscape design have studied at Lacoste and contributed to the village's restoration and to growing the local economy

Organisational Structure

The restoration process was managed exclusively through the private non-profit sector, in this case a single university. The board of the Lacoste School of Arts donated its campus buildings to SCAD and now the university oversees the site's preservation process.

Sources

- Pham, D. (2012): SCAD Students Attend Class in a Spectacular Restored Medieval Village in Southern France. *Inhabitat* 22.10.2012. <http://inhabitat.com/scad-students-attend-class-in-a-spectacular-restored-medieval-century-village-in-southern-france/>, accessed 24.05.2017
- SCAD – Savannah College of Art and Design (n.y.): Maison Basse. <http://www.scad.edu/maison-basse>, accessed 22.05.2017

Income Streams

The restoration project was funded by private investment in the initial phase, and is maintained by operational revenue coming from student tuition fees. After Pfriem's death the buildings fell into desperate disrepair and were gifted to SCAD, thereby transferring ownership to the university. Operational revenue for continued funding for the 20-year university restoration project comes from the tuition paid by students who learn and work at SCAD Lacoste.



Evaluation and Relevance

The Lacoste example is a direct inspiration for our proposed Conservation Lab. As detailed in Chapter 7, the villages of Vuno and Qeparo could benefit from making use of students and university professors as sources of labour and knowhow in the restoration process. Like Lacoste, it is possible that only one university takes the lead on running the Conservation Lab; however, we envision that in the beginning the Lab will have various institutional partners and arrangements. It is currently unlikely that properties in either of the villages could be gifted to a university; however, the exchange of land for labour or capital is a possibility. Or, as proposed in Chapter 8, a university could become a shareholder in the Village Corporation.

4.3 Million Donkey Hotel

Prata Sannita, Italy

An Architectural Studio Organises a BlitzBuild - A Hotel in 24 Days

Like the other villages described in these case studies, the municipality of Prata Sannita, located 80 km north of Naples, in the region of Campania, boasts a rich historical heritage, but has suffered from abandonment and neglect. The town is split into two levels. Plata Inferiore is the old medieval village surrounding a fortified castle, and Plata Superiore is the more modern town where farmers have lived since the 16th century. Plata Inferiore is home to just 70 of the entire town's approximately 1,500 inhabitants.

The Million Donkey Hotel was a project realised in 2004 as part of an art project commissioned by the Paesaggio work group of Campania. Artists, from Italy and abroad, were invited to create projects that would engage the local population and help address questions of "identity, territory, social space, and landscape" (Hollein 2003, p. 72).

The hotel was proposed by the Austro-Italian architecture firm Feld72. Over 24 days, the architects worked with 40 volunteers to turn the first rooms in the old village into the start of a village hotel. Using local expertise in traditional building methods as well as local materials, the architects and volunteers transformed three rooms and one bathroom into the start of the town's diffused hotel. The hotel is now run by a volunteer group of "local heroes" (as they are dubbed), organised as an association.

The rooms were designed so that they could be used by the villagers as public spaces during the off-season. In addition, in 2005, Feld72 led a follow-up project, returning to help restore an amphitheatre for public use.

Organisational Structure

The project was initiated by a commissioning body and led by the architectural firm Feld72, who contributed the design, led the initiative and created a website. Local volunteers were the main force in the initiative and also provided a total of 4300 hours of labour within the 24-day period. An association of volunteers runs the hotel.

Income Streams

The Million Donkey Hotel had a small budget of just 10,000 euros, which was provided by the commissioning body.

Relevance for Albania

The Million Donkey Hotel is an excellent example of how a diffused hotel can get up and running with surprisingly few financial resources and with the help of local volunteers. It also underscores the effectiveness of intensive "blitz" actions that pool labour over short periods of time. It also shows that a diffused hotel model can be functional with only a small number of rooms and provides a reminder to include the development of public spaces that can be used by the community and not just by tourists.

Sources

- feld72 (2008): Million Donkey Hotel. In: Hollein, L. (eds): *Urbanism – for sale*. feld72. Architecture, Design, Projects: Austrian Contribution to the 7th International Biennial for Architecture in Sao Paulo. Springer, Vienna, pp. 72-79
- feld72 (n.y.a): Million Donkey Hotel. <http://www.feld72.at/en/million-donkey-hotel/#/>, accessed 14.07.2017
- feld72 (n.y.b): Million Donkey Hotel. <http://www.milliondonkeyhotel.net/> accessed 14.07.2017
- Slessor, C. (2009): Million Donkey Hotel by feld72, Prata Sannita, Italy. *The Architectural Review* 01.12.2009. <https://www.architectural-review.com/today/million-donkey-hotel-by-feld72-prata-sannita-italy/5218391.article>, accessed 14.07.2017

4.4 Sextantio Albergo Diffuso

Santo Stefano di Sessanio, Italy

Private Investment Transforms a Secluded Village Into a Luxury Hotel

Santo Stefano di Sessanio is a fortified medieval village lying on an ancient Italic-Roman site in the Abruzzo region of Italy, deep in the Apennine mountains. Some of the village's earliest structures date back to the 11th century and it has excellent examples from the medieval, late medieval and pre-Renaissance periods. It was owned by the Carapelle Barony, which had political and territorial dominion over the region, as well as by two other famous families: the Piccolomini and, later, the Medici. The local wool industry connected the area to Florence and the rest of Europe. After the unification of Italy, the village became a municipality and, due to land privatisation, the seasonal moving of sheep could no longer take place and the economy declined, forcing many villagers to move away.

The impetus to preserve and transform the declining village came from one individual, businessman Daniele Kihlgren. In 2001, Kihlgren approached the municipality with a vision to transform the village into a diffused, or dispersed, hotel. He agreed to provide financial investment and conduct the restoration project in exchange for a public agreement that no new building would be allowed in the area. In this way, the picturesque nature of the village would be preserved and his business investment in an "idyllic village" would be ensured.

The Sextantio Albergo Diffuso Company (led by Kihlgren) bought approx. 3,500 m² of real estate located in the historical centre of Santo Stefano di Sessanio, including many of the village's most well-known buildings. Sextantio also acquired an initial 1,000 m² inside neighbouring villages belonging to the historical-territorial tradition of the ancient Barony of Carapelle.

Residents created the Officina Musicale, or Musical Workshop, directed by Maestro Orazio Tuccella, which offers an opportunity to guests and hosts alike to enjoy rehearsals and concerts. Entrance fees, which are exclusively by donation, are given to foundations devoted to protecting the environment, or architectural and historical heritage.

Organisational Structure

The hotel is run by a private company that sought cooperation with qualified institutions for its regional study and also collaborated with the Albergo Diffuso Association to help develop the hotel. The local government contributed by helping to create a regulatory framework that would put an end to new building on the site, thereby ensuring its future preservation.

Income Streams

The funds for the project came largely from private investment. Daniele Kihlgren, via Sextantio, invested an initial 4.5 million euros in the project (Popham).



Image 28:
Santo Stefano di Sessanio



Evaluation and Relevance

The agreement between Sextantio and the municipality highlights the importance of preserving the beauty of a heritage site as a means to solidify investment in any tourism product. Fortunately, in the case of Albania, the government has already committed to limiting new development in these traditional settlements. This commitment should be highlighted to all potential new investors.

According to Confalonieri (2011), the start-up and development of an albergo diffuso can happen in two main ways: through private initiative or public-private cooperation. Sextantio Albergo Diffuso is a

successful example of private investment funding conservation work as part of a business plan. The benefit of such an approach is that investors have a larger pool of money and knowhow when it comes to hotel management, etc. However, this risks alienating current residents when the objective becomes company profit. Although we have suggested a different path for the development of a Village Hotel in Vuno and Qeparo, cooperation with a private company is also an alternative. Were this to be followed, measures should be put in place to ensure that local residents benefit from the conservation works and profit economically as much as possible.

Sources

- Central Europe, UN, Custodes (n.y.): Diffused Hotel a model to develop tourism through innovation and tradition. http://www.central2013.eu/fileadmin/user_upload/Downloads/outputlib/Custodes_Diffused_Hotel_Model.pdf, accessed 19.06.2017
- Confalonieri, M. (2011): A typical Italian phenomenon: The "Albergo diffuso", *Tourism Management*, 32(3), pp. 685-687
- Popham, P. (2010): "Saviour of Santo Stefano": One man's crusade to save southern Italy's ancient villages. *The Independent* 17.04.2010. <http://www.independent.co.uk/news/world/europe/saviour-of-santo-stefano-one-mans-crusade-to-save-southern-italys-ancient-villages-1944769.html>, accessed 19.06.2017

Image 29:
Santo Stefano di Sessanio

4.5 Conservation of Gjirokastra

Gjirokastra, Albania

The Restoration and Revitalization of an Ottoman Capital

Gjirokastra is an ancient settlement founded in the 3rd century BCE as a fortified settlement of the kingdom of Epirus, under the supervision of the Greek kings. It has witnessed a long history under numerous ruling regimes, including the Romans and the feudal families of the Middle Ages (particularly the Zenebishi family). In the early 15th century, the Ottomans conquered Albania and made Gjirokastra a provincial capital. The city flourished as a commercial and administrative centre, producing many officials for the Ottoman court. The population increased and residential districts expanded; lavish houses were built in the Ottoman style, combining local features and materials. Ali Pasha of Tepelana, the provincial governor in the early 19th century, ordered the restoration of Gjirokastra Castle. There are an estimated 2,200 “typical stone houses” in the historical centre and surrounding area. Approximately 40-45% of these houses are uninhabited.

In 2001, a group of community citizens formed the Gjirokastra Project (today the Gjirokastra Conservation and Development Organisation, GCDO) in order to help secure resources to preserve the town’s unique architectural heritage (GCDO 2017). They restored their first building in 2002, which became the organisation’s offices. One of the group’s earliest efforts was the lobbying of UNESCO and the historic centre was inscribed as a UNESCO World Heritage site in 2005. A year later, a Funds-in-Trust was set up with an initial contribution of U.S. 1.2 millions dollars to help finance the creation of site management plans as well as initial restoration projects and capacity building (UNESCO 2006).

Gjirokastra Conservation and Development Organisation (GCDO) have concentrated on conservation and development potential, which includes human and built resources. Today’s restoration projects are designed with considerations for re-use and sustainability in mind, as well as integrating training, business, and community development. Many projects have been completed under the supervision of GCDO, such as the Artisan Centre, the restoration of cobbled streets in the bazaar and in the old town of Gjirokastra, the restoration and re-use of Gjirokastra Castle and Babameto House, etc. These restored

areas attract and revive local businesses and have made the region a tourist destination.

Organisational Structure

In 2001, the Gjirokastra Conservation Office (GCO) was established under the auspices of the Butrint Foundation. For the first four years, GCO was run by a British director. In 2005, the office was transferred to Albanian leadership and renamed the Gjirokastra Conservation and Development Organisation, reflecting a shift in the organisation’s mission: a new emphasis on conservation as a development strategy. GCDO is a cooperative organisation, which has attempted to save the town’s decaying heritage, and to rebuild interest and capacity. With its partner institutions (governmental institutions, and private sector and international companies) and with the assistance of a growing pool of donors, predominant among them the Packard Humanities Institute, as well as other organisations such as Cultural Heritage without Borders, GCDO has undertaken many restoration projects.

Income Streams

Project funds come from different sources, both public and private. Contributions have come from international companies (Packard Humanities Institute, Philanthropic Collaborative of New York.); governmental administrations (Ministry of Tourism, Youth, Culture, and Sports); and international non-profit organisations (Cultural Heritage without Borders, UN Global Environmental Facility, Illumination Project).

All materials and techniques used in the restoration projects are local. The licensed restoration contractors are from Gjirokastra or the wider region. GCDO has occasionally contracted directly with local tradespeople. This creates jobs in the area.

Evaluation and Relevance

The work of the GCDO should be seen as a direct model and potential partner for the restoration of Vuno and Qeparo. Gjirokastra faced the same



problems of population migration and ownership complication. GCDO played a key role in attracting investment towards the restoration programmes as well as training local people with the cooperation of relevant national companies.

Sources

- Lamprakos, M. (2010): Conservation of Gjirokastra. <https://archnet.org/system/publications/contents/8732/original/DTP101231.pdf?1391603524>, accessed 22.05.2017
- Gjirokastra Conservation and Development Organization (n.y.): Gjirokastra, Albania. http://www.gjirokastra.org/sub_links/gcdo_sub/gcdo_history.html, accessed 20.05.2017
- UNESCO World Heritage Centre (2006): The Director-General signs a funds-in-trust agreement for the restoration of the historical centre of Gjirokastra in Albania. <http://whc.unesco.org/en/news/301/>, accessed 20.05.2017

Image 30:
Gjirokastra

4.6 CHWB Regional Restoration Camps

Albania

Volunteer Participants Work with Experts to Restore Significant Sites in Southeastern Europe

As discussed in the Chapter 1, an important heritage NGO is currently active in Albania, Cultural Heritage without Borders (CHWB). One of the organization's many activities is the management of short-term restoration camps where university professors and restoration experts gather with volunteer participants to work intensively on selected restoration projects. Over the course of each two-week programme, participants are first trained in necessary skills including, site evaluation, stonework, mortar construction, woodwork, etc. After training they are directed to a restoration site for work. The first camp was held in Gjirokastra in 2007, and since then, the organisation has run fourteen additional camps. They have also expanded this model to other sites in Kosovo, Serbia and Bosnia Herzegovina. As of 2015, the CHWB estimates 65 restoration initiatives with over 30,139 hours of volunteer labour (CHWB, Regional Restoration Camps 2014, p. 11).

Organisational Structure

The camps are primarily run by CHWB, "an independent organisation ... dedicated to rescuing and preserving cultural heritage affected by conflict, neglect or human and natural disaster."¹ The organisation was founded in Sweden in 1995 and expanded its offices to Albania in 2016. Local support in Albania is provided by the Ministry of Tourism, Culture and Sports, Polis University, and the University of Tirana.²

Income Streams

The camps are funded by national and international donations. Some donors include: Sweden's



Ministry of Economics, Energy, Transport; Regional Development of Hessen, Germany; GLZ; Centre for International Migration and Development (CIM); Albanian-American Development Foundation; Prince Claus Fund; International Coalition of Sites of Conscience; Swiss Agency for Development and Cooperation; German Embassy.

Evaluation and Relevance for Albania

This programme should be seen as a direct model for the Conservation Lab. The two-week format with volunteers is just one of many possibilities detailed in Chapter 7. The possibility also exists to partner directly with CHWB to hold camps in Vuno and Qeparo.

Sources

- GHWH - Cultural Heritage without Borders (2014a): Regional Restoration Camps. <http://chwb.org/albania/activities/rrc/>, accessed 22.06.2017
- GHWH - Cultural Heritage without (2014b): Who we are. <http://chwb.org/albania/who-we-are/>, accessed 22.06.2017
- CHWB – Cultural Heritage without Borders Regional Office (2014): Camps Guide. <http://chwb.org/wp-content/uploads/2014/06/RCC-Camp-booklet-2014-10Mb.pdf>, accessed 22.06.2017

Image 31:
Tour in a Restored
Hostel by CHWB

4.7 Save the Soul of Savoca

Savoca, Italy

Church Crowdfunding Campaign Funds Fresco Restoration

St. Michael's Church is located in Savoca, Italy, a small hilltop village in Sicily. The ongoing "Save the Soul of Savoca" crowdfunding campaign was initiated in 2015 by a youth committee of the St. Michael's Church group with the intent to restore the frescoes in the church's elaborate but decayed interior. Institutions and local associations have promoted the crowdfunding campaign through a self-created website. The campaign also uses social media to raise funds, to post updates about the progress of the church renovation projects, and to issue invitations to events held in the church.

The group also hosts cultural events to attract donations, such as conferences, book presentations, and concerts. The Save the Soul of Savoca website accepts donations by credit card and PayPal, or sponsorships can be offered by communicating with the St. Michael restoration committee. The committee offers incentives to donors, such as keeping track of the project's evolution and the state of the restoration activities.

Organisational Structure

The "Save the Soul of Savoca" project was founded and is run by a volunteer committee made up of church members of the Santa Maria Assunta parish (another church in Savoca). They work to promote the project in collaboration with the municipality of Savoca, who have contributed to the cause with a small donation.

Income Streams

The crowdfunding campaign solicits donations from the local community, governments, and businesses, but also from family and friends living abroad. Their goal is to raise 60,000 euros through donations, sponsorships, and initiatives, and after

two years of campaigning (from spring 2015 to June 2017) they have raised over 10,000 euros. This has paid for the restoration of three frescoes, with eleven more remaining in the project. Italy's Art Bonus programme (see Case Study 4.10) has helped support donations to such campaigns by providing tax credits for both organisations and individuals.

Evaluation and Relevance

The crowdfunding campaign undertaken by Savoca residents illustrates the potential for organisational structure and income streams deriving from the local community. Church organisations can be a powerful gathering tool to work with public institutions for restoration funding, especially since those who are active in the church are often happy to volunteer their time to organise such initiatives. Moreover, the campaign started on a small scale, with plans to restore frescoes in one church, but has the potential to grow, depending on the involvement of different partners. This case also underscores the importance of supporting individual donations with tax credits.



Sources

- Cosentino, A., Pasquale, S. (2016): Crowdfunding per il Patrimonio Culturale nei Centri Storici Minori: la Chiesa di San Michele a Savoca. *Archeomatica*, 7(2), pp. 12-15
- Facebook (n.y.): Save the Soul of Savoca. <https://www.facebook.com/SaveTheSoulOfSavoca/?fref=ts>, accessed 23.05.2017
- Save the Soul of Savoca (n.y.): Save the Soul of Savoca. <http://www.savethesoulofsavoca.com/aiutaci.asp>, accessed 30.06.2017

Image 32:
Saint Michael Church

4.8 Dogon Culture Bank

Fombori, Mali

Using Community-owned Heritage Objects for Microcredit Loans

The Dogon Culture Bank in Fombori, Mali, funds cultural heritage conservation through the model of microcredit loans (otherwise known as microfinance).

The Culture Bank accepts cultural objects from locals as loan collateral, then exhibits them in a local community-based museum. The loans offered by the Culture Bank work as small business loans (from \$5-\$40) over a four to six-month period with a three percent interest rate per month. Once the loan is repaid, the owners can retrieve their object or take out another loan of increased value. The loans offered by the Culture Bank vary based on the verifiable historical information and value of the cultural object put up for collateral. So far, one hundred percent of loans have been repaid.

While collecting cultural heritage in an institutional setting, the Culture Bank also provides a centre for artisan training and community education. The building, a five-room mud and brick museum, was built communally by the villagers over the course of two dry seasons, after the establishment of the Culture Bank. The Culture Bank succeeds in transforming tangible heritage objects, owned by local families, into a sustainable resource for economic development, without relying on outside funding, tourism, or the illicit sale of artefacts. Not only do the microcredit loans stimulate the local economy, offering investment capital for locals to start businesses, but the capital flows back into cultural heritage conservation by funding the Culture Bank museum and the cultural activities therein.

Organisational Structure

The Culture Bank is operated by a community-based NGO, which was established by the women of Fombori in 1996. They collaborated with several organisations working in the area to develop the

idea. Local NGOs, the village elders, the town council, the district cultural officer, as well as international groups such as the Peace Corps, and Unitarian Service Committee (USC Canada) became collaborators and stakeholders in the project.

