

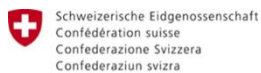


POLICY BRIEF

Revitalization of the Mosaic of Tirana, its importance for the development of cultural tourism in Tirana

PERFORM

Performing and Responsive Social Sciences



Swiss Agency for Development
and Cooperation SDC



HELVETAS
Swiss Intercooperation



UNIVERSITÉ DE FRIBOURG
UNIVERSITÄT FREIBURG

Author:

Prof. As. Dr. Esilda Luku

December 2018

Author



Prof. Assoc. Dr. Esilda Luku graduated in 2006 with "Golden Medal" for excellent results, near the Faculty of History-Philology, University of Tirana. Her master degree studies continued at the same university where she also earned "Doctor of Science" degree. In March 2016, Mrs. Luku has earned the title "Associate Professor" from the University of Tirana.

Ms. Luku has participated in several scientific conferences and has published a number of scientific articles in scientific journals in and out of the country. She is co-author of the book "History of Civilization in Antiquity and Medieval" and "History of Contemporary Civilization".

Since 2006, Prof. Assoc. Dr. Esilda Luku works as a full-time lecturer at the Department of Political Science at the Faculty of Political Science at Aleksandër Moisiu University, Durrës. Currently she is an "Alexander von Humboldt" research fellow at Georg Eckert Institute, Braunschweig, Germany.

Table of Contents

Abstract	4
1. Introduction	5
2. Cultural heritage preservation vs. cultural tourism development	6
2.1 Financial constraints.....	10
2.2 Inter-institutional cooperation	12
2.3 Participation challenges.....	12
2.4 Visitors' experience and expectations	Error! Bookmark not defined.
3. Legal and institutional instruments for the revitalization of the Mosaic of Tirana	15
3.1 Win-win approach	15
3.2 Inter-institutional agreement	17
3.3 Mid-term Action Plan (2019-2022) for the revitalization of the Mosaic of Tirana	17
4. Conclusions	23
Recommendations	24
Bibliography	25
Appendix	29
Questionnaire	29

Abstract

This paper aims to provide a successful model of revitalizing the Mosaic of Tirana, the most ancient archaeological site within the capital, with the purpose of bringing it to life and generating revenues. It falls under the administration of the Regional Directorate of the National Culture, Durres and under the territorial jurisdiction of the Municipality of Tirana, which inter-institutional cooperation is poor; the level of involvement of key stakeholders in the process of policy making is unsatisfactory and the heritage interpretation is out of date.

Due to the cultural heritage preservation policy, the financial constraints of the Regional Directorate of the National Culture, Durres, and the importance the site bears for the historical memory and the identity of the citizens of Tirana, as well as for the local economic development, the paper puts forth the argument of a win-win approach through signing an inter-institutional agreement, which delegates the competencies and functions of protecting, maintaining, managing and promoting of the cultural heritage assets to the local authorities based on terms and conditions agreed by both parties.

Moreover, forging an institutional agreement between the Municipality of Tirana and the Department of Archaeology and Cultural Heritage at the Faculty of History and Philology, University of Tirana, strengthening the cooperation with relevant stakeholders and engaging the local community of the target area in the process of policy making is significant in terms of capacity building, funds generating, income distribution, shared marketing strategy development that contributes to the revivifying of the Mosaic of Tirana, and maximizes the benefits of all actors involved.

The study elaborates some proposals within a mid-term Action Plan (2019-2022) on how to revitalize the archaeological site by investing on infrastructure, building a local museum and a Children Learning Zone, hosting thematic exhibitions, etc., aimed at changing the heritage narrative and transforming it into a dynamic site. It concludes by offering a number of recommendations for each of these issues areas.

Key words: Municipality of Tirana, win-win approach, inter-institutional agreement, revitalization, the Mosaic of Tirana, heritage interpretation, cultural tourism, visitor amenities, marketing strategy.

1. Introduction

The need to revivify the Mosaic of Tirana is appealing. Revitalization of tangible cultural heritage assets is widespread worldwide with respect to the effective management of the historic and cultural values. It aims at conserving the existing buildings and sites by putting them to good contemporary use. This approach gives the historic buildings and districts a “second life” by reconnecting them with society.

The Mosaic of Tirana is of great importance to preserving the historical memory and local identity of the city. Though it represent the only ancient archaeological site within the capital, less attention has been paid by the central government toward its revitalization, despite the increased efforts of the Municipality of Tirana to promote it and rehabilitate the area around the Mosaic. Holding a historical and cultural significance and escaping the itineraries of the tourists is really concerning with reference to the promotion of the cultural heritage of Tirana nationally and internationally and generating revenues from it.

The current situation of the Mosaic of Tirana is the result of cultural heritage preservation policies of the Ministry of Culture and its specialized institutions, as well as the financial constraints in regard to cultural heritage revitalization. Secondly, the poor inter-institutional cooperation between the Regional Directorate of the National Culture, Durres that is responsible for the Mosaic and the Municipality of Tirana under which territorial jurisdiction it falls. Thirdly, the low level of involvement of the relevant stakeholders in the policy making in concern to the archaeological site. Fourthly, the traditional pattern of heritage interpretation that neglects the use of the information communication technologies.

The revitalization of the Mosaic of Tirana holds great significance for the Municipality of Tirana with the intention of becoming a driver for local economic development and making the local community of the target area feel more integrated. The increased number of domestic and international visitors to the archaeological site will generate revenues for its self-maintenance, bring in more money for the businesses around that provide services and facilities leading to job opportunities and as a result a better standard of living for the local community, enhance the sense of pride to Albanians and improve the image of the country worldwide.

Based on the analysis of the data gathered from the empirical research conducted on the Mosaic of Tirana; the interviews with the stakeholders, such as: the Director of the General Directorate of the City Promotion and the Director of Cultural Heritage and Tourism at Tirana’s Municipality, the Director of the Regional Directorate of the National Culture, Durres, an expert of the cultural heritage in Albania, and tour operators, as well as the survey administered to native and foreign visitors of the Mosaic of Tirana, adopting a win-win approach towards the management of the cultural heritage assets through signing an inter-institutional agreement based

on terms and conditions agreed by both parties is of paramount importance to the revitalization of the ancient archaeological site. Furthermore, forging an institutional agreement between the Municipality of Tirana and the Department of Archaeology and Cultural Heritage at the Faculty of History and Philology, University of Tirana, contributes to capacity building and obtaining funds from EU projects with reference to cultural heritage. In addition, the more intensive involvement of key stakeholders in the process of policy making as well as embracing participatory approaches towards the local community of the target area hold great significance for revivifying the Mosaic of Tirana.

The issues that are covered include:

- 1) The competing policies of the Ministry of Culture and its specialized institutions towards cultural heritage preservation and the cultural tourism development paradigm of the Municipality of Tirana, including the Mosaic of Tirana.
- 2) An analysis of the data gathered from the in-depth interviews with the relevant stakeholders; the survey conducted to domestic and international visitors and the field observation in concern to inter-institutional cooperation, participation challenges, as well as tourists' expectations visiting the site and their suggestions towards its revitalization.
- 3) The legal and institutional instruments to be adopted with respect to the revitalization of the Mosaic of Tirana and concrete proposals on how to revivify the archaeological site within a mid-term Action Plan (2019-2022).

2. Cultural heritage preservation vs. cultural tourism development

The policy of the Ministry of Culture towards tangible cultural heritage assets is preservation oriented, due to their importance for the historical memory and the national identity of the Albanian citizens. The preservation of the cultural heritage is considered vital because it represents a connection to and continuity with the past while envisioning a cultural inheritance for the future generations. For that reason, the Ministry of Culture has put as one of its main priorities of the Program 2017-2021 mass education on art and culture through redesigning the school curriculum on one side and including the pedagogical and educational approach to every art institution on the other side, as a result of the increased public interest during the first mandate.¹ Consequently, an institutional agreement has been signed between the Minister of Education and Sport and the Minister of Culture materializing the cooperation within the framework of "Education through Culture" Program.²

¹ "Kumbaro kthen "Edukimin përmes kulturës" në program kombëtar për 4 vitet e ardhshme!", *Gazeta Tema*, 13 Shtator 2017. Available online: <http://www.gazetatema.net/2017/09/13/kumbaro-e-kthen-edukimin-permes-kultures-ne-program-kombetar-per-4-vitet-e-ardhshme/> (accessed on November 1, 2018)

² "Edukimi përmes kulturës" firmoset marrëveshja me Ministrinë e Kulturës", *Ministria e Edukimit, Sportit dhe Rinisë*, 25.01.2016. Available online: <http://www.arsimi.gov.al/edukimi-permes-kultures-firmoset-marreveshja-me-ministrine-e-kultures-2/> (accessed on November 1, 2018)

In the same line with the preservation policy of the Ministry of Culture operate even the specialized institutions under its administration, including the Regional Directorates of the National Culture (RDNC). They are responsible for the management, restoration, conservation, documentation and revitalization of the cultural heritage objects located in the territory under their control.³ More precisely, the Regional Directorate of the National Culture, Durres, is in charge of 511 cultural heritage assets in the city of Durres, Tirana, Kruja, Elbasan and Fier. The Mosaic of Tirana falls under its administration, too.

