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National Strategy for Culture 2019- 2025

Vision

The arts and cultural heritage of Albania, as a driving force for the sustainable economic and social development of the country.

Mission

Creating a favourable environment for the growth and development of cultural and creative services and products in the public and private sector.

Strategic Goal

Increased emphasis on art and culture

Policy Goals and Specific Objectives

- 1 Improving and expanding cultural markets through legislation, beneficiaries of which will be the creators, artistic and cultural creativity, and cultural heritage
 - Creating a sustainable legal and institutional environment for the development of art and culture.
- 2 Preservation and protection of tangible and intangible cultural heritage.
 - Rehabilitation of architectural heritage, museums and landscape by increasing the number of rehabilitated monuments and museums.
- 3 Promoting and representing the cultural values of the Albanian arts and heritage (tangible and intangible) in important international activities and presenting good practices.
 - Promoting the values of art, cultural heritage and museum funds.
- 4 Supporting the creativity of Albanian artists and increasing cultural and artistic activities.
 - Increasing public interest in cultural programs by improving infrastructure services, as well as increasing artistic quality.
- 5 Design and implementation of an educational platform through arts and cultural heritage institutions and the pre-university system.
 - Audience development

Minister's speech

"If we can preserve culture, we are capable of creating."

On the path towards the European Union and in an increasingly global world, preserving our identity, our common culture, but also raising standards, has become our mission and guide to the realization of this strategic document.

Often, when we talk about culture, we think of it as entertainment, but we are already convinced of the constructive, educational, but also developmental character of the country's economy. Statistics indicate that culture can also become an engine of economic development.

During 2019, for the first time we received over 1 million visitors to museums, archaeological parks and cultural monuments. This figure translates into the number of tickets sold and revenue, which relate not only to the state budget, but directly to local economies, to the well-being of all those residents near archaeological parks, castles or cultural monuments.

The National Strategy for Culture 2019-2025 will be also based on the following main pillars: cultural heritage, artistic life and education through culture.

We have carried out an extensive and in-depth process, in continuous collaboration with all stakeholders, getting everyone's opinion on board in order to draft this document, which shall guide culture towards the right direction during the next six years, aiming at creating a favourable environment to develop and increase services and cultural and creative products, in the private and public sector.

In the field of cultural heritage, tangible or intangible, we will aim at preservation, maintenance, restoration, revitalization, registration, digitalization and promotion. Through the improvement of the legislation we have paved the way for new forms of management of our cultural heritage assets, to turn them into competitive centres in the region. At the same time, we are working to improve and increase the services, through electronic and on-line ticket offices, the introduction of the audio guide service, etc.

Albania is a country with an extraordinary history, a combination of cultures, with traces from antiquity, to the most modern ones, left by the communist regime. All these make our country attractive to the foreign visitor. It is our duty to pass on all that we have inherited to future generations and to make it interesting and inviting for tourists.

In the field of art, we will continue to be inclusive, we will support the creativity of Albanian artists, we will include in cultural activities as many young people as possible, in the framework of

the Agreement for the University and we will promote the activity of the independent cultural scene as well we will stimulate the creative industry. Through this strategic document, a guide has been created on the support of creators and independent cultural organizations, in order to develop and promote cultural sectors, aiming their independence in today's market.

We will ensure the ongoing participation in international activities, as well as organizing of international activities in the country.

But firstly it is necessary to create a sustainable legal and institutional environment for the development of art and culture, in line with the standards and requirements of the European Union. These include the drafting and adoption of the Law on Difficult Occupational Pensions; Amendment of the Law on Art and Culture; Amendment of the Law on Cinematography, etc. We will strengthen the regulatory mechanisms and pay special attention to the copyright implementation, which will also affect the promotion of creativity.

But the biggest challenge is the infrastructure improvement and construction of new buildings for art institutions, such as the National Library, the Puppet Theatre, the Jewish Cultural Centre, as we aim to revitalize Spaç Prison as a cultural centre.

We will continue with education through culture, in close cooperation with the Ministry of Education, starting from the youngest up to students. We all agree on the educational character of culture and investing in education is an investment in the future. The implementation of this strategy will take time and effort, so I invite every public and private entity, every Albanian, to become part of this process, which turns culture into a keyword.

*Minister of
Culture, Elva
Margariti*

Part I: Strategic Context

1. Introduction and document goal The National Culture Strategy is a document drafted by the Ministry of Culture of the Republic of Albania, which aims to provide an overview of cultural policies in the country, the development trends of the cultural and creative sector, as well as to present the action plan towards the creation of a favorable environment for increasing the role of culture in the sustainable development of Albania, its society and each individual.

Strengthening the cultural sector continues to be one of objectives of the midterm and long-term governance plans 2017 - 2021, as the only path towards the development of the cultural sector, in relation to economic and social aspects. The document "National Strategy on Culture" (NSC) 1 2019-2025 is the next step in order to structure the objectives for the development of the sector.

NSC 2019-2025 and its Action Plan aim at conceiving a roadmap for the development of the culture, cultural heritage and creative industry sector in order to create favourable conditions for individual, social and state development.

The drafting of the document has followed a comprehensive methodology based on the assessment of stakeholders from the public and private sector, representatives of civil society organizations, the support of international organizations operating in the field of culture, art and cultural heritage in Albania, and through the support of local and foreign experts in the field with the aim of providing sustainable solutions to sectoral challenges towards the mission that culture becomes an element of economic and social development for Albanian citizens.

This strategy has been drafted taking into account the situation of the cultural sector in the Republic of Albania, its basic characteristics and values, the problems created over the years and the need to find optimal solutions. It is designed in accordance with European standards of cultural development and reflects the experience gained in the EU in the field of design and implementation of cultural strategies of European countries.

The strategic document NSC 2019 - 2025 is addressed to central and local public institutions, independent cultural operators, NGOs, the private sector and other actors operating in the field of culture and cultural heritage.

1 Hereafter NSC 2019-2025

2. Legal and institutional framework, achievements, lessons learned

The establishment of the Ministry of Culture in 2013, as an institution that in accordance with the Constitution and legislation in force, has the task of improving, conceiving and implementing general state policies on the issues of art and culture system, gave essential importance to cultural policies and investments in culture, in order to open new perspectives for the sector, turning culture into a priority, a development engine and national passport.

Cultural heritage was the centre of investments in order to turn Albania into a tourist destination, as an untapped resource for sustainable socio-economic development. Pursuant to the Government's major programs implementation for urban regeneration and rural development, as well as sustainable development goals 2030², investments focused on maintenance, restoration, conservation, rehabilitation and revitalization of cultural heritage values combined with the values of natural resources to promote sustainable economic development of regions and communities, as well as the development of cultural tourism during the period 2014 - 2018 were implemented in coordination between the programs "Heritage - Development Engine", "Routes of Faith" and "Routes of Memory."

Through the "Heritage - Development Engine" program in cooperation with important partners, are restored and reconstructed historic centers and urban ensembles in Korca, Tirana, Gjirokastra, while work continues on historic centers and urban ensembles in Vlora, Voskopoja, Vuno and Dhërmi. Within the program "Roads of Faith" which focuses on historical and commercial roads combined with cultural heritage, cuisine and handicrafts have been restored a significant part of the cult objects and cultural monuments. For the program "Routes of Remembrance", unique of its kind in Albania, the Ministry of Culture, in cooperation with partners has undertaken several initiatives that through rehabilitation, transformation and museumization aim to highlight the historical and educational aspect of the sites of the former dictatorship, in order to preserve national memory and promote values to future generations.

In five years, three new museums were established, the National Museum of Photography "MARUBI", in Shkodra, the National Museum "GJETHI", in Tirana and the Museum "Gjon Mili", in Korca⁴ and work was carried out for the musealization and renovation of existing museums: The Archaeological Museum in Durrës and the National Museum of Medieval Art in Korça, all according to European standards.

² Sustainable Development Goal / <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

³ Churches, mosques and tekkes.

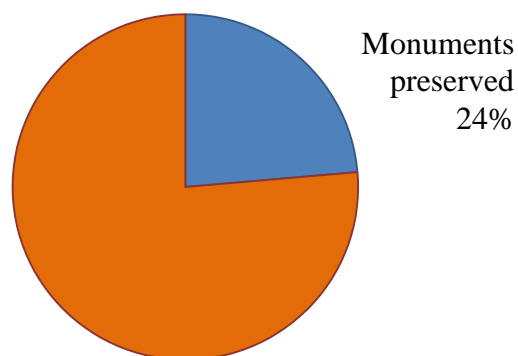
⁴ The museum was established in cooperation and is under the administration of the Municipality of Korça

Projects have also been prepared for the requalification and reconceptualization of the National Historical Museum, as well as for the rehabilitation of the building of the National Museum of Fine Arts⁵, which will be implemented in the coming years from the state budget and in partnership with donors.

In the framework of the Integrated Rural Development Program "100 Villages", the Ministry of Culture through the work of dependent institutions and financial support of its partners has provided and continues to contribute by investing in the preservation and conservation of cultural monuments and the promotion of cultural heritage and traditions through fairs, local festivals, etc.

In total, during the period 2014 - 2018, over 68 million ALL have been invested for the preservation and restoration of 689 monuments⁶ as well as the revitalization of historic centers, divided by years in Table 1. Graph 1. presents the percentage of monuments preserved to the total (2028) of cultural monuments.

| Year | Monuments preserved | |
|--------------|---------------------|------------------------|
| | Number | Investment value (lek) |
| 2014 | 53 | 6,871,824 |
| 2015 | 123 | 15,383,211 |
| 2016 | 144 | 17,275,988 |
| 2017 | 155 | 15,491,735 |
| 2018 | 214 | 13,549,055 |
| Total | 689 | 68,571,813 |



Graph 1

With the aim of improving the fiscal management system of cultural heritage values and improving the performance and standards of cultural heritage institutions, in the service of communities and in the function of cultural tourism, the Ministry of Culture in cooperation with foreign partners undertook and finalized the project for e-ticketing in 107 cultural heritage institutions in Albania and the platform for their promotion⁸ and online ticket sales.

⁵ The National Gallery of Arts under the new law is named "National Museum of Fine Arts".

⁶ according to LAW No. 27/2018, article 5, paragraph 36. "Cultural monument" is an object or an historical and cultural values construction, protected by the state.

⁷ Gjergj Kastriot Skënderbeu Museum, Krujë, Ethnographic Museum, Krujë, Onufri Museum, Berat, National Historical Museum, Tirana, 5. Marubi National Museum of Photography, Shkodra, Apollonia Archaeological Parks and Butrinti, Berat, Shkodra and Gjirokastra Castle.

⁸ <http://cultureticketsalbania.al>

In 2018, the parliament approved the Law no. 27/2018 on Cultural Heritage and Museums⁹, one of the most revolutionary laws in the region, which aims, among other things, to carry out profound reforms in the management of cultural heritage and museums, decentralization of administration and financing in order to protect and preserve the national cultural heritage, as well as a substantial change of the society's approach to cultural assets. One of the new concepts as a result of the law, among others, is the strategic partnership with natural and legal persons who, from their experience in the field, value and quality of sponsorship, cooperation agreement, exchange of intellectual values and human and financial resources, the intensity and duration of the cooperation are considered essential in the implementation of policies in the field of cultural heritage and the provision of common objectives in the development of the field. Whereas through the management plans¹⁰ of historical centers, sites and archeological parks, the group of immovable cultural values of national importance and the only immovable cultural values of national importance, which in addition to preservation and monitoring plans also contain legislative, financial and administrative documents, the necessary strategies and tools for the protection of cultural heritage are defined, responding to the contemporary needs of social and economic development.