Income Streams

The initial funding came from a USAID grant of \$2,676 to fund the development of the museum. The Culture Bank then received \$4,000 from the West African Museums Programme for cultural activities. The museum now uses the interest earned through the microfinance loans, as well as the fees paid by museum visitors, to finance its operations.

Evaluation and Relevance

Similar projects could be founded in Qeparo and Vuno to complement other tourist activities, with loans being used to fund restoration. Microfinance is an established economic system in Albania with many microfinance institutions operating across the country. The Albanian Microfinance Association, an umbrella organisation, was established in 1996. It works with the Bank of Albania to regulate and supervise loan payments. Using cultural heritage objects as loan collateral, it offers the opportunity for local residents to benefit directly from conservation, while funding a cultural heritage project with the value of the heritage itself. Moreover, exhibiting cultural objects in a museum can generate income from tourists who want to see the objects, while preventing them from being sold to tourists and leaving the village altogether. In Albania, this could be a very valuable tool for involving the community and civil society in the conservation process, showcasing the value of cultural heritage objects and conserving them in an organised and institutional way.

Sources

- Albanian Microfinance Association (n. y.): Membership. <http://ama.com.al/membership.php>, accessed 18.05.2017
- Crosby, T. V. (1997): The Culture Bank: Saving Mali's Cultural Heritage. United States Peace Corps, Mali
- Deubel, T. F. (2003): Conserving cultural heritage with microcredit: A Case study of the Dogon Culture Bank in Fombori, Mali. The University of Arizona. http://arizona.openrepository.com/arizona/bitstream/10150/278802/1/azu_td_1414226_sip1_m.pdf, accessed 19.05.2017
- European Microfinance (n. y.): Network Microfinance by Country. <http://www.european-microfinance.org/index.php?rub=microfinance-in-europe&pg=microfinance-by-country&cp=1>, accessed 19.05.2017

4.9 This Place Matters

National Trust for Canada A Crowdfunding Platform with Matching Funds

This Place Matters is a crowdfunding platform run by the National Trust of Canada. Individuals and organisations can use the website to launch their own crowdfunding campaign to save sites of historical importance. As of 2017, 64 different community projects have been funded across the country, including lighthouses, theatres, historical street fronts and districts, ports, houses, taverns, and sites of industrial and aboriginal heritage.

The organisation also hosts yearly competitions in which people can vote on projects they would like to see funded. The winning projects receive cash prizes ranging from \$10,000 to \$60,000. The site was launched in 2015 with an initial competition to save lighthouses across Nova Scotia. In 2016, a second competition was held to fund the preservation of historical main streets. The 2017 competition was open to any historical site.

This Place Matters provides support for all crowd-



Sources

- National Trust for Canada (n.y.): National Trust for Canada. <http://www.nationaltrustcanada.ca/>, accessed 23.05.2017
- Royal Bank of Canada (n.y.): Community. <http://www.rbc.com/community-sustainability/community/>, accessed 25.05.2017
- This Place Matters - National Trust for Canada (n.y.): This Place Matters. <https://thisplacematters.ca/>, accessed 25.05.2017

funding projects. It offers resources, guides, and webinars to educate communities on how to host effective campaigns. It also helps promote all crowdfunding campaigns.

In addition to raising funds, the site has been very successful in raising media attention and community awareness for heritage preservation.

Organisational Structure

This Place Matters is run by the National Trust of Canada, a national membership-based charity dedicated to heritage preservation and education. The programme was launched in conjunction with the RBC Foundation (Royal Bank of Canada) as part of their Corporate Citizenship campaign. The foundation provided the initial funds to start the site and programme.

Income Streams

Startup income for the project came from the RBC foundation. This Place Matters provides the site and resources with no upfront charge. They charge an 8% fee on all funds raised in order to cover administrative costs and credit card transaction fees. The cash prizes for competitions are funded by the National Trust. Between 2015 and 2017, more than \$725,000 (Canadian) was raised for preservation projects across the country.

Evaluation and Relevance

Such a project requires very little startup capital and could easily be run and managed either by a non-profit in Albania such as Cultural Heritage with Borders or by the Ministry for Monuments. Should public funds or international donations become available, such a platform could also be paired with matching funds in order to encourage donations. Such a website could also be circulated through diaspora communities living outside of Albania.

Image 33:

This Place Matters: Baltimore's Hebrew Orphan Asylum

4.10 Art Bonus

Italy

Government Tax Deductions Spur Major Contributions from Private Donors

Due to a depressed economic climate and an enormous amount of public debt, the Italian government has been unable to meet the country's pressing preservation and restoration needs. In 2012, the Ministry of Culture decided that it would have to take measures to encourage private sector support and introduced, among a series of policies, the Art Bonus programme.



Art Bonus is a straightforward tax deduction programme whereby tax credits are given for 65 percent of donations made to the conservation of public heritage. Three categories fall under this programme:

- Maintenance, protection and restoration of public cultural works (e.g. monuments, historical buildings, works of art)
- Support of public cultural institutions (e.g. museums, libraries, archives, archaeological areas and parks), opera/symphonic foundations and traditional theatre
- Realisation, restoration and upgrading of public institution facilities dedicated to performances (Art Bonus n.y.)

Importantly, this programme is open to individuals, non-profits and corporations alike. Art Bonus has incentivised companies to give major donations toward the restoration of expensive projects. Tod's gave 25 million euros to renovate the Colosseum; Fendi gave 4 million euros to restore the Trevi Fountain; Bulgari gave 2 million euros to restore the Spanish Steps; Salvatore Ferragamo donated \$817,000 to restore a section of the Uffizi Gallery (Pianigiani and Yardley 2014).

On the downside, many in Italy resent the commercialisation of these endeavours, complaining that the companies exploit the sites for their own purposes.

The municipality of Florence was heavily criticised for allowing Morgan Stanley to hold a private dinner in a chapel where food could have ruined the frescoes. Due to public outcry, companies have been keen not to use advertising on scaffolding, etc. In short, there is cultural distrust in this new turn to privatisation.

Income and Organisational Structure

All income for restoration comes from private donations, incentivised through tax deductions. The programme was started by the Ministry of Culture, and tax deductions are granted by the federal government.

Relevance for Albania

Given the lack of public funds for conservation in Albania, the government could pursue such incentive programmes. However, one of the reasons why this programme has been so successful in Italy is that there are so many wealthy companies in the country who see their products as tied to national heritage. Thus, the financial incentive is augmented by a cultural belief in the value of conserving heritage. The Albanian government should continue to try to instil similar beliefs and values even as it offers financial incentives. This case also highlights the negative aspects of corporate sponsorship and the public outcry that can occur in response to blatant commercialisation. Limiting advertising space is one solution to this issue.

Sources

- Art Bonus (n.y.): English Brief. <http://artbonus.gov.it/english-brief.html>, accessed 13.07.2017
- Chen, V. (2016): Why Tod's renovated the Colosseum, and why Bulgari repaired the Spanish steps, while Fendi threw millions into a fountain. South China Morning Post 04.08.2016. <http://www.scmp.com/magazines/style/tech-design/article/1995564/italian-heritage-why-tods-renovated-colosseum-and-why>, accessed 13.07.2017
- Pianigiani, G., Yardley, J. (2014): Corporate Medicis to the Rescue.
- To Some Dismay, Italy Enlists Donors to Repair Monuments. New York Times 15.07.2014. https://www.nytimes.com/2014/07/16/arts/design/to-some-dismay-italy-enlists-donors-to-repair-monuments.html?_r=0, accessed 13.07.2017
- Scammell, R. (2015): Saving Italy's cultural heritage by modern means. The Guardian 19.03.2015. <https://www.theguardian.com/world/2015/mar/19/saving-italys-cultural-heritage-by-modern-means>, accessed 13.07.2017

Image 34:
Colosseum

4.11 Mullak'as Misminay Project

Mullak'as Misminay, Peru

CSR Programme Encourages Village Housing Maintenance and Tourism Development

The Mullak'as Misminay Project is the first project led by Wings, a non-profit organization created by Condor Travel in 2007 (the project itself began one year later in 2008). Mullak'as Misminay is a small village of approximately 500 inhabitants near to Cuzco overlooking the Valley of the Incas. In 1998, Condor started a training program for porters on the Inca Trail. The success of this project, which was widely supported by local residents, helped obtain the support of the Dutch Service of Cooperation for the Development, the Multilateral Investment Fund of the Inter-American Development Bank and of the Regional Health Authorities for future projects.

Today, Wings, along with other partners works with the community on three projects: homestays for tourists, handicrafts, and water provision. Wings has worked with the community to further develop their tourism product in a way that benefits both local residents and Condor Travel. For instance, after providing funds as assistance to help locals rebuild their homes and upgrade them with provisions necessary to host guests (solar-heated running water, furnishings etc), the company now directs tourists to visiting Machu Picchu and the Valley of the Incas to stay in in homestays with village residents. Condor takes a percentage of the revenues earned by villagers running the homestays (most properties cost 25 euro a night, with Condor taking 5 euro). The funding is oriented to develop the community while providing the services needed by the travel company to offer their clients. All physical improvements are owned by the community.

Organisational Structure

The project is developed as an inclusive business plan, with Condor Travel's as an anchor company. SNV, part of the Netherlands Development Organization provided technical guidance and experience on social projects, including consultancy, monitoring, and control. Inter-American Development Bank Multilateral Investment

Fund provided financing, through a refundable loan, dedicated to handicraft development, workshops, and training. Local community members, including roughly 300 residents and 150 direct beneficiaries actively participate helping work on building renovations, running training programs, etc.

Income Streams

A co-funding strategy was implemented, where IDB-MIF provides 58% (US\$ 144,350.00), and the remaining 42% (US\$ 103,800.00) is invested by Condor Travel (Smart Development Network, n.d.). Other important sources of income are the operational revenues of the touristic activities received by locals and by the company. Community members pool all money raised by tourist homestays and distribute profits among all residents.

Evaluation and Relevance

Ecotourism and experiential tourism is an ideal market to catalyse development. Misminay is a positive example of a project that helps preserve local cultural traditions, providing a unique tourism experience to the travellers and economic sustainability to the villagers. This model offers the possibility to involve tourism companies in corporate social responsibility practices, with a sustainable approach that can led to the restoration and preservation of heritage without requiring major fund from national authorities. Thus far, the project has shown to be an effective way to preserve cultural heritage while providing a source of income for local and for investors. Due to the proximity to the Inca Trail, and Moray ruins, the project also benefits those ancient remains indirectly, through the sensitization of the population towards their heritage. Partners in Albania can consider the plusses and minuses of similarly engaging travel corporations in the creation of the Village Hotel.

Sources

- TV Peru (2012): Entrevista a José Luis Segovia del Programa Regional de Negocios Inclusivos "Ganamos Todos". <https://www.youtube.com/watch?v=BKbZmhOVFSM>, accessed 10.04.2017
- SNV (2012a): Financiamiento del Desarrollo y los Negocios Inclusivos. Casos en Turismo. <http://docplayer.es/5667543-Financiamiento-del-desarrollo-y-los-negocios-inclusivos-casos-en-turismo.html>, accessed 10.04.2017
- SNV (2012b): Condor Travel. <https://www.youtube.com/watch?v=FP91fReWJk>, accessed 10.04.2017
- Vive Misminay (2012) <http://www.vivemisminay.pe>, accessed 10.04.2017
- Wings (2017): Turismo rural comunitario en Mullakas-Misminay, Cusco. <http://www.condorwings.org/es/projects/p1pg4i/>, accessed 10.04.2017
- Burcombe, F. (2013): Spotlight: How Condor Travel's Misminay Project skills villagers in community tourism. <http://news.wtm.com/condor-travel-misminay-spotlight/>, accessed 10.04.2017

A photograph of a stone building with two large arches and a damaged roof. The building is constructed from grey stone blocks. The roof is partially collapsed, with some wooden beams visible. The arches are made of stone and lead to a courtyard area with green foliage. A person in a blue shirt is visible in the distance on the right side of the image. The sky is blue with some clouds.

**Part III: Proposal for a Sustainable
Conservation Model: Vuno and Qeparo**

5 Recommended Governmental Measures

In any conservation or regeneration project, certain obstacles arise that require intervention on behalf of the government. Although the proposed Village Conservation Model intends to be community-led, its success nevertheless depends upon the government's commitment and assistance in certain realms. In the following chapter, we outline two significant obstacles that will require government assistance: property dispute resolution and infrastructure provision.

5.1 Resolving Property Disputes

As land and property are the most valuable assets available, a clear strategy of land management is an important pillar in order to guarantee a successful implementation of the proposed project. This chapter proposes ways to address some of the challenges of land management in the specific Albanian context.

The state (both at a national/regional level and as a local municipality) holds a crucial position in land management. Therefore, in the following we propose a regulatory framework of four instruments dealing with land management: (1) mediation, (2) a regulatory penalisation system, (3) a safeguarding contractual system, and (4) zoning. To maintain sustainable development and the fluidity of restoration and rehabilitation processes, a land cooperative model, as well as a supportive legal framework issued at state level is proposed to tackle the land property issues being faced in Albania at this time.

Image 35:
Vuno (p. 64-65)

Image 36:
Qeparo (p. 66)

Due to Albania's historical development and the transition from a socialist to a capitalist system, property rights and claims are intricate and complicated. Multiple and unclear ownerships, as well as a considerable amount of undocumented or unregistered properties and illegally constructed buildings that remain outside the formal property market, are some of the main challenges that conservation projects for historical sites also need to tackle.

In general, land markets are not easily accessible for those without resource to money and knowledge of the market. Populations that are low on financial and technical support are usually discouraged from entering the market because of a number of factors. These factors range from a lack of understanding of the bureaucratic system, upfront registration and transaction costs, and overall time spent on the administrative process. These issues are all present in the case of Albania, and specifically in the two villages, Vuno and Qeparo, that have been observed.

During communism in Albania, private ownership of land was abolished. With the fall of communism in 1989, Albania experienced a wide range of transformations within the political system. One key aspect of this transition was the transfer of state-owned property to private ownership. The Albanian government, which had centrally managed the economy through state-owned property for more than fifty years, started transitioning to a market economy. In 1991, the Law on the Land was passed, formalising the privatisation of ex-cooperative land (Land Law No. 7501 of 19/07/1991. Republic of Albania). The law was designed to redistribute land to families residing on cooperatives during the time of the law's passage (Aliko 2001, p. 7).

Even after almost thirty years of post-socialism in Albania, an overwhelming number of property ownership lawsuits are filed that relate back to the communist era. Many of these cases are still awaiting a final settlement that is legally, socially, and financially solid. It is very important for the state to find a solution that all stakeholders can accept and agree on.

Nevertheless, there are challenges that any new law must overcome in order to be implemented. The

implementation of a new law requires restructuring the Property Restitution and Compensation Agency (PRCA) at its different levels. The challenges facing new laws extend to finding creative solutions for compensation, as the land area owned by the state is too small when compared to the land that needs to be compensated (Frangakis 2008).

Currently, the transition the country is going through and the challenges facing this transition, specifically in the field of property rights, requires creative solutions, since a large number of properties remain outside the formal market due to the complex and unclear legal situation surrounding them. It is recommended to create an agency with the sole purpose of dealing with property issues, and unifying the property titles database. It is also recommended to include civil society as a series of stakeholders, as part of the dialogue towards an acceptable solution. This solution could be achieved through the establishment of a discussion platform targeted at property title issues in the country. The idea of adopting an open decision approach may have positive impacts in regards to transparent policy making. This can only be accomplished by involving national, international, civil and academic actors through a stable network of communication, and improving coordination methods between the different stakeholders in order to approach a coherent solution (Rama 2015).

One of the new laws that has been implemented deals with properties confiscated under the former regime. This law, adopted in December 2015, aims to construct a national framework to compensate those who have been damaged. The law is facing obstacles in the Constitutional Court, where it is being challenged. Nevertheless, the law was pushed through and brought into force in February 2016. The absence of a comprehensive nationwide cadastre undermines the process of the new law, as it opens a window for appeal since the law has very little transparency. This caused the Constitutional Court to request the implementation of an *amicus curiae* brief by the Venice Commission, to assess the law and ensure coherence of its content with European norms. Compliance of the newly-implemented law

with European norms, the Commission concluded, is closely linked to the method of implementation by the authorities. This is somewhat difficult, since the authorities are more focused on implementing and protecting human rights for all national citizens, including minorities, leaving property rights issues somewhat out of focus (European Commission 2016).

In the case of Vuno and Qeparo, property issues within these villages centre on abandonment and ownership. Over the past few decades, the roads have fallen into disrepair and the buildings have been left to crumble. The continuous pressure from the economic challenges and shrinking opportunities has pushed most of the residents to give up on their houses and farms and to migrate to neighbouring towns, or even abroad. Abandonment is an obvious problem and can be perceived as the biggest property issue in both villages. Many buildings, including schools and churches, are of high cultural and architectural value, but face the risk of deterioration and permanent loss.

Ownership was also identified as a main property problem through several interviews with local residents. Properties in both villages have multiple owners, as many as 75 in the case of one particular property. Many owners have fled the villages looking for new opportunities, neglecting their property's financial and legal requirements. In order to tackle these challenges our proposal includes four instruments that will be elaborated on in the following sections.

Mediation

In complex property and ownership situations, mediation, more than law suits, can be useful in settling property disputes. Within the justice system, mediation represents an alternative solution to the courts of law. Therefore, mediation is strongly promoted by the European Union within various government systems (Tutuianu and Dorin 2014). Going to court in many cases was the first choice for resolving conflicts, as the classical judicial system usually provides a clear answer, with winners and

losers in each case. However, mediation can resolve conflict without going to court and therefore saves money and time.

Mediation is increasingly used to resolve property disputes worldwide¹⁰, mainly because it significantly saves time and money and offers promising results and higher liability. Property mediation is not just about ownership disputes, it can also effectively help resolve the issue of abandonment, create a conditioned contractual system and pave the way for private and foreign investment by equipping local stakeholders with the legal tools needed to strike the best deal for all parties.

Our suggestion is to create regional mediation aid offices that provide support to resolve property disputes on heritage sites by building constructive exchange and collaborative work processes amongst all actors. The mediation body would act as a public platform that promotes and supplies legal services to those who need them to resolve disputes at the minimum cost and in the shortest possible time. In addition to state funding, resources and expertise from various sources, including international corporations and NGOs, might be needed to assist with the implementation process.

Regulatory Penalisation System

In order to access properties for conservation purposes, the instrument of a regulatory penalisation system is proposed. The legal framework of a progressive penalisation system can be developed based on similar cases and existing laws in

¹⁰ For example, Romania is one of the European states that adopted the mediation approach through the Act of Mediation no. 192/2006. This act was improved on a yearly basis, and progressed over time. In 2012, it was passed as law no. 115/2012. This law makes it obligatory to initiate a mediation process between rival parties as a first resort, and to proceed to a court of law only in the case of failure. At the time when this law was passed, the mediation approach was not much used by Romanians, but this has changed. In 2014, a study carried out by the Commission for Legal Business of the European Parliament revealed the impact of mediation. In the case of Romania, estimations through specific indicators reveal a reduction of up to 50% in property transfer cases and other real estate conflicts that were settled through mediation (Tutuianu and Dorin, 2014).

the Albanian and European regulatory systems.¹¹ The main objective of this proposal is to encourage the local government to activate and upgrade the existing regulations and to enforce these laws when needed as a negotiation tool to support the mediation process.