Being the only archaeological site within the capital, the Mosaic of Tirana holds great significance for the collective memory and the identity of the city. The remains of the villa rustica and the paleochristian church discovered in 1972 are an important proof of the early ancient settlements in the area now covered by the modern Tirana.⁴ They provide evidence for the way of living, the culture and the economic development of the inhabitants. Moreover, the building typology and the construction method of the Mosaic of Tirana belong to the paleochristian art.⁵ (Fig. 1 & Fig. 2) This site was declared a monument of culture of the first category by the Decision no. 1886, dated 10.06.1973, and it is under state protection.⁶



Figure 1



Figure 2

The Mosaic of Tirana falls within the Sector of Tirana, which has a staff of 7 employees of the following categories: 3 archaeologists, 2 architects, 1 restorer and 1 maintainer. The human resources have the necessary skills and competencies for the restoration, conservation and revitalization of the archaeological site of the city of Tirana, but their work is closely related to

³ Article 31, Law No. 27/2018 “On Culture Heritage and Museums”, p.20.

⁴ Kristo Frashëri. *Historia e Tiranës, vëll.1* (History of Tirana, vol. 1). Tirana: Toena, 2014, pp. 33-34.

⁵ “Mozaiku i Tiranës është kthyer në destinacion të rëndësishëm turizmi”, *Gazeta Ekspress*, 4 shkurt 2017. Available online: <https://www.gazetaexpress.com/arte/mozaiku-i-tiranes-eshte-kthyer-ne-destinacion-te-rendesishem-turizmi-318370/?archive=1> (accessed on September 8, 2018)

“Monumenti më i vjetër i kryeqytetit tërheq vëmendjen e turistëve gjermanë”, *Balkanweb*, 17 Maj 2018. Available online: <https://www.balkanweb.com/monumenti-me-i-vjeter-i-kryeqytetit-terheq-vemendjen-e-turisteve-gjermane/> (accessed on September 9, 2018)

⁶ Mozaiku i Tiranës, Instituti i Monumenteve të Kulturës “Gani Strazimiri”. Available online: http://imk.gov.al/site/?page_id=347 (accessed on September 9, 2018)

the priorities and the financial situation of the RDNC, Durres. The last one has approved the project for the restoration of the Mosaic of Tirana at the National Council of Restoration and in cooperation with the Project Office of Tirana's Municipality have applied for funding at a foreign embassy in Albania. After the completion of the restoration of the archaeological site, the Directorate intends to develop the project-idea for the revitalization of the Mosaic of Tirana. With regard to its promotion, the Director, Mr. Patriot Beqaraj mentions as successful projects the "Friend of the Monument" and the ongoing one "Education through Culture", which has brought a large number of pupils from the schools of Tirana to visit the monument and expand their knowledge from the explanations of the archaeologists working there.⁷

The abovementioned policy of the Regional Directorate of the National Culture, Durres, is governed by the preservation philosophy leaving aside the paradigm of cultural heritage tourism development. It explains the current situation of the archaeological site that leaves no records at all in the memory of the tourists; perhaps due to the lack of visual materials or any souvenirs to bring back home. Furthermore, promotional leaflets and a website dedicated to the Mosaic of Tirana are lacking. A guidebook or an audio guide available of the site is also missing, though the specialists working there are willingness to provide a guide throughout the site.

The Mosaic of Tirana is located in the middle of a residential block on "Sandër Prosi" Street, about a 20-minute walk away from the city center. The distance from the main historic buildings of the capital is a disadvantage for the Mosaic, because the visitors, especially the foreign ones, find it quite difficult to arrive at the archaeological site.⁸ It is open to local and foreign visitors every day, from 8.00 am to 5.00 pm. The entrance is free of charge. The mosaic is supposed to be visited at daytime because there is no lighting of the object of the cultural heritage in the evening.

On the other side, the policy of the Municipality of Tirana is tourism oriented. It pays attention to the development of sustainable cultural heritage tourism not only to improve the image of Albania nationally and internationally, but also to generate revenues. For that reason, nearly three years ago, it has been created the Directorate of Cultural Heritage and Tourism, which is subordinate to the General Directorate of City Promotion of Tirana's Municipality. According to the article 25 of Law No. 139/2015 "On Local Self-Government", their functions in the field of culture are: 1) Development, protection and promotion of values and cultural heritage of local interest, as well as the administration of facilities related to the exercise of these functions. 2) Organization of cultural activities and promotion of national and local identity, as well as the administration of facilities related to the exercise of these functions.

⁷ Patriot Beqaraj (Director of the Regional Directorate for the National Culture, Durres), in discussion with the author, September 14, 2018.

⁸ Mosaic of Tirana. Available on: https://www.tripadvisor.com/Attraction_Review-g294446-d6681112-Reviews-Mosaic_of_Tirana-Tirana_Tirana_County.html (accessed on September 11, 2018)

These directorates have done a good job promoting the values and cultural heritage objects in the city of Tirana through the opening of two info-points for informing native and foreign tourists; the publication of the Tirana city map containing data on historical and cultural sites and attractions; the publication of the Student Guide of Tirana and a series of leaflets including the Archaeological Itinerary, which provides information regarding the Mosaic of Tirana among others. Also, this directorate organizes cultural, educational activities, etc., such as the “Guide to the City”, Moving Museum for school pupils, as well as joint events with the Ministry of Culture on special days, e.g. on the National Cultural Heritage Day.

The Directorate of Cultural Heritage and Tourism is very interested in preserving, revitalizing and promoting cultural heritage objects with the purpose of developing a sustainable tourism in Tirana. As good examples in this respect can be listed the project for the reconstruction of the New Bazaar and its transformation into a business development area to provide a new model of investment and community space, implemented by the Municipality of Tirana with the support of the Albanian-American Development Foundation,⁹ or the restoration of the Clock Tower and the Museum next to it by the Municipality of Tirana in cooperation with the Ministry of Culture and supported financially by the American Embassy in Albania and the National Chamber of Commerce.¹⁰ The same interest shares the Directorate of the Cultural Heritage and Tourism in preserving the historical values and revitalizing the Mosaic of Tirana aimed to create a new cultural landmark, improve the existing urban environment, add a new cultural resource for public enjoyment and education, as well as generate revenues to become self-sustainable and increase the income for the businesses providing services and facilities in the target area.

The analysis of the policies of central and local authorities reveals the dichotomy between cultural heritage preservation and cultural tourism development in concern to the Mosaic of Tirana. The first one highlights the conservation of the historical and cultural site,¹¹ due to its importance to the collective memory as historical and artistic evidence of the past,¹² arguing that when the revitalization is possible based on the technical conditions and the type of the monument,¹³ it should not alter its values as cultural monument.¹⁴ Whereas, the Municipality of

⁹ “Tirana’s “New Bazar” won the prize as the Best Renewal Project for 2018”, Albanian-American Development Foundation. Available online: <http://aadf.org/tiranas-new-bazaar-won-the-prize-as-the-best-renewal-project-for-2018-2/> (accessed on October 6, 2018)

¹⁰ “Tirana – The Restoration of the Clock Tower is finished, now open to the visitors”, TRT Shqip, 07.06.2016. Available online: <http://www.trt.net.tr/shqip/kultura-dhe-arti/2016/06/07/tirane-perfundon-restaurimi-i-kulles-se-sahatit-tashme-e-vizitueshme-505782> (accessed on October 6, 2018)

¹¹ Pirro Thomo, “Për një interpretim më të drejtë të nocioneve “Monument i kategorisë së dytë” dhe “Rijetëzimi i monumenteve”, *Monumentet*, nr. 56-2, 2016, Tiranë: Instituti i Monumenteve të Kulturës, 2016, p. 47.

¹² Sotir Kosta, “Mbrojtja, studimi dhe restaurimi i monumenteve të kulturës në Shqipëri”, *Monumentet*, nr. 36, 2 (1988), Tiranë: Instituti i Monumenteve të Kulturës, 1989, p. 12.

¹³ Emin Riza, “Monumentet e kulturës dhe problematika e sotme e vlerësimit të tyre”, *Monumentet*, nr. 49 (2007), Tiranë: Instituti i Monumenteve të Kulturës, 2009, p. 40.