Capital investments in the field of art are mainly focused on the reconstruction of public theaters and the creation of spaces throughout the country. The two most important cultural cities Shkodra and Korça have benefited from the reconstruction of the Migjeni and Çajupi theaters, while in Tirana a new very functional stage “ArTurbina”¹¹ has been created, as a space for use by dependent institutions and independent cultural operators. In 2017 has started the reconstruction of the building of the National Theater of Opera, Ballet and Folk Ensemble, while in cooperation with the Municipality of Tirana, it has began the process for the reconceptualization and construction of the building of the National Theater, in one of the facilities with modern infrastructure, worthy of its role in the history and development of theater in Albania.

In the field of art, great importance was given to the representation of the Republic of Albania in international activities such as the Art Biennale and the Venice Architecture Biennale, participation in book fairs in Leipzig, Turin and other important international activities.

⁹ <http://kultura.gov.al/wp-content/uploads/2018/07/Ligji.nr27-dt.17-05-2018.pdf>

¹⁰ Article 46, of law no. 27/2018, On Cultural heritage and museums

¹¹ Open for the Public in 2018.

The typology of capital investments realized by the government fund and the funds absorbed from external sources for renovations in the cultural institutions of dependence, as well as for the creation of new spaces for the development of art and cultural heritage, presented in table 2, has directly affected the progression of the cultural offer quality , income boost from cultural products, as well as educating the public at large.

| Year | State budget | Donors | Total |
|--------------|------------------|------------------|------------------|
| 2014 | 360.120 | 424.963 | 785.083 |
| 2015 | 545.689 | 1,370,575 | 1,916,264 |
| 2016 | 409.515 | 570.250 | 979.765 |
| 2017 | 545.689 | 1,370,575 | 1,916,264 |
| 2018 | 851.794 | 341.727 | 1,193,521 |
| Total | 2,712,807 | 4,078,090 | 6,790,897 |

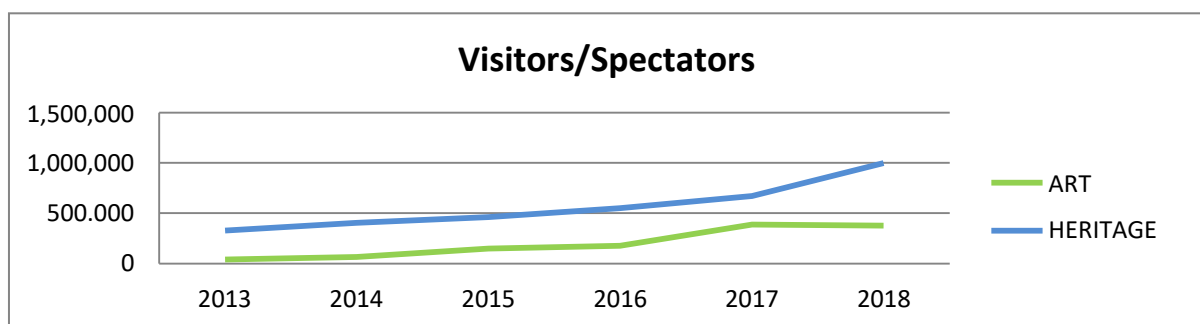
Table 2 Investments from the State budget and donors 2014 - 2018

Particular importance has been given to establishing a sustainable management system of public institutions and as a result of this system dependent institutions have increased the number and quality of cultural products and services, as a result the number of visitors and income in dependent institutions has increased, as reflected in Table 3 and Charts 2 and 3.

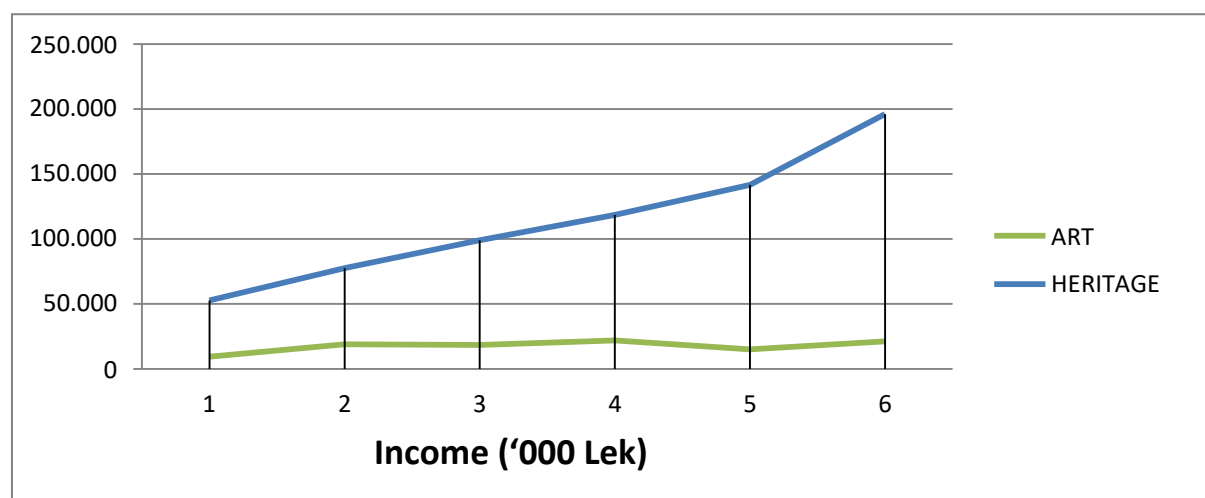
Visitors/Spectators Income (,000)

| Year | ART | HERITAGE | ART | HERITAGE |
|------|---------|----------|--------|----------|
| 2013 | 39.248 | 325.805 | 9.349 | 52.719 |
| 2014 | 66.517 | 404.244 | 18.957 | 77.499 |
| 2015 | 149.586 | 460.744 | 18.597 | 98.953 |
| 2016 | 178.396 | 549.697 | 22.087 | 118.347 |
| 2017 | 387.356 | 669.110 | 15.127 | 141.574 |
| 2018 | 377.977 | 998.441 | 21.266 | 195.931 |

Table 3



Graph 2.



Graph 3

For the first time in 2014, regarding the financing of call for proposal projects, was launched the official application procedure through formal application, evaluation and approval by the respective committees. During the five-year period, through a fund of 233,591,000 ALL, are supported 519 call for proposal projects, while domestic projects account for 241 projects in total, with an amount of 469,298,000 ALL.

| Year | Call for proposals projects | | Internal projects | | Projects in total | |
|---------------|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Number | Budget (,000 lek) | Number | Budget (,000 lek) | Number | Budget (,000 lek) |
| 2014 | 104 | 51.035 | 38 | 54.236 | 142 | 105.271 |
| 2015 | 82 | 39.813 | 47 | 119.046 | 129 | 158.859 |
| 2016 | 93 | 47.309 | 71 | 102.443 | 164 | 149.752 |
| 2017 | 123 | 45.868 | 40 | 102.866 | 163 | 148.734 |
| 2018 | 117 | 49.566 | 45 | 90.707 | 162 | 140.273 |
| Amount | 519 | 233.591 | 241 | 469.298 | 760 | 702.889 |

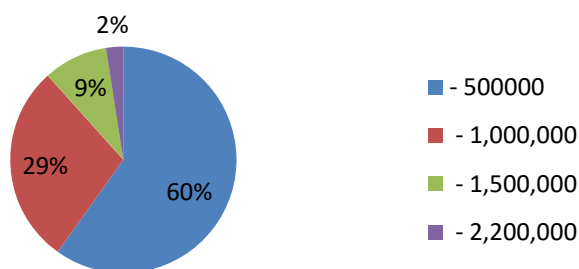
Table 4 Data regarding the disbursement of funds for call for proposal projects during the years according to the type of project.

The number of applications has been almost constant (averaging about 238 such per

year) and the winners have also followed the same trend (averaging around 99 each year). B

Based on the data for art projects, as shown in Graph 4., about 60% of the projects have received funding up to the value of 500 thousand ALL and only 2% of them from 1.5 to 2.2 million ALL.

Distribution of projects according to the financing value

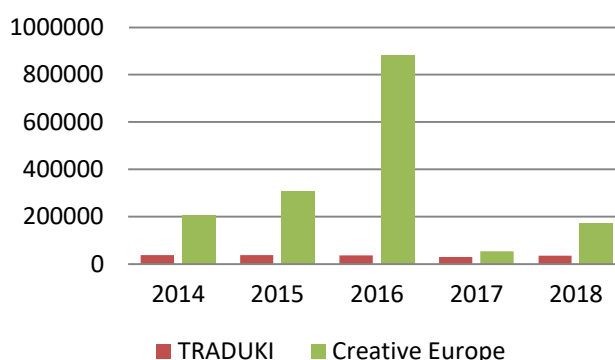


Graph 4

In order to strengthen cultural diplomacy, the Ministry of Culture in 2014 initiated participation in international programs such as Creative Europe¹² and Traduki¹³ enabling independent operators and dependent institutions to apply with projects on the same platforms as their counterparts in western states. The total funds absorbed in the last 5 years by independent operators from these two programs is € 1,618,425, detailed in Table 5. and Chart 5.

| Year | TRADUKI | Creative Europe |
|--------------|------------------|--------------------|
| 2014 | € 38.400 | € 207.739 |
| 2015 | € 38.700 | € 308.743 |
| 2016 | € 36.500 | € 878.879 |
| 2017 | 30,500 € | 54,458 € |
| 2018 | 36,000 € | 168,606 € |
| TOTAL | 180,100 € | 1,618,425 € |

Table 5.



Graph 5

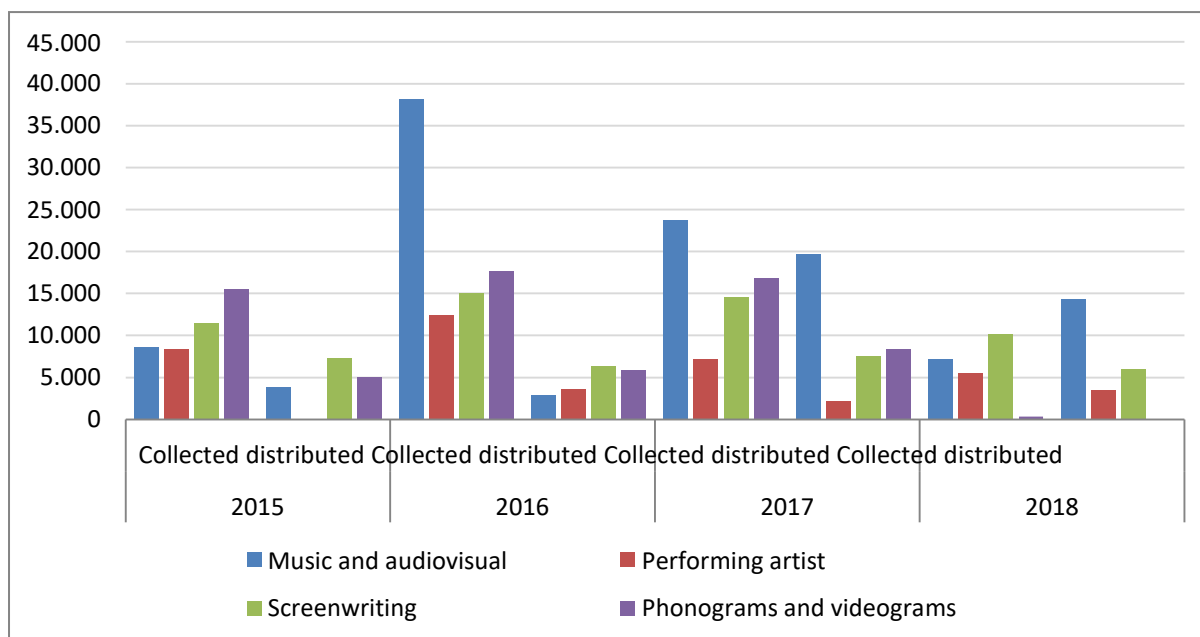
Since 2018, the Ministry of Culture is the National Coordinator of the Europe for Citizens Program, starting with the training of independent operators to apply for the components: Civil Society Projects, Urban Twinning and Networking

¹² <http://www.evropakrijuese.al/>

¹³ Traduki is an european network on literature and books, with special emphasises on translations. (<http://english.traduki.eu/>)

of Cities. The Ministry, through the EU IPA program, has become part of several projects, which are implemented by the Ministry departments, as well as by subordinate institutions in partnership with regional and international organizations.