The regulatory penalisation system (RPS) can be developed as a compulsory participating law that forces private owners of a property which has cultural value and/or is located within a cultural heritage zone to repair and maintain their properties. The law addresses the protection measures within a cumulative penalisation system consisting of a series of actions that could end up with penal payment. Seizing the property could also be considered as an extreme measure against serious offences.

Once the offence is filed against a specific property (owner), the RPS allows the legal authority to take direct measures to assure effective action against the offence and assures the restoration of the property to its original state. Based on Albanian law, a chain of fines could be issued against the offender within a specific timeline. Currently, some form of RPS is already envisioned in the draft law on cultural heritage in Albania. Concurrently to establishing such a law, its implementation and enforcement need to be carefully thought through.

Safeguarding the Contractual System (SCS)

The third instrument tackles the concession of cultural properties, regulating buying and selling transactions through the creation of a strict contractual system. The fundamental purpose is to maintain the local communities' prosperity and way of life, as well as to protect the national interest by keeping the cultural fabric intact, and to preserve the authentic architectural heritage.

¹¹ For example, the Law on The Protection of Immovable and Movable Cultural Property (1992, Albania), the Law for Cultural Heritage (2003) and the planning and development regulations (2010, European Laws). Also, some cases of similar laws from other countries can be considered to develop this proposal, such as Germany's Monument Protection Act.

A localised contractual system can be achieved by the creation of a regional legal office body. Experts in legal and trade issues in addition to heritage scholars can develop fair and strict concession contracts to prevent activities or actions which could in any way affect the semblance, characteristics, quality, importance or peculiarity of cultural heritage. Furthermore, the SCS is a tool to ensure protection against illicit trade or exploitation of cultural heritage by national or international investors and corporations.¹²

Zoning Scheme

When speaking about zoning, this text refers to local government or state-led processes that separate specific parcels of land into designated areas according to land use (i.e. commercial, agricultural, residential). Land within each zone is regulated by location, density, and type of use. Zoning laws can be useful when establishing ordinances to protect certain aspects of land, such as wildlife or agricultural heritage. Although, there is no one global set of zoning laws, there are common types of land use zones, such as residential, historical, agricultural, and industrial.

In the case of Vuno and Qeparo, the zoning has already been suggested in the declaration of the villages as national heritage.¹³ Historical zones help to protect buildings and residences. Buildings that are found in historical zones may have more stringent regulations on restoration and preservation. Setting these regulations can help public and private entities identify, evaluate and protect historical

¹² Safeguarding laws, concerning the scope of concession in cultural heritage cases, have been developed to a sophisticated level by the United Nations Educational, Scientific and Cultural Organisation and other involved organisations. The Protection of Cultural Heritage Act and the Model for a National Act on The Protection of Cultural Heritage by UNESCO provide sophisticated regulations regarding the concession of cultural heritage, including the general formulation of special protective contracts.

¹³ Decision no.30 of the Council of Ministers, 20.01.2016, on "Declaring Vuno a Historic Centre, and on approving the regulations regarding administration of the area, as well as the protected territories around it", Official Journal of the Republic of Albania, vol.2016 no.9, pp. 525 -532. Available from: QBZ - Qendra e Botimeve Zyrtare [Center of Official Publications]. http://www.qbz.gov.al/botime/fletore_zyrtare/2016/PDF-2016/9-2016.pdf, accessed 19.01.2016

districts. Landowners within historical zones may also be eligible to apply for certain types of federal tax reductions or incentives. When implementing our proposal zoning regulations for the two villages need to be updated and adapted where needed.

The main objective is to create different zones covered by different regulations and offering different incentives based on the public benefit and cultural value of the properties within each specific area.

5.2 Provision of Infrastructure

Apart from the important issues of property in the Albanian context, other measures are required for which the state needs to be responsible. Making villages collaborative and attractive for both residents and visitors is a constant and evolving challenge, especially in the case of almost abandoned places. Villages exist and grow according to what they have to offer those who are looking for places to invest in, live in or simply visit. People can be attracted by the services, goods and opportunities offered by a village, but the amount of effort required to benefit from these greatly influences the dynamic.

Public investment is necessary to improve the general conditions in a village. As restorations occur and simultaneous new economic activities are generated, greater demand on public areas and public services will appear. The reliability of energy and water supplies, as well as the availability of an adequate sewage system, are factors that directly influence the village's capacity to generate new economic opportunities and prosperity. In order to provide adequate accommodation for tourists and encourage the return of former residents, basic services must be promoted. Improvements in public spaces such as stairways and sidewalks should be conducted by the municipality to ensure adequate access for all users.

The improvement of its transportation infrastructure is an important factor in boosting the development of the region. Good road connectivity between the villages is very important for encouraging a positive environment for economic growth and the exchange of goods. Improved connectivity to larger urban areas, such as Tirana or Himara, would also provide a range of new opportunities, as well as guaranteeing access to services not available in the villages. Good road connections are needed in order to make the implementation and operation of the conservation project feasible. Movement between the villages will increase considerably as the activities begin. In this sense, public investment and the local governments' attention to this issue becomes a strategic factor in the project's development and continuity. There are a series of infrastructure improvement projects already projected that clearly assist the project to be developed. However these improvements need to be implemented and adapted as the project develops.

Finally, to ensure sustainable heritage conservation conditions within the villages, action toward adequate building maintenance should be incentivised. Owners should be encouraged to commercially explore their restored buildings in order to generate sufficient resources for their maintenance. Guest accommodation, and small stores and restaurants are examples of economic activities that could be implemented in the restored buildings.

6 Village Conservation Model Overview



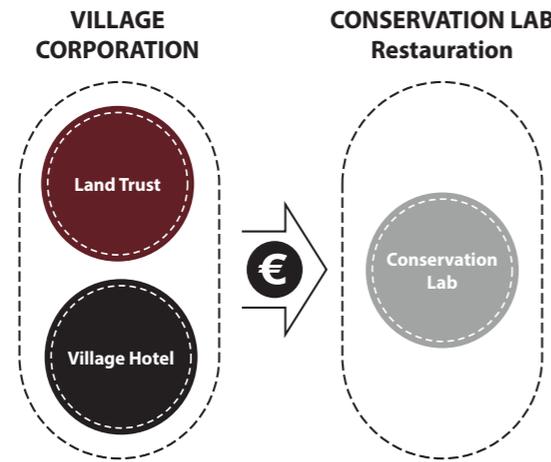
This chapter outlines our proposal for a sustainable Village Conservation Model. Our proposal is based on a careful analysis of existing challenges and assets, and will create a system of entities to control the movement of money, labour, and added value necessary to complete conservation works and stimulate economic and social growth.

We envision a bipartite system made up of two linked entities: (1) a for-profit entity, the Village Corporation, tasked with generating financial capital via a land trust and a local business, the Village Hotel; as well as (2) a non-profit entity, the Village Conservation Lab, tasked with conducting the conservation work. The entire system will be managed by a board of directors and a village Round Table (in the role of an advisory board).

6.1 Actors and Bodies

Everybody involved in inputs should have shares in the Village Corporation:

- Landowners according to the value of the land they contribute.
- Non-paid labour, as “time-units” (time bank) to be swapped for shares.
- University for non-paid contribution of know-how.



A valuation system needs to be put in place to calculate shares in the Village Corporation.

There are two bodies in the village:

- The Village Corporation (organised as a cooperative or as a limited company)
- The Conservation Lab

The Village Corporation works for profit and has two income streams:

- Land. Organised in the form of a land trust, where land is managed collectively.
- Hotel. Run as a business.

The Conservation Lab is a non-profit and has two principal income streams:

- The Village Corporation (through donations and loans).
- Other fundraising activities (university, crowd-funding, charity, etc).

Both bodies are governed by:

- A village board of directors (with executive powers).
- A village Round Table (a consulting board made up of relevant stakeholders).

6.2 Financing and Economic Plan

In our project, land assets are linked with a business plan in order to secure start-up funding. Land is the most valuable asset available, and while we have some material, some knowhow, and some labour on hand to complete the project objectives, it is the sole asset that can be used to generate the start-up capital necessary to catalyse the economic processes here envisioned. Through a state-led system of incentives and penalisation (see push, pull and mediating measures in Section 5.1), property owners in the villages will be encouraged to enter the trust and pool their land holdings as collateral for a bank loan. The loan, in turn, will be used to fund conservation projects via the non-profit Conservation Lab and initiate the business aspect of the Village Corporation, i.e. the Village Hotel.

By providing land as collateral, plus a business plan to repay the loan, the Village Corporation should be able to secure a loan that will jumpstart the entire system. A small sum of start-up capital will be required to set up the land trust. This sum, which should be minimal, could be acquired most probably through an international organisation, perhaps GIZ.

The loan money will be assigned to the Village Corporation. All business revenues from the hotel will also accrue to the corporation. The Conservation Lab could also collect money through other fundraising activities that the board chooses to pursue: crowd-funding, events, donations, grants (see Section 7.3).

After expenses, profit from the business and other surpluses should be used for the following, listed in order of priority: (1) Repayment of bank loan; (2) Fund conservation; and (3) Payment of dividends to shareholders.

6.3 Project Phases

Such a system is based on principles of mutual benefit. Landowners help secure start-up funding and in exchange receive upgrades to their property that increase the value of their land. Moreover, the area gains new businesses through which locals can

make money if they choose, for example by working at the hotel. An increase in local tourism offers the opportunity for further service provision and the sale of local goods.

Phase 0	Setting up of village Round Table, village board of directors, Village Corporation (land trust and hotel business) and Conservation Lab. Initial funding through donations required.
Phase 1	The Village Corporation uses land as collateral to procure bank loan.
Phase 2	The loan is given as a donation to the Conservation Lab.
Phase 3	The Conservation Lab restores (selected) buildings (or parts of buildings) that can be operated as a hotel.
Phase 4	The Village Hotel generates a profit (after paying rent, staff and other expenses). This profit is used for, in order of priority: 1) repayment of bank loan in the form of installments, 2) donation to the Conservation Lab to continue the conservation work and 3) payment of dividends to shareholders.
Phase 5	Back to Phase 3 (circularity)

Figure 5: Overview Village Conservation Model

Table 3: Project Phases



7 The Village Conservation Lab

The village conservation and restoration works are to be conducted by a newly-founded Conservation Lab. The Lab will work collectively with local residents and partnership institutions from the educational sector (universities, vocational schools, and NGOs) to restore the village architecture.

Our research has shown multiple successful examples of similar projects which make use of university resources to secure the labour and knowhow necessary for successful conservation projects. Combining conservation works with training programmes has many obvious benefits: students provide a key source of labour; training expands the number of skilled conservators to work on similar projects and ensures the continuity of local building techniques; and instruction sensitises residents and young people to the importance of architectural heritage and cultural heritage more generally.

Such a model is ideal for the Albania case, where limited financial resources necessitate sourcing labour and knowhow through other means. In addition, the existence of similar training camps in Albania and the newly-created Master in Restoration in Korça mean that there is already a local supply of potential partner institutions (see Section 7.4). The Conservation Lab could thus be established and operating within a short time frame.

7.1 Concept Overview and Objectives

The Conservation Lab is a non-profit organisation dedicated to conserving cultural heritage conservation and encouraging local economic growth through an engagement with educational institutions and local residents. The Lab will be housed in a multifunctional space, equipped for both research and training. There, the Lab will host activities related to cultural heritage conservation and awareness.

The Conservation Lab's objectives are fourfold:

- Restore and conserve the architectural heritage in Vuno and Qeparo.
- Develop local knowledge and capacity with regard to conservation.
- Improve the attractiveness of the village and attract tourists.
- Generate knock-on effects that will affect positively the village economy.

The primary objective of the Conservation Lab is the conservation of Vuno and Qeparo.¹⁴ Students and trainees will learn techniques enabling them to conduct conservation works both in Vuno and Qeparo. Early conservation projects will be selected and developed in order to provide space for the Lab, improve access routes, create guest rooms and infrastructure for the Village Hotel, and repair the homes and properties of those owners in the land trust.

By executing this work collaboratively with educational institutions and local residents, the project also aims to build local knowledge and capacity with regard to conservation processes. Throughout all phases of the project, the Lab will seek to enhance community development by encouraging participatory workshops and seeking to strengthen bonds among the community. The Lab will therefore be a centre for both conservation and capacity building.

¹⁴ The main outcome of the project will be the physical restoration of buildings and conservation of urban cultural heritage. At this stage, exact conservation goals cannot be determined, but for a list of priority projects, see Chapter 10.

Seminars should last between two to four weeks where students will actively participate in restoration process by performing activities appropriate to their respective expertise. These seminars should correlate students' professional skills with cultural heritage conservation topics, using the process of restoration as an opportunity to perform a thematic internship. In that way, the students can learn about cultural heritage conservation while helping in the buildings' restoration as a voluntary workforce. In this way, the Village Hotel can request the Lab's technical support services to perform a full or partial restoration, enabling buildings to accommodate guests.

Economic improvement will be derived from the promotion of an attractive business environment for the tourism and heritage conservation sector. Once the project is running, local people can leverage economic opportunities as money flows into the village.

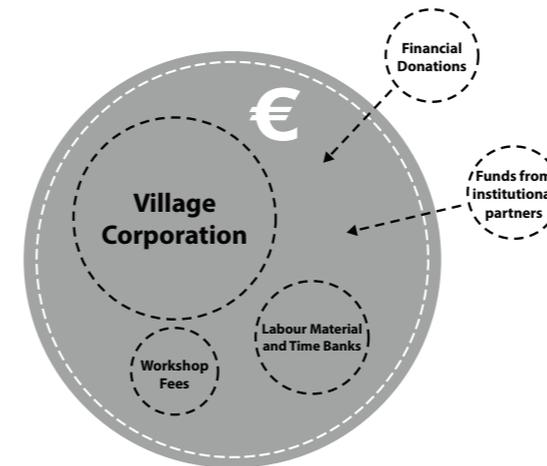
As described in Chapter 6, The Lab will work within the larger system of the Village Corporation and will reside under the same management structure of a board of directors and a board of advisors.

7.2 Location

Of the two villages, Vuno is the more suitable location for the Conservation Lab. Vuno is serviced by a main road and a bus line, allowing for a greater ease of transport of materials and people. Moreover, the presence of a local village restaurant and hostel provides initial infrastructure that could be used in early phasing.

7.3 Finances: Expenses and Income

In order to carry out its operations, the Lab has to cover the cost of materials, labour, and rent, both for the restoration work and for its own operating costs. As a service provider, the Lab depends on external funding. However, the establishment of a structured financing flow is important to define expenditure



priorities and strategies to effectively manage the investments in the project, as shown in Figure 6.

The Conservation Lab has five lines of income:

- *Payment from Village Corporation:* The primary source of income for the Conservation Lab should come from the Village Corporation's funds, i.e., revenue from the land trust and the Village Hotel. This will mostly come as donations, but can, in some cases, be loans. For instance, if the Lab knows it is expecting a large donation, it can receive a loan from the Village Corporation and repay it when the donation comes in.
- *Financial Donations:* As a non-profit with a mission statement focused on physical, social, cultural, and economic development, the Lab is in a unique position to accrue funds through donations. Such donations could come to the Lab through public streams, either in the form of grants, or as tax and fee revenues, etc. Donations could also be raised through communitarian funding sources, such as crowdfunding, or via private donations or sponsorships. In short, this entity will be able to capture funds from a variety of sources. However, it should not be assumed that the Lab will be able to capture these funds; thus in order to ensure sustainable economic growth, it is better to focus on generating income from the Village Corporation.

- *Payment from Institutional Partners:* The contribution from partnering universities and institutions will primarily be offering knowhow and labour; however, there is also a potential to raise funds either through a percentage of the tuition costs, as in Lacoste, France, or to offer an exchange for funding in the form of land, i.e., through the donation or seizure of an unused property.
- *Payment from Workshops:* The possibility of directly charging fees for tuition is another possibility. In this model, the Lab itself, rather than the university would provide the restoration camps, and would charge participants a small fee. Moreover, there is a possibility that once the infrastructure for a camp is in place, the Lab would be able to offer a variety of specialist workshops, both in relation to conservation, and also in other fields. As in the case of Cangdong, China, participant fees could be collected and any surplus after expenses could be redirected into conservation work.
- *Labour and Materials Time Bank:* Non-monetary contributions are also a vital part of the Conservation Lab's model. Locals should be able to contribute man hours and material in exchange for shares in the Village Corporation via the labour bank. There is also the possibility that the university may be an active participant in the labour bank.¹⁵

7.4 Institutional Partnerships

Establishing mutually beneficial partnership agreements with educational institutions is essential to the success of the Conservation Lab, as these institutions will be the most important partner in promoting knowhow for the restoration. Educational institutions do not only include universities, but also other institutions which have heritage conservation expertise, such as vocational training schools, heritage institutions, research institutions, and non-governmental organisations.

¹⁵ One option for non-monetary transactions is time banking, which "... works by members of the bank helping each other out, banking and spending hours as they do so.[...] Everyone's time is valued equally, no matter what is done: one hour is equal to one time credit" (North, 2010).

Figure 6:
Income Streams
Conservation Lab

Local Partnerships

Potential for partnership already exists with the following local organisations:

Cultural Heritage without Borders: This non-profit has held various activities related to conservation training, including both vocational training (2016-2017) and conservation camps (2007 – 2017) (see Case-Study 4.6). It would be possible to hold both types of events at the Vuno Conservation Lab, or to invite members from the NGO to work in either a practical or advisory capacity.

Atelier Albania: Founded in 2014 as a collaboration between the Albanian Ministry of Urban Development's National Planning Office, the Belgian architecture office 51N4E, and the Development Institute of the International Architecture Biennale Rotterdam (IABR), Atelier Albania works to ameliorate the country's built environment.¹⁶ Since 2015, they have run a summer academy designed to help train students in "new methodologies in urban planning education and critical approaches to tourism development."¹⁷ In 2015, summer academy students produced the Farmers with a View report (AASA 2015), whose ideas for tourism development will be implemented in Vuno and Qeparo following, or parallel to, the restoration work. Although the organisation has not yet carried out any conservation projects, they should be considered potential project partners, either for a Summer Academy or for some other collaboration.

State University of Tirana: The Faculty of Architecture and Urban Planning recently founded a Masters Programme in the Restoration of Cultural Monuments. This one-year programme, held at the University of Korça, is run in collaboration with the Institute of Culture Monuments, Institute of Archeology, plus other international faculties partners of FAP Albania and the Municipality of Korça. Students from this programme could easily be invited to Vuno and Qeparo for conservation camps and training.

¹⁶ Atelier Albania (n.y.): Atelier Albania. <http://atelieralbania.planifikimi.gov.al/>, accessed 20.11.2017

¹⁷ AASA – Atelier Albania Summer Academy (2015): Farmers with a View. Fermerë me Pamje nga Deti. Shtëpia Botuese "Pegi", Tirana

International Partnerships

Partnerships should also be sought with international universities and institutions. Many of the case studies examined formed both long- and short-term partnerships with international partners. For example, the programme in Lacoste is run exclusively by the American Savannah College of Art and Design. The Cangdong project, run independently, works with universities from all over the world.

