

# PËRMET INTEGRATED ACTION PLAN ON DISSONANT HERITAGE

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## INTRODUCTION BY THE MAYOR

For years, Përmet's dissonant heritage has remained neglected—its significance overlooked and its potential untapped. These sites, however, are more than relics of the past; they are part of our history and can serve as powerful tools for education, tourism, and cultural engagement. Today, we have the opportunity to redefine their role, transforming them into spaces that foster dialogue, learning, and civic participation.

This Integrated Action Plan, developed through an inclusive and participatory process, ensures that every stakeholder has a voice in shaping the future of these historical sites. By working together, we aim to preserve, restore, and integrate them into Përmet's broader tourism development strategies. Through targeted investments, educational initiatives, and promotional efforts, these sites can become dynamic centers of historical awareness and economic opportunity.

Our vision is not just about preserving the past, it is about leveraging it to build a stronger, more connected, and economically vibrant future for Përmet. By reimagining dissonant heritage as a catalyst for tourism, education, and cultural engagement, we honor history while shaping new possibilities for the next generations.

Together, let us revitalize Përmet's past, ensuring that it not only tells the story of where we have been but also shapes the path forward for future generations and the entire community.

**Alma Hoxha**  
**Mayor of Municipality of Përmet**

## EXECUTIVE SUMMARY

The Integrated Action Plan (IAP) has been developed by the URBACT Local Group(ULG) as part of ARCHETHICS an action planning network funded under URBACT IV. This forward-looking and cohesive plan addresses the challenges associated with dissonant heritage in Përmet. Serving as a strategic policy tool, it offers concrete solutions to the specific issues identified.

Dissonant heritage in Përmet, consisting of remnants from the communist era and Italian occupation, remains underdeveloped as a tourist and educational asset, due to poor maintenance, limited accessibility, and insufficient promotion. These sites are often excluded from broader tourism strategies and underutilized for educational purposes, with minimal stakeholder involvement in preservation and engagement efforts. To address these challenges, the vision is to transform them into sustainable tourism destinations and cultural and educational hubs, aligning with the Municipality of Përmet's development strategy. This requires investment in infrastructure, integration into local tourism, and collaboration with stakeholders to enhance visibility and drive economic growth. By leveraging guided tours, exhibitions, and community events, dissonant heritage can serve as a tool for education and dialogue, fostering historical awareness and creating new opportunities for cultural engagement. This logic is reflected in the Integrated Action Plan, which is structured into four sections.

## EXECUTIVE SUMMARY

Section 1 introduces the ARCHETHICS network, followed by an overview of Përmet, including key insights into dissonant heritage and the challenges it faces. It then presents a shared vision for the future and a self-assessment of the main integration challenges. This plan is prepared by the URBACT Local Group (ULG). In this section, it is highlighted the work undertaken by the group, showcasing their role as a key participatory tool in the development of the plan.

Section 2 forms the core of the IAP, defining the full scope of planned actions to achieve the overall vision while ensuring they are strategically aligned with identified needs. This section outlines the strategic and specific objectives, followed by a brief description of the ten identified actions.

Section 3 expands on these actions in detail, covering implementation steps, costs, funding sources, responsible entities, monitoring indicators, and risk mitigation measures.

Section 4 outlines the implementation framework, emphasizing key factors for successful execution. These include strong collaboration and support from key partners, particularly ULG members; clear monitoring indicators; a thorough risk assessment with corresponding mitigation measures; cost feasibility and identification of funding sources; and a high level of action readiness, reinforced by the prior testing of certain actions for effectiveness.

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## CITY CONTEXT, NEEDS AND VISION



## INTRODUCTION

**The Integrated Action Plan (IAP)** has been developed as part of **ARCHETHICS** — an action planning network funded by **URBACT IV**. This programme is co-financed by the European Regional Development Fund (ERDF), the Instrument for Pre-Accession Assistance, and the Neighborhood, Development and International Cooperation Instrument.