The approval of Law no. 35/2016 “On Copyright and Other Related Rights” ensured the level of protection and enforcement of copyright the same as in EU countries. This legislation is part of a broader legislation known as intellectual property, which refers extensively to the creations of the human mind. The Ministry of Culture, through the Directorate for Copyright and other related Rights, is the body that monitors this right, while the collective monitoring within the framework of the law is performed by the collective management agencies (CMA), the scope of work of which is the collection of remuneration for the use of the works and their distribution to the holders of copyright and other related rights. The decision-making body in the field of copyright established by law no. 35/2016 is the National Council of Copyright (NCC) as a specialized body for determining remuneration tariffs to users of artistic property in the Albanian market. The trend of liabilities collected and distributed to copyright holders and other related rights by CMAs during the period 2015 - 2018 is shown in Chart 6.



Graph 6 (,000 lek)

The program "Education through Culture" started in 2014, when the first educational projects were initiated in cooperation with subordinated cultural institutions, mainly in Tirana. This form of approach to raising the knowledge and awareness

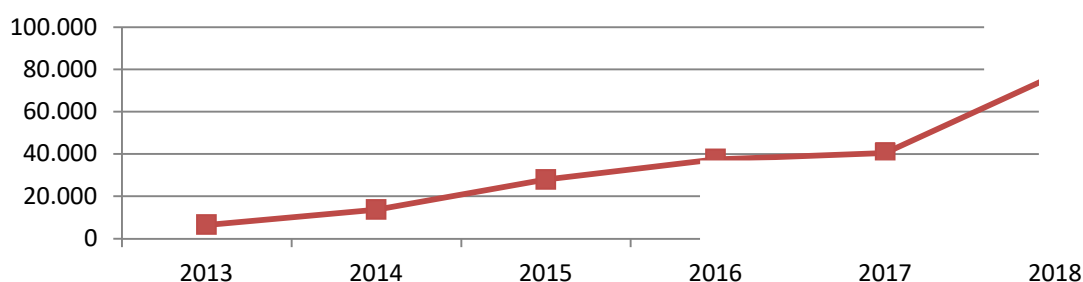
¹⁴ Instrument for Pre-Accession Assistance (IPA)

of generations about the importance and benefit of art, culture and cultural heritage has seen great interest of participants of different age groups. The aim of this program is to acquaint the younger generations with art and cultural heritage in Albania and to stimulate the desire to create and appreciate cultural assets. During 2018 the program has achieved the inclusion of a record number of 55,000 students of different ages from about 500 schools across the country, participating in about 700 activities organized by subordinate cultural institutions. Through the Education through Culture program, work has been done on identifying new talents, as well as creating a solid foundation for the future public. The positive impact of the implementation of this program is shown by the 55% increase in the number of visitors to cultural institutions, through participation in cultural and educational activities in these institutions, a trend which is seen as a priority for wider development. The implementation of technology for a sustainable management and better quality products and services has been one of the priorities of the Ministry of Culture during the period 2014 - 2018. Establishment of the WebGIS platform for the management of archaeological activity in the field, of the Archaeological Service Agency (ASA)¹⁵ for the period 2008-2015; building a WebGIS application for mapping and inventory of objects designated as cultural monuments; digitalization of National Library funds; digitization of photo library for the Marubi Museum, are some of the applications of technology in culture and heritage.

Also, through the new technological system for the administration of cultural assets, the National Center for the Inventory of Cultural Assets (NCICA) has carried out the database registration "National Register of Cultural Assets" of cultural and publicly owned objects in the Republic of Albania , which are subject to the Albanian government laws and international conventions. This system has enabled the unification of catalogs into a single database, where objects are identified by a unique code and easily classified through categories at several levels. The system, accessible to registered property owners and other citizens, has facilitated the public service process for the registration, valuation, insurance and circulation of national and international assets. The system interacts with other state institutions competent for monitoring and control of facilities in case of reporting for theft or robbery of assets in the country, as well as in case of claims from international institutions. The number of objects registered during the period 2013 - 2018 is 203,294. ¹⁶ presented in Chart 7. divided by years.

¹⁵ Archaeological Services Agency

¹⁶ Number of objects generated on September 18th , 2019 from the state database „National Register of Cultural Assets“ (NRCA)



Graph 7

Collaborators and other partners of the Ministry of Culture and cultural institutions, who contribute directly or indirectly to the sector of arts, culture and cultural heritage in Albania are other public institutions such as the Ministry of Education, Sports and Youth, the Ministry for Europe and Foreign Affairs, Ministry of Tourism and Environment, Minister of State for Diaspora, Academy of Albanological Studies and Research Institutes, Albanian Academy of Sciences , university system, Academy of Anthropological Studies, National Chamber of Crafts, INSTAT, etc.

Local government units have in their administration a considerable number of cultural institutions such as museums, theaters, cultural centers, libraries and galleries.

Over 280¹⁷ traditional and contemporary festivals and cultural activities have been documented throughout the country under the auspices of central and local institutions, independent operators, and small groups that keep local traditions alive, some of which date back centuries.

There are about 20, public and private, pre-university and university educational institutions, that offer education and creative activities in the field of art and culture, cultural heritage and architecture. About 300 informal groups and non-profit organizations¹⁸ belonging to the cultural and creative industry.

The state budget of the Ministry progressed gradually, up to 150% compared to that of 2013, although in relation to GDP¹⁹ its percentage did not change (Table 6).

¹⁷ <http://turizmi.gov.al/wp-content/uploads/2019/05/Kalendari-2019.pdf>

¹⁸ Law No. 8788, 7.5.2001 article 2, point 3. “Non-profit organization ”means associations, foundations and centers, the activity of which is carried out independently and without being influenced by the state.

¹⁹ Gross Domestic Production (GDP)

| Year s | Amount in Lek | Percentage in relation to GDP |
|-----------|---------------|-------------------------------|
| 2013 | 1,422,912 | 0.10% |
| 2014 | 1,516,000 | 0.11% |
| 2015 | 1,487,160 | 0.10% |
| 2016 | 1,654,309 | 0.11% |
| 2017 | 1,687,900 | 0.11% |
| 2018 | 2,090,000 | 0.13% |

Table 6

Today the Ministry of Culture has the lowest budget compared to all line ministries, at 2,165,867,000 Lekë for 2019, or 0.68% of the state budget. Under this Ministry, there are 28 institutions in the field of art, culture and cultural heritage which absorb about 50% of the budget, while the rest is used for the implementation of activities organized by MC and independent operators through call for proposals projects.

The subordinate institutions under the Ministry of Culture are:

1. National Theater of Opera, Ballet and Folk Ensemble, Tirana
2. National Theater, Tirana
3. National Experimental Theater „Kujtim Spahivogli“, Tirana
4. National Gallery of Arts²⁰, Tirana
5. National Library, Tirana
6. National Center of Culture for Children, Tirana
7. Central State Film Archive, Tirana
8. National Circus, Tirana
9. National Center for Books and Reading²¹, Tirana
10. National Center of Cinematography²², Tirana
11. National Center of Traditional Activities, Tirana
12. National Institute of Cultural Heritage²³, Tirana
13. National Institute of Cultural Heritage Registration²⁴, Tirana
14. National Historical Museum, Tirana
15. Museum of Secret Surveillance “House of Leaves”, Tirana
16. National Museum ”Gjergj Kastrioti Skënderbeu“ and Ethnographic Museum, Kruja
17. National Iconographic Museum "Onufri" and Ethnographic Museum, Berat
18. National Museum of Medieval Art, Museum of Education and Archeology, Korça

²⁰Pursuant to the new law no. 27/2018 For Cultural Heritage and Museums is named "National Museum of Fine Arts"

²¹ Established on January the 7th, 2019

²² Content dependence on MoC while financial dependence on the Prime Minister.

²³ Established through DCM no. 364, dated 29.05.2019 with the merger of IMK and ASHA

²⁴ Established through DCM no. 432, dated 26.06.2019 with the restructuring of NCICA

19. MARUBI National Museum of Photography, Shkodra
20. National Museum of Independence, Vlora
21. Office for Administration and Coordination of Archaeological Parks Apoloni and Bylis, Fier
22. Office for Administration and Coordination of Butrint National Park, Saranda
23. Shkodra Regional Directorate for Cultural Heritage
24. Tirana Regional Directorate for Cultural Heritage
25. Korca Regional Directorate for Cultural Heritage
26. Berat Regional Directorate for Cultural Heritage
27. Gjirokastra Shkodra Regional Directorate for Cultural Heritage
28. Vlora Shkodra Regional Directorate for Cultural Heritage

Problems and challenges of the cultural sector

Despite the investments made in the last five years in the culture sector, high level political support and good inter-ministerial coordination, continuity and stability of Government policies in the field of culture, high motivation in the management, development and updating of the sector with contemporary trends, problems and challenges have been identified, which are intended to be addressed through the measures proposed in this strategic document.

1. The state, as the main funder of cultural institutions and independent operators

The integral part of the budget of public cultural institutions allocated to operational expenditures, salaries and programs is mainly funded by state fund. Only 30% of the revenues realized by the cultural subordinated institutions of the Ministry of Culture (without exceeding the ceiling of 2 million ALL set by the MFE) are held in the budget of institutions for specific expenses²⁵. An exception is the Butrint National Park Administration and Coordination Office, which manages 90% of the revenue generated, that are classified as off-ceiling revenue set by the MFE²⁶. Institutions, although free to absorb donor funding, sponsorships and cooperation projects, do not reach optimal capacity. Independent cultural operators are mainly focused on fundraising from the Ministry of Culture, while the budget set for call for proposal projects is not enough to fund all competing projects. In the absence of skills and information for access to other funds, many independent operators rely only on state funding.

Changing the approach to the Ministry of Culture by subordinate cultural institutions and independent operators, who regard it as the sole funder of the cultural sector while maintaining its policy-making function in support of sector development and creating opportunities for creative, artistic and institutional independence is the challenge that shall be achieved by strengthening legal reforms, stimulating independent institutions and operators and financial stability of cultural activity.