¹⁴ Latif Lazimi, “Përshtatja e monumenteve për qëllime shoqërore”, *Monumentet*, nr. 36, 2 (1988), Tiranë: Instituti i Monumenteve të Kulturës, 1989, p. 111.

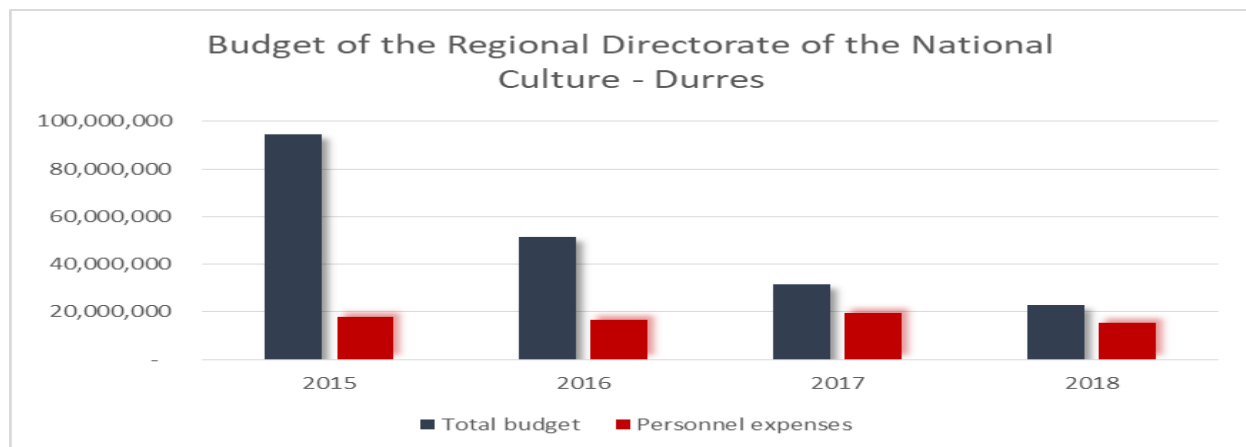
Tirana and tourism practitioners underline the benefits from the utilization of cultural heritage objects, such as: the increase of the number of the visitors resulting in revenue generation that can be used as additional funds for conservation; the raise of the profile of the site which help to generate greater national and international support and the increase of the economic benefits from the site by the local people, who are more likely to become aware of the importance of conservation.¹⁵

The competing policies between the central government bodies oriented towards cultural heritage preservation and the local authorities and tourism sector focused on cultural tourism development and income generation,¹⁶ makes necessary finding an integrated approach that balances conservation with the livelihood needs of local community and the right of tourists to enjoy historical sites.¹⁷

2.1 Financial constraints

Due to the large number of objects of cultural heritage and the low state budget allocated to the Regional Directorate of National Culture, Durres, its work is focused on the maintenance and the restoration intervention of the damaged or assets at risk. The budget of this Directorate has decreased over the four years by 316% and currently 68% of 2018 budget goes for personnel expenses,¹⁸ as shown in the chart 1 below. It explains the reason why RDNC, Durres, is seeking for donations in order to materialize the project for the restoration of the Mosaic of Tirana.

Chart 1



Source: Open Spending Data, Treasury Payment 2015-2018, RDNC, Durres

¹⁵ Janet Cochrane & Richard Tapper, "Tourism's contribution to World Heritage Site management", *Managing World Heritage Sites*, edited by Anna Leask and Alan Fyall, Elsevier, 2006, p. 98.

¹⁶ Melanie Smith, Elizabeth Carnegie & Martin Robertson, "Juxtaposing the timeless and the ephemeral: staging festivals and events at World Heritage Sites", *Managing World Heritage Sites*, edited by Anna Leask and Alan Fyall, Elsevier, 2006, p.114.

¹⁷ J. Cochrane & R. Tapper, *op.cit.*, p. 98.

¹⁸ Open Spending Data, Treasury Payment 2015-2018, RDNC, Durres. Available online: http://spending.data.al/sq/treasury/list/year/2015/inst_code/1012003 (accessed on October 30, 2018)

Meanwhile, the Municipality of Tirana aimed at helping domestic and foreign tourists reach the Mosaic of Tirana has displayed an information board at “Elbasani Street” and another one at “Zogu i Zi” roundabout, as well as a tourist sign positioned in front of the monument. Moreover, the City Hall has rehabilitated recently the area around the Mosaic of Tirana that was turned into a parking space. (Fig. 3) Its employees have removed the solid inertia and decorated the target area enabling residents and tourists enjoy some moments of relaxation there.¹⁹ (Fig. 4)



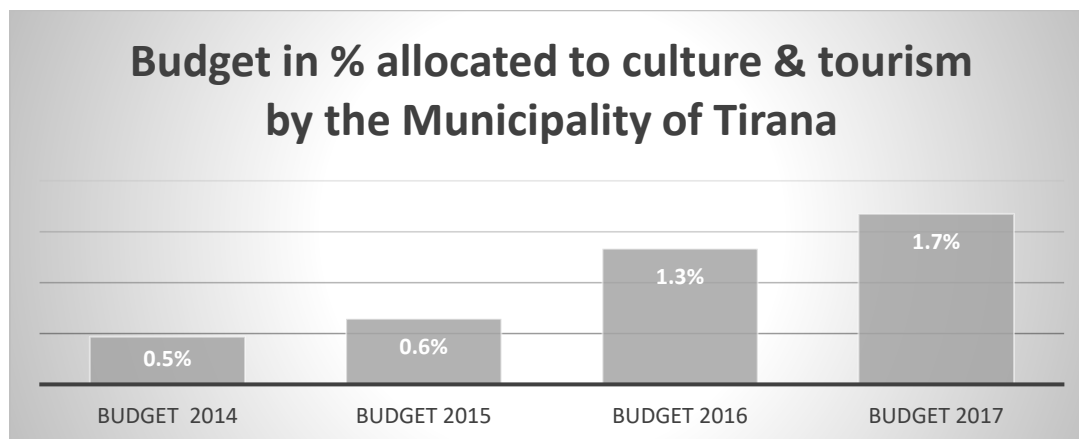
Figure 3



Figure 4

These measures reveal the tourism oriented policy of the Municipality of Tirana. If we refer to the budget allocated to culture and tourism, it has been increased over the last three years (2014-2017) by 1.2%, as shown in Chart 2.²⁰ This fact witnesses that developing a sustainable cultural tourism is one of the priorities of Tirana’s Municipality.

Chart 2



Source: Budget publication, Municipality of Tirana

¹⁹ “Tiranë, zona e Mozaikut me një lulishte të re”, *Gazeta Shqip*, 19 April 2018. Available online: <http://gazeta-shqip.com/lajme/2018/04/19/tirane-zona-e-mozaikut-me-nje-lulishte-te-re-foto/> (accessed on October, 6, 2018)

²⁰ <http://www.tirana.al/publikime/buxheti/> (accessed on November 3, 2018)

2.2 Inter-institutional cooperation

The Ministry of Culture and its subordinate institutions reveal their “top down approach” with reference to policy and decision-making on cultural heritage assets. The central bodies’ determination to maintain close within their own sphere and competencies decisions related to cultural heritage and tourism development come firstly as a result of their preservation policy and the limited understanding on the importance of developing a sustainable cultural tourism that can contribute even to better conservation of the historical and cultural sites.

Embracing the “top down” approach has also influenced on the low level of cooperation between the Regional Directorate of the National Culture, Durres and the Directorate of Cultural Heritage and Tourism of Tirana’s Municipality. Asked for the directions of cooperation with the local authorities of the capital, the Director Mr. Patriot Beqaraj emphasized the work done by Tirana’s City Hall for the sign positioning to the cultural heritage objects and the provision of equipments and services. Moreover, he mentioned the joint application for funds with the intention of materializing the restoration intervention on the Mosaic of Tirana.²¹

On the other hand, the Director of the General Directorate of the City Promotion highlighted the collaboration with the Ministry of Culture concerning their proposal for establishing local museums approving the relevant documentation to be reviewed by the State Museum Commission under the Law “On Museums” No. 9386, dated 04.05.2005. In addition, both institutions have adopted a calendar for organizing joint events on the International Day of Museums and the National Day of Heritage.²²

As deduced from the interviews with the central and local bodies’ representatives, their cooperation is limited to technical and administrative issues rather on policy and decision-making in relation to cultural heritage and tourism development.

2.3 Participation challenges

The data collected from the interviews with the relevant stakeholders, such as tour operators, academia and the local community, reveal also the low visibility of the participatory approach with reference to the revitalization of the Mosaic of Tirana. Asked for the forms of cooperation with different stakeholders, the Director of the Cultural Heritage and Tourism at the Municipality of Tirana described the participation of the tour operators in the activities organized by this Directorate and their assistance in running sports activities, as hiking, biking, off-road, etc., as

²¹ Patriot Beqaraj (Director of the Regional Directorate for the National Culture, Durres), in discussion with the author, September 14, 2018.