URBACT IV supports cities of all sizes — from neighborhoods to entire urban areas, in refining their approaches to sustainable urban development using the URBACT method. Key elements of the programme include active local stakeholder participation, robust networking and knowledge exchange among cities, and expert guidance.

The IAP is the **main output** from the Municipality of Përmet within the ARCHETHICS network. It was prepared by the URBACT Local Group (ULG) with invaluable support from local stakeholders, the ARCHETHICS lead expert, and the cities involved in the network.

It is a coherent and future oriented plan that tackles the challenges of dissonant heritage in Përmet. Aligned with the strategic objectives of the IAP, the planned actions are specified in detail, including timelines, responsibilities, monitoring indicators, and risk management strategies for successful implementation. It will serve as a valuable policy tool, providing a concrete response to the specific challenges identified.

## ARCHETHICS NETWORK

The **ARCHETHICS Network** led by Municipality of Cesena, brings together European cities of different sizes: Cesena in Italy; Përmet in Albania; Kazanlak in Bulgaria; Krakow in Poland; Gdansk in Poland; Leipzig in Germany; Betera in Spain and Vila Nova de Cerveira in Portugal. These cities have in common the presence of dissonant heritage.

The objective of ARCHETHICS is to explore novel approaches to build sustainable urban policies on Dissonant Heritage:

- to **enhance dissonant heritage as a non-divisive element of urban communities**, but as a starting point for shaping new democratic identities.
- to generate a better understanding on **how sustainable managing** dissonant heritage.
- to activate **urban community labs** around European common values.
- to open **new perspectives and opportunities** to enhance dissonant heritage as an investment attraction and a driver for local touristic and cultural development.

ARCHETHICS shares this vision for the future city, where dissonant heritage becomes the starting frame to improve individual and collective identity, behavior and memory, strengthening the relationship between architecture, citizenship and ethics. It reads the dissonance of cultural heritage through the analysis of four dimensions: Architecture, People, History and Ethics.

## FOUR DIMENSIONS OF ARCHETHICS

**ARCHITECTURE** represents the material heritage, objects, monuments and buildings built in the past as a propaganda tool of dictatorship regimes to build consensus, control people or as military protection of conflictual borders.



The dimension **“PEOPLE”** focuses on the importance to include in the debate about dissonant heritage all the actors both locals and tourists, young generation and older people, experts and common people, girls and boys, women and men.



**HISTORY** represents the delicate relationship between public/institutional memory and individual memory. Through history, ARCHETHICS analyses uncomfortable memories, stigma, fake news and silent facts hidden in dissonant heritage.



**ETHICS** means the recognition of common positive values that the local community intends to address to dissonant heritage. The critical interpretation and the recognition of the dissonance within the cultural heritage can drive towards a common positive background.



## WHAT DISSONANT HERITAGE MEANS?



The history of Europe has generated a heritage that sometimes is controversial and complex due to belonging to totalitarian regimes or contentious borders. This heritage has been called “Dissonant”, addressing the problematic link between the physical elements like architecture, neighborhoods, monuments, urban public spaces, and the historical and political values those elements represent.

In the context of ARCHETHICS, dissonant heritage has been referred to the architectural and cultural heritage that evokes unpleasant memories due to war or political propaganda of totalitarian regimes or controversial borders that society suffered, linking the physical elements (buildings, streets, squares, etc) and the historical, the political context and the values that produced them in the past. The dissonant heritage investigated by ARCHETHICS is often silent, submerged, and not recognized by the community. For that reason, the project proposes a multiperspective approach to read history, collect testimonies and come with participative initiatives to manage dissonant heritage.