2. Implementation and awareness on the regulatory framework

Introductions of legal reforms aiming at the proper functioning and development of the field of culture create legal conditions, where in addition to artists, creators and professionals in the field

²⁵ Joint Instruction no.52, dt. 09.02.2015 „On the Creation and Administration of Budget Revenues in the System Institutions of the Ministry of Culture“

²⁶ According to DCM no.. 928, 28.12.2011 revenues generated by the Butrint National Park are used at a rate of 90% by this institution and are classified as out-of-limit revenues.

and related fields that benefit from their activity are also institutions, organizations, foundations and businesses that can support and implement important projects in the field of culture. The legal reform creates space and coherent offers to attract visitors, as well as investors for public-private partnerships towards the maintenance and revitalization of cultural heritage, as well as the development of cultural tourism services. The need for knowledge and awareness of the forms of implementation of the regulatory framework that covers the field of culture are elements that are identified mainly during the application of laws, by public institutions, experts and random citizens, who somehow are affected by the regulatory framework.

The challenge is to implement the regulatory framework, raise awareness of the opportunities created through legal reforms, as well as cultural sector development models for innovations that will set in motion the modernization of cultural institutions, the creation of new spaces for the formal art market, and cultural heritage, but also the empowerment of the individual creator.

One aspect is the formalization of the art and cultural assets market, the licensing of experts for the evaluation of works of art and cultural assets, the establishment of trade centers, the establishment of cooperation networks between creators and collectors, new investments in culture and cultural consumption by creating attractive rules and incentives / facilities for private investors, thus strengthening the independent sector in the field of art, culture and cultural heritage.

3. Human capacities of cultural institutions and independent operators

Although there are a lot of creative ideas in the field of art, culture and cultural heritage, the expansion of the spectrum of activities related to culture and creativity requires the need for training, capacity building and training for work, according to the requirements of the market economy and contemporary consumption of cultural products.

The problem faced by subordinate cultural institutions as well as independent operators is the lack of transversal²⁷ skills to deal with various aspects of the process of implementing cultural projects, ranging from fundraising, project management, recognition of laws and regulations applicable to different fields of action, entrepreneurial skills in the cultural sector, etc. Also, lack of in-country specific trainings, makes it difficult of impossible the capacity building, unless trained abroad.

²⁷ Expertise (*soft skills*)

The need for internationalization and networking, training to mobilize funding sources to increase financial independence, improving the quality of cultural services and products are some of the constituent elements of the challenge for designing and implementing ongoing training programs to train the staff of the public cultural institutions, independent operators and capacity building of professionals in various fields that are directly or indirectly related to the arts and culture sector.

4. Cultural Institutions not conform the standard norms

The problems faced by cultural institutions in general and those of the Ministry of Culture in particular are the degraded facilities and depreciated equipment, which create difficulties in the exercise of the activity and mission of the institution, but also endanger the art objects and the legacy they address

The challenge is related to the financial difficulty for capital investments in all cultural institutions of dependence, at the same time with the aim of infrastructure interventions, reconstruction and updating of technology equipment according to modern standards, in adaptation of the function of institutions in a market economy of new cultural consumption format.

5. Insufficient cooperation between central and local institutions

Decentralization and delegation of competencies from the central level to the local level, has resulted in the separation of cultural institutions that are managed and financed by these two instances, thus creating shortcomings in terms of cooperation of cultural institutions of two levels, but also in influence and authority of the Ministry of Culture as a policy-making body in the field of culture

Restoring close cooperation between the two governments, in order to better coordinate activities and commitments, in the service of citizens in general and various interest groups in particular, is the challenge that will be addressed through action plans for the implementation of the strategic document and common projects in the implementation of central and local policies in the field of culture and cultural tourism.

6. Defining the Cultural and Creative Industry in Albania

Cultural and creative industry according to UNESCO is defined as an activity "with the main purpose of producing or reproducing, promoting, distributing and / or commercializing products, services and activities of a cultural, artistic and

of cultural heritage. Based on the findings of the report „Cultural Times“²⁸ which analyzed 11 sectors²⁹ in five world regions³⁰, it results that in 2015 cultural and creative industries have generated revenues of 2.250 billion dollars and have created 29.5 million jobs worldwide. It is reported that the cultural and creative industry is the main driver for economic development of developed and developing countries, and are considered the fastest growing sectors worldwide.

The sustainable development of the cultural and creative industry requires the formalization and stimulation of labor market growth through inter-institutional planning for the assessment of needs and requirements. Private operators in the country that offer products and services, part of the cultural and creative industries scope, are exposed to international competition (fashion, design, craft, music, audiovisual, film, publishing) as long as the local market is limited by an underdeveloped infrastructure, which limits investments in art and cultural products. On the other hand, in the absence of a formal definition of the activity and professions of this sector, it is difficult to measure the size of the sector.

„Spillover“³¹ effects in other sectors, the impact on GDP, as well as the number of jobs that this sector creates. This makes it impossible to articulate the needs and requirements of the sector to deal with the problems faced by the industry, capacity building, financial support for well-functioning and competition in the domestic and international market.

The position of the state for the promotion of the development of the cultural and creative industry, which derives mainly from education and cultural and artistic practices, starts from their identification and definition in legal terms. Designing a strategy for sustainable industry development is the next challenge that needs to be addressed through close cooperation between key actors in cultural policy orientation and legal reforms for financial incentives and facilitations, strongly related to digital technology, aiming at building of capacities for production and distribution of cultural and creative services and products.

7. Sustainable and comprehensive statistical system

²⁸ Cultural times The first global map of cultural and creative industries (https://en.unesco.org/creativity/sites/creativity/files/cultural_times_the_first_global_map_of_cultural_and_creative_industries.pdf)

²⁹ 1. Architecture, 2. Marketing (Ads), 3. Publication 4. Video games, 5. Music, 6. Cinematography, 7. Newspaper and magazines, 8. Scenic Art, 9. Radio, 10. TV and 11. Visual Art

³⁰ Europe, Asia - Pacific, Africa & Middle East, Latin America & Caribbean, & North America

³¹ The process in which cultural and creative industries have a wider ongoing impact on a country, society or economy through the dissemination of different concepts, ideas, skills, knowledge and different types of capital (<https://ccspillovers.weebly.com/spillovers.html>)

The impact of culture on the economy, cultural and social life, education and recognition of Albania, among others should be the main measure of legal reforms, the results of projects, products and cultural services undertaken by the Ministry of Culture and any other public and private institution .

The impact of culture is related to the number of persons employed in the cultural sector, the number of businesses with a scope of activity related to the cultural sector (created or supported), income from the sector and their direct or indirect impact on the field of culture and GDP, citizen participation in cultural projects, the impact of visits to heritage sites and cultural institutions, and family spending on culture, among others. The existing statistical data officially published by INSTAT are based only on the data provide by the subordinated institutions of the Ministry of Culture, but the data of the cultural institutions of the local level are missing. Also these publications do not include data on the cultural (publishers, musicians and audiovisual) and creative industries (video games, design, fashion, architecture, etc.)³² and their contribution to the economy and employment

In function of this challenge is the improvement of the statistical system by expanding the culture indicators based on data from areas that are directly or indirectly related to the sector, at the central and local level, towards creating a stable statistical system, supported by research and platforms for recording, processing and publishing data. The establishment of this system will enable the measuring of the impact of the cultural sector on GDP.

8. Digital technology in cultural products and services

Based on the EU progress report for Albania³³, fixed internet penetration is low with approximately 30% of households connected, while mobile internet penetration affects about 80% of citizens. This figure shows that despite the extremely high access of the population to mobile technology, the cultural products or services offered through this technology are low.

The use of modern technology for cultural products and services in order to promote cultural assets, cultural monuments, museum funds, as well as to solve various problems in the field is still at a low level with sporadic practices. There is great potential for cooperation between line ministries and

³² <https://rm.coe.int/a-cultural-strategy-for-albania-implanting-the-cultural-bug/1680794665>

³³ EC Communication on Albania. Albania report 2018 – Communication from the European Commission in April 2018 SWD (2018) 151 Final (<https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-albania-report.pdf>).

local units as well as independent operators to produce and promote joint cultural and artistic products and offerings, but the challenge lies in efficient interaction and avoiding overlapping products and services.

3. Vision of the National Strategy for Culture 2019 - 2025

The strategic document aims at the continuation of investments in the development, protection and promotion of art and cultural heritage, working among other things to strengthen the creative industry as a contemporary development trend through a combination of creative skills, business and application of technology, in order to create emerging markets competing with global industries

Vision and Mission

Vision – The arts and cultural heritage of Albania, as a driving force for the sustainable economic and social development of the country

Mission – Creating a favourable environment for the growth and development of cultural and creative services and products in the public and private sector

Impact and Results Indicators

The realization of the objectives and measures planned for the five policy goals will have an effect on the development of the illustrated sector through the following indicators

Output 1. Investment ratio versus the budget of the Ministry of Culture.

In 2018, the percentage of investments versus the budget of the Ministry of Culture is 37.7 %, while in 2025 it will be 24.6%³⁴.

Output 2. Institutional policy framework.

The base value for 2018 is 0.4 while the target for 2025 is 0.76³⁵

Output 3. Registered Cultural Assets.

Increasing the number of heritage objects registered in the national register of cultural assets from 285,688 cultural assets registered in 2018, to 600,000 cultural assets registered by 2025.

Output4. Revenues generated by cultural institutions.

Increase of income of cultural institutions from 240.7 million, in 2018 to 338.0 million ALL in 2025

³⁴The budget until 2022 is calculated according to the PBA, while for the years 2023-2025 it has an increasing trend of 5%.

³⁵The indicator takes the value in the segment [0,1], where 1 is the optimal result. The indicator relies on UNESCO Culture Indicators. CDIS.

Part II POLICY GOAL AND STRATEGY SPECIFIC OBJECTIVES

For the realization of the vision and mission presented in this strategic document, the Ministry of Culture has defined the strategic goal "More attention to art and culture", which is strongly related to the specific objectives and measures planned for their implementation. Five Policy Goals have been identified, which, through the application of specific objectives, aim to meet the strategic goals, as follows:

4. Policy Goal 1: Improving and broadening of cultural markets through legislation, from which will benefit the authors, artistic and cultural creativity, and cultural heritage

4.1. Specific Objective 1: Creating a sustainable legal and institutional environment for the development of art and culture

In order to develop the cultural sector, it is necessary to establish a sustainable legal and institutional environment, oriented towards reformation and completion of the supporting regulatory framework. This objective is focused on policy drafting for the art field development, recognition and functioning of the creative industry, empowerment of the art and culture market, policy reformation for cinematography, as well on the approximation of the legal framework with the EU Acquis³⁶ according to the NPEI³⁷

Planned measures for legal reform:

- Drafting and approval of the Law on Pensions of Difficult Occupations, which addresses the ongoing requests of institutions and artists to reduce the retirement age for certain categories of employees, in various fields of art
- Reforming of the Law on Arts and Culture aiming to include important chapters such as financial incentives for cultural activities, exclusion of all institutions that carry out cultural activities from public procurement for cultural activities, regulation of work for art auction centres and licensing procedures, regulation of the cultural foundations operation in the field of art, recognition of cultural and creative industries,

³⁶The acquis is the body of common rights and obligations that are binding on all . EU member states.

³⁷ National Plan for European Integration- NPEI

³⁸ 1. Ballet artists; 2. Circus acrobats and gymnasts;3. Soloists of opera, musical theaters and state ensembles; 4. Musicians playing wind instruments of state orchestras and bands;5. Dance artists of state ensembles and choirs of opera, musical theaters and state ensembles

licensing of art galleries and art connoisseurs, as well as the establishment of a Center for cultural and creative industry research.