²² Julinda Dharmo (Director of General Directorate of City Promotion), in discussion with the author, September 28, 2018.

well as their help providing up to date information on new trails, markings etc. On the other side, the two Info-Points, which fall within the Directorate of the Cultural Heritage and Tourism, promotes and supports the tour operators through a dedicated space for advertising their leaflets, brochures, activities and itineraries creating facilities for the tourists who are interested in them.²³ Even the Director of the General Directorate of City Promotion at Tirana's Municipality answered positively the question regarding the engagement of stakeholders in policy making highlighting "the design of cooperation policies with all stakeholders in relation to all projects and events organized for the promotion of cultural and natural heritage of the territory of Tirana with the purpose of increasing the number of visitors and improving the image of Tirana as an European metropolis".²⁴

While the interviewed tour operators and the Head of the Albanian Tour Operators Association asked if they have been involved in the policy making process of the Directorate of Cultural Heritage and Tourism and of the General Directorate of City Promotion of Tirana's Municipality, the majority of them answered very rarely though their experience and knowledge will be of interest for the development of the cultural tourism in the capital. Except for Discover Albania Club that mentioned their participation in some meetings of the City Hall as well as some joints activities that have been undertaken for the promotion of tourism in Tirana.²⁵

On the other side, Prof. Dr. Afrim Hoti, expert of the cultural heritage in Albania, argues the necessity of involving the academics, professors, and experts of the field with reference to the revivifying of the historical and cultural sites, including the Mosaic of Tirana. He adds that the academia's contribution lies in consultations, expertise, projects etc., but in any case, after having previously made an agreement or contract with various specialists for the problems involved in the process referring to the revitalization of the Mosaic of Tirana.²⁶

2.4 Visitors' experience and expectations

A survey was conducted to domestic and foreign tourists with regard to the Mosaic of Tirana. The questionnaire sought information on accessibility to the site, heritage interpretation, visitor amenities, publicity, expectations in relation to the Mosaic of Tirana and what do they suggest for its revitalization. 71 % of the respondents mentioned that despite the good road infrastructure and the presence of sign positioning to the site, it is not very easy to arrive at the destination because of its location in the middle of a block of flats behind the main road. A few stated the use of the Google map to find the Mosaic of Tirana.

²³ Mirela Koçollari (Director of the Cultural Heritage and Tourism at the Municipality of Tirana), in discussion with the author, September 25, 2018.

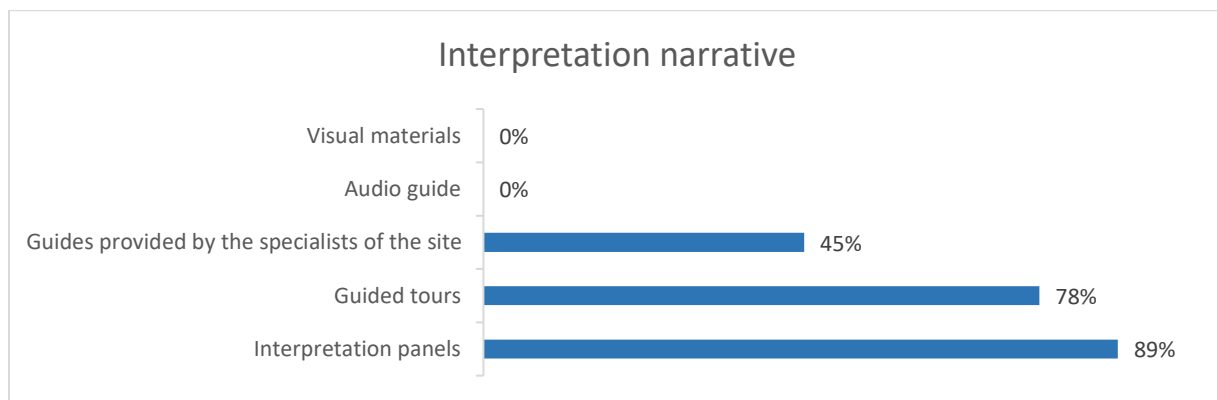
²⁴ Julinda Dhamo (Director of General Directorate of City Promotion), in discussion with the author, September 28, 2018.

²⁵ Ismail Hoxha (General Manager of Discover Albania Club), in discussion with the author, September 13, 2018.

²⁶ Afrim Hoti (Professor of Cultural Heritage at "Aleksander Moisiu" University of Durrës), in discussion with the author, October 9, 2018.

With respect to the interpretation of the archaeological site which explains its significance and the wider historical and cultural context, the majority of the questionnaire participants (89%) answered interpretation panels and guided tours and to a lesser extent (45 %) guides provided by the specialists of the site. No one mentioned the use of a guidebook or the audio guide and the presence of the visual materials at the Mosaic of Tirana (Chart 3). Asked if the site provided the visitor amenities, 76% of the respondents cited the existence of toilets and an improvised parking space in front of the entrance to the archaeological site. A reception area, a souvenir shop and catering are missing.

Chart 3

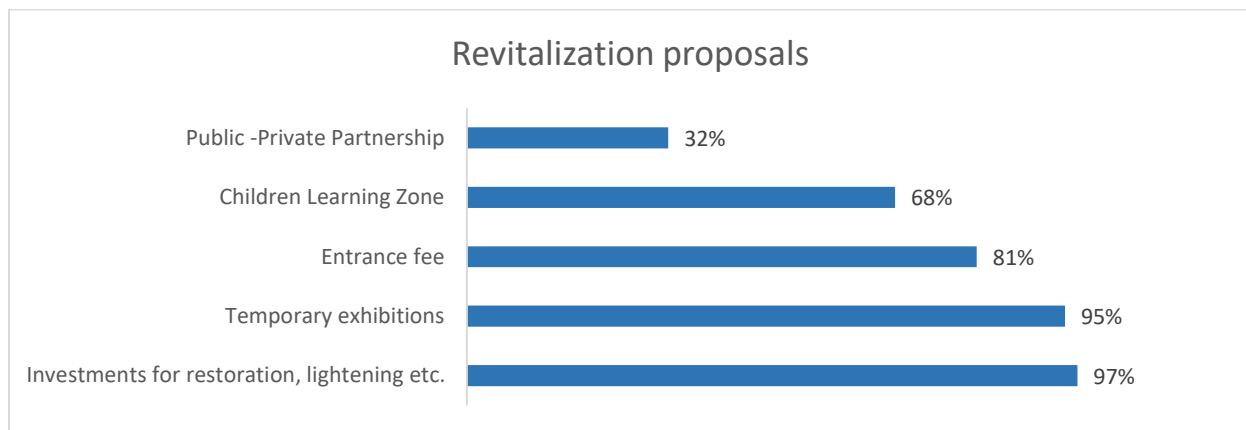


Source: Author's analysis from survey data

In concern to the ways of getting the information about the Mosaic of Tirana, promotional leaflets are identified as the main type of promotional/ marketing activities by almost all of the questionnaire participants. Over two thirds of the respondents agreed to have visited the site as included in the package tour. Less than 5 % were informed about the Mosaic of Tirana through magazine/ journal article and TV advertisement or documentary. A similar level of response was recorded by the domestic and international tourists who have visited the archaeological site based on previous visitors' experience. The lack of a website dedicated to Mosaic of Tirana is identified as the main weakness by all the respondents.

Asked about their opinion on how to revitalize the site, the majority (97%) answered through temporary exhibitions and continuous investments for the restoration, maintenance and lightening of the Mosaic. On average, one third of the questionnaire participants were aware of the importance of public-private partnership and more than 80% of them supported the setting of an entrance fee to the site. Almost two thirds suggested the building of a Children Learning Zone (Chart 4). There was no clear consensus amongst respondents regarding the meeting of the expectations by the Mosaic of Tirana. The answers varied from being impressed by the archaeological site to it didn't match their expectations at all. Less than 5% of the questionnaire participants argued their response.

Chart 4



Source: Author's analysis from survey data

3. Legal and institutional instruments for the revitalization of the Mosaic of Tirana

3.1 Win-win approach

The first step towards the revivifying of the Mosaic of Tirana is changing the rationale of heritage management by adopting a win-win approach for both central and local authorities. It aims to balance the costs and benefits of cultural preservation policies supported by the Ministry of Culture and its specialized institutions and tourism oriented initiatives of the Municipality of Tirana. More precisely, the only benefit from preserving the Mosaic of Tirana is preventing every possible threaten from the increased presence of the visitors, while the costs consist in less revenues generated from the tourists that can be used for its self-maintenance, better conservation and investments on lightening, covering reconstruction of the archaeological site, etc. Whereas, the revitalization of the Mosaic of Tirana backed up by the local authorities intends to increase the number of domestic and international tourists that can bring more money not only for the maintenance of the site, but also for the private sector providing services and facilities in the target area, such as bars, restaurants, souvenir shops, parking lots, etc. The increased income of the businesses would lead to more job opportunities, a better standard of living for the local community, urban revitalization, etc.