Numerous programmes in architectural conservation and related fields can be leveraged as partners or clients. Some European programmes with a history of participating in on-site studies include:

- Brandenburg University of Technology: Masters Programme in Heritage Conservation and Site Management; Cottbus, Germany
- Trinity College Dublin: Applied Business Repair and Conservation; Dublin, Ireland
- University of Gothenburg: Masters in Science of Conservation; Gothenburg, Sweden
- University of Edinburgh: MSc in Architectural Conservation; Edinburgh, Scotland
- University of Kent: MSc in Architectural Conservation; Kent, United Kingdom
- University of Portsmouth: MSc in Historic Building Conservation; Portsmouth, United Kingdom
- University of Minhou: Advanced Masters in Structural Analysis of Monuments and Historical Constructions; Minhou, Portugal
- University of Leuven: Masters in Conservation of Monuments and Sites; Leuven, Germany

7.5 Educational Programming

Various types of programmes and partnerships could be offered by the Conservation Lab with outside institutions. The case studies examined showcase a range of possibilities, from one private university running a lab to a non-profit running multiple workshops with participants from all over the world.

Ideally, it would be best to diversify opportunities and work flexibly to offer a range of arrangements that would appeal to project partners, offering arrangements such as:

- Semester-long programmes led by professors from visiting institutions.
- Short-term programmes lasting 1 – 4 weeks led by professors from visiting institutions.
- Short-term programmes lasting 1 – 4 weeks led by local experts and open to participants from multiple institutions through a general application process.
- Weekend camps where local participants meet every Saturday over a 4 – 8-week period.
- These partnerships should focus on integrated actions toward the promotion of knowhow and practical learning for students and apprentices. As far as possible, it is important that programme participants include local residents in addition to visiting students.

While initial programmes should focus on restoration and conservation, in later years it would also be possible to use the facilities of the Conservation Lab for a variety of educational programmes in order to attract more students and increase income. The space could therefore also be used by academics from a variety of fields, from art and architecture to the natural sciences, such as geology, biology, and astronomy.

7.6 Permanent Staff and Management Team

The Conservation Lab should have as few permanent members of staff as possible, and rather, should rely on the temporary and rotating participation of students and teachers from participating universities and vocational schools.

Three fixed roles are envisioned to ensure the operation of the Lab. Depending on the amount of permanent staff available, multiple roles can be held by the same person.

Conservation Lab Manager

- Represents the project to local authorities
- Cultivates and maintains relationships with sponsors
- Maintains relationship with educational institutions
- Searches for project contributors and new donations
- Monitors finances
- Works closely with the Village Corporation, the board of directors and the advisory board

Operational Coordinator

- Maintains Lab property(ies)
- Initiates and manages contact with local residents
- Arranges with local business regarding required services: accommodation, internal transportation, food, etc
- Manages multifunctional space agenda and day-to-day operations

Technical Coordinator

- Ensures compliance between restorations and heritage conservation regulations
- Provides technical supervision
- Develops academic/educational activities
- Manages contact with professors and trainers
- Develops training activities for local population

7.7 Operational Model for Conservation Works

- The first step of the Conservation Lab is to perform a technical overview of building conditions in the villages. Buildings should be identified that require a comparatively lower investment to be restored and that have the highest potential to further economic development, either as a part of the Village Hotel or in order to provide services to students staying in Vuno. Such a feasibility plan should be linked with a development plan (Village Strategic Heritage Development Plan) to be used by the Village Corporation board to better target its actions.
- Once the Lab receives a request to carry out a restoration project, it will conduct the necessary

studies, including technical assessments, designs, cost estimations, budgets, and time schedules. These studies will be conducted by apprentices, students, and participants in the Lab activities. Experts and professors in charge of training should supervise apprentices during all activities to ensure their learning and good quality results.

- A restoration proposal is then sent to the board of directors and advisors for evaluation. If the proposal is in accordance with the Village Strategic Heritage Development Plan, the board will manage the agreements with building owners, authorise execution, and provide the necessary financial resources.
- The Lab will develop training activities and programmes suitable to completing the project and maximising student and local resident participation. Over time, the training activities will generate a skilled workforce group capable of carrying out restorations, and the increased availability of qualified professionals may in the future stimulate new restoration activities. The technical coordinator will ensure that conservation rules and standards are met.
- Parallel to restoration activities, educational activities, such as lectures, discussion, and workshops will be held in the village. The Conservation Lab can provide technical supervision and coordinate restoration activities.



Image 39:
Saint Spyridon Church,
Vuno (p. 83)

8 The Village Corporation



The Village Corporation (VC) is a for-profit structure that provides one income stream for the non-profit Conservation Lab (CL). It uses two resources to create economic value: (1) land and (2) tourism. Land is a resource available to the villages and is held either privately or by the state. Land has both use value and exchange value, as it can provide economic rent¹⁸ to its owner. Tourism is a resource that is now promoted in Albania on a regional scale by, among others, GIZ. Potentially, income through tourism can be channelled towards building conservation. Conversely, restored buildings can both increase attractiveness and provide accommodation for tourists. If there is to be a collective effort at land restoration – and, more broadly, real estate restoration – as well as tourism, this too needs to be managed collectively. The Village Corporation is the structure that manages land and tourism collectively and creates income for the Conservation Lab, whose responsibility is to carry out conservation work. The Conservation Lab can either be hired for the task by the Village Corporation or do it independently and receive donations from the VC.

Land is a resource that can raise money either through direct sales or as collateral for loans from a bank. In order to manage land owned individually by a collective body, that body needs to be set up

¹⁸ Economic rent is the return on a productive resource, such as land or labour, that is greater than the amount necessary to keep the resource producing, or on a product in excess of what the return would have been if not for some unique factor.

as a trust (the Land Trust or LT) that does not own land itself, but is appointed by the landowners (who are the beneficiaries) to use the land in order to raise money for them. The exact legal procedure for a land trust, that does not own land, but that manages it on behalf of landowners needs to be defined according to Albanian law.

Tourism can become an income source if managed properly. Here we recommend the creation of a Village Hotel (VH), not as a new building, but rather through the restoration and re-use of available rooms in existing buildings. The VH will develop incrementally over time, as more buildings become available through restoration and as generated income is reinvested in the business.

In the following sections we first present the overview of the Village Corporation and then present the Land Trust in brief and the Village Hotel in more detail.

8.1 Overview

Aim and Structure

The Village Corporation is a for-profit organisation that creates income for heritage restoration and for locals through (1) land management and (2) the operation of a Village Hotel. Stakeholders in the Village Corporation are all individuals and entities involved in value creation: landowners, workers/employees, university members etc. The Village Corporation is run as a cooperative and is managed by the Cooperative Board.

Cooperative

A cooperative is a firm formed, owned, and run by a group of people to provide services to achieve a common goal and mutual benefits. A cooperative can be formed jointly by a group of people with an ambition to improve their economic status, and in which members actively participate in its management. Members have equal rights and express their

views and ideas in an open, non-discriminatory and equal environment regardless of the size of their share or contribution. They democratically elect representatives and decide on plans and projects by majority vote, on the basis of one vote for each member. This kind of firm is guided by its unwavering standards to realise its goals, and not by the pursuit of gain and increasing profits. Profits can be used to fund extra activities (such as a conservation laboratory), with some kept in reserve by the organisation and some distributed amongst members.

Different Types of Cooperatives for the Albanian Context

Cooperatives are classified according to investment type and form of ownership. The form of ownership of the property that the cooperative holds is a result of investment type. Following Cook and Chaddad (2004), "Redesigning Cooperative Boundaries, The Emergence of New Models", different types of investment affect ownership and the cooperative model. The most relevant types for our context are the following:

- **Proportional Investment.** In this model, ownership rights are restricted to members, are non-transferable, non-appreciable, and redeemable, and members are expected to invest in the cooperative in proportion to patronage.
- **Member-Investor.** Returns to members are distributed in proportion to shareholdings in addition to patronage. This is done either through dividend distribution in proportion to shares and/or appreciability of cooperative shares. Each member is recompensed according to the value they add to the corporation's assets.¹⁹

¹⁹ A third type of cooperative investment is so-called Vertical Investment: Numerous traditional cooperatives, while maintaining ownership rights "restricted to members only," are developing vertical investment structures by investing in limited liability companies, joint ventures, or other forms of strategic alliances. Local multipurpose cooperatives, traditional marketing cooperatives, and the majority of traditional regional multipurpose cooperatives are engaged in these vertical investment structures (Cook et Chaddad 2004). This investment typology cannot be advised for small capital holder cooperatives, since the strategic alliances require a certain amount of capital to be spread through the companies or ventures.

Another typology for cooperatives, which is mostly ownership oriented, is put forward by Dunn (1988) in "Basic Cooperative Principles and Their Relationship to Selected Practices".

- **The User-Owner Principle.** Those who own and finance the cooperative are those who use the cooperative.
- **The User-Control Principle.** Those who control the cooperative are those who use the cooperative.
- **The User-Benefit Principle.** The cooperative's sole purpose is to provide and distribute benefits to its users on the basis of their use.

Cooperatives can be seen in many forms of collective action planning. They are established on the basis of shared ownership. A cooperative can generate income from businesses operations or land rent/sales. In the case of the Village Corporation presented here, both land and the Village Hotel are sources of income for the cooperative. Land is initially used as collateral for a bank loan, while the hotel is the *sine qua non* condition for future loan repayment. The Village Corporation co-finances the Conservation Lab, which in turn restores buildings than can be used in the Village Hotel operations of the Village Corporation.

It is important to note that, in the Albanian context, a cooperative model might probably be received with suspicion, given the country's socialist history. Hence its establishment has to be carried out carefully and the benefits need to be made clear to the local residents. They need to see that joining the cooperative is attractive for two main reasons: the first benefit is that risk spreading with the other members of the cooperative means that risk for the individual becomes much lower. Second, pooling resources such as land, property, and labour makes a more large-scale and more profitable project possible, which could not to be achieved with individual projects.

Organisation and Membership

The cooperative is a single entity composed not only of property owners, but of anybody contributing to value creation. A valuation system needs to be created in order to assess individual contributions. Besides land, unpaid work can also give membership rights. A time bank system needs to be put in place, that will evaluate work and convert it into membership rights. Conversely, there can be non-land owning members who contribute their labour while landowners contribute land.

When residents do not have funds, land or property to invest, they can offer other resources in exchange for membership, such as their own labour or time spent on the implementation of the projects. They can become shareholders of the project, with each hour of labour having a corresponding specific value. In the initial phase, they can restore historical buildings, and in later phases they can develop tourist businesses that generate sustainable income for the cooperative. They will profit from their investment after some years, when the project generates revenues and the funds grow incrementally. This model is also called a "Labour Bank", and has been implemented in Italy, in the Albergo Diffuso project (see Case Study 4.4), and in Vienna with the Grätzl Hotel. Both cases are Village Hotels, the business model proposed for the villages.

The Cooperative board has the right to select a professional management to carry out its plans and policies through the business plans. The board has the right to propose new amendments to existing articles of the cooperative, and development plans. However, the board of the cooperative does not include representatives of the state and neither does the cooperative itself, because cooperative finance does not come through the state, but is generated by its members (Williamson, 1998). The governance entity where the state is represented is the Consortium, which makes decisions beyond the scope of the Village Corporation. Representatives of the Village Corporation are part of the Consortium (see Overarching Governance Model Chapter 9).

To initiate the legal process to formalise the cooperative through the notary service, legal aid and consultancy can be provided through independent legal experts, local NGOs or through state-supported programmes. However some form of capital will be needed to initiate the process. The cost of setting up a cooperative is usually low and there can be access to legal aid through the state, NGOs or other independent legal foundations. The initial cost will be met by the dedicated amount of money, which can be collected by the members in the form of membership fees, which are the same for each member. It can also be met through donations from members of the community through fundraising, or can be billed for a later date when the cooperative is operational. This fee can be thought of as a for-once payment needed to bring the cooperative into existence.

8.2 Land Trust

Aim and Structure

The aim of the Land Trust, as an entity inside the Village Corporation, is to (1) manage real estate collectively and (2) use land as collateral for bank loans that will be reinvested to restore buildings, run the hotel and create other necessary amenities. The Land Trust does not own the land; it manages it on behalf of its beneficiaries, the landowners. It is managed by a board of trustees.

Managing Land as Collateral

When offering a secured loan, lenders ask for some form of collateral. Collateral is something of value that can be seized in the event of non-payment, to ensure that the lender gets his funding back. Land, and real estate in general, is a common form of loan guarantee. In many cases, especially in sub-Saharan Africa and Thailand, land collateral appears as a form of strategy by farmers to fund machine-driven agricultural facilities and to develop husbandry. Land is a common form of collateral to create value. However, it is important to back it with a strategic business plan (see Village Hotel below) that will safeguard

repayment of the loan, without which the land will be kept by the lender. Amortisation needs to be carried out while repayments are being made, in order to cover credits received by the bank.

In order for land to be used as collateral for a bank loan strong coordination between landowners is indispensable. Experience shows that such coordination is extremely difficult and never excludes examples of freeriders. We should consider push, pull and mediating measures in a cooperative model. By “push” we mean measures that penalise non-cooperation; by “pull” we mean the benefits that landowners will have by working together; and by “mediating measures” we mean the processes by which people learn to work together. Push and mediating measures are discussed in Chapter 5. Here we are concerned only with pull factors, i.e. the benefits for those who work together.

A land trust is a commercial organisation managed by appointed trustees (who hold the title to the business’s property) for the benefit of one or more beneficiaries, in this case the landowners. A business trust is treated as a legal entity by the tax authorities and must have a business purpose, and must function as a business. There are several benefits (pull factors) for individual owners who decide to join the trust:

- Their property is chosen for restoration by the Conservation Lab, which in the long term increases its value.
- They receive rent for the use of their property by the Village Hotel.
- They receive dividends as they become shareholders of the Village Corporation

Managing Real Estate for the Village Hotel

Another important role of the Land Trust is, together with the Conservation Lab, to choose the property that will be restored and used by the Village Hotel. The three entities need to cooperate closely in this case. The board of directors of the Consortium (see Chapter 9) provides the platform for this close coop-

eration. The Land Trust also receives rent from the Village Hotel that is then distributed to the landowners concerned. A clear set of criteria for the choice of property for restoration needs to be established beforehand and the process needs to be as transparent as possible.

Optional to the Land Trust described above, an alternative model, cooperative land banking, can be envisaged:

Alternative: Cooperative Land Banking

- A company is registered for the purpose of operating the Cooperative Land Bank (CLB). It is thus able to issue preferred shares. However, organisationally speaking, it operates under cooperative principles. There is one vote per resident, no matter how many shares that the individual may hold.
- The CLB obtains an option to purchase a large parcel of land for development or redevelopment at its existing use value.
- The CLB successfully applies for the land to be re-zoned for development. This decision will increase the value of the site just as it does when private developers obtain a zoning permit. The increased value is captured by the CLB, thus enhancing its ability to raise loans for development.
- The land is then mortgaged. This puts money into the hands of the CLB to finance subdivision development or redevelopment. It also finances the operating costs during the early stages of the development. As in private property development, this stage also increases the value of the land.
- The CLB issues leases and shares. The leases include terms and conditions that allow the land and buildings to be mortgaged. The first (“pioneer”) home-buyers are issued their shares gratis. Later buyers purchase the dwelling from the previous owners, and from the CLB, along with the requisite number of shares for the dwelling in question.

When the CLB is approached for home ownership, the procedure goes as described above. However, in our case, the common good will be the establishment of a start-up where the land can generate a money stream in future.

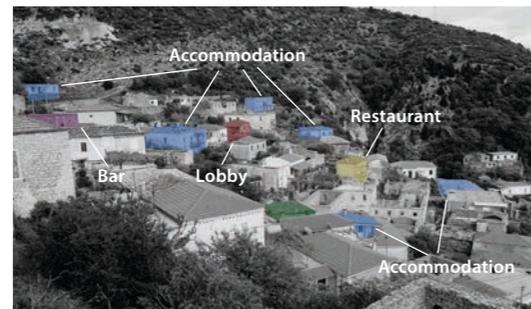
As described above, the first phase of the process is the registration of a company with the purpose of CLB operation. However, in our case, this company can be the cooperative itself. And the equity capital (net assets) of this cooperative can be described as the total amount of land that the individual members have.

The CLB is self-financing. It borrows money to buy and develop the CLB area. It repays the loan from the acquisition of commercial assets, rent/rates, and with profits from the resale of its own shares.

8.3 The Village Hotel

Aim and Structure

The aim of the Village Hotel is to provide regular income from tourism. Profits from the Village Hotel, after expenses, will be used (in order of priority) (1) to repay the bank loan, (2) as reinvestment to restore more buildings and grow the business, and (3) to pay dividends to the shareholders of the Village Corporation. The Village Hotel also provides income in the form of (1) wages for employment and (2) rent from the premises used. The Village Hotel is run as a for-profit business and is run by a director.



Concept Overview

Heritage tourism is expected to grow alongside a general growth of tourism in the region. Therefore our proposal of a village hotel builds on tourism as a source of income. In order for tourists to stay in the villages and not in the accommodation offered at the seaside locations we propose a sensitive type of accommodation that is tailored to these locations of small villages that is dispersed and not centralized in a single hotel where a location would be difficult to find. Our proposal for the Village Hotel is to work on the model of the Italian Albergo Diffuso (diffused or “scattered” hotel), as a suitable solution in a case with scarce resources. “Actually, it is called a “horizontal hotel precisely because it is not placed in a typical vertical building” (Avram and Zarrilli 2012, p. 34). It is characterised by scattered unitary accommodation provided in old restored buildings in the historical centre, in order to protect and preserve them. The hotel does not provide accommodation

in one single building. Instead, accommodation is spread among the available (restored and furnished) rooms. Management is centralised, but guests use existing infrastructure: a grocery store can act as a reception area, a local taverna as the hotel restaurant etc. Rooms can be restored both in non-inhabited and inhabited buildings. In the latter case, inhabitants may want to offer additional services to guests, e.g. breakfast, cleaning etc. (Existing examples are illustrated in Case Studies 4.3 and 4.4)

This kind of accommodation meets the conditions for sustainable development in tourism. It is based on local values with respect for historical traditions. The Albergo Diffuso is “a model of sustainable development, which aims at the exploitation of local resources both tangible (cultural heritage, agriculture and handicrafts, small businesses) and intangible (traditions, knowledge, social ties)” (Vallone et al 2013, p. 22). The Albergo Diffuso is a model for sustainable development: its focus lies in revitalisation and preservation, i.e. assets for economic prosperity; it improves the quality of life for inhabitants, with no negative impact on the environment, as it uses already existing buildings; it “can prevent depopulation and the abandonment of places” (ibid.); it has a high potential for growth; it is able to create new local employment; it promises authentic experiences “as it offers visitors the opportunity to be hosted in homes” (Orlandini et al 2012, p. 254) and have “direct contact with the residents while using the normal services of a hotel” (Avram and Zarrilli 2012, p. 35); it is a very malleable concept as it offers a lot of possibilities in terms of price ranges, types of accommodations and services provided.

Development of the tourism sector as well as integration of the Village Hotel model leads to the creation of new working places inside the villages: providing accommodation, restoration activities, supply services, producing crafts for tourists etc. Maximising employment of locals generates income directly to local communities (keeps income within the region), raising the quality of life of the inhabitants and at the same time providing benefits to the overall regional economy. Economically, the Village Hotel creates employment, produces profits that

can be reinvested locally and pays taxes needed to improve and maintain local infrastructure.

Linkages between villages will stimulate overall regional development and lead to sustainable heritage preservation, which is the main objective. This concept is based on cultural preservation and is able to provide different cultural experiences, attractions and activities, and in this way extends the average length of the tourists’ stay. “It is generally agreed that cultural tourists spend substantially more [money] than standard tourists do” (Günlü, Yağcı, Pınar n.y.). Without increasing the number of arrivals, it can achieve the right balance between tourist flows and inhabitants, thus precluding an excessive number of visits to one single village and avoiding negative impacts on the quality of life of local citizens.