- Reform of the Law on Cinematography in order, inter alia, to include incentives for the cinematographic sector for co-production with foreign companies, with a focus on strengthening the sector in the country
- Reforming the law on copyright and other related rights, in order to update according to the legal framework, based on the requirements of the Acquires, but also to resolve the issues raised during the implementation of the current law.
- Drafting bylaws for the regulatory framework, according to the priorities with special focus on the "Law on Cultural Heritage and Museums" and adherence to international conventions that will enable, among other things, the functioning of the regulatory framework in general and the strengthening of specific elements defined by law, on the sustainable management of national cultural assets, in particular.
- Conducting awareness and information campaigns for different interest groups and age groups, aiming to establish a direct communication for the recognition and implementation of laws in the field of culture.

Measures to improve the implementation of the legal and strategic framework

- Direct cooperation between central, local and subordinate institutions for the drafting of action plans as extracts of the document NSC 2019 - 2025 for implementation according to the relevant specifications. The action plans will clearly set out the commitment of all actors, whose field of activity is related directly or indirectly with the art and culture sector, for the organization and well-functioning of the field of culture at different levels regarding cultural tourism, creative industry, digitalization and promotion of art and culture, improvement of the statistical system as well as employment in the field of culture.
- Drafting cultural asset management plans, according to the specifics of the institution they cover, defined in article 46 of law no. 27/2018³⁹ on direct and indirect management, as an innovation brought by the new Law on Cultural Heritage and museums, aiming to change the whole approach of the society towards cultural assets. The foreseen plans related not only to the Butrin Archaeological Park, the draft of which

³⁹ Management plans are drafted for:

- a) Historical centres;
- b) archeological parks and sites;
- c) the group of immovable cultural values of national importance
- ç) the only immovable cultural values of national importance, ie not for all cultural monuments

has already been conducted with the support of strategic partners and which content is disseminated for public discussion Work has begun on drafting the management plan for the Historic Centers, Berat and Gjirokastra, while in the future we will work on drafting the management plan of Bylis Archaeological Park, Apollonia, Shkodra Castle, etc.

Capacity development measures in the field of culture and heritage aim to increase human and technical capacities, to respond to the needs and requirements not only of the development of the cultural sector, but also of its contemporary trends:

- Design of modules and programs for continuous qualification for institutions engaged in the field of culture and related fields. The structure of programs is done in cooperation with local and foreign specialized institutions.
- Systematic qualifications in the copyright field, implementation of the law on Cultural Heritage and Museums, training for the evaluation and trade of art works and cultural properties, training of officials working in the cultural subordinate institutions and of independent professionals, whose work is directly or indirectly related with the culture sector.

Measures for the evaluation, monitoring and coordination of the strategic document implementation:

- Coordination for the implementation of activities, measures and fulfilment of the objectives defined and approved in this document.
- Action plan update in 2022 reflecting the new measures and activities according to the requests and needs from the implementation of the strategy,
- Reporting on the work of ICINSC⁴⁰ 2019 - 2025, strategic council, meetings with stakeholders, evaluation reports, monitoring and coordination of the implementation of the strategic document, aiming to increase transparency in the field of culture..

The main indicators and expected results of the first objective are: adopted legal and sub-legal acts, action plans and management plans drafted, trained staff, drafted training programs, as well as reports on the implementation of the strategic document.

⁴⁰Inter-Ministerial Committee for the Implementation of the National Strategy for Culture

5. Policy Goal 2: preservation and protection of tangible and intangible cultural heritage

5.1. Specific Objective 2 - Rehabilitation of architectural heritage and landscape

by increasing the number of rehabilitated monuments

Aiming the preservation and integrated protection of cultural heritage values, as testimony of inherited values from the past, as an expression of national identity and collective tradition property, the strategic document defines the projects package for the restoration, preservation and conservation of objects - culture monument, based on the programs and sectoral and governmental priorities. Some of the basic criteria defining the priorities for the restorations of monuments are: monuments at risk, return of the invested value, development of the administrative area where the monument is located, through tourism, establishing of new businesses and employment opportunities etc. Part of these criteria are also the projects for the revitalisation of historic centres and museum centers, in urban and rural areas of the country. This measure includes also the planned activities in the National Strategy for the Sustainable development of Tourism 2019-2023⁴¹, through activities related to cultural tourism, reconstruction of characteristic architectural objects turned into cultural objects and accommodation structures, improvement of road infrastructure and signage in cultural heritage destinations. The measures and activities planned in this objective envisage close cooperation with all stakeholders, to ensure the development of historical and cultural itineraries⁴², of the cultural routes of the Council of Europe in which Albania is a part, commitment to participate in other cultural routes that traverse the region or other regional initiatives aimed at creating new cultural routes, candidates for adoption as Council of Europe cultural routes.

The strategic document defines several mechanisms for creating conditions for the functioning of the market of movable or immovable cultural assets. The inventory, cataloging, digitalization and monitoring of the movements of movable or immovable cultural assets will serve not only for the registration and digitalization of funds of public institutions, but also for the regulation of the regime of circulation of privately owned cultural assets. In order to meet certain standards of quality, education, security, preservation and protection of cultural values, in accordance with the legal framework, the strategic document provides for the licensing of commercial entities and experts assessing

⁴¹ According to DCM no.. 413. 19.06.2019.

⁴² Road of Faith, Road of Remembrance, Via Egnatia, Via Dinarica, Road of Wine and Olives, Road of the Roman Emperors and Road of the `Red Stars.“

movable and immovable cultural property, financial evaluation of museum funds as well as the accreditation of national museum institutions.

The main indicators and expected results of the second policy goal are: architectural heritage and landscape objects restored and maintained versus the total, increasing public access to museums, number of cultural monuments and archeological parks for cultural tourism, number of facilities registered in the National Register of Cultural Assets, number of accredited museums, number of commercial entities and licensed cultural property evaluation experts.

6. Policy Goal 3:

6.1. Internationalization of art and cultural heritage values

This objective defines specific measures and activities for the promotion and internationalization of the values of Albanian art and cultural heritage in the country and in the world. This objective aims to revive the great potential, which is the intangible cultural heritage, passed down from generation to generation and created over the centuries and gives them a sense of identity and continuity, thus helping to promote respect for cultural diversity and traditional human creativity.

The measures include the organization of annual, existing and new activities, in country and abroad with the aim of preserving, promoting the values of cultural heritage and raising public awareness of the real potentials that this heritage constitutes and presents. These measures are implemented in direct cooperation with the Minister of State for the Diaspora, the National Diaspora Agency⁴³ and the Ministry for Europe and Foreign Affairs.

In order to internationalize the values of art and cultural heritage, the participation in international activities shall continue, as well as the organization of international activities in the country. These activities, in addition to promoting Albanian culture through the use of other resources, contribute to increasing the economic income of small and medium-sized businesses.

By participating in international funding programs, the aim is to raise funds for cultural projects for implementation by public cultural institutions and independent operators.

⁴³Approach to the National Diaspora Strategy in the implementation of measures no. 2, 6, 35, 45 and 56, where the Ministry of Culture is the institution responsible for implementation.

For the preservation and promotion of the cultural heritage of national minorities in the country will be determined the financial support for various cultural and research activities of this heritage with the aim of protecting, cataloging and digitization for preservation of culture and identity of national minorities and prohibition of practices aimed at assimilation of their distinct culture and identity. This activity will be carried out in close cooperation with the Committee of National Minorities⁴⁴.

Article 5 of this draft decision explicitly provides " Education through culture ", it provides and creates the necessary conditions for the preservation, promotion, protection, cataloging and digitization for the preservation and development of culture and identity of persons belonging to national minorities, such as wealth, value and part of the national cultural heritage

Preservation and promotion of intangible cultural heritage values, which are considered at risk will be done initially by creating a register of intangible heritage carriers and through financial support schemes as well as training to create opportunities for knowledge transfer from consolidated artisans and craftsmen to different interest groups. This activity will be implemented in close and continuous cooperation between the National Center of Traditional Activities and the National Chamber of Crafts.

In order to include national cultural assets in the representative lists of UNESCO world heritage⁴⁵ in cooperation with professionals in the field, a list of elements will be initially compiled, on the basis of which files are prepared by experts in the field.

The main indicators and expected results of the third policy goal are: number of intangible cultural heritage activities organized in the country and abroad, number of researches and publications on the cultural heritage of national minorities, register of intangible heritage holders, number of trainings in order to preserve artisans and crafts at risk, the number of tangible and intangible values registered in the UNESCO representative lists, the number of participations in international activities and the number of international activities organized in the country, as well as the number of projects participating in international funding programs.

⁴⁴ The Committee for National Minorities is a representative body of minorities, according to the regulations in DCM no. 726, dated 12.12.2018 which aims to ensure the protection and promotion of the rights and interests of national minorities.

⁴⁵ UNESCO Representative List: 1. World Heritage List, 2. The Representative list of the Intangible Cultural Heritage of Humanity, 3. The Register of Best Safeguarding Practices, 4. Memory of the World Register dhe 5. Tentative List of Albania

7. Policy Goal 4 - Supporting the creativity of Albanian artists and increasing cultural and artistic activities. .

7.1. Specific Objective 4: Increasing public interest in cultural programs

by improving services, products as well as artistic quality.

This objective envisages the establishment and restructuring of new institutions for art and culture, which aim to supplement and update the cultural sector with new products and services. The establishment of these institutions is based not only on the need to create modern products and services, but also on the requirements of different interest groups.

One of these institutions that is intended to be established is the Center for Research of the Cultural and Creative Industry, which will fill the large gap that exists in relation to research in the field of culture and related indicators of impact. Among other things, this center will have as its objective the organization of trainings and research, fundraising for the implementation of local and international projects, the creation of a central statistical system for data on culture and creative industry in Albania, the collection and publication of cultural data from all public and private actors, creation of promotional platforms for cultural tourism, etc.

The design of project ideas for the establishment of arts and heritage institutions, as well as new cultural centers is a measure based on the government's policies and priorities for development. The projects that will be drafted are: The National Library, the Puppet Theater, the Jewish Center and the project for the revitalization of Spaç Prison into a cultural center.

Infrastructure reform policies of cultural institutions through investment in new modern buildings, as well as qualitative and technological modernization of existing buildings aim not only to increase the quality of products and services offered by cultural institutions, but also a better management of them through revenue growth. In order to continue the positive trend in increasing the quality of cultural products and financial collections, various packages of cultural services and products will be designed and implemented.

Sustainable development of the cultural sector is aimed at supporting creators and cultural and artistic activities through incentive programs, facilitation instruments, direct and indirect funding⁴⁶. Reconceptualization of the call for proposal projects financing scheme aims to increase the quality of products and cultural

⁴⁶Memberships in international cultural networks to enable the access of independent operators and institutions to have access to financial means for projects of art, culture and creative industry.

services, provided by independent operators for the local and international market, increase the number of creators participating in projects, but also a geographical distribution throughout the country of projects.

The application of digital technology to increase the quality of services, products as well as the promotion of art and cultural heritage implements government policies for digitalization of services and citizens' access to cultural institutions. Performing services through online platforms, digitization of institutional funds, promotional platforms, etc. are some of the areas where the application of technology will bring increased quality of products and services.

Through the assessment of the needs for employment services and vocational training in the field of creative industry, together with NAET⁴⁷, we shall draft a detailed plan for training and capacity building of individuals, independent cultural operators and the creative industry for activities in the labor market.

The main indicators and expected results of the fourth policy goal are: creation of new institutions, reconstruction of buildings, increase of creative and competitive capacity of cultural products inside and outside the country, number of art and cultural heritage activities in general and activities for promoting and protecting the traditions, culture and cultural identity of national minorities in particular, increasing the number of employees in the culture sector and interacting with other sectors⁴⁸, as well as the digitalization of cultural services and products.