Furthermore, the win-win approach has the advantage of the economy of scale in human resources because with the same number of employees both from the Sector of Tirana of the Regional Directorate of the National Culture, Durres and the Directorate of Cultural Heritage and Tourism at Tirana's Municipality can increase the effectiveness and efficiency in preserving and managing the Mosaic of Tirana. The Sector of Tirana should exercise the functions relating to preservation and conservation of the archaeological site, while the employees of the municipal directorate will take the responsibility of promoting and managing it. The better division of the competencies can prevent the overlapping costs in marketing. These expenses and the revenues

generated from the museum's entrance fee or the temporary exhibitions can be allocated to increase the salaries of the Municipality's employees in charge of management of the Mosaic of Tirana. Additionally, due to budgetary constraints, the central bodies are not able even to prioritize conservation; therefore, delegation of the competencies of management of the Mosaic of Tirana to the municipal directorate would provide more money for its conservation as well as turn it into a new cultural landmark.

Regarding the performance, the opportunities arising from preservation and tourism sectors' joint forces are greater effectiveness in product development, improved quality of service, higher profile achievement nationally and internationally, increased community awareness of conservation of the Mosaic of Tirana, resolution of potential inter-institutional conflicts of interest, an active involvement of relevant stakeholders, etc. (Table 1).

Table 1

	<i>Policy Options</i>	
	<i>1</i>	<i>2</i>
Goals/criteria ▼	Cultural preservation	Tourism development
<i>Protection of the core values of the monument</i>	Yes	- The increased number of tourists can threaten the "spirit of place". However, the revenues generated from tourists can be added to conservation fund.
<i>Revenue generation</i>	No	- Self-maintenance; - Investments on lightening, covering reconstruction; - Private sector providing services and facilities;
<i>Human resources</i>	Less effectiveness and efficiency in preservation and conservation due to the lack of funding	Increased effectiveness and efficiency in preservation and management with the same number of employees
<i>Costs</i>	Less money even to prioritize conservation due to budgetary constraints	Increased costs for the management of the site that can be covered by income generation from the museum's entrance fee or temporary exhibitions.

<i>Performance</i>	Less attractive for domestic and foreign tourists	<ul style="list-style-type: none"> - Improve heritage narrative; - Provide visitor amenities; - Achieve a higher profile nationally and internationally.
<i>In terms of process</i>	Limited involvement of key stakeholders	More intensive involvement of key stakeholders, including tour operators, local community, academia etc.

Source: Author's analysis.

3.2 Inter-institutional agreement

According to the Article 31, point 3 of the Law no. 27, dated 17.05.2018, “On Cultural Heritage and Museums” that: **“They (RDNCs) cooperate and coordinate work with local self-government institutions, physical or legal persons, public and private, Albanian or foreign ones in the field of cultural heritage”** and in compliance with the win-win approach, the Regional Directorate of the National Culture, Durres, and the Directorate of the Cultural Heritage and Tourism of Tirana’s Municipality should sign an inter-institutional agreement for the conservation, management and promotion of the cultural heritage assets that falls under their administrative and territorial jurisdiction.

This agreement entitles the Municipality of Tirana to generate revenues from the utilization of cultural heritage objects and support the RDNC, Durres. The agreement encloses a medium-term action plan 2019-2022 related to the revitalization of the Mosaic of Tirana. Both parties agree on the terms and the conditions of cooperation concerning the human resources coordination, cultural heritage usage, income distribution and monitoring the performance of the heritage assets utilization by the Regional Directorate of the National Culture, Durres, with the intention not to damage the value of the cultural property.

3.3 Mid-term Action Plan (2019-2022) for the revitalization of the Mosaic of Tirana

The Directorate of Cultural Heritage and Tourism of the Municipality of Tirana is interested in revivifying the Mosaic of Tirana aimed at developing sustainable cultural heritage tourism in the capital. It intends the Mosaic of Tirana to become a new cultural landmark for domestic and international visitors and a driver for local economic development. One way to revitalize the archaeological site is through investments on the infrastructure, such as: lightening of the Mosaic of Tirana and reconstruction of its shelter, as well as transforming the existing administrative building into a local museum and setting up an entrance fee (Fig. 5 & 6). The reconstruction will be completed within the first year (2019-2020) and the capital required for the investment will be covered by the municipal budget or donations, like it happened with the reconstruction of the

New Bazaar or the restoration of the Clock Tower. A differentiated entrance fee for the museum will be paid by domestic visitors (e.g. 200 AL) and foreign one (e.g. 300 AL). It can be used the same instrument as for the museum next to the Clock Tower through a Decision of the Municipal Council on “Some Changes in the Decision of the Municipal Council No. 59, dated 30.12.2015 “On the System of Taxes and Local Tariffs in the City of Tirana”, Changed.²⁷



Figure 5



Figure 6

The building of the local museum at the Mosaic of Tirana will increase the number of tourists and the revenues generated from them. It will improve the heritage narrative of the Mosaic by using information communication technologies, such as: an audio guide, visual materials, etc., which stimulates the interaction of the visitor with the cultural landscape. The visual sources will introduce the history of the Mosaic of Tirana discovered accidentally in 1972 during the construction work for building a block of flats at “Partisan” residential complex.²⁸

Unearthed walls, brick fragments, tiles and pottery pieces will be projected to prove that the archeological remnants belong to a villa rustica built in the 1st century AD; its replacement after two centuries by a complex of buildings made up of pars urbana (residential part of the villa) and pars rustica (the production part of the villa) dedicated to agriculture,²⁹ as well as its transformation into a paleochristian church in the 4th – 5th century AD. The fierce attacks of the barbarian tribes that destroyed the basilica³⁰ will be shown using 3d images aimed at bringing to life the burn of the mosaic and the archaeological remnants discovered from the excavations. At the time of the discovery, the mosaics were 30-40 cm below ground surface.³¹ Today only 33m² mosaics are preserved in relatively good condition of a total area of 165m² mosaic floor.

²⁷ Decision of the Municipal Council, No. 53, dated 06.07.2016.

²⁸ Nasip Meçaj. *Tirana: monografi enciklopedike*. Tiranë: Pegi, 2016, p. 324.

²⁹ Skënder Anamali & Leka Meksi, “Një zbulim arkeologjik në qytetin e Tiranës”, *Drita*, 2 korrik 1972, p. 12.

³⁰ K. Frashëri, *op.cit.*, p. 34.

³¹ Sotir Kosta, “Restaurimi i mozaikëve të Tiranës” (faza e parë), *Monumentet*, nr. 11/ 1976, Tiranë: Instituti i Monumenteve të Kulturës, 1976, pp. 87-89.

Another approach to the effective management of the Mosaic of Tirana is the organization of temporary exhibitions with the intention of utilizing its holdings raising public awareness of the historical and cultural values of the site, as well as introducing a new perspective into existing collections. No additional costs of human resources will be needed for these periodical initiatives (four times a year), because students of Bachelor and Master degree in Archaeology at the Faculty of History and Philology, University of Tirana, can be engaged in organizing and facilitating the temporary exhibitions through forging an institutional agreement between the Department of Archaeology and Cultural Heritage and the Municipality of Tirana. These exhibitions can be organized on special occasions, such as on 18 April of each year declared by ICOMOS as the “International Monuments and Sites Day”. Nevertheless, the Mosaic of Tirana can host other thematic exhibitions, too, aimed to display works of art or other items of interest not limited to that celebration day. As Lippard argues the “place is a result of the union between space and lived culture, and that a sense of place is based on a combination of heritage and contemporary lifestyles”.³² It explains the tendency of the local population to attend contemporary cultural developments rather than visit a heritage site. The same is the residents’ attitude towards the Mosaic of Tirana. Whereas, the organization of a temporary exhibition in this location may encourage attendance because the local people feel culturally connected, albeit for a short time. An increased participation at the exhibition leads to more local engagement and income generation for service providers.