Visible changes in the local economy and prosperity, and new opportunities can renew people’s attitudes towards cultural identity, heritage and traditions. They can also enhance the sense of community pride and belonging and potentially even attract back those who have migrated from Albania.

Location

We propose the implementation of an Albergo Diffuso model in the Old Qeparo village as a pilot project. Old Qeparo was chosen because of its place on the list of “Historical Centres”, meaning that it falls within the red line defining the conservation area and is a site in need of particular attention and special treatment (Council of Ministers 2016c). It meets the basic conditions for the implementation of an Albergo Diffuso (see Confalonieri 2010). The pilot project for the Village Hotel in Old Qeparo can be scaled and adapted to other villages.

The Village Hotel in Old Qeparo is made up of a network of houses dispersed inside the historical centre of the village. The core of the village focuses around the church and the old plane tree that create a vibrant public space. In this framework, the main services, reception, orientation area, and common spaces, are situated in the aforementioned core area.

On arrival, tourists receive full information about the history of the place, its heritage, environment and possible activities and services.

Accommodation is within walking distance, no more than 200-300 metres from the reception area. Interiors are a mixture of local Albanian elements and modern facilities. Local handicrafts maintain the Albanian identity. A local café or taverna can be used as the hotel restaurant. Diverse public activities such as open-air cinema or theatre performances can be held in the same area.

Measures

Measures addressed in this chapter will focus on offering solutions to the major obstacles hindering the development of tourist accommodation and the promotion of the village’s cultural heritage. The methodology of measures to be described are designed to satisfy several community objectives:

- *Sustainable development*: measures oriented towards the revitalisation of assets within the built environment that add significance to cultural heritage.
- *Economic prosperity*: measures oriented towards advancing growth and job generation.
- *Social prosperity*: measures oriented towards improving the quality of life of local communities while also enhancing visitor experience.

Based on these measures, in the following more specific measures are prioritised according to the following categories: “Strongly needed”, “Needed” and “Secondary”.

Strongly Needed

- Development of a strategic spatial plan: Spatial analysis and development of a coherent strategy for conservation and for locations to be included in the Village Hotel.
- Community consulting: Community engagement is highly prioritised as one of the key tools to achieve a sustainable strategy.

- Construction and project management: Need for a team of capable construction workers and project managers to ensure the development work is completed in a cost effective and timely fashion.
- Infrastructure Procurement: Infrastructure upgrade following the development of a spatial plan.

Needed

These measures aim at developing existing businesses and expanding them in the future, while preserving the cultural heritage of the village.

- Developing Additional Businesses
- Developing Additional Guesthouses
- Revitalising Cultural Heritage: With the benefits generated by the improvement of the local economy local heritage (church, public spaces etc.) will be revitalised.

Secondary

These measures aim at attracting more tourists by holding social events and by providing a basic public transportation infrastructure.

- Public Transportation: To attract more tourists it is necessary to improve the level of accessibility of the village through transportation sector development.
- Social Functions and Events: With appropriate facilities and infrastructure it will be possible to manage more additional events that will also attract more tourists and drive the development process.

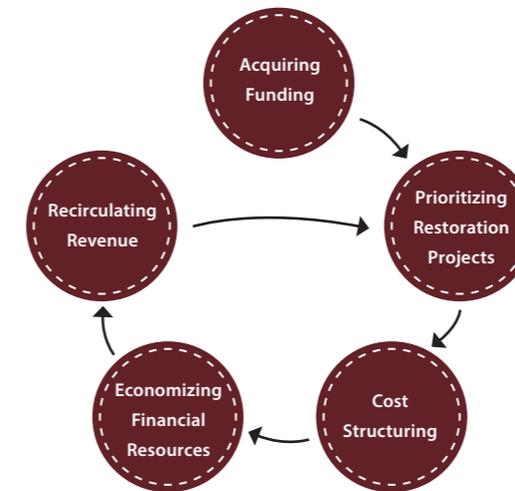
Economic Model

Due to limited external and public funding, the economic model of the Village Hotel needs to be self-sustaining and sustainable. However, the financial mechanism developed here is adaptable to other external funding. The external funding will create an impulsive economic force and enlarge the radius of the financial model and will bring greater impacts in terms of cultural heritage restoration and sustainable development in the village.

The economic model for the village hotel is proposed according to the following steps (see Figure 7).

- Acquiring initial financial resourcing through different contract models with different private investors: Acquiring initial financial resourcing is an important step for any intervention. However, the sources of funding will be arranged by the cooperative through the Land Trust. The Village Hotel's part in this process will be budgeting expenses for the establishment of guesthouses. Costs will include the renovation work in terms of materials and labour, as well as furnishings, decoration, and administrative, operational and maintenance costs.
- Prioritising interventions and initiating the project.
- Defining the cost structure for the Village Hotel. Costs include operational and administrative costs, promotion and development costs, logistics and maintenance costs.
- Energy saving: One good example is Palazzolo Acreide, an Albergo Diffuso in Sicily, Italy described by (Tagliabue et al 2012). Here, solar energy has been used to make the hotel an almost zero consumer of energy. Considering the Mediterranean climate of Italy and Albania, using climate resources to decrease energy demands makes it possible to produce the residual energy needed through renewable sources (ibid.). The payback time was estimated to be five years with a 20% occupancy rate during the tourist season. This is an important example to be considered for Vuno and Qeparo. Operational and maintenance costs of solar energy panels are low, and solar power is cleaner and more stable than other sources of power.
- Recirculation of financial resources (revenue) in the local economy to maintain sustainability and to restore the cultural heritage of the village. The revenue stream of the Village Hotel would be the profit made from tourist hospitality. This would be used for further restoration projects. The design of new projects would be entrusted to the Conservation Lab. The Village Hotel operates under the management of the cooperative (the Village Corporation).

The function of the Village Hotel is to generate a steady income. Income generated flows into the Village Corporation which uses it to repay the bank loan, finance restoration, and pay shareholders.



Operational Model

The success factor for restoration and conservation of cultural heritage in the villages depends primarily on the comprehensiveness of the operational model. The operational model will orient all decision making based on flexibility, cost effectiveness, capability, and adaptability. Flexibility means that it is open to future changes and modifications. Cost effectiveness basically implies using local resources in a way that brings optimal payback in the shortest possible time. Adaptability refers to variety in the use of restored and conserved heritage buildings.

The Village Hotel management will initiate its work in the following steps:

- Information sharing: stakeholders are brought together to promote a mutual understanding of each others' interests within the common general interest.
- Consultation and the receiving of feedback.

- Trust building.
- Cooperation and allocation of resources.

After the above initial steps have been taken, once stakeholders have been introduced to each other and trust has been built, the first action of the Village Hotel will be to discuss the design of a pilot project for establishing guesthouses in the village. The initial plan for the pilot project will be shared with the Conservation Lab for detailing design and cost estimation. Based on the availability of resources and a study of the payback period of the investment, the scale of the initiative in terms of number of guesthouses will be established and an implementation plan created.

Besides accommodation, other services will be offered by the Village Hotel, including a restaurant, a bar, a laundry service, wifi, TV, etc. These services will be offered by optimally using local resources of labour and materials. In addition, different kinds of events and activities will be organised by the Village Hotel, to create enjoyable types of recreation for guests and tourists.

Implementation and Phasing

The implementation of the pilot project requires coordinated efforts among stakeholders and the community, firstly in mapping out the sites and structures to be included in the project. The project aims to target four types of building, namely: structures currently inhabited; buildings used as public or community spaces; abandoned buildings with little infrastructure damage; and abandoned buildings with considerable infrastructural damage (ruins). The project will start with minimal economic investment and more service and material investment, which will be organised by the Lab. With the successful implementation and working of each phase, economic returns will be partially used to improve the quality of the facility.

By the year 2030, the creation of tourist accommodation and a functioning management system will have been successfully implemented in Qeparo. This will

Figure 7: Economic Model for the Village Hotel

be achieved in incremental stages, starting in 2018, when a number of inhabited village houses will be selected for guesthouse conversion on the basis of their structural integrity and adaptability. To ensure the specific goal of 2030, a Spatial Development Plan needs to be developed during 2018. Its function will be to strategically highlight appropriate village households for guesthouse redevelopment and orchestrate their timing for intervention during the period 2019 - 2030. The implementation of the project will be in five phases, as set out in Table 4. Phase one will focus on renovating selected inhabited houses, and carrying out minor infrastructural changes and repairs. Phase two will include creating new rooms and developing networks amongst room owners and local farmers who will be involved in conducting excursions. Phase three will commence after a two to three-year period of successful functioning of the rooms and will include the building of a local restaurant as a community space, expanding the number of rooms from ten to 20 or 30 (depending on prevailing conditions), improving services (offering meals and a bar service), and organising the first village event. Phase four will include renovating the existing guesthouses with possible expansion to 45 or 50 rooms, widening the network and reaching out to more demanding visitors through marketing (social media and television coverage). This phase will see the inclusion of abandoned buildings with little infrastructural damage, and the old theatre will be renovated for video projections and/or leisure activities with the help of the national tourism institution/ministry for international promotion. The final phase includes the renovation of ruins which can be used in the future. Also, an improved and upgraded marketing strategy with the backing of central and local government will help the village grow its reputation over the coming years.

Local experts and other professionals will engage in the process of minor repair work to the rooms. This process will be overseen by the village Lab. Constant feedback from the tourists will be helpful in the process of upgrading the facility. In the initial stages of the project, tourists will be invited to fill in a questionnaire regarding the quality of services provided (list of services in table from previous section) and

general quality of stay. In the light of the responses from different types of tourists (e.g. young, old, couples, family, students), adjustments will be made to the services.

With these responses in mind, the Conservation Lab board will undertake a survey and the mapping of the village to set new goals for subsequent phases, making the process more flexible. For each phase to excel there must be a constant process of upgrading of services and this feedback will be vital in the overall process of upgrading.

Activities such as festivals and cultural events (movies, plays etc.) will create a demand for goods and services in the village and in the long run will attract entrepreneurs to set up ventures of their own, thereby making it a self-sustaining process. In the long term, this will also act as an interface between the people of the village and those they come into contact with from the cities, sharing new ways of doing business. This will be a way of capacity building in the village and, through the benefits of networking, will provide a path for the villagers to do business in the cities.

It is of great importance that the Village Hotel, the Land Trust and the Conservation Lab work together in close dialogue. In order to achieve this, an overall governance model needs to be developed which will be explained in the following chapter.

Detailed Phasing for the Implementation of the Village Hotel

Year	Objective	Priorities	
		Goals	Measures
1	Soft Opening: Define initial network of guesthouses (partners). Implement small infrastructure and spatial adaptations.	Start with 10 guesthouses or rooms selected by the Conservation Lab (and adapted).	Lab employees with technical knowhow will undertake a survey and the mapping of the rooms to be used,
2	Starting the business: Create network of guesthouses with minimum facilities. Partnerships with local farmers to promote simple excursions.	Maximum of 10 rooms. Promotion of a rural circuit	Establish integral networking amongst room owners and farmers for well-organised excursions
5	First expansion: Build a local restaurant. Expand the number of rooms. Improve services (offer meals and a bar service). Organise first events.	Maximum of 15-20 rooms. Restoration of main building in church courtyard for use as restaurant (also other community spaces).	Promotion of medium-scale events (linked to national holidays).
10	Improving quality: Renovate existing guesthouses. Expand network and attract more demanding visitors through marketing.	Maximum of 20-25 rooms. Restore old theatre for video projections and/or leisure activities (as well as abandoned buildings with little damage).	Establish partnerships with the national tourism institution/ministry for international promotion. Continuous improvement of infrastructure of abandoned buildings for conducting cultural activities.
12	Second expansion: Develop hotel's main building in an abandoned building with high degree of damage. Support and promote events with international relevance.	Total renovation of church courtyard. Reconstruction of a ruin or renovation of abandoned houses with high degree of damage.	Repair ruined building and potentially use the structures for a new hotel.

Table 4:
Detailed Phasing for
the Implementation of
the Village Hotel

9 Overarching Governance Model

The Village Conservation Model aims to be a self-sustainable model that benefits the local community, in both material and immaterial ways: 1) improving the local economy and 2) upgrading the environment through buildings restoration. At the same time, it will strengthen community cohesion, improve infrastructure (transport and communication) and foster entrepreneurship and local investment. In order to achieve this goal, an array of actors and stakeholders need to be involved. This chapter outlines the actors needed and their roles, and proposes a consortium governance model for steering conservation in the villages.

9.1 The Consortium

The Consortium is the overarching body that governs all conservation and restoration projects. The Consortium can provide a venue to share information, consult, cooperate, exchange, and co-produce, all in relation to a strategic plan that its members should develop in the early stages. An additional, very important, aspect is the maintenance of transparent and multi-directional communication among all the participants: ideas should be translated into concrete plans, with clear phases and actors in charge, to ensure the monitoring of its progress.

The Consortium is composed of a series of stakeholders and consists of three units that guarantee its functioning:



- *The Board of Directors*, which makes decisions related to goal setting, finance allocation, conservation strategies, and infrastructural upgrades. It consists of the manager of the Village Hotel, the head of the Village Corporation and the head of the Conservation Lab, as well as other public and private actors as deemed necessary.
- *The Round Table* consists of external experts who acts as consultants on the conservation projects and also advise on operational as well as financial issues. Members of the Round Table may include representatives of international corporations, NGOs and foundations, as well as consultants from the academic sector.
- *The Administration Unit*, which is responsible for organising meetings, contacting members of the Round Table, providing the necessary physical space with the required equipment, and supporting activities. It is highly important that this team remains neutral on the issues discussed. Ideally, the administration unit should include a chief executive officer (CEO), an accountant, a legal advisor, and an assistant.

The Consortium acts as an umbrella body whose responsibility is to oversee and steer the Conservation Lab and the Village Corporation consisting of the Land Trust and the Village Hotel.

9.2 Stakeholders

One of the main aspects to be considered in order to ensure the success and sustainability of the consortium governance model is the proper selection of stakeholders. Stakeholders will come from the public sector, the private sector, and civil society. General roles and potentials of each group of stakeholders are described in detail in Chapter 3.

Public Sector - Government Actors:

Different government levels should be involved in the Consortium, in order to facilitate and support the realisation of the conservation projects. They

need to share a common objective and ensure that the Consortium will continue its existence even through different administrations. However, interests among them might differ. For example, where the national government will most probably be interested in increasing its tax income and attracting foreign investment, the municipal government will likely be focused on attracting tourists and expanding the economic activities of the region so as to get higher national funds to develop the area, improving its infrastructure and connectivity. The local government will be interested in developing local businesses while at the same time protecting cultural heritage. This implies getting better infrastructure services investments from the upper levels of government, creating adequate regulations to protect the existent historical areas and monuments, attracting new inhabitants to degraded areas, and promoting their economic growth and development.

In the case of Albania, the government has a limited budget to invest. However, there are other valuable resources it can offer, such as: providing a regulatory framework to organise economic activities and territorial planning; the protection of cultural and natural heritage; implementation of financial instruments, such as taxes and fees; the building of basic infrastructure and improving its connectivity; monitoring the evolution of the projects and ensuring compliance with the laws and regulations (see Chapter 5).

The national government of Albania, together with the municipal government of Himara and representatives of Vuno and Qeparo, should be represented on the board of directors, since they need to take part in the decisions, agree on a common goal and support it, providing an appropriate regulatory framework.

The relevant national government bodies are:

- Ministry of Urban Development
- National Territorial Planning Agency (NTPA)
- Ministry of Cultural Affairs

- Ministry of Economic Development, Tourism, Trade & Entrepreneurship (MEDTTE)
- National Tourism Agency (NTA9)

In addition, to other expertise they can offer, the National Territorial Planning Agency (NTPA) should give technical assistance in the form of geographical information and maps about the territory to facilitate the decision-making process of the board of directors.

Public Sector: International Cooperation

International cooperation provides the Consortium with experience and knowhow and contributes to the development of the conservation project. International cooperation is part of the Advisory Group of the Consortium, participating in the discussions and orienting the board of directors in the definition of the regulatory framework, the creation of projects (including detailing and monitoring of development and implementation phases), information analysis, promoting knowledge exchange, among others. However, they represent external interests, and therefore it is not recommended that they take part in the decisions of the board of directors. Possible key stakeholders from this group include the GIZ, the World Bank, the European Union, and the Council of European Development Fund.

Private Actors

Private actors help ensure the Consortium's continuity and efficiency. They can take practical decisions independently of the predominant political party. They can enable the development of projects through the donation of funds or other resources, e.g. knowledge, materials, time, money, or vacant spaces. Their interests may vary according to their different backgrounds. Some may be developing new businesses, making profits from investing in a certain project, contributing to corporate social responsibility, or promoting their visibility within the community and with the government. Since the

government does not have sufficient funds and lacks technical capacity, input from the private sector in terms of funds and knowledge is essential to operate the Consortium and to ensure the success and continuity of the projects.

More specifically, in the proposed model there are two main types of private actor: those who contribute to the Village Hotel and the landowners who contribute to the Land Trust. Representatives of both groups are members of the board of directors.

Community Actors

Community actors are the engine that runs the projects. They are the ones with a first-hand understanding of the problems, potentialities, and opportunities of a certain area. Their support and participation is very important to ensure the future monitoring, maintenance, and sustainability of the projects, based on their life experience, entrepreneurship, and desire to improve their surroundings. Therefore it is important that representatives of each village's residents have a seat on the board of directors and are able to influence decision making.

NGOs and Foundations

NGOs and foundations provide technical assistance and help promote the projects inside and outside the community. They can broaden the network of private investors, as they are able to access national and international funds. Moreover, they reinforce contact with the local community, increasing the possibilities of participation, exchange of information and knowledge, increasing a sense of belonging, and consequently ensuring the future maintenance and sustainability of the projects. In Albania, these actors play a strategic role. They provide funds and technical knowledge, help protect heritage, and increase awareness in the community, in cooperation with the university. Thanks to their experience, they can build trust between the community and the local government in the first phase of the project.

Moreover, they have access to external funds and specialised professionals in the field, and can play an important role in developing further stages. NGOs can be members of the Round Table. A possible key actors from this group is Cultural Heritage without Borders (CHwB) which is a Swedish NGO already active in Albania.

Consultants (Academic Sector)

Some actors participate as consultants and advisors within their respective fields of expertise. These actors might change from project to project, according to need. They help guide the decisions of the board of directors from an external perspective, being able to detect potential difficulties or consequences that should be promoted or controlled to ensure the success of the projects. Additionally, they can envision the results in the short and the long term, offering a more realistic approach.

Through the provision of technical knowledge and a space for research, development of new techniques, materials, or other elements that could be useful for the projects, the academic sector has the tools to enrich the processes and make them more efficient. It can help in different phases, for example in engaging and generating community participation, offering technical assistance, monitoring progress and changes, analysing information, and reflecting on how things are developing and on end results. It combines technical and practical knowhow and its representatives can come from the local area, as well as from other regions of the country and from abroad. Representatives of the academic sector are members of the Round Table and are also an integral part of the Conservation Lab.