8. Design and implementation of an educational platform through art and cultural heritage institutions and the pre-university system.

8.1. Specific Objective 5 - Education through Culture

The Cultural Education Program implemented by the cultural subordinate institutions in close cooperation with educational institutions has proven to be very successful in encouraging students of the pre-university system to be involved in educational activities in cultural institutions and abroad. The program aims that educational and cultural institutions help the younger generation to develop self-confidence, as individuals and members of various groups within the society; encourage them to develop a wide range of their skills and interests; identify and foster their potential as well as develop their creativity. It also aims to recognize the values of tangible and intangible heritage of the country through various projects within the program.

⁴⁷ National Agency for Employment and Training

⁴⁸ Economy, tourism, education etc.

The problem identified during the implementation of the program for several years is the concentration of activities mainly in urban areas of the country, especially in the city of Tirana, where the largest number of cultural subordinate institutions are located.

This objective aims to extend the education program throughout the country starting from the existing successful projects, which in cooperation with the local level and their subordinate institutions can be implemented in other cities, but also the emphasis will be on the design of new projects according to the identified specifications.

The education program will be extended to independent operators through call for proposal projects aiming to have a wider participation of young people in places where local and central cultural institutions find it difficult to expand their activities.

The integration of people with disabilities and national minorities through the Education through Culture program is one of the measures taken that will be implemented not only through existing projects, but also through projects designed specifically for access according to the needs of communities. In content, the program provides and creates the necessary conditions for the preservation, promotion, protection and development of culture and identity of persons belonging to national minorities such as property, value and part of national cultural heritage.

The preparation and publication of monitoring and evaluation reports will continuously affect the improvement and updating of education program projects by adapting to the field conditions, as well as the circumstances in which they take place.

The main indicators and expected results of the fifth policy goal are: increasing the number of educational projects within cultural institutions at the local and central level, better geographical spread of the program in the territory, increasing the number of participants in educational programs and conducting monitoring and evaluation reports within the program.

Part III IMPLEMENTATION, RESPONSABILITY OF THE INSTITUTIONS, ACCOUNTABILITY, REPORTING AND MONITORING

The National Strategy for Culture 2019-2025 aims to draw the attention

Of the government towards art and culture, through transformation of the sector into a cultural and creative industry to play an important role in the economic and social development. Through cultural, cross-sectoral policies and direct actions in building the human capacity of the sector, the aim will be to create favorable conditions for increasing incentives for the cultural and creative sector, as well as to encourage private investment in art, culture, cultural heritage and creative industry.

The forecasts of the MTBP 2020-2022 for the culture program are presented in the table 7 To achieve maximum strategic planning, priority will be given to objectives and policies that result in the independence and empowerment of the cultural sector (independent operators and private businesses) from the state budget, as well as revenue generation from cultural institutions that affect institutional sustainability and increase the ministry budget

| Year | Amount | As % of the Total | As % of the GDP |
|--------------|----------------------|--------------------------|------------------------|
| 2020 | 2,015,000,000 | 34.6% | 0.12% |
| 2021 | 2,025,000,000 | 32% | 0.11% |
| 2022 | 2,026,500,000 | 33.4% | 0.11% |
| Total | 6,066,500,000 | | |

Table 7- MTBP forecasts 2020-2022

The realisation of measures and objectives presented in this document shall be done, aside from the Ministry of Culture budget, through funding from budgets of the central and local institutions, the activity of which have a direct or indirect impact in the cultural sector, but also through funding from the European Union and various donors. The summary of forecasts in table 8 Present the period and the cost for the action plan implementation for the period 2019-2025, divided according to the specific objectives.

| SPECIFIC OBJECTIVES | Total Cost | Budget | Donors | Gap |
|---|------------------|------------------|------------------|----------------|
| | (lek ,,000) | (lek ,,000) | (lek ,,000) | (lek ,,000) |
| TOTAL | 9,608,638 | 6,088,965 | 3,041,439 | 478.234 |
| 1. Creating a sustainable legal and institutional environment for the development of art and culture | 233.199 | 72.643 | 70.074 | 90.482 |
| 2. Rehabilitation of architectural heritage and landscaping by increasing the number of rehabilitated monuments | 4,461,982 | 1,588,014 | 2,581,445 | 292.523 |
| 3. Promotion of art and cultural heritage. values | 621.769 | 318.885 | 299.885 | 3.000 |
| 4. Increasing public interest in cultural programs by improving the quality of services, products, and artistic quality | 4,244,403 | 4,062,139 | 90.035 | 92.229 |
| 5. Audience building / audience development | 47.285 | 47.285 | | |

Table 8

Institutions presented in table 29 have activities and budgets that impact directly or indirectly the culture sector

| Institution | Budget Program |
|---|---|
| Ministry of Finance and Economy | - Economic Development Support - Support for Market Surveillance, Quality Infrastructure and Industrial Property - Professional Education - Labour Market |
| Ministry of Tourism and Environment | Tourism Development |
| Ministry of Education, Sports and Youth | - Basic Education (including preschool) - Secondary education (general) - University Education |
| Ministry for Europe and Foreign Affairs | Support for Albanians living abroad and their involvement in the internal developments |
| Ministry of Agriculture and Rural Development | Rural Development |
| Municipalities | Art Culture Sports |
| Diaspora National Agency | Establishing a full framework of the policy-making for the diaspora, creating useful instruments to assist the government and other actors in strengthening cooperation with the diaspora and legal migration |

Table 9 Institutions that have a direct or indirect impact in the cultural sector

Action Plan activity Costing methodology

The necessary expenses for the implementation of the Action Plan are calculated by costing individually each activity presented in the NAP. The estimation of the initial expenditures for the main activities has been carried out as following:

- The calculation of human resources expenditures is based on the estimated time for carrying out activities and an average daily salary of a certain category of civil servants.
- The calculation of expenditures for services is done taking into account the service costs of the respective institutions, based on the approved standards.
- The calculation of expenditures for activities related to the drafting and review of legislation, monitoring and operation of permanent structures, etc., is done taking into account the ongoing foreseen expenditures as: expenditures for salaries, social insurance contributions, foreign expertise expenditure (when envisaged in the plan) and means of consumption.
- The calculation of expenditures for “specific activities” or similar specific initiatives was mainly based on the nature of the activities and the costs offered by the market for such services.
- The calculation of expenditures for trainings is based on training costs per person ASPA costs and / or costs applied to similar training in the past have been used as unit costs.

For that part of the activities where the information is not complete the analogy evaluation method was followed, i.e. Expenditures incurred for similar activities or products in the MTBP are taken into account.

Implementation and Monitoring

The coordination structure for the implementation of the Strategy is in line with the integrated sectoral approach to the functioning of the Integrated Policy Management mechanism for Good Governance and the integrated planning system. The implementation of the integrated sectoral approach operates within the Integrated Planning System (IPS), which is the main system that defines the tools, rules and mechanisms for an integrated policy planning, ensuring an efficient and effective allocation of financial resources. The Integrated Competitiveness and Investment Policy Management Group leads in accordance with the systematic approach, development, implementation and monitoring of sectoral reforms in this sector in order to coordinate between sector policies in accordance with integrated strategic planning and the principles of good governance.

1. Integrated Policy Management Group (IPMG) Thematic Group on Culture & Tourism⁴⁹, will be the reporting, monitoring and evaluation structure for the strategic document.
2. The General Directorate of Policy and Cultural Development through the relevant directorates and cultural subordinate institutions will have the task of undertaking the necessary activities for the implementation of the action plan and the implementation of measures provided in the strategic document, as well as periodic reporting of implementation.

Involvement of citizens, interest groups and members of the cultural sector in the process of implementing the strategic document will be ensured through regular meetings with independent operators, local civil society representatives, universities, local government units, as well as local communities.

As the National Strategy for Culture 2019 - 2025 covers a period of seven years, the strategic document will be subject to review every three years, depending on the defined goals and the level of implementation of the envisaged measures. The process of updating the document is initiated by alternative proposals and decisions issued in consultation with the ICINC , and other stakeholders.

The action plan, drafted for a period of seven years, contains the policy goals, relevant specific objectives, measures and results for each objective which are accompanied by reference to the budget program, institutions responsible for implementation, implementation deadlines and the respective budget.

⁴⁹ as the mechanism approved in the Prime Minister's Order no. 157. 22.11.2018 for integrated sectoral approach.

Every six months, reports will be compiled to assess the level of implementation of the strategic document, with information on the defined indicators, achievements, problems, risks and other elements important for the development process of the cultural sector. Based on these reports, the existing plan for the following years will be reviewed and updated, on a three-year basis.

The role of secretary for the Inter-Ministerial Committee is played by the Directorate of Cultural Development Policies and Strategies. ICINC meets every two months to report and notify on the level of implementation of the measures.

Part IV ACTION PLAN

| ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGIC DOCUMENT 2019-2025 | | | | | | | | | | |
|---|--|---|-----------------------------|--------------------------------|-----------------------|-----------------|------------------------------------|----------------|-----------------|---------------|
| I. STRATEGIC GOAL Increased emphasis on art and culture | | | | | | | | | | |
| II. Policy Goal: Improving and expanding cultural markets through legislation, beneficiaries of which will be the creators, artistic and cultural creativity, and cultural heritage | | | | | | | | | | |
| III. BUDGET PROGRAM SERVING THE POLICY GOAL: "Planning, Management and Administration; "Art and Culture and Cultural Heritage and Museums" | | | | | | | | | | |
| No. | SPECIFIC OBJECTIVE 1 Creating a sustainable legal and institutional environment for the development of art and culture | Result Reference with budget program products | Responsible Institutions | | Implementation period | | Indicative cost (in thousand leke) | Funding source | | Financial Gap |
| | | | Leader | Support | Starting Period | Starting Period | | State Budget | Foreign Funding | |
| 1.1. | Consolidation of the reform of the supporting regulatory framework | | | | | | 73 480 | 15 736 | 4 612 | 53 132 |
| 1.1.1. | Primary legislation package / laws finalized (reform of applicable laws / new laws) | 91201AA - approved legal acts/ EMP | MC Subordinate Institutions | MFE/MJ/NCC | II 2019 | IV 2023 | 58 019 | 9 499 | | 48 520 |
| 1.1.2. | Secondary legislation package// finalized (bylaws) | 91201AA - approved legal acts/ EMP | MC Subordinate Institutions | MFE/MJ/MFA | I 2019 | IV 2023 | 11 961 | 2 737 | 4 612 | 4612 |
| 1.1.3. | Informative/awareness campaigns for the legal package | 91201AA - approved legal acts/ EMP | MC Subordinate Institutions | | IV 2019 | IV 2025 | 3 500 | 3 500 | | |
| 1.2. | Improved mechanisms for implementing the legal and strategic framework | | | | | | 70 274 | 41 609 | 18 900 | 9 765 |
| 1.2.1. | The action plans for the implementation of the strategy compiled by the subordinate culture institutions drafted/approved | 91201AA / 91203AA / 91203AB / 91203AC / 91203AD / 91203AE / 91203AK / 91202AB | MC Subordinate Institutions | | II 2020 | I 2021 | 15 070 | 15 070 | | |
| 1.2.2. | The action plans for the implementation of the strategy compiled by local level drafted/approved | 91201AA - approved legal acts/ EMP | MC Subordinate Institutions | Municipalities/Line Ministries | III 2020 | IV 2021 | 5 828 | 5 828 | | |
| 1.2.3. | The action plan for the implementation of the strategy in the field of cultural tourism drafted/approved | 91201AA - approved legal acts/ 91202AA | MC Subordinate Institutions | MTE/MFE/MIE/MARD | II 2020 | IV 2021 | 3 237 | 3 237 | | |
| 1.2.4. | The action plan for the implementation of the strategy for the recognition and operation of the creative industry drafted/approved | 91201AA - approved legal acts/ EMP | MC Subordinate Institutions | MFE/ Taxation Directorate | II 2021 | IV 2021 | 7 767 | 1 702 | | 6 065 |
| 1.2.5. | The action plan for the implementation of the strategy through digitalisation of services and products drafted/approved | Approved legal acts /EMP/91203AI | MC Subordinate Institutions | NAIS | II 2020 | I 2025 | 5 994 | 5 994 | | |
| 1.2.6. | Action plan for determining sources and statistical data for the culture sector | Action Plans EMP, AK and CH | MC Subordinate Institutions | INSTAT | I 2020 | IV 2020 | 5 236 | 1 563 | | 3 700 |