Building a Children Learning Zone is another innovative way to animate the spaces of the Mosaic of Tirana. The materialization of this idea requires financial resources that can be donation-based or obtained by EU funds. The Municipality of Tirana in collaboration with the academia can apply as a consortium for EU projects for cultural heritage with the purpose of revivifying the Mosaic of Tirana. The aim of creating a permanent Children Learning Zone, dedicated to kindergarten and primary schools’ children is to raise awareness, educate and sensitize the new generation on the historic and cultural values of the ancient archaeological monument in the city of Tirana. Its objective is to engage the children into practical activities, such as puzzles, 3d models, booklet activities, etc., aiming not only to increase knowledge about the Mosaic of Tirana, but also to encourage them to be promoters and guardians of the cultural heritage. This proposal complies somehow with the previous project the “Friend of the Monument” and the current one “Education through Culture” undertaken by the Ministry of Culture in cooperation with the Ministry of Education, Sports and Youth with the intention of forging the cultural and education institutions to encourage the interest of the young generation

to participate in the cultural life.³³ However, the proposal for a permanent Children Learning Zone overcomes the mission of making the visits to cultural heritage sites an important aspect of individual intellectual cultivation and social interaction, but its main objective is to engage

³² M. Smith, E. Carnegie & M. Robertson, *op.cit.*, pp. 112-113.

³³The “Education Through Culture” programme, UNESCO, Diversity of Cultural Expressions. Available on: [2](#)
[5](#)(accessed on September 16, 2018)

children in the process of interpreting the tangible cultural heritage assets from their own perspective. The investment for the Children Learning Zone will be completed by December 2021 and it is foreseen to increase by 50% the number of domestic visitors, mainly families, who will spend much more time at the Mosaic of Tirana or in the target area, generating revenues for the site as well as the businesses providing services and facilities around.

Additionally, the revitalization of the Mosaic of Tirana is closely linked to a more intensive marketing strategy. The General Directorate of the City Promotion within the Municipality of Tirana, which is responsible for the promotion of cultural heritage assets of the capital among others, will enhance the marketing strategy. It consists in a better distribution of the leaflets, brochures, guidebooks containing the Mosaic of Tirana to the hotels, travel agencies, “Nënë Tereza” Airport of Tirana, all Albanian border crossing points and increase the visibility of the archaeological site when promoting the historic and cultural attractions of the city of Tirana at the official website of the Municipality, national or international tourism trade fairs, regional and international conferences, etc. The intensive promotional campaign will be completed by the General Directorate of the City Promotion within the first three months. It is important to be conducted in collaboration with relevant stakeholders in order to maximize the benefits of all. These marketing activities will attract a large number of visitors, particularly international ones, and draw their attention with regard to the cultural and historical values of the Mosaic of Tirana. Their increased presence will bring more money to the archaeological site itself and the private sector in the target area.³⁴

In terms of the process, it is important to involve the main stakeholders more actively. For that reason, it is necessary to develop a structured and continuous dialogue between the Regional Directorate of the National Culture, Durrës and the Directorate of Cultural Heritage and Tourism of Tirana’s Municipality on the one side and the relevant stakeholders, such as: tour agencies and operators, local community of the target area, academia, etc., on the other side. The dialogue could be organized mainly under the existing legal framework, in respect to Article 31, point 3 of the Law no. 27, dated 17.05.2018 “On Cultural Heritage and Museums” and the Article 34.1 (b) of the Regulation of Tirana’s Municipality that the Directorate of Cultural Heritage and Tourism “drafts and initiates projects in the field of cultural heritage and tourism by cooperating with tour operators and other tourism entities to promote the capital’s tourism and seeking financing from

the business, industry and other actors of this field in Tirana.”³⁵ Their engagement is paramount due to the technical know-how, contribution to develop a shared marketing strategy, organization of joint activities, etc. With reference to the local community participation in policy-making

³⁴MDG Achievement Fund, United Nations – Albania. *Albania Cultural Marketing Strategy*. July 2010. Available online: <http://www.al.undp.org/content/dam/albania/docs/Final%20CULTURE%20MARKETING%20STRATEGY-July1.pdf> (accessed on September 1, 2018)

³⁵ Regulation for the organization, functioning, tasks and competencies of the administration of the Municipality of Tirana, 17.02.2017.

concerning the revivifying of the archaeological site, which is crucial because of their knowledge of the real problems and what solutions could better fit the conditions of the area and the fact that the inhabitants make the identity of the district as well,³⁶an amendment should be proposed to the article 34.1 (b) of the Regulation of Tirana's Municipality, to provide public hearings to the local community of the target area with the intention of receiving feedback and reflect on the best ideas/ suggestions to be taken into consideration in policy-making with respect to cultural heritage. The task of more active involvement of relevant stakeholders in policy-making relating to the revivifying of the archaeological site will be completed within a year.

The implementation of the mid-term Action Plan (2019-2022) for the revitalization of the Mosaic of Tirana will pave the way for a sustainable cultural heritage tourism development in the capital. The benefits of this policy consist in a greater efficiency and effectiveness in managing the historic and cultural sites, generating revenues for their self-maintenance, adding funds for their better conservation, achieving a higher profile nationally and internationally, becoming a driver for local economic development, strengthening inter-institutional cooperation and actively involving the interested stakeholders.

³⁶*Balanced Urban Revitalization for Social Cohesion and Heritage Conservation*. Ed. by Yao Yuan, Chen Wei, Severine Calza, Rosemary Wiltshire Romero. Paris: UNESCO, 2008, p. 16.

Goal 1	Specific <i>who?, what?, when?, where? why?</i>	Measurable <i>How will I know when it is accomplished?</i>	Attainable <i>Can objectives pertaining to the goal be carried out? How?</i>	Relevant <i>How does this goal help you to meet your overall objective?</i>	Time-bound <i>Completed/ milestones achieved by end of Performance period</i>
Investments on infrastructure and transforming the existing administrative building into a local museum setting up an entrance fee.	<ul style="list-style-type: none"> • Increase the number of tourists; • Generate revenues; • Change the traditional heritage narrative; • Higher profile nationally and internationally 	<ul style="list-style-type: none"> • Data reflecting the increased number of tourists; • Increased revenues; • Tourists revisiting the site; 	<ul style="list-style-type: none"> • Funds covered by the municipal budget or donations; • Financial sources generated from the entrance fee. 	<ul style="list-style-type: none"> • Increased number of visitors will generate revenues for its self-maintenance, better conservation; • Meet the visitors' expectations. 	<ul style="list-style-type: none"> • The investment will be completed within the first year.
Goal 2	Specific <i>who?, what ,when?, where? why?</i>	Measurable <i>How will I know when it is accomplished?</i>	Attainable <i>Can objectives pertaining to the goal be carried out? How?</i>	Relevant <i>How does this goal help you to meet your overall objective?</i>	Time-bound <i>Completed/ milestones achieved by end of Performance period</i>
Organization of temporary exhibitions	<ul style="list-style-type: none"> • Increase number of visitors; • Generate revenues; • Deliver historic and cultural values of the site. 	<ul style="list-style-type: none"> • Increased number of visitors; • Increased revenues during the period of the exhibition. 	<ul style="list-style-type: none"> • Students of Ba and MSc degree can help organize and facilitate the temporary exhibitions. 	<ul style="list-style-type: none"> • Increased number particularly of visitors of the local area that feel culturally connected; • Revenues generation for the site and businesses in the target area. 	<ul style="list-style-type: none"> • Four times a year.
Goal 3	Specific <i>who?, what?, when?, where? why?</i>	Measurable <i>How will I know when it is accomplished?</i>	Attainable <i>Can objectives pertaining to the goal be carried out? How?</i>	Relevant <i>How does this goal help you to meet your overall objective?</i>	Time-bound <i>Completed/ milestones achieved by end of Performance period</i>
Building a children learning zone	<ul style="list-style-type: none"> • Increase the number of children visiting the site; • Raise awareness, educate and sensitize the new generation for the values of the monument and their contribution towards its conservation. 	<ul style="list-style-type: none"> • Data reflecting the increased number of children visiting the site; • Monitor and evaluate their attitude towards the cultural monument. 	<ul style="list-style-type: none"> • Funds obtained by donations or EU projects. • Collaboration with the academia. 	<ul style="list-style-type: none"> • Increased knowledge of the young generation and raising their awareness will encourage them be promoters and guardians of the cultural heritage. 	<ul style="list-style-type: none"> • By December 2021.
Goal 4	Specific <i>who?, what?, when?, where? why?</i>	Measurable <i>How will I know when it is accomplished?</i>	Attainable <i>Can objectives pertaining to the goal be carried out? How?</i>	Relevant <i>Does this goal help you to meet your overall objective?</i>	Time-bound <i>Completed/ milestones achieved by end of Performance period</i>
Intensive marketing strategy	<ul style="list-style-type: none"> • General Directorate of City Promotion; • Better distribution of leaflets, brochures, guidebooks, etc.; • Increase the visibility of the Mosaic of Tirana on the official website, tourism trade fairs, national and international conferences, etc. • Enhance collaboration with stakeholders. 	<ul style="list-style-type: none"> • Increased number of visitors; • Increased revenues; • More clicks on the website. 	<ul style="list-style-type: none"> • Shared marketing strategy. 	<ul style="list-style-type: none"> • Increased number of tourists whose expectations are met help improve the image of Albania worldwide and generate revenues for its self-maintenance and the businesses around. 	<ul style="list-style-type: none"> • Within the first three months.
Goal 5	Specific <i>who?, what?, when?, where? why?</i>	Measurable <i>How will I know when it is accomplished?</i>	Attainable <i>Can objectives pertaining to the goal be carried out? How?</i>	Relevant <i>Does this goal help you to meet your overall objective?</i>	Time-bound <i>Completed/ milestones achieved by end of Performance period</i>
More involvement of relevant stakeholders	<ul style="list-style-type: none"> • Share experience and knowledge; • Develop a shared marketing strategy. • Organize joint activities. • Better conservation of the site. 	<ul style="list-style-type: none"> • Data reflecting their engagement in promotional campaigns, joint events. • Inclusion of the visit to the Mosaic in their itineraries of the tour operators. • Monitor the attitude of local community towards the site. • Number of publications or presentations of the academics regarding the Mosaic of Tirana. 	<ul style="list-style-type: none"> • Based on the Article 31, point 3, of the Law no. 27, "On Cultural Heritage and Museums"; • Based on the Article 34.1 (b) of the Regulation of Tirana's Municipality. • An amendment to the article 34.1 (b) of the Regulation of Tirana's Municipality, to provide public hearings for the local community of the target area. 	<ul style="list-style-type: none"> • The more active involvement of relevant stakeholders in revitalizing the Mosaic of Tirana, the greater is the efficiency and effectiveness in conservation, management and promotion. 	<ul style="list-style-type: none"> • Within the first year.