Image 43:
Café, Vuno (p. 101)



10 Spatial Proposals

In order to illustrate the implementation of the suggested projects, this section sketches out possible scenarios for the spatial development of the Conservation Laboratorium and for the Village Hotel respectively. The first scenario proposes that the Conservation Lab be implemented in Vuno and the second scenario suggests a possible development scheme for the implementation of the Village Hotel in Old Qeparo.²⁰ Potential sites for both implementations have been identified. Both projects will be spatially implemented in phases.

²⁰ As has already been mentioned, the suggested projects are not site specific but could be implemented in any heritage village in the region. Hence these proposals serve as illustrations of implementations on two concrete sites.



10.1 Scenario: Vuno Conservation Lab

The scenario for Vuno proposes an incremental restoration of buildings through the establishment of two walking routes for visitors that connect the main heritage sites in the village, both starting from the centre of the village on the main road. The first route guides visitors through the upper village, the second through the lower village. These two routes are imagined as the arteries along which the village should be developed, providing different kinds of services, as well as being the areas in which heritage conservation should be concentrated.

Phase 1 will be the reconstruction, paving and sign-posting of the routes.

Phase 2 will be the planning phase for the development of a small “culture cluster” as the centre for conservation activities in the village. The purpose of clustering the activities is to create synergy in the town instead of spreading interventions that do not relate to each other. Strategically, the initial investment should be in an accessible location. It should consider places for accommodation²¹, meals, and a room for lectures.

Phase 3 will be the construction of a Conservation Lab Headquarters. It is envisioned that the local community can make use of this space when there are no academic activities in progress.

Phase 4 will see the renovation of other buildings into small guesthouses, some of which would also be willing to provide catering.

Phase 5 will be the creation of a local Cultural Center that can be used for tourism purposes as well as for community building activities. It can host exhibitions and showcase the work of the Conservation Lab as well as local intangible heritage.

With these characteristics in mind, our proposal identified some specific buildings that could be used. At the heart of this cluster is the local Cultural Center (Odise Kaneci House), with the Conservation Lab Headquarters directly opposite. In close proximity are buildings suitable for accommodation that should be restored.

²¹ Accommodation can be organised via the Village Hotel model.



Image 45:
Proposed Site for
Conservation Lab
Headquarters



Image 46:
Proposed Site for Guesthouse
North of Cultural Center

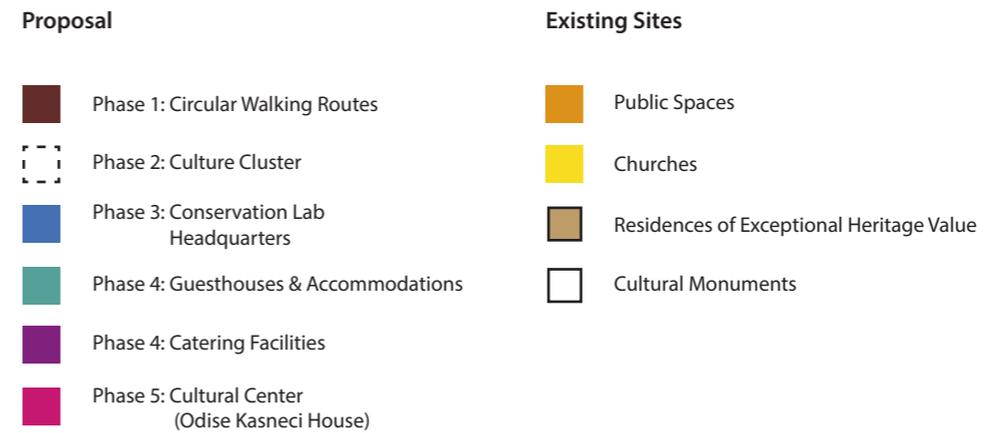
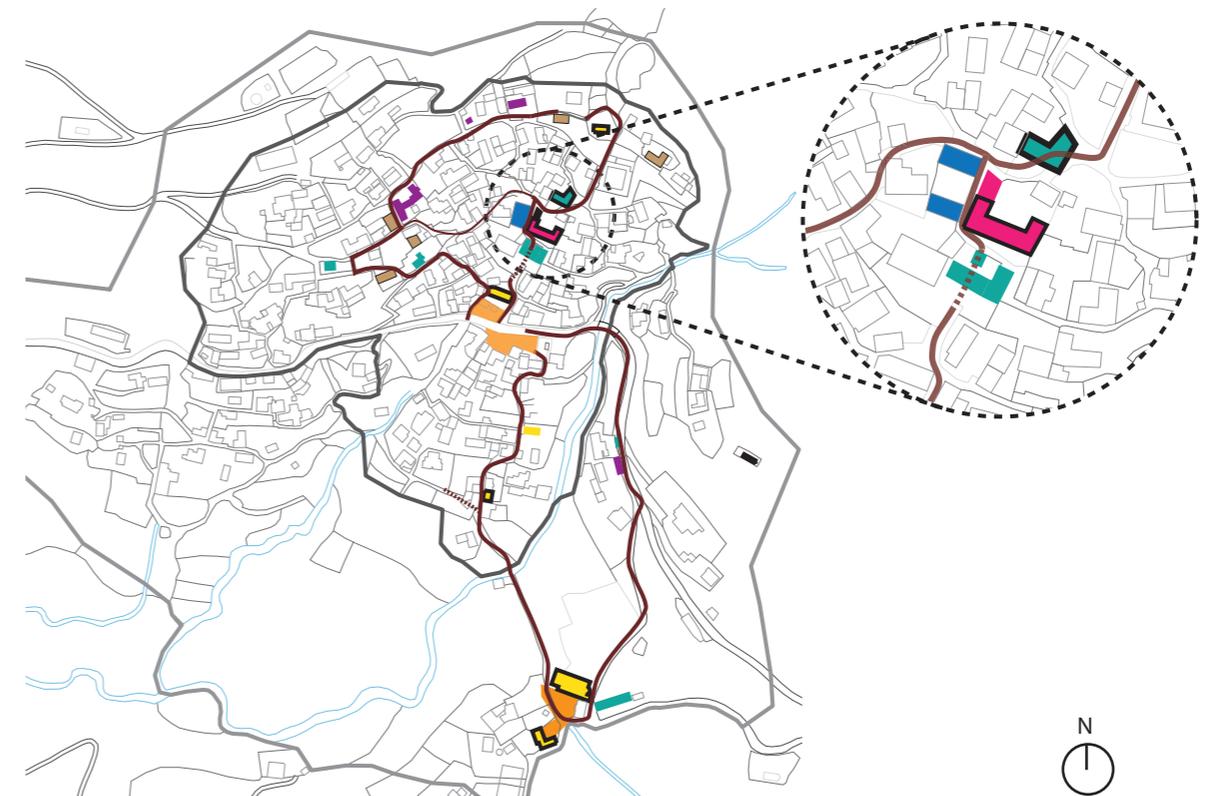


Figure 8:
Spatial Proposal
Conservation Lab Vuno

10.2 Scenario: Qeparo Village Hotel

The scenario for Qeparo proposes an incremental expansion in five phases of the Village Hotel.

Phase 1 will focus on renovating selected inhabited houses for rooms and will focus on updating infrastructure to accommodate guests (around 10 guest rooms).

Phase 2 will include the creation of new rooms, and the development of networks amongst the existing room owners and farmers, for conducting excursions.

Phase 3 will commence after the successful functioning of the rooms for two to three years and will include the establishment of a local restaurant using local produce as a community space, expansion of the number of rooms from 10 to between 20 and 30 (depending on the prevailing conditions), improving services (offering meals and a bar service), and organising the first village events.

Phase 4 will include renovating the existing guesthouses and increasing the number of rooms in the village (as well as in other villages nearby)²², widening the network and attracting more demanding visitors through marketing (social media and television coverage). This phase will see the inclusion of abandoned buildings with little infrastructural damage. The old theatre will be renovated for video projections and/or leisure activities with the help of the national tourism institution/ministry for international promotion.

Phase 5 includes the renovation includes the renovation of ruins and therefore will be the most cost intensive in terms of renovations.

In the first phases the communal spaces necessary for the Village Hotel, such as a reception area and dining facilities, should be covered by existing infrastructure such as the village restaurants, and by local inhabitants. In the latter stages such touristic and communal infrastructure will be expanded, especially around the centre of the village. Accommodation will be scattered across the village. The specific urban structure, with its organic network of pathways, is most suitable for the Village Hotel scheme. The private, cul-de-sac streets are highly suitable for locating accommodation in and the more public intersections are good locations for communal spaces.



²² The number of rooms will be decided on in accordance with the development of the business plan.

Figure 9:
Spatial Proposal Village
Hotel Qeparo

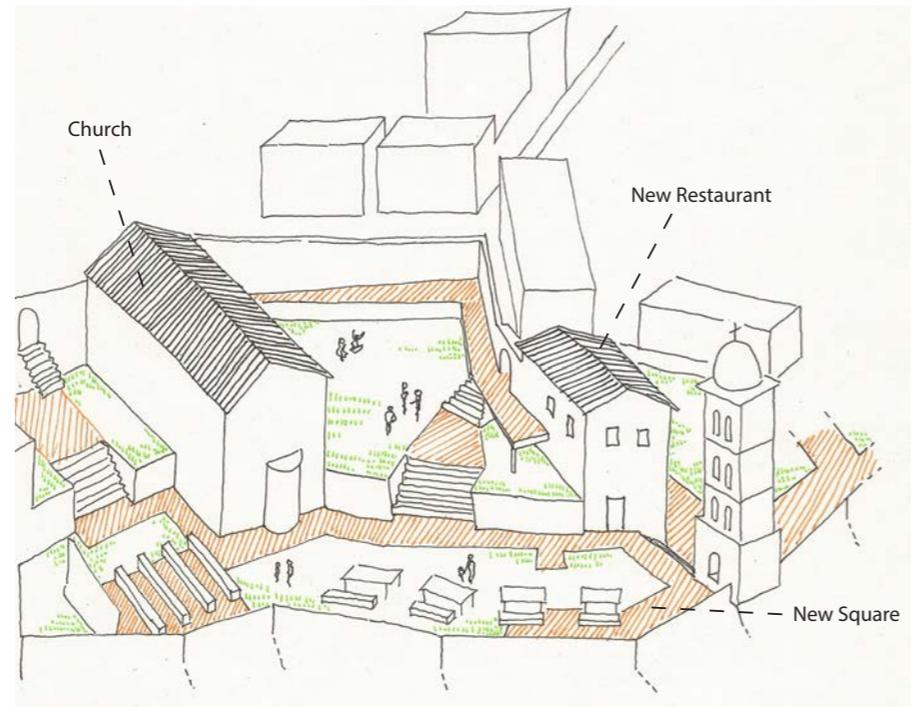


Figure 10:
Visualization I
Figure 11:
Visualization II
Image 47:
Qeparo (p. 109)



11 Concluding Remarks

The following section concludes our proposal by considering those actions that need to be taken into account as partners move forward with implementing the Village Conservation Model (VCM). Overall, the VCM offers a sustainable method of conservation financing and management with a high likelihood of success. Part II of our report has sketched an outline of major entities, operations, and considerations. However, before the programme can be properly implemented, certain specificities need to be worked out, and a series of risks need to be thoroughly considered and planned for. This section therefore first recapitulates those aspects of the VCM that have to be developed and detailed according to local specifications. Next, it indicates obvious risks involved in the proposal. Finally, the report concludes by considering the immediate and long-term benefits of our model, including knock-on and multiplier effects.

11.1 Further Measures Needed

Decision makers with local expertise need to determine the following aspects of the overall model. Specific pathways taken will depend on available resources, local legal regulations, interested stakeholders, interested participants, and the amount of startup capital that can be raised. Many of the following points require coordination across sectors and significant collaboration between the representatives of the VCM and the public sector responsible for regulations.

- The legal form of the Village Corporation and Land Cooperative.
- Cooperative system in the Village Corporation, including incentives, buy-ins, and returns on investment.
- Operations and system of exchange for the Labour Bank.
- Conversations between the involved stakeholders sketched out in the Consortium Chapter and subsequent decision on the members of the board of directors.
- The strategic plan for the Village Conservation Model Consortium.
- Selection of advisory members for the Round Table.
- Coordination with Albanian institutions concerning the suggested measures to resolve the questions surrounding property outlined in Section 4.1. Particularly, synchronising the regulatory penalisation system with the new draft law on cultural heritage, as well as the zoning proposal with already existing proposals prototypically implemented in the Vuno-Qeparo historical centre declarations.
- Agreement that state measures on infrastructure improvements are set in place.
- Incentives for participation in the Village Corporation must be developed and clearly communicated to all residents. This is a sensitive situation and must be treated as such.
- A detailed business plan for the Village Hotel.
- Personnel for both the Conservation Lab and the Village Hotel.

11.2 Risks

Major Risks. The following challenges pose significant risks to the success of the project. Measures need to be put in place to minimise these risks.

State-Based

- **Property.** By far the most pressing issue is the property issue. The inability to find a practical solution to the disputed ownership of land and

buildings will continue to be a detrimental issue in progressing conservation-led economic development in the village. For it does not enable a sound investment environment and limits private attainment of bank-loaned capital.

- **Service provision, transport, and infrastructure.** If the government is not able to provide basic public infrastructure, service, and amenities, then the Village Hotel will be unsuccessful, or will only be able to operate at a limited capacity. Lack of water and/or electricity as well as an inefficient waste management system would most likely deter partnerships for the Conservation Lab.
- **Law implementation and policing.** A serious regulatory framework is essential to maintaining the implementation and regulation of policy. Any policy put in place risks failure without the necessary legal instruments.

Financial

- **Inability to repay loan.** Repaying the initial bank loan is a top financial priority. As stated, benefits to shareholders should only be paid out after the loan has been repaid. A smaller phasing of the hotel should also keep the initial amount of the loan at a minimum. If default appears imminent, fundraising measures should be implemented.

Operational

- **Lack of manpower.** The limited population and demographics of residents means that there are a limited number of people who are able to work. This will prove problematic for both the Village Hotel and the Conservation Lab. It is therefore necessary to seek outside volunteers to help with conservation work. The hotel may need to initially be envisioned as a seasonal operation, thereby taking advantage of those residents who already spend summers in the area and then moving to year-round once demand has increased and year-round employees can be found.
- **Lack of local community capacity.** Although some residents of Vuno and Qeparo have

experience catering to tourists, local capacity building and training programmes should be established to teach locals about service provision in the Village Hotel and related services.

Governance

- **Accountability.** Implementation and regulation standards need to be put in place as insurance against mismanagement. In its early stages, project governance could perhaps be monitored by a third-party organisation. Should initial funds come from an international donor, monitoring could be built in as a precondition.

Conflict

- **Skepticism.** People in Albania historically mistrust cooperative models that were the rule under the former regime.
- **Poor community engagement/lack of buy-in.** Failure to engage local communities, in terms of public participation and economic opportunities will decrease buy-in for all aspects of the VCM. The GIZ and other relevant stakeholders must uphold a commitment to engage local residents in all aspects of planning and implementation.
- **Conflicts of interest among landowners and shareholders.** There might be conflict of interest in the future because this project will accumulate added value of restoration on land and properties. Certain regulations must be put in place in order to ensure tax incentives and, crucially, to deal with the issue of property rights in the abandoned buildings. A fair and transparent system of investment return for both the Village Corporation and the time bank need to be developed and communicated.

Lesser Risks. The following would prove problematic and should be taken into consideration at all planning stages. However, these issues should not pose a significant problem should they be planned and accounted for from the beginning.

- **Restoration quality.** Poor restoration work and failure to use traditional building materials and techniques will blemish the traditional architecture and characteristic typology of the settlement, put off tourists seeking an authentic experience, and hinder the cultural- and identity-building strategy. Such a problem can be avoided by setting conservation guidelines, engaging knowledgeable professionals in the Conservation Lab and ensuring that volunteers are properly trained.
- **Volunteer shortage.** This is unlikely given the popularity of such programmes worldwide, however, if the Conservation Lab is unable to recruit enough volunteers, then conservation work will proceed too slowly, and this could negatively impact the sustainable prospects of the Village Hotel. Lab management will have to actively recruit and/or partner with existing organisations.
- **Volunteer safety.** The Conservation Lab should try to acquire an insurance policy and/or ensure that any participating volunteers are covered by their own insurance before arriving on-site.
- **Low tourism numbers.** Given the local and international interest in the region and the development work being done by GIZ, there should be a sustainable number of tourists coming to the southern coastal region in coming years. However, GIZ, the Ministry of Tourism, Culture, and Sport, and other relevant tourism bodies should make a commitment to promote the Village Hotel, to promote the villages as a whole, and to implement activities such as those prepared in the Farmers with a View booklet to attract new populations to stay in the Village Hotel, i.e., corporate retreats, summer schools, etc.

11.3 Strengths and Benefits

The main strength of the model proposed is that it taps into three great potentials that the historical villages of the southern coastal region offer, and combines them. First, there is an increasing awareness of the cultural heritage of the built environment. The government, in awarding the villages

heritage titles, promotes this awareness. Second, tourism is increasing in the region, and cultural tourism especially has great potential to grow. Third, there is a strong political will to develop the region. All three of these factors support developing a model of heritage conservation that is closely linked with the tourism economy. Therefore the combination of a Conservation Lab with a Village Hotel is most suitable for developing the cultural heritage in the villages.

Vuno and Qeparo are appealing, picturesque touristic villages, with an incredibly unique cultural heritage. The traditional settlements and their built structures interplay with the mountain landscapes and accompanying sea views. The villages are attractive as a tourist destination within the Himara Municipality and the Vlora region. Vuno has comparatively strong access due to its location on the national road. A willingness to initiate a sustainable tourism sector and conserve heritage for multiple villages in the southern Himara region, specifically including Qeparo, has been demonstrated by the federal government of Albania. Initiatives have been made in raising awareness of the role that preservation, restoration, and rehabilitation of cultural resources can play in enhancing local economies. Furthermore, local residents respond positively when discussing ideas about visibly enhancing parts of their urban settlement through urban conservation and would generally like to see a greater influx of tourists into their community.

The impact of the proposed Village Conservation Model can bring about a series of benefits in cultural, economical, and social respects.

Cultural Benefits

The core objective of the VCM is to restore and maintain heritage. Therefore the restoration of the two villages is the main and most obvious cultural benefit. Apart from the restoration of buildings to be used for the Village Hotel as well as for individual residential use, adaptive re-use and restoration of a cluster of monuments may serve as a museum of intan-

gible heritage, local crafts and village life that could advance tourism-related investment, promote the intangible heritage and positively sustain tourism. This can be envisioned in relation to the spatial proposal of the development of the villages of Vuno and Qeparo but is not necessarily bound to these villages but can also be integrated in other villages in the region. Furthermore the heritage restoration-associated rehabilitation of open space can positively contribute to the urban design of the village, to heritage conservation, to an improved environmental quality and to social impacts.

Economic Benefits

The Village conservation model will generate multiple immediate and long-term impacts that will positively affect the village economy. Multiplier effects of the model are the stimulation of local investment and increasing land and property values. The conservation of the villages creates an environment for new business opportunities. Due to the installation of the Conservation Lab, the influx and constant presence of students, professors, and other workshop participants stimulates a more desirable business environment by creating a demand for services, such as accommodation, transport, eateries, stores, and leisure opportunities. Visiting professors may choose to stay in the guest rooms provided by the Village Hotel.

Furthermore, the improvement of the villages, in terms of their overall attractiveness and the creation of new guest rooms and services via the Village Hotel will attract more tourists, who will also increase demand for service provision. This newly-created demand can generate a regular income for the local communities as they provide accommodation, food, and services. New job opportunities should help slow out-migration.