| | | | | | | | | | | |
|--------|--|--------------------------------|-----------------------------------|------------------------------------|---------|---------|--------|-------|--------|--|
| 1.2.7. | Cultural property management plan drafted / approved | Action Plans EMP, AK and CH | MC Subordinate Institutions | MTE/MFE/MA RD Municipalities | II 2019 | IV 2023 | 27 115 | 8 215 | 18 900 | |
|--------|--|--------------------------------|-----------------------------------|------------------------------------|---------|---------|--------|-------|--------|--|

| | | | | | | | | | | |
|--------|--|---|-----------------------------|---|----------|----------|--------|--------|--------|--------|
| 1.3. | Capacity development in the field of culture and heritage | | | | | | 75 519 | 1 372 | 46 562 | 27 585 |
| 1.3.1. | Professional Training package finalised | Trained staff. EMP, AK and CH | MC | ASPA/ | II 2019 | IV 2025 | 16 253 | | 16 253 | |
| 1.3.2. | The ongoing qualification programs in the field of copyright consolidated/approved | Drafted programs EMP, AK and CH | MC/CD | School of Magistrates /MJ | I 2019 | IV 2025 | 12 005 | | | 12 005 |
| 1.3.3. | Continuing judicial training programs on cultural aspects consolidated / approved | Drafted programs EMP, AK and CH | MC Subordinate Institutions | School of Magistrates /MJ | I 2020 | IV 2025 | 3 720 | | | 3 720 |
| 1.3.4. | Continuous expert training programs for the assessment of works of art and cultural assets consolidated / approved | Drafted programs EMP, AK and CH | MC Subordinate Institutions | MFE | I 2021 | IV 2023 | 5 960 | | | 5 960 |
| 1.3.5. | Continuous training programs on trade of cultural property and art works consolidated / approved | Drafted programs EMP, AK and CH | MC Subordinate Institutions | MFE | I 2021 | IV 2023 | 5 900 | | | 5 900 |
| 1.3.6. | Continuous technical-administrative qualification programs for monitoring the circulation of developed cultural assets | Inventory of tangible and intangible heritage /CH | NCCPI | CUSTOMS/PO LICE/MFE /MJ | IV 2019 | IV 2021 | 30 309 | | 30 309 | |
| 1.3.7. | Package of cooperation agreements with local and foreign institutions in the field of culture finalized / signed | Signed Agreements EMP, AK and CH | MC Subordinate Institutions | UA/MFE/etc | II 2019 | IV 2025 | 1 372 | 1 372 | | |
| 1.4. | Evaluation, monitoring and coordination of the strategic document implementation | | | | | | 13 926 | 13 926 | | |
| 1.4.1. | Approved evaluation, monitoring and coordination reports for the implementation of the strategy | EMP | MC | Line Ministries/sub ordinate Institutions | IV 2020 | IV 2025 | 4 368 | 4 368 | | |
| 1.4.2. | Discussion meetings with interest groups for the implementation of the strategy | EMP | MC | Line Ministries/sub ordinate Institutions | IV 2019 | III 2025 | 6 500 | 6 500 | | |
| 1.4.3. | Strategic document action plan according to the revised defined period | EMP | MC | Line Ministries/ Subordinate institutions | II 2021 | IV 2021 | 1 292 | 1 292 | | |
| 1.4.4. | The final report on the implementation of the national strategy on culture submitted | EMP | MC | Line Ministries/ subordinate Institutions | III 2025 | IV 2025 | 1 766 | 1 766 | | |

II. Policy Goal: Preservation and protection of tangible and intangible cultural heritage

III. BUDGET PROGRAM 1 SERVING THE POLICY GOAL: The MC Budget Program "Cultural Heritage and Museums"

| No. | SPECIFIC OBJECTIVE 2 Rehabilitation of architectural heritage and landscape by increasing the number of rehabilitated monuments | Result Reference with budget program products | Responsible Institutions | | Implementation period | | Indicative cost (in thousand leke) | Funding source | | Financial gap |
|--------|---|--|--------------------------|------------------------------------|-----------------------|---------------|------------------------------------|----------------|-----------------|---------------|
| | | | Leader | Support | Starting period | Ending Period | | State budget | Foreign Funding | |
| 2.1. | The mechanisms for the rehabilitation of the architectural heritage and landscape consolidated | | | | | | 4 461 982 | 1 588 014 | 2 581 445 | 292523 |
| 2.1.1. | Package of restoration projects based on programs and priorities drafted / approved | Preserved and protected cultural monument objects / CH | ICM / RDCH /MC | MFE / MIE / MTE | II 2019 | IV 2025 | 1 910130 | 1 172 024 | 738 106 | |
| 2.1.2. | Project package for preservation, conservation and restoration of cultural monument objects / implemented | Preserved and protected cultural monument objects / CH | ICM / RDCH /MC | MFE / MIE / MTE | II 2019 | IV 2021 | 853 981 | 64 380 | 497 078 | 292 523 |
| 2.1.3. | Package of cultural heritage revitalization projects / implemented | Preserved and protected cultural monument objects / CH | ICM / RDCH /MC | MFE / MIE / MTE | II 2019 | IV 2021 | 1 697 871 | 351 610 | 1 346 261 | |
| 2.2. | Improved mechanisms for regulating the circulation of cultural assets in public and private ownership / Mechanisms for valuing cultural assets and accreditation of consolidated museums | | | | | | 13 932 | 13 932 | | |
| 2.2.1. | Accreditation of museums implemented | Inventory of tangible and intangible heritage CH | MC | Local institutions/ Municipalities | III 2020 | IV 2025 | 2 526 | 2 526 | | |
| 2.2.2. | Licensed expert in movable and immovable cultural property (works of art) | Inventory of tangible and intangible heritage CH | MC | | II 2021 | IV 2025 | 2 526 | 2 526 | | |
| 2.2.3. | Licensed movable and immovable cultural property commercial entities (and works of art) | Inventory of tangible and intangible heritage CH | MC | | II 2021 | IV 2025 | 2 526 | 2 526 | | |
| 2.2.4. | Financial evaluation reports related to museum funds drafted / approved | Inventory of tangible and intangible heritage CH | MC | | IV 2020 | IV 2025 | 2 526 | 2 526 | | |
| 2.2.5. | Evaluation and monitoring reports of the implementation of the enrichment of the cultural assets register | Inventory of tangible and intangible heritage CH | NCCPI | | III 2020 | IV 2025 | 3 828 | 3 828 | | |

II. Policy Goal: Promotion and representation of cultural values of Albanian arts and heritage (tangible and intangible) in important international activities and presentation of good practices

III. BUDGET PROGRAM 1 SERVING THE POLICY GOAL: MC Budget Programs 'Art and Culture' and 'Cultural Heritage and Museums'

| No. | SPECIFIC OBJECTIVE 3 Promotion of art and cultural heritage values | Result Reference with budget program products | Responsible Institutions | | Implementation period | | Indicative cost (in thousand lek) | Funding source | | Financial Gap |
|-------------|--|--|--------------------------|--|-----------------------|---------------|-----------------------------------|----------------|-------------------|---------------|
| | | | Leader | Support | Starting period | Ending Period | | State budget | Foreign Financing | |
| 3.1. | Promotion of intangible cultural heritage | | | | | | 125 813 | 125 813 | | |
| 3.1.1. | Establishment and consolidation of a package of annual promotional activities of intangible cultural heritage | Heritage activities CH | MC | MSHD ⁵⁰ NAD ⁵¹ MFA | II 2019 | IV 2025 | 110 894 | 110 894 | | |
| 3.1.2. | Compilation and publication of research aimed at preserving the cultural heritage of national minorities | Heritage activities CH | MC | KPK ⁵² | II 2020 | IV 2022 | 3 045 | 3 045 | | |
| 3.1.3. | Financial and training support scheme for the preservation of cultural heritage values that are considered at risk | Heritage activities CH | MC | DHKZ ⁵³ | I 2020 | IV 2025 | 11 874 | 11 874 | | |
| 3.2. | Internationalization of art and cultural heritage values | | | | | | 495 957 | 193 072 | 299 885 | 3 000 |
| 3.2.1. | Nomination in the UNESCO representative lists | cultural heritage values represented EMP, AK dhe CH | MC | MEPJ ASHSH ⁵⁴ ASA ⁵⁵ | II 2019 | IV 2022 | 8 616 | 4 616 | 1 000 | 3 000 |
| 3.2.2. | Package of state representations through participation in international cultural activities | Activities in the field of art and culture NA and NTH | MC | | II 2019 | IV 2025 | 170 394 | 170 394 | | |
| 3.2.3. | Package of international activities organized in Albania by the Ministry of Culture and subordinated cultural institutions | Activities in the field of art and culture NA and NTH | MC | | II 2019 | IV 2025 | 168 047 | 18 062 | 149 985 | |
| 3.2.4. | Package of participations in international funding programs in order to raise funds for cultural projects | Activities in the field of art and culture NA and NTH | MC | | II 2019 | IV 2022 | 148 900 | | 148 900 | |