4. Conclusions

The Mosaic of Tirana, as one of the most ancient archaeological sites in the capital, is an important value to build the city's identity. Its preservation, conservation and restoration are essential to share the past of the Albanian people; forge their social cohesion; enhance confidence, pride and tolerance and develop the sense of place. Also, the revitalization of the Mosaic of Tirana holds great significance for the collective memory and cultural identity of the Albanians as well as to grab the attention of the international tourists. From the economic viewpoint, revivifying this site helps improve the standard of living of the local community and contribute to an increase in tourism and economic activity.

The revitalization of the Mosaic of Tirana is crucial for the sustainable development of the cultural tourism in the capital. The Municipality of Tirana considers the archaeological site as a cultural heritage asset that can become a driver for the local economic development. Due to the importance it bears both culturally and economically for the city of Tirana and the opportunity it offers to increase the effectiveness and the efficiency in revivifying the Mosaic of Tirana, a win-win approach should be adopted between the Regional Directorate for the National Culture, Durres, and the Directorate of Cultural Heritage and Tourism at Tirana's Municipality through signing an inter-institutional agreement that delegates the competencies of protecting, maintaining, managing and promoting the site to the local authorities. Moreover, an institutional framework should be forged between the Department of Archaeology and Cultural Heritage at the Faculty of History and Philology, University of Tirana and the Municipality of Tirana that can contribute in terms of human resources capacity building, fund raising, temporary exhibitions' organization. Also, it is imperative to strengthen the cooperation with key stakeholders in the process of policy making, as well as take into account the opinion of the local community of the target area through public hearings by proposing an amendment to the article 34.1 (b) of the Municipality of Tirana.

Referring to the concrete proposals for the revitalization of the Mosaic of Tirana within a mid-term Action Plan (2019-2022), it is considered of high importance the changing of the heritage narrative, which should not be restricted to interpretation panels or tour guide. Otherwise, building of a local museum and a Children Learning Zone help transform the Mosaic of Tirana from a static to a dynamic site, where domestic and international tourists are not seen as passive visitors, but as active participants in the cultural landscape. Furthermore, its revitalization is closely linked to hosting thematic exhibitions which encourages the ongoing attendance of the local community among others. Souvenir shop, service providers, catering facilities, etc., influence on the revivifying of the Mosaic as well. The shared marketing strategy draws the attention of a large number of tourists worldwide and helps generate more income from the cultural tourism sector. As a result, the revitalization of the Mosaic of Tirana is vital not only for coming to life the historical site, but also for maximizing the benefits of all relevant stakeholders.

Recommendations

The recommendations for the revitalization of the Mosaic of Tirana should address the following issues:

- 1) Sign an inter-institutional agreement between the Regional Directorate of the National Culture, Durrës on the one side, and the Directorate of Cultural Heritage and Tourism at Tirana's Municipality on the other side, that delegates to the local government competencies with respect to protecting, maintaining, managing and promoting the tangible cultural heritage, which fall under their territorial jurisdiction, based on terms and conditions agreed by both parties.
- 2) Implement a mid-term Action Plan of the Mosaic of Tirana (2019-2022) designed on SMART goals agreed by both parties.
 - a) Strengthen the cooperation between the Directorate of Cultural Heritage and Tourism at Tirana's Municipality and the Department of Archaeology and Cultural Heritage at the Faculty of History and Philology, University of Tirana through an institutional agreement that can contribute in terms of capacity building, fundraising, temporary exhibitions organizations.
 - b) Enhance the involvement of key stakeholders in the process of policy-making due to the significance they hold for sharing knowledge and expertise, joint activities and marketing strategy, etc.
 - c) Adopt a participatory approach towards local community of the target area through public hearings proposing an amendment to the Article 34.1 (b) of the Regulation of Tirana's Municipality, because of their knowledge of the real problems, their ideas on how to solve them, to make them feel integrated with regard to the revitalization of the Mosaic of Tirana and raise their awareness of its cultural values, its socio-economic role, as well as increase the local community's responsibility to preserve the heritage.
 - d) Transform the existing administrative building into a local museum and build a Children Learning Zone with the intention of changing the traditional heritage narrative and transform the site from a static to a dynamic one.
 - e) Host regularly thematic exhibitions to attract a large number of domestic and international visitors and generate revenues from these activities.
 - f) Stimulate the private sector to open souvenir shop, provide other services, catering facilities etc., to meet the visitors' needs and earn income.
 - g) Develop an innovative and shared marketing strategy concerning the Mosaic of Tirana by producing and delivering of promotional leaflets, brochures and guidebooks; tourism fairs' advertising, etc.

Bibliography

Anamali, Skënder & Leka Meksi, “Një zbulim arkeologjik në qytetin e Tiranës”, *Drita*, 2 korrik 1972, p. 12.

Balanced Urban Revitalization for Social Cohesion and Heritage Conservation. (2008). Ed. by Yao Yuan, Chen Wei, Severine Calza, Rosemary Wiltshire Romero. Paris: UNESCO.

Frashëri, Kristo. (2014). *Historia e Tiranës, vëll.1* (History of Tirana, vol. 1). Tirana: Toena.

Kosta, Sotir, “Mbrotjtja, studimi dhe restaurimi i monumenteve të kulturës në Shqipëri”, *Monumentet*, nr. 36, 2 (1988), Tiranë: Instituti i Monumenteve të Kulturës, 1989, pp. 7-13.

Kosta, Sotir. “Restaurimi i mozaikëve të Tiranës” (faza e parë), *Monumentet*, nr. 11/ 1976, Tiranë: Instituti i Monumenteve të Kulturës, 1976, pp. 87-89.

Lazimi, Latif, “Përshtatja e monumenteve për qëllime shoqërore”, *Monumentet*, nr. 36, 2 (1988), Tiranë: Instituti i Monumenteve të Kulturës, 1989, pp. 111 - 114.

Managing world heritage sites, edited by Anna Leask & Alan Fyall. Elsevier, 2006.

Meçaj, Nasip. *Tirana: monografi enciklopedike*. Tiranë: Pegi, 2016.

Riza, Emin, “Monumentet e kulturës dhe problematika e sotme e vlerësimit të tyre”, *Monumentet*, nr. 49 (2007), Tiranë: Instituti i Monumenteve të Kulturës, 2009, pp. 34-44.

Thomo, Pirro, “Për një interpretim më të drejtë të nocioneve “Monument i kategorisë së dytë” dhe “Rijetëzimi i monumenteve”, *Monumentet*, nr. 56-2, 2016, Tiranë: Instituti i Monumenteve të Kulturës, 2016, pp. 45-53.