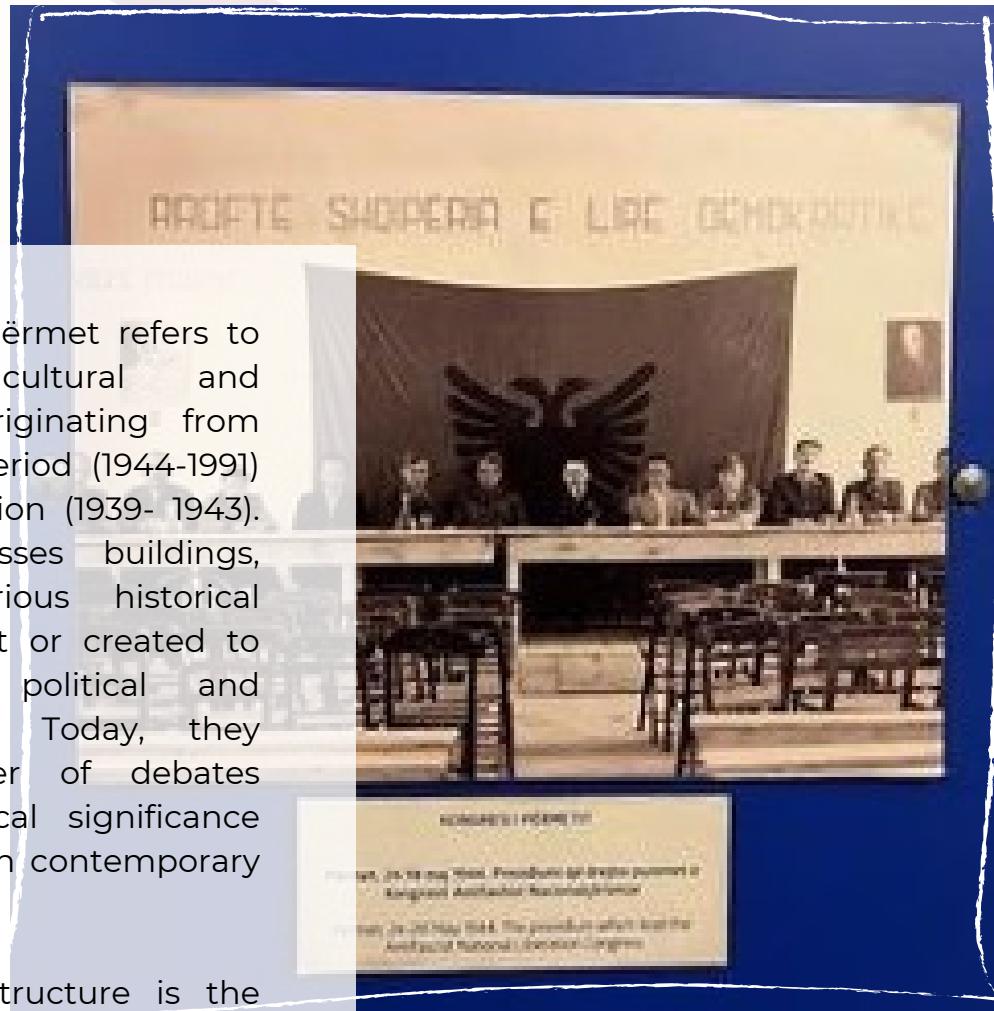
## DISSONANT HERITAGE IN PËRMET

*Photo of the Congress Meeting*

Dissonant heritage in Përmet refers to the controversial cultural and architectural legacy originating from both the communist period (1944-1991) and the Italian occupation (1939- 1943). This legacy encompasses buildings, monuments, and various historical artifacts that were built or created to embody a specific political and ideological framework. Today, they remain at the center of debates regarding their historical significance and the role they play in contemporary society.

The most significant structure is the building where the Congress of Përmet took place. This historic building served as the venue where, on May 24, 1944, Albanian communist leaders gathered with 188 delegates from across the country to launch the Congress. Përmet was chosen for this important meeting for three primary reasons:

- It was the first city to be liberated.
- Its geographic location was strategically favorable.
- It was the birthplace of several prominent leaders of the National Renaissance.



## DISSONANT HERITAGE IN PËRMET



The Congress aimed to elect legislative and executive authorities who would govern Albania until the war ended. Among the many significant decisions made, the most important was the commitment to