⁵⁰ Minister of State of Diaspora

⁵¹ Nation Agency of Diaspora

⁵² Committee of National Minorities

⁵³ National Chamber of Crafts

⁵⁴ Albanian Academy of Science

⁵⁵ Academy of Anthropological Studies

II. Policy goal: Supporting the creativity of Albanian artists and increasing cultural and artistic activities

III. BUDGET PROGRAM 1 SERVING THE POLICY GOAL: MC Budget Programs 'Art and Culture' and 'Cultural Heritage and Museums'

| No. | SPECIFIC OBJECTIVE 4 Raising public interest on cultural programs by improving the quality of services, products, and artistic quality | Result Reference with budget program products | Responsible Institutions | | Implementation period | | Indicative cost (in thousand leke) | Funding source | | Financial gap |
|-------------|---|--|-----------------------------|---------|-----------------------|---------------|------------------------------------|------------------|-----------------|---------------|
| | | | Leader | Support | Starting period | Ending Period | | State budget | Foreign Funding | |
| 4.1. | Establishment and reconceptualization of cultural subordinate institutions | | | | | | 3 785 055 | 3 715 172 | 50 383 | 19 500 |
| 4.1.1. | Legal, functional analysis and drafted / consolidated budgetary impact related to the reorganization of subordinate institutions of art and cultural heritage | New Art and Heritage Institutions | MC Subordinate Institutions | MOF PAD | II 2019 | IV 2022 | 7 652 | 7 652 | | |
| 4.1.2. | Package of projects for the establishment of art and heritage institutions drafted / approved | New Art and Heritage Institutions | MC Subordinate Institutions | | | | 22 020 | 2 520 | | 19 500 |
| 4.1.3. | Reconstructed art and heritage institutions | Reconstructions of premises AT and CH | MC Subordinate Institutions | MFE MIE | II 2019 | IV 2025 | 3 755 383 | 3 705 000 | 50 383 | |
| 4.2. | Supporting cultural activities and creative industry through incentive programs | | | | | | 339 624 | 339 624 | | |
| 4.2.1. | The funding scheme of call for proposal projects redefined | Projects and programs in support of the independent scene/ AT and CH | MC | | I 2019 | I 2025 | 218 099 | 218 099 | | |
| 4.2.2. | Incentive, facilitation and funding instruments for established cross-sectoral collaborations | Projects and programs in support of the independent scene/ AT and CH | MC | MFE | I 2019 | IV 2025 | 46 921 | 46 921 | | |
| 4.2.3. | Consolidation of memberships in international cultural networks | Membership AT and CH | MC | MFE | I 2019 | IV 2025 | 74 604 | 74 604 | | |
| 4.3. | Application of digital technology to increase the quality of services and products | | | | | | 100 381 | | 39 652 | 60 729 |
| 4.3.1. | Functional ONLINE TICKETS platform | Projects and programs in support of the independent scene/ AT and CH | MC Subordinate Institutions | NAIS | II 2019 | IV 2019 | 1 330 | | 1 330 | |

| | | | | | | | | | | |
|--------|--|--|-----------------------------|------|---------|---------|--------|--|-------|--------|
| 4.3.2. | The funds of cultural subordinate institutions digitalized | Projects and programs in support of the independent scene/ AT and CH | MC Subordinate Institutions | NAIS | II 2019 | IV 2025 | 17 892 | | 3 792 | 14 100 |
|--------|--|--|-----------------------------|------|---------|---------|--------|--|-------|--------|

| | | | | | | | | | | |
|-------------|--|--|-----------------------------|----------|----------|----------|---------------|--------------|----------|---------------|
| 4.3.3. | Platforms for the promotion of cultural heritage operational | Projects and programs in support of the independent scene/ AT and CH | MC Subordinate Institutions | NAIS | I 2019 | III 2022 | 21 022 | | 6 530 | 14 492 |
| 4.3.4. | Platforms for collection of statistics to guarantee The quality of indicators for meeting the standards, operational | Projects and programs in support of the independent scene/ AT and CH | MC Subordinate Institutions | NAIS | II 2020 | II 2021 | 5 000 | | | 5 000 |
| 4.3.5. | Services and digitalized applications in art and heritage | Projects and programs in support of the independent scene/ AT and CH | MC Subordinate Institutions | NAIS | I 2020 | IV 2023 | 27 137 | | | 27 137 |
| 4.3.6. | Platforms for the digitalization of intangible heritage | Projects and programs in support of the independent scene/ AT and CH | MC Subordinate Institutions | NAIS | III 2019 | IV 2021 | 28 000 | | 28 000 | |
| 4.4. | Needs assessment for employment services and Professional training in the creative industry field | | | | | | 19 343 | 7 343 | 0 | 12 000 |
| 4.4.1. | Needs evaluation report for employment and professional training services identified with respective recommendations | 91201AA - approved legal acts/ EMP | MC | MFE/NAES | IV 2020 | II 2021 | 2 314 | 2 314 | | |
| 4.4.2. | Detailed plan for the provision of employment and vocational training services | 91201AA - approved legal acts/ EMP | MC | MFE/NAES | II 2021 | IV 2021 | 1 735 | 1 735 | | |
| 4.4.3. | Instruments for contracting actors for the provision of services defined for vocational training | 91201AA - approved legal acts /EMP | MC | MFE/NAES | II 2021 | IV 2022 | 1 560 | 1 560 | | |
| 4.4.4. | Training of capacities of independent cultural operators and creative industry for activities in the labor market | 91201AA - approved legal acts /EMP | MC | MFE/NAES | II 2021 | IV 2022 | 12 000 | | | 12 000 |
| 4.4.5. | Evaluation and monitoring reports of capacity building and employment in the creative industry | 91201AA - approved legal acts /EMP | MC | MFE/NAES | IV 2020 | IV 2022 | 1 734 | 1 734 | | |

II. Policy Goal: Design and implementation of an educational platform through art and cultural heritage institutions and the pre-university system

III. BUDGET PROGRAM 1 SERVING THE POLICY GOAL: MC Budget Programs 'Art and Culture' and 'Cultural Heritage and Museums'

| No. | SPECIFIC OBJECTIVE 5 Audience building / audience development | Result Reference with budget program products | Responsible Institutions | | Implementation deadline | | Indicative Cost (in thousand leke) | Source of coverage | | Financial Gap |
|--------|--|---|-------------------------------------|---|----------------------------|--------------------|---|--------------------|---------------------------|------------------|
| | | | Leading | Supporting | Startin g Period | Starting Period | | State Budget | Foreign Investmen t | |
| 5.1. | Expansion of the 'Education Through Culture' program in educational institutions in the country | | MC | MESY | | | 47 285 | 47 285 | | |
| 5.1.1. | Programs designed by all cultural institutions of dependence | Education Projects AT and CH | Subordi nate Instituti ons | MESY Education Insitutions | III 2019 | IV 2022 | 43 120 | 43 120 | | |
| 5.1.2. | Monitoring / evaluation reports for drafted / approved programs | Education Projects AT and CH | MC | MESY Education Institutions | II 2020 | I 2023 | 1165 | 1165 | | |
| 5.1.3. | Access of persons with disabilities to the implemented Education through Culture program | 91203AC / 91203AF 91203AG / 91203AH / 91203AJ / 91202AC 91202AD. | MC | MESY MHSP Education Institutions | III 2020 | IV 2022 | 3000 | 3000 | | |
| 5.1.4. | Access of national minority persons to the implemented Education through Culture program | 91203AC / 91203AF 91203AG / 91203AH / 91203AJ / 91202AC 91202AD. | MC | MESY Education Institutions KPK | III 2019 | IV 2022 | | | | |

List of Indicators of Strategic Documents

Note:

1. Use a worksheet for each indicator consisting of sub-indicators In the case of simple indicators, a worksheet can be used, in separate rows

| # | META, DATA on Indicators | Indicator 1 | Indicator 2 | Indicator 3 | Indicator 4 |
|----|--|--|--|--|--|
| 1 | Indicator Description | Investment ratio versus the budget of the Ministry of Culture | Institutional policy framework | Increasing the number of cultural assets registered in the national register | Revenue growth of cultural institutions |
| 2 | Type of indicator | High level | High level | High level | High level |
| 3 | Name of the Document | Draft Strategy on Culture 2019-2025, NDS | Draft Strategy on Culture 2019-2025, NDS | Draft Strategy on Culture 2019-2025, NDS | Draft Strategy on Culture 2019-2025, NDS |
| 4 | Relevance to NSDI | 6. Growth through sustainable use of resources and development of the territory | 6. Growth through sustainable use of resources and development of the territory | 6. Growth through sustainable use of resources and development of the territory | 6. Growth through sustainable use of resources and development of the territory |
| 5 | The NSDI Strategic Goal | Increased emphasis for art and culture | Increased emphasis for art and culture | Increased emphasis for art and culture | Increased emphasis for art and culture |
| 6 | The corresponding policy goal | G.3 Supporting the creativity of Albanian artists and increasing cultural and artistic activities | G.1. Improving and expanding cultural markets through legislation, from which will benefit the authors, artistic creativity and cultural heritage | G.2. Preservation and protection of tangible and intangible cultural heritage | G.3. Supporting the creativity of Albanian artists and increasing cultural and artistic activities |
| 7 | The specific objective to which the indicator relates to | S.O.3. Raising public interest on cultural programs by improving the quality of services, products, and artistic quality | S.O.1. Creating a sustainable legal and institutional environment for the development of art and culture | S.O.2. Rehabilitation of architectural heritage and landscape by increasing the number of rehabilitated monuments | S.O.3. Raising public interest on cultural programs by improving the quality of services, products, and artistic quality |
| 9 | Indicators components | Culture | Culture | Culture | Culture |
| 10 | Relevance to the Acquis Communautaire | no | Reporting and approval of the acts of the Acquis Communarie provided in the NPEI for the Ministry of Culture in Chap. 7 "Intellectual Property " and Chap. 26 "Education and Culture." | Reporting and approval of the acts of the Acquis Communarie provided in the NPEI for the Ministry of Culture and NCCP on the free movement of cultural properties in Chap. 29 "Customs." | no |
| 11 | Data source for performance indicator monitoring | Official Reports | Official reports on the analytical plans | Monthly reports on registered properties | Monthly reports for subordinate Institutions |
| 12 | The responsible Institutions for collection of data | INSTAT/TAX Authorities/Foreign sources | Ministry of Culture | National Institute of Cultural Heritage registration | Subordinate Institutions |
| 13 | Methodology description | Increase of Investments in the culture sector by fields in NAÇE REV 2 in relation to the base year | The indicator is calculated by completing the table of Standard Setting Frame work according to CDIS / UNESCO | Growth compared to base year | Growth compared to base year |

| | | | | | |
|----|--|---|---|---|---|
| 14 | Measurement frequency | Annual | Annual | Annual | Annual |
| 15 | Indicator Type Cumulative/Upward | Cumulative | Cumulative | Cumulative | ascending |
| 16 | Direct of composed Input | Composite | Composite | Simple | Composite |
| 17 | The calculation formula | The budget until 2022 is calculated according to the MTBP for the years 2023-2025 it has an upward trend of 5% | The indicator takes the value in the segment [0,1], where 1 is the optimal result. | Registered number of cultural Assets. | Revenue growth is calculated according to an upward of 5% each year |
| 18 | Distribution of data (for composed indicators) | Contribution in the sector of culture according to the scope based on the NAÇE REV2 / INSTAT distribution | - policy framework - institutional framework | | Revenue form sale of tickets . Revenue from services Revenue form donors |
| 19 | Underline the direction of change/trend (tendency) of the progress | ascending | ascending | ascending | ascending |
| 20 | Basic Value | 2018 - % of investments versus the budget of MC 37,7 % | 2018 - basic value 0,4 | 2018 – 285,688 registered cultural assets | 2018 - 240,7 million lek |
| 21 | Target value / Target revised: | 2025 - 24,6% | Target 2025 Value 0.76 | 2025 – 600,000 registered cultural assets | 2025 - 338,0 million lekë |
| 22 | Target value / Target revised: | | | | |
| 23 | Actual basic value | | | | |
| 24 | SDG - UN Sustainable Development Goal Title | 11. Sustainable Cities and Communities - Make cities inclusive, safe, resilient and sustainable Target 11.4 calls for strengthening efforts to protect and safeguard the world's cultural and natural heritage. | 11. Sustainable Cities and Communities - Make cities inclusive, safe, resilient and sustainable Target 11.4 calls for strengthening efforts to protect and safeguard the world's cultural and natural heritage. | 11. Sustainable Cities and Communities - Make cities inclusive, safe, resilient and sustainable Target 11.4 calls for strengthening efforts to protect and safeguard the world's cultural and natural heritage. | 11. Sustainable Cities and Communities - Make cities inclusive, safe, resilient and sustainable Target 11.4 calls for strengthening efforts to protect and safeguard the world's cultural and natural heritage. |
| 25 | Target value of SDG indicator | | | | |