Electronic sources

Albania Project Portofolio, Cultural Heritage Without Borders, 2015, p.14. Available online:

https://chwb.org/albania/wpcontent/uploads/sites/4/2015/03/CHwB_Portfolio_2015_eng_low.pdf (accessed on September 11, 2018)

“Edukimi përmes kulturës” firmoset marrëveshja me Ministrinë e Kulturës”, Ministria e Edukimit, Sportit dhe Rinisë, 25.01.2016. Available online:

<http://www.arsimi.gov.al/edukimi-permes-kultures-firmoset-marreveshja-me-ministrine-e-kultures-2/> (accessed on November 1, 2018)

Investments in urban heritage: Economic impacts of cultural heritage projects in FYR

Macedonia and Georgia, Urban Development & Local Government, The World Bank, 2012, p.12. Available online:

http://siteresources.worldbank.org/INTURBANDEVELOPMENT/Resources/336387-1169585750379/UDS16_Investment+in+Urban+Heritage.pdf (accessed on September 10, 2018)

<http://www.tirana.al/publikime/buxheti/> (accessed on November 3, 2018)

“Kumbaro kthen “Edukimin përmes kulturës” në program kombëtar për 4 vitet e ardhshme!”,

Gazeta Tema, 13 Shtator 2017. Available online:

<http://www.gazetatema.net/2017/09/13/kumbaro-e-kthen-edukimin-permes-kultures-ne-program-kombetar-per-4-vitet-e-ardhshme/> (accessed on November 1, 2018)

MDG Achievement Fund, United Nations – Albania. *Albania Cultural Marketing Strategy*. July 2010. Available

online:<http://www.al.undp.org/content/dam/albania/docs/Final%20CULTURE%20MARKETING%20STRATEGY-July1.pdf> (accessed on September 1, 2018)

“Monumenti më i vjetër i kryeqytetit tërheq vëmendjen e turistëve gjermanë”, *Balkanweb*, 17 Maj 2018. Available online: [https://www.balkanweb.com/monumenti-me-i-vjeter-i-](https://www.balkanweb.com/monumenti-me-i-vjeter-i-kryeqytetit-terheq-vemendjen-e-turisteve-gjermane/)

[kryeqytetit-terheq-vemendjen-e-turisteve-gjermane/](https://www.balkanweb.com/monumenti-me-i-vjeter-i-kryeqytetit-terheq-vemendjen-e-turisteve-gjermane/) (accessed on September 9, 2018)

Mosaic of Tirana. Available on: https://www.tripadvisor.com/Attraction_Review-g294446-d6681112-Reviews-Mosaic_of_Tirana-Tirana_Tirana_County.html (accessed on September 11, 2018)

“Mozaiku i Tiranës është kthyer në destinacion të rëndësishëm turizmi”, *Gazeta Ekspress*, 4 shkurt 2017. Available online: <https://www.gazetaexpress.com/arte/mozaiku-i-tiranes-eshte-kthyer-ne-destinacion-te-rendesishem-turizmi-318370/?archive=1> (accessed on September 8, 2018)

Mozaiku i Tiranës, Instituti i Monumenteve të Kulturës “Gani Strazimiri”. Available online: http://imk.gov.al/site/?page_id=347 (accessed on September 9, 2018)

Museum and Heritage Sector Audiovisual Solutions. Available on:

<https://www.pureav.co.uk/sectors/museum-heritage> (accessed on September 9, 2018)

Open Spending Data, Treasury Payment 2015-2018, RDNC, Durrës. Available online:

http://spending.data.al/sq/treasury/list/year/2015/inst_code/1012003 (accessed on October 30, 2018)

Silberman, Neil, “Remembrance of things past: Collective Memory, Sensory

Perception, and the Emergence of New Interpretive Paradigms”, In *Proceedings of the 2nd International Conference on Best Practices in World Heritage: People and Communities*.

Madrid: Editora Complutense, 2015, p. 55. Available online:

<https://eprints.ucm.es/35080/1/Neil%20Silberman.pdf> (accessed on September 16, 2018)

Tirana's "New Bazar" won the prize as the Best Renewal Project for 2018", Albanian-American Development Foundation. Available online: <http://aadf.org/tiranas-new-bazaar-won-the-price-as-the-best-renewal-project-for-2018-2/> (accessed on October 6, 2018)

"Tirana – The Restoration of the Clock Tower is finished, now open to the visitors", TRT Shqip, 07.06.2016. Available online: <http://www.trt.net.tr/shqip/kultura-dhe-arti/2016/06/07/tirane-perfundon-restaurimi-i-kulles-se-sahatit-tashme-e-vizitueshme-505782> (accessed on October 6, 2018)

"Tiranë, zona e Mozaikut me një lulishte të re", *Gazeta Shqip*, 19 April 2018. Available online: <http://gazeta-shqip.com/lajme/2018/04/19/tirane-zona-e-mozaikut-me-nje-lulishte-te-re-foto/> (accessed on October, 6, 2018)

The "Education Through Culture" programme, UNESCO, Diversity of Cultural Expressions. Available on: <https://en.unesco.org/creativity/policy-monitoring-platform/education-through-culture> (accessed on September 16, 2018)

Documents

Decision of the Municipal Council, No. 53, dated 06.07.2016.

Law No. 139/2015 "On Local Self-Government".

Law No. 27/2018 "On Culture Heritage and Museums".

Leaflets on the Historical Itinerary; the Itinerary of Communist Architecture in Tirana; Archaeological Itinerary; The Cold Itinerary; The Itinerary of Villas; Facade Itinerary; The Itinerary of Galleries, Religious Itineraries and the Itinerary of Tirana, the New Millennium, produced by the Directorate of Cultural Heritage and Tourism, Municipality of Tirana.

Regulation for the organization, functioning, tasks and competencies of the administration of the Municipality of Tirana, 17.02.2017.

Appendix

Questionnaire on revitalization of the Mosaic of Tirana **Pyetësor mbi rivitalizimin e Mozaikut të Tiranës**

1) Gender / Seksi

- ☐ Male/ Mashkull ☐ Female/ Femër

2) Age / Moshë

- ☐ under 20/ nën 20 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ Above 61 / mbi 61 vjeç

3) Place of residence/ Vendbanimi

- ☐ Albania ☐ Europe ☐ USA ☐ Other (Please specify)/ Tjetër (Të lutem, specifiko)_____

4) Level of education/ Niveli i arsimimit

- ☐ Secondary school / Arsim 9-vjeçar ☐ High school / Arsim i mesëm
☐ University degree/ Arsim i lartë ☐ Postgraduate qualification / Arsim pasuniversitar

5) How did you get the information about the *Mosaic of Tirana*? / Si u informuat mbi Mozaikun e Tiranës?

- ☐ Promotional leaflets/ Materiale promovuese
☐ Magazine, journal article / Artikull gazete, reviste
☐ TV advertisement or documentary / Reklamë ose dokumentar në televizion
☐ Previous visitor / Nga një vizitor
☐ Included in the package tour / Pjesë e paketës turistike
☐ Website (Please specify) / Website (Të lutem, specifiko) _____
☐ Others / Të tjera _____

6) Is the Mosaic of Tirana easily accessible? A është Mozaiku i Tiranës lehtësisht i aksesueshëm?

- ☐ Good road access / Infrastrukturë rrugore e mire
☐ Sign positioning to the site / E pajisur me sinjalistikën rrugore/turistike
☐ Others/ Të tjera _____

7) How have you received the interpretation of the Mosaic of Tirana? Si u informuat mbi vlerat historike e kulturore të Mozaikut të Tiranës?

- ☐ Guided tours / Vizita me guide
☐ Guide by the specialists of the site / Guide nga specialistët e sitit
☐ Guidebook / Libër udhërrëfyes

- ☐ Audio guide / Guide audio
- ☐ Interpretation panels/ Tabela informuese
- ☐ Visual materials / Materiale vizive
- ☐ Others / Të tjera _____

8) Does the Mosaic of Tirana provide the visitor amenities? / A i siguron Mozaiku i Tiranës fasilitetet e mëposhtme?

- ☐ Parking / Parking
- ☐ Visitor toilets / Tualetet për vizitorët
- ☐ Reception area / Zonë pritjeje
- ☐ Souvenir shop / Dyqan suvenirësh
- ☐ Catering / Katering
- ☐ Others / Të tjera _____

9) What do you think is the best way to revitalize the Mosaic of Tirana? Cila është mënyra më e mirë për të rivitalizuar Mozaikun e Tiranës?

- ☐ Entrance fee / Biletë hyrjeje
- ☐ Temporary exhibitions/ Ekspozita të përkoshme
- ☐ Investments for the restoration, maintenance, lightening / Investime për restaurimin, mirëmbajtjen, ndriçimin
- ☐ Public-private partnership / Partneritet publik-privat
- ☐ Promotional materials, brochures/ Materiale, broshura promovuese
- ☐ Building a website dedicated to the Mosaic of Tirana/ Krijimi i një website dedikuar Mozaikut të Tiranës
- ☐ Children learning zone / Kënd mësimi për fëmijët
- ☐ Audio visual zone / Kënd audioviziv
- ☐ Others / Të tjera _____

10) Did the Mosaic of Tirana meet your expectations? Please explain. / A i përmbushi Mozaiku i Tiranës pritshmëritë tua? Ju lutem, shpjegojeni.

[From question no. 5 up to 9, you can select more than one option].