Attracting external investment for the restoration and conversion of inhabited private homes or abandoned buildings into guesthouses, boutique hotels, cafes, restaurants and visitor activity centres can preserve heritage, create jobs and create diversified tourism facilities.

Social Benefits

Socially, heritage conservation is a significant impact factor for sustaining local communities, reinforcing local identity, traditions and practices and also bringing economic benefits through well-managed tourism. All of which justifies conversation work for sustainable tourism development in the area. The project will also promote cultural activities and encourage new possible uses for the restored buildings. The Lab will support owners to restore properties in line with their ideas for new uses should they wish to initiate a new project. This in turn, will help promote participation among the local population in decisions regarding the future of the village. Locals, for example, can help elect which buildings should be restored and other investments to improve the town. Participation ideally will help foment social cooperation and a shared identity for the village.

All of the benefits mentioned can render the villages in the region not only more attractive to tourists but also more attractive to people who have emigrated in the last decade, encouraging them to return as the villages offer them more opportunities.

The report provides alternative strategies of sustainable heritage conservation for the villages of Vuno and Qeparo. These strategies focus on heritage development without full dependency on the financial support of the state and with the close involvement of the local population benefitting from the conservation activities. The myriad case studies from all over the world that have been presented, as well as the proposal of a Village Conservation Model, will hopefully trigger a process for an innovative future development not only for the villages, but for the whole southern coastal region.

References

AASA – Atelier Albania Summer Academy (2015): Farmers with a View. Fermerë me Pamje nga Deti. Shtëpia Botuese “Pegi”, Tirana

AGEG – Fritz, B. (2015): Concept for Sustainable Tourism Promotion and Visitor Information Services of the Southern Coastal Region of Albania. AGEG Tourism for Sustainability Consulting for GIZ/Integrated Sustainable Development of the Southern Coast Programme.

Albanian Microfinance Association (n.y.): Membership. <http://ama.com.al/membership.php>, accessed 18.05.2017

Aliko, H. (2001): The Impact on the Development of a Land Market in Albania caused by the Restitution and Compensation of Agricultural Land. In: Paper presented at Conference on Transition, Institutions and the Rural Sector, Center for the Study of Transition and Development (CESTRAD), The Hague, Netherlands, 10-11 December 2001

Art Bonus (n.y.): English Brief. <http://artbonus.gov.it/english-brief.html>, accessed 13.07.2017

Atelier Albania (n.y.): Atelier Albania. <http://atelialbania.planifikimi.gov.al/>, accessed 20.11.2017

Avram, M., Zarrilli, L. (2012): The Italian Model of “Albergo Diffuso”: a Possible Way to Preserve the Traditional Heritage and to Encourage the Sustainable Development of the Apuseni Nature Park. *GeoJournal of Tourism and Geosites*, 1(9), pp. 32-42

Azarian, R. (2011): Potentials and limitations of comparative method in social science. *International Journal of Humanities and Social Science*, 1(4), pp. 113-125

Beck, L. S. (2013): Digital documentation in the conservation of cultural heritage: Finding the practical in best practice. *ISPRS - International Archives of the Sourcegrammetry, Remote Sensing and Spatial Information Sciences*, Volume XL-5/W2, pp. 85-90

Berensmann, K. (2007): Debt Swaps: an appropriate instrument for development policy? The example of German debt swaps, *Deutsches Institut für Entwicklungspolitik*, Discussion Paper, 5/2007

Burcombe, F. (2013): Spotlight: How Condor Travel’s Misminay Project skills villagers in community tourism. <http://news.wtm.com/condor-travel-misminay-spotlight/>, accessed 10.04.2017

Buschke, F. (2014): The Startup Culture of Conservation Entrepreneurship. *Conservation Biology*, 29(1), pp. 300–302

Cangdong Heritage Education Center (2015): Cangdong Heritage Education Center. <http://www.cangdongproject.org/>, accessed 28.06.2017

Carman, J. (2001): Community Foundations: A Growing Resource for Community Development. *Nonprofit Management & Leadership*, 12(1), pp. 7-24

Central Europe, UN, Custodes (n.y.): Diffused Hotel a model to develop tourism through innovation and tradition. http://www.central2013.eu/fileadmin/user_upload/Downloads/outputlib/Custodes_Diffused_Hotel_Model.pdf, accessed 19.06.2017

Chen, V. (2016): Why Tod’s renovated the Colosseum, and why Bulgari repaired the Spanish steps, while Fendi threw millions into a fountain. *South China Morning Post* 04.08.2016. <http://www.scmp.com/magazines/style/tech-design/article/1995564/italian-heritage-why-tods-renovated-colosseum-and-why>, accessed 13.07.2017

- CHWB – Cultural Heritage without Borders Regional Office** (2014): Camps Guide. <http://chwb.org/wp-content/uploads/2014/06/RCC-Camp-booklet-2014-10Mb.pdf>, accessed 22.06.2017
- CITYFÖRSTER, MVO Nederland** (2016): Traveller and the Olive Grove. A cross sectoral approach to sustainable tourism development in Albania. Final Project Report. <https://mvonederland.nl/publicatie/traveler-and-olive-grove-tourism-development-albania>, accessed 18.06.2017
- Confalonieri, M.** (2011): Case Study. A typical Italian phenomenon: The “Albergo Diffuso”. *Tourism Management*, 32 (3), pp. 685-687
- Cook, M. L., Chaddad, F. R.** (2004): Redesigning Cooperative Boundaries: The Emergence of New Models. *American Journal of Agricultural Economics*, 86(5), pp. 1249–1253
- Cosentino, A., Pasquale, S.** (2016): Crowdfunding per il Patrimonio Culturale nei Centri Storici Minori: la Chiesa di San Michele a Savoca. *Archeomatica*, 7(2), pp. 12-15
- Council of Ministers** (2016a): Draft Law on Cultural Heritage and Museums 2016; Projektligji për Trashëgiminë Kulturore dhe Muzetë 2016. <http://www.kultura.gov.al/al/baza-ligjore/projektligje/projektligji-per-trashegimine-kulturore-dhe-muzete-2016>, accessed 20.05.2017
- Council of Ministers** (2016b): Decision no.30 on “Declaring Vuno a Historic Centre, and on approving the regulations regarding administration of the area, as well as the protected territories around it”, Official Journal of the Republic of Albania, 20.01.2016, vol. 2016 no. 9, pp. 525 -532. QBZ - Qendra e Botimeve Zyrtare [Center of Official Publications], http://www.qbz.gov.al/botime/fletore_zyrtare/2016/PDF-2016/9-2016.pdf, accessed 19.01.2016
- Council of Ministers** (2016c): Decision no.636 of the Council of Ministers, 7.9.2016, on “Declaring Qeparo a Historic Centre, and on approving the regulations regarding administration of the area, as well as the protected territories around it”, Official Journal of the Republic of Albania, vol.2016 no.171, pp. 20403 -20110. Available from: QBZ - Qendra e Botimeve Zyrtare [Center of Official Publications], accessed online [15 September 2016] through http://www.qbz.gov.al/botime/fletore_zyrtare/2016/PDF-2016/171-2016.pdf
- Crosby, T. V.** (1997): The Culture Bank: Saving Mali’s Cultural Heritage. United States Peace Corps, Mali
- DeMontis A., Ledda A., Ganciu A., Serra, V., DeMontis, S.** (2015): Recovery of rural centres and “albergo diffuso”: A case study in Sardinia, Italy. *Land Use Policy*, 47, pp. 12–28
- Deubel, T. F.** (2003): Conserving cultural heritage with microcredit: A Case study of the Dogon Culture Bank in Fombori, Mali. The University of Arizona. http://arizona.openrepository.com/arizona/bitstream/10150/278802/1/azu_td_1414226_sip1_m.pdf, accessed 19.05.2017
- Dolowitz, D. P., Marsh, D.** (2000): Learning from abroad: The role of policy transfer in contemporary policy-making. *Governance*, 13(1), pp. 5-23
- Dunn, J. R.** (1988): Basic Cooperative Principles and Their Relationship to Selected Practices. *Journal of Agricultural Cooperation*, 3, pp. 83-93
- Eirinber, K.** (1999): The New Corporate Philanthropy. *The Urban Age* 4, September 13
- European Commission** (2016): Commission Staff Working Document. Albania 2016 Report. Brussels, 9.11.2016
- European Microfinance** (n.y.): Network Microfinance by Country. <http://www.european-microfinance.org/index.php?rub=microfinance-in-europe&pg=microfinance-by-country&cpg=1>, accessed 19.05.2017
- Facebook** (n.y.): Save the Soul of Savoca. <https://www.facebook.com/SaveTheSoulOfSavoca/?fref=ts>, accessed 23.05.2017
- feld72** (2008): Million Donkey Hotel. In: Hollein, L. (eds): *Urbanism – for sale*. feld72. Architecture, Design, Projects: Austrian Contribution to the 7th International Biennial for Architecture in Sao Paulo. Springer, Vienna, pp. 72-79
- feld72** (n.y.a): Million Donkey Hotel. <http://www.feld72.at/en/million-donkey-hotel/#/>, accessed 14.07.2017
- feld72** (n.y.b): Million Donkey Hotel. <http://www.milliondonkeyhotel.net/>, accessed 14.07.2017
- Frangakis, N.** (2008): Policy Department External Policies: Property Restitution in Albania. <http://shoahlegacy.org/wp-content/uploads/2014/07/Property.pdf>, accessed 18.06.2017
- Frey, K.** (2007): Governança urbana e participação pública. RAC - eletrônica - Revista de Administração Pública, Rio de Janeiro, 1, pp. 136-150. http://www.anpad.org.br/periodicos/arq_pdf/a_629.pdf, accessed 18.06.2017
- Getty, P.** (1999): Economics and Heritage Conservation. Presented at the Economics and Heritage Conservation, The Getty Conservation Institute, Los Angeles
- GHWH - Cultural Heritage without Borders** (2014a): Regional Restoration Camps. <http://chwb.org/albania/activities/rrc/>, accessed 22.06.2017
- GHWH - Cultural Heritage without Borders** (2014b): Who we are. <http://chwb.org/albania/who-we-are/>, accessed 22.06.2017
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2015a): Assessment of tourism assets of Vlora county (costal region and hinterland).
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2015b): Development of Albania’s southern coastal region. <https://www.giz.de/en/worldwide/39273.html>, accessed 25.06.2017
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2015c): Systematic Analysis Of Urban Conservation Approaches In The Southern Coastal Region Of Albania. Projects and Investments. Results and Recommendations.
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2016a): Integrated Sustainable Development of the Southern Coastal Region. An Albanian – German Cooperation Programme. Presented in the ISDSCR project– 3rd steering committee meeting, 23 November 2016
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2016b): Integrated Sustainable Development of the Southern Coastal Region. Creating prospects, protecting heritage and nature. <https://www.giz.de/en/downloads/giz2015-en-portfolio-albanien.pdf>, accessed 22.06.2017
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2016c): Qeparo. The Torch in Stone.
- GIZ – Gesellschaft für Internationale Zusammenarbeit** (2016d): Vuno. The Mountain Ridge Acropolis.
- Gjirokastra Conservation and Development Organization** (n.y.): Gjirokastra, Albania. http://www.gjirokastra.org/sub_links/gcdo_sub/gcdo_history.html, accessed 20.05.2017
- Gutundgut** (2017): Local Tourism Strategies for 3 municipalities: Vlora, Himara, Konispol
- Günlü, E., Yağcı, K., Pirnar, I.** (2009): Preserving Cultural Heritage and Possible Impacts on Regional Development: Case of Izmir. *International Journal of Emerging and Transition Economies*, (2)2, pp. 213-229
- Herrle, P., Nebel, S.** (2015a): Conservation and Development in Villages of Himare Municipality. Development of the Southern Riviera, Albania, GTZ, Ministry of Urban Development, Government of Albania 06.10.2015

- Herrle, P., Nebel, S.** (2015b): Integrated Sustainable Development of the Southern Coastal Region of Albania. The Potential of Tourism Oriented Development in the Villages of Himare Municipality. GIZ, Albania. Integrated Sustainable Development of Southern Coastal Region Project .
- Hollow, M.** (2013): Crowdfunding and Civil Society in Europe: A profitable Partnership? Open Citizenship, 4(1), pp. 68-73
- IMO - Institute for International Relations** (2011): Encouraging Private Investment in the Cultural Sector, European Parliament, Brussels, 2011
- Kaiser, J., Lambert, A.** (1996): Debt swaps for sustainable development. IUCN/SCDO/EURODAD, IUCN Gland, Switzerland, Cambridge, UK
- Koenig, A., Jackson, E.** (2016): Private Capital for Sustainable Development: Concepts, Issues and Options for Engagement in Impact Investing and Innovative Finance, DANIDA, Ministry Of Foreign Affairs of Denmark, February 2016. <http://um.dk/~media/UM/Danish-site/Documents/Danida/Resultater/Eval/201602StudyPrivateCapital.pdf?la=en>, accessed 22.05.2017
- Lamprakos, M.** (2010): Conservation of Gjirokastra. <https://archnet.org/system/publications/contents/8732/original/DTP101231.pdf?1391603524>, accessed 22.05.2017
- Lean, M. M.** (eds) (1993): Cultural Heritage in Asia and the Pacific: Conservation and Policy. Oxford University Press, Marina del Rey
- Letellier, R.** (2007): Recording, documentation, and information management for the conservation of heritage places. The Getty Conservation Institute, Los Angeles
- McCleary, R.L.** (2005): Financial Incentives for Historic Preservation: An International View. Presented to the Faculties of the University of Pennsylvania in Partial Fulfillment of the Requirements for the Degree of Master of Science in Historic Preservation 2005.
- MacDonald, S.** (2011): Leveraging heritage: public-private, and third-sector partnerships for the conservation of the historic urban environment. In: ICOMOS 17th General Assembly, 27 November – 2 December 2011, Paris, France
- Mandelli A., La Rocca A.** (2006): Networks and Heritage Tourism: the Case of “Distributed Hospitality” in Italy. In: 21th IMP Conference, Rotterdam, Netherlands
- May, T.** (1993): Social Research: Issues, Methods and Process. Open University Press, Buckingham
- Meskell, L.** (2013): UNESCO’s World Heritage Convention at 40: Challenging the Economic and Political Order of International Heritage Conservation. *Current Anthropology*, 54(4), pp. 483-494
- Metohu, G.** (2015): Inventory of tourism potential of destination – Vlora County
- Municipality of Himara** (2012): Strategic Environmental Assessment. Environmental Report. Urban Plan of Himara & Priorities for Tourism Development. Sea Environmental Report
- Municipality of Himara** (2016): Proposal. Shërbim Konsulence, Për Hartimin E Planeve Të Përgjithshme Vendore, Për Katër Bashki, Vlorë, Sarandë, Himara, Konispol
- National Trust for Canada** (n.y.): National Trust for Canada. <http://www.nationaltrustcanada.ca/>, accessed 23.05.2017
- OIKOS** (2015): The Potential of Tourism Oriented Development in the Villages of Himare - Report & Conservation and Development in Villages of Himare Municipality- Report & Ppt Presentation. GIZ, Albania
- OMB – Observatory of Mediterranean** (2016): Albanian Riviera. An alternative model of Progress and Development. https://issuu.com/polisuniversity/docs/omb2_albanian_riviera, accessed 22.06.2017
- Orbasli, A.** (2002): Tourists in Historic Towns: Urban Conservation and Heritage Management. Taylor & Francis, London
- Orlandini, P., Vallone, C., De Toni, A., Cecchetti, R.** (2012): Total Quality Research of Tourism Services. Special Case: “Albergo Diffuso”. In: Conference Proceedings. 15th International Conference on Quality Service Sciences, College of Management Academic Studies, 3-5 September 2012, Rishon LeZion, Israel, pp. 247-267
- Pashako, F.** (2015): Systematic Analysis Of Urban Conservation Approaches In the Southern Coastal Region of Albania, from: ISDSCR (project reports). GIZ, Tirana
- Pettifer, J., Poulton, H.** (1994): Southern Balkans. Minority Rights Group Report
- Pham, D.** (2012): SCAD Students Attend Class in a Spectacular Restored Medieval Village in Southern France. Inhabitat 22.10.2012. <http://inhabitat.com/scad-students-attend-class-in-a-spectacular-restored-medieval-century-village-in-southern-france/>, accessed 24.05.2017
- Pickard, R.** (2009): Funding the architectural heritage: a guide to policies and examples. Council of Europe Publishing, Strasbourg
- Pianigiani, G., Yardley, J.** (2014): Corporate Medicis to the Rescue. To Some Dismay, Italy Enlists Donors to Repair Monuments. *New York Times* 15.07.2014. https://www.nytimes.com/2014/07/16/arts/design/to-some-dismay-italy-enlists-donors-to-repair-monuments.html?_r=0, accessed 13.07.2017
- Popham, P.** (2010): “Saviour of Santo Stefano”: One man’s crusade to save southern Italy’s ancient villages. *The Independent* 17.04.2010. <http://www.independent.co.uk/news/world/europe/saviour-of-santo-stefano-one-mans-crusade-to-save-southern-italys-ancient-villages-1944769.html>, accessed 19.06.2017
- Rama, A.** (2015): In Need of a Final solution: Property Rights in Albania. South East Europe at LSEE Blog. 21 May 2015. <http://blogs.lse.ac.uk/lsee/2015/05/21/in-need-of-a-final-solution-property-rights-in-albania/>, accessed 15.06.2017
- Rizzo, I.** (2006): Cultural Heritage: Economic Analysis and Public Policy. In: Ginsburgh, V. A., Throsby, D. (eds): Handbook of the Economics of Art and Culture, 1, Chap. 28, pp. 984-1013
- Royal Bank of Canada** (n.y.): Community. <http://www.rbc.com/community-sustainability/community/>, accessed 25.05.2017
- Rojas, E.** (2002): Urban Heritage Conservation in Latin America and the Caribbean: A Task for All Social Actors. Sustainable Development Department Technical Paper Series, Washington, D.C.
- Samuelson, P., Nordhaus, W.** (2004): Microeconomics. McGraw-Hill Companies, New York City
- Save the Soul of Savoca** (n.y.): Save the Soul of Savoca. <http://www.savethesoulofsavoca.com/aiutaci.asp>, accessed 30.06.2017
- SCAD – Savannah College of Art and Design** (n.y.): Maison Basse. <http://www.scad.edu/maison-basse>, accessed 22.05.2017
- Scammell, R.** (2015): Saving Italy’s cultural heritage by modern means. *The Guardian* 19.03.2015. <https://www.theguardian.com/world/2015/mar/19/saving-italys-cultural-heritage-by-modern-means>, accessed 13.07.2017
- Shiple, R., Kovacs, J.** (2008): Good governance principles for the cultural heritage sector: lessons from international experience, *Corporate Governance. The international journal of business in society*, 8(2), pp. 214-228

- Slessor, C.** (2009): Million Donkey Hotel by feld72, Prata Sannita, Italy. *The Architectural Review* 01.12.2009. <https://www.architectural-review.com/today/million-donkey-hotel-by-feld72-prata-sannita-italy/5218391.article>, accessed 14.07.2017
- SNV** (2012a): Financiamiento del Desarrollo y los Negocios Inclusivos. Casos en Turismo. <http://docplayer.es/5667543-Financiamiento-del-desarrollo-y-los-negocios-inclusivos-casos-en-turismo.html>, accessed 10.04.2017
- SNV** (2012b): Condor Travel. <https://www.youtube.com/watch?v=FPh91fReWJk>, accessed 10.04.2017
- Spaho, A. et al** (Institut of Cultural Mounuments) (n.y.): Projekt Restaurimi Banese e Odise Kasnecit, ppt provided by GIZ
- Srinivas, H.** (2015): Financing for Urban Heritage and Conservation. GDRC Research Output E-051. Kobe, Japan: Global Development Research Center. <https://www.gdrc.org/heritage/financing-heritage.html>, accessed 17.06.2017
- Tagliabue, L. C., Leonforte, F., Compostella, J.** (2012): Renovation of an UNESCO heritage settlement in southern Italy: ASHP and BIPV for a "Spread Hotel" project. *Energy Procedia*, 30, pp. 1060–1068
- Tan, J.** (2015): Multi-Cooperation in Cultural Heritage Conservation: The Cangdong Project of Guangdong Province. In: *International Archives of the Sourcegrammetry, Remote Sensing and Spatial Information Sciences*, Volume XL-5/W7, 25th International CIPA Symposium, Taipei, Taiwan, 31 August – 04 September 2015, pp. 526-532
- This Place Matters - National Trust for Canada** (n.y.): This Place Matters. <https://thisplacematters.ca/>, accessed 25.05.2017
- Tutuiano, I., Dorin, I.** (2014): European Policies in Mediation as an Alternative in the Courts of Law. *Acta Universitatis Danubius. Juridica*, 10(1), <http://journals.univ-danubius.ro/index.php/juridica/article/view/2356/2714>, accessed 21.06.2017
- TV Peru** (2012): Entrevista a José Luis Segovia del Programa Regional de Negocios Inclusivos "Ganamos Todos". <https://www.youtube.com/watch?v=BKbZmhOvFSM>, accessed 10.04.2017
- UNDP** (2017): Debt for Nature Swaps. <http://www.undp.org/content/sdfinance/en/home/solutions/debt-for-nature-swaps.html#guidelines>, accessed 10.07.2017
- UNESCO World Heritage Centre** (2012): Sharing Best Practices in World Heritage Management. <http://whc.unesco.org/en/recognition-of-best-practices/>, accessed 20.05.2017
- UNESCO World Heritage Centre** (2006): The Director-General signs a funds-in-trust agreement for the restoration of the historical centre of Gjirokastra in Albania. <http://whc.unesco.org/en/news/301/>, accessed 20.05.2017
- Vallone, C., Orlandini, P., Cecchetti, R.** (2013): Sustainability and Innovation in Tourism Services: the Albergo Diffuso Case Study. *Eurasian Journal of Social Sciences*, 1(2), pp. 21-34
- Vive Mismanay** (2012) <http://www.vivemisminay.pe>, accessed 10.04.2017
- Wijesuriya, G., Thompson, J., Young, C.** (2013): Managing Cultural World Heritage. United Nations Educational, Scientific and Cultural Organization, Paris, France
- Williamson, L.** (1998): Farmer and Consumer Cooperatives Structure and Classification. <http://www2.ca.uky.edu/agcomm/pubs/aec/aec44/aec44.pdf>, accessed 24.06.2017
- Wings** (2017): Turismo rural comunitario en Mullakas-Mismanay, Cusco. <http://www.condorwings.org/es/projects/p1pg4i/>, accessed 10.04.2017

Images

Image 1	Vuno (Cover), Source: Emily Bereskin	
Image 2	Field Work, Source: Emily Bereskin	5
Image 3	Qeparo, Source: Sofia Fernandez Rosso	10-11
Image 4	Conversation with Qeparo Homeowner, Source: Emily Bereskin	12
Image 5	Spatial Map Discussion, Vuno, Source: Rizky Pratama Adhi	14
Image 6	Qeparo, Source: Sofia Fernandez Rosso	15
Image 7	Vuno, Source: Emily Bereskin	15
Image 8	Architectural Damage, Vuno, Source: Sofia Fernandez Rosso	18
Image 9	Ruined Properties, Vuno, Source: Shadi Mehrpour	18
Image 10	Vaulted Architecture in Vuno, Source: Emily Bereskin	19
Image 11	Iconostasis, St. Spyridon, Vuno, Source: Sofia Fernandez Rosso	20
Image 12	Qeparo Resident in Front of Home Restored under Roof Repair and Facades Programme, Source: João Rett Lemos	21
Image 13	Outdoor Festival, Source: GIZ	22
Image 14	Qeparo, Source: Sofia Fernandez Rosso	24
Image 15	Public Funds Discussion, Source: Rizky Pratama Adhi	26
Image 16	Interviewing Local Residents in Vuno, Source: Kujtesa Godeni	28
Image 17	Public Funds Brainstorming, Source: Rizky Pratama Adhi	28
Image 18	Presentation of First Results, Tirana May 2017, Source: Sofia Fernandez Rosso	30
Image 19	Presentation of First Results, Tirana May 2017, Source: Sofia Fernandez Rosso	30
Image 20	Presentation of First Results, Tirana May 2017, Source: Sofia Fernandez Rosso	31
Image 21	Presentation of First Results, Tirana May 2017, Source: Sofia Fernandez Rosso	31
Image 22	Saint Spyridon Church, Vuno, Source: Sofia Fernandez Rosso	32-33
Image 23	Ruins of a Large Village Residence, Vuno, Source: Christian Haid	34
Image 24	Qeparo, Source: Sofia Fernandez Rosso	40
Image 25	Traditional Sokak in Need of Restoration, Qeparo, Source: Sofia Fernandez Rosso	47
Image 26	Typical Alley in Vuno, Source: Sofia Fernandez Rosso	48
Image 27	SCAD Lacoste, France Campus, Source: Inhabitat, https://www.flickr.com/Sources/inhabitat/8087533349/in/album-72157631769758558/	52
Image 28	Santo Stefano di Sessanio, Source: Luigi Selmi, https://www.flickr.com/Sourcessusterru/15958926269/	54
Image 29	Santo Stefano di Sessanio, Source: Angelo Amboldi, http://bit.ly/2i1r1U	55
Image 30	Gjirokastra, Source: Sofia Fernandez Rosso	57
Image 31	Tour in a Restored Hostel by CHWB, Source: Christian Haid	58
Image 32	Saint Michael Church, Source: Pinodario, https://commons.wikimedia.org/wiki/File:Savoca_Chiesa_San_Michele.jpg	59
Image 33	This Place Matters: Baltimore's Hebrew Orphan Asylum, Source: Baltimore Heritage, https://www.flickr.com/Sources/baltimoreheritage/4970821277	61
Image 34	Collosum, Source: Jurjen van Enter, http://bit.ly/2nDbfnk	62
Image 35	Vuno, Source: Emily Bereskin	64-65

Image 36	Qeparo, Source: Sofia Fernandez Rosso	66
Image 37	Damaged Church, Vuno, Source: Emily Bereskin	72
Image 38	Fieldwork Vuno, Source: Emily Bereskin	76
Image 39	Saint Spyridon Church, Vuno, Source: João Rett Lemos	83
Image 40	Vuno, Source: Emily Bereskin	84
Image 41	Conceptual Rendering of a Diffused Hotel, Source: Emily Bereskin, Modified by Fanny Harder	90
Image 42	Tunnel House, Vuno, Source: Emily Bereskin	96
Image 43	Café, Vuno, Source: Emily Bereskin	101
Image 44	Tower House, Qeparo, Source: Emily Bereskin	102
Image 45	Proposed Site for Conservation Lab Headquarters, Source: Joni Margjeka	104
Image 46	Proposed Site for Guesthouse North of Cultural Center, Source: Joni Margjeka	104
Image 47	Qeparo, Source: Christian Haid	109
Image 48	Qeparo Residents, Source: Haitham Audi	110
Image 49	Students, Lecturers and GIZ Staff, Source: GIZ	116
Image 50	In Qeparo, Source: Sofia Fernandez Rosso	125
Image 51	Vuno, Source: Emily Bereskin	133

Tables

Table 1	Meetings with Experts and Stakeholders, Source: Authors	29
Table 2	Actors, Possible Services and Output, Source: Authors	37
Table 3	Project Phases, Source: Authors	75
Table 4	Detailed Phasing for the Implementation of the Village Hotel, Source: Authors	95

Figures

Figure 1	Map of Albania, Source: Google Earth Pro, Modified by Fanny Harder	16
Figure 2	Location of Vuno and Qeparo in Albania, Source: Google Earth Pro, Modified by Fanny Harder	16
Figure 3	Income Streams for Conservation Projects, Source: Authors	41
Figure 4	Conventional vs. Values-led Approach in Heritage Management, Source: Authors	45
Figure 5	Overview Village Conservation Model, Source: Prepared by Christian Haid	74
Figure 6	Income Streams Conservation Lab, Source: Prepared by Christian Haid	79
Figure 7	Economic Model for the Village Hotel, Source: Authors	93
Figure 8	Spatial Proposal Conservation Lab Vuno, Source: Perla Qordja, Modified by Estefanía Giesecke	105
Figure 9	Spatial Proposal Village Hotel Qeparo, Source: Arjon Kadillari	107
Figure 10	Visualization I, Source: Arjon Kadillari	108
Figure 11	Visualization II, Source: Arjon Kadillari	108

Image 50:
In Qeparo



Personal Profiles



Rizky Pratama Adhi is an urban planner specializing in urban transport and urban environment issues. Since 2014, he has been working as a national government employee for the Environmental Technology Center at the Agency for the Assessment and Application of Technology (BPPT) – Ministry of Research and Technology, Republic of Indonesia. In line with the tasks of his current workplace, during the past few years, he has been involved in the implementation of the green cities program, sectoral planning in the urban environment, socio-cultural risk assessment in reclamation projects, and urban water management issues.



Moutasem Al Khnaifes was raised in the city of Damascus, only a few minutes away from the eastern gate of the old city. After finishing high school in 2008, he applied to study Architecture at Damascus University. After graduation in 2014, he fled the city and moved to Berlin, where he applied for a place in the Urban Management Master program at TU Berlin. He is interested in developing the city planning process as a coherent social project rather than as an abstract planning model.



Ayse Merve Altinsoy is an author from Turkey. A graduate student from Bilkent University in Political Science and Public Administration. A Master student of Urban Management at TU Berlin.



Haitham Audi is an enthusiastic Master student at TU Berlin, eager to learn and expand his knowledge in the fields of urbanization and sustainable design. As a 2011 graduate in Civil Engineering from EMU, Cyprus, he has been fortunate to gain great experience in the field of construction and urban development. Environmental issues and climate change impact within the urban context are the core of his interests.



Mohammad Masoud Azimi has a Bachelor degree in Civil Engineering from Kabul University. He has been awarded a DAAD scholarship to pursue his Master degree in the Urban Management program at TU Berlin. He has worked on different urban projects in the contexts of engineering and management in various locations, including residential housing, complex construction and infrastructural projects. Masoud is interested in sustainable urban development through innovative technologies.



Comfort Badaru (Uganda), is an architect trained in Dar es Salaam, Tanzania. She is also the co-founder and owner of ANZA magazine, East Africa's first architectural magazine. She is also one of the founding members of the Dar es Salaam Centre for Architectural Heritage (DARCH), a non-profit, EU-funded conservation project. With a keen interest in the place branding of East Africa through the cultural and creative industries, she hopes to continue this through research and consultancy.



Daniela Bonilla E. is an economist from the Catholic University of Ecuador (2008) with a Master degree in International Relations from Simón Bolívar Andean University. She has worked in international development projects with the European Union and GIZ and as a planner at the National Secretariat for Planning and Development, Ecuador. She has experience in decentralization processes, good governance, municipal development, transport and public health projects. For three years, she was a lecturer at the University of the Americas in Ecuador and collaborated in publications on decentralization and public services.



Katherine Cashman is a geographer and spatial justice advocate from Minneapolis, pursuing an understanding of cultural diversity in urban form. She studied Urban Geography and Anthropology at McGill University in Montreal, Canada, before joining the Urban Management Master course at TU Berlin. After writing her thesis on opportunities for urban agriculture, she plans to work in the field of planning green urban spaces or writing environmental policy.



Clémence Chapus is a French student from Paris. She has a Bachelor degree in History and Sociology and a Master degree in History with a specialization in sub-Saharan Africa. She wrote her thesis on urban projects in Duala (Cameroon) between 1944-1960. She worked in temporary urbanism in Paris, looking for abandoned or disaffected city spaces that could be used for a variety of purposes. Her interests are in spatial planning, urban environment and urban heritage.



Efrosini Collazos (Peru), received her Bachelor degree in Architecture from the University UPC in 2009. She has worked on architectural, landscape and urban projects, gaining experience in land use planning, community infrastructure, and urban relocations. She is also the founder of the architectural firm Efico Skedio in Lima, Peru, and has worked as support lecturer in her alma mater university. Her interest is in sustainable urban development in areas of vulnerable population due to unplanned rapid urbanization or climate change risks.



Lucas Counter is an urban development professional with four years of experience related to urban governance, urban planning and performing site due diligence aimed at substantiating and delivering residential property development projects. He gained a Bachelor degree in Property Economics from the Queensland University of Technology in Brisbane, Australia, and is currently working on his Master degree in the Urban Management program at TU Berlin.



Ella Dodson is working towards her Master degree in Urban Management at the TU Berlin. Her academic research explores creative ways to foster innovative public policy through community participation. Previously, working for an international nonprofit, Nexus-Carbon for Development, she assisted sustainable project developments throughout rural parts of Southeast Asia by creating connections to various types of resources. Her passions are projects that assist in improving people's lives through sustainable policies.



Daniel Escobar (Colombia) studied Civil Engineering and Economics and later gained a Master degree in Transportation Engineering from Universidad de los Andes (Bogota). Before joining the Urban Management program at TU Berlin, Daniel worked in mobility plans as well as in the development of transportation demand models as a planning tool. After graduation, he would like to keep working in the transport sector, with a broader perspective on urban issues.



Elizaveta Fakirova is a pioneer of the Urban Management program from Russia. Graduated with a major in Architecture and Spatial Planning from St Petersburg State University of Architecture and Civil Engineering, she further trained as an art-manager at RMA business school, Moscow, and was involved in urban, cultural and educational projects. Her particular interest is how culture and creative industries drive cities and make them more efficient.



Sofia Fernandez Rosso is an architect from the University of Buenos Aires who also studied Landscape Architecture at Torcuato di Tella University, Argentina. Before starting the Urban Management program at TU Berlin, she worked in the private and public sectors, focusing on housing and the improvement of public spaces. She is interested in sustainable urbanism through social inclusion and urban regeneration.



Originally from Lima, **Estefania Giesecke** studied Architecture at the Pontifical Catholic University of Peru. After receiving her Bachelor degree, she got involved in the public sector, working for three years with the Service of Parks of Lima, gaining experience in the coordination and monitoring of municipal public parks projects. Her other interests are urban upgrading and participatory planning.



Patricia Guena Trottenberg (Brazil) graduated as an architect and urbanist from the Mackenzie University in São Paulo, Brazil. She has experience in urban infrastructure, public equipments, slum upgrading, green areas, and urbanism-related legislation, having worked in the Litoral Sustentável slums upgrading project (funded by the Inter-American Development Bank), and also at the Embu das Artes Department of Environment and Urban Development, and the São Paulo Department of Parks and Green Areas. The projects focus on urban requalification through physical and territorial arrangement, with a special interest in participatory processes and a focus on environmental issues.



Zaharatul Hasanah graduated in 2013 with a Bachelor degree in Urban and Regional Planning from the Bandung Institute of Technology, Indonesia. Before studying Urban Management, she worked as a junior planner in the Ministry of National Development Planning/National Development Agency where she got involved in several spatial planning programs and projects. Her particular interests are land management and land use planning.



Shankar Narayanan Iyer (India), a civil engineer from Bangalore, currently pursuing his Master degree in the Urban Management program at TU Berlin, is interested in field city planning. He has experience in corporate work culture from his stint at Cognizant Technology Solutions in Pune. With a keen interest in “start-up” culture, he hopes to be involved in developing the field of city planning amongst young entrepreneurs. Also, with his strong interest in research and development, he aspires to be an integral part of the ‘hundred-smart cities’ project in India.



Marcelo Julião de Seixas is a Civil Engineering graduate from the State University of Campinas - UNICAMP (Brazil - 2006) – Julião has ten years’ experience in the implementation of several infrastructure projects in Brazil. He worked in particular on underground infrastructure in the São Paulo subway system and on tunnel construction during the revitalization of Rio de Janeiro’s central area, the Porto Maravilha Project. He is particularly interested in transportation, energy and climate change.



Shadi Mehrpour is an architect trained at the Faculty of Art and Architecture at the Azad University of Mashhad (IAUM), Shadi Mehrpour (Iran) graduated in 2012. He has several years of architecture-related work experience and was a member of the BIM team in a commercial complex project carried out by a private architectural design, construction and consulting company.



Daniela Nieto Lopez obtained her Bachelor degree in Environmental Engineering in Bogota, Colombia, from the University of Los Andes. Before joining the Urban Management Master program at TU Berlin, she worked in environmental impact assessments for infrastructure projects in different regions of the country. She is interested in participation regarding environmental issues in urban and rural areas.



João Rett Lemos obtained his Bachelor degree in Architecture and Urban Planning from Sao Paulo University, Brazil, where he attended the Dual Program in Architecture and Civil Engineering. Since 2009, he has been working as an architect with emphasis on infrastructure projects and complex programs. Currently, he is enrolled in the Urban Management Master program at TU Berlin, and is interested in conducting research on urban development.

Workshop Participants from Albania

Eneida Berisha, graduate of Architecture & Urban Planning Dept. at Epoka University Intern at GIZ (ISDSCR Programme) - Coordinator of the Workshop

Kujtesa Godeni, Architecture / Cultural Heritage and Tourism Management, Mimar Sinan Fine Arts University & University of Prizren, Master Student

Esmerina Hidri, Student at Urban Planning & Management in Polis University

Arkont Jakupi, Architecture & Urban Planning Polytechnic University Tirana, Regional Development Agency, Vlorë [joined the workshop partially]

Arjon Kadillari, Architecture & Urban Planning Polytechnic University Tirana, Freelancer

Joni Margjeka, Student at Urban Planning in Polis University

Erisa Nesimi, graduate of Architecture & Urban Planning Dept. at Epoka University Intern at GIZ (ISDSCR Programme) - Coordinator of the Workshop

Perla Qordja, Architecture & Urban Studies Polis University, Recent Graduate/ Assistant Architect at Studio IN Architecture & Design

Andia Shtrëmbari, Master Student of Archaeology and Cultural Heritage at the University of Tirana

Mirjan Sulejmani, student at Archaeology & Cultural Heritage Dept. in Tirana University / writer at heritagetimes.eu

Ardi Ukshini, Master of Science in Architecture Public University of Prishtina, Directory of Urbanism and Environmental Protection, Municipality of Vushtri

Rineldi Xhelilaj, Architect, Head of Tangible Cultural Heritage in RDNC [Regional Directorate of National Culture] Vlorë



Technische Universität Berlin

Urban Management Program
Faculty VI Planning Building Environment
Skr. HBS 5
Hardenbergstr. 16-18
10623 Berlin
Federal Republic of Germany

Phone: + 49-30-314-21468
Fax: + 49-30-314-27323
E-Mail: info@urbanmanagement.tu-berlin.de
Internet: www.urbanmanagement.tu-berlin.de

ISBN 978-3-9812769-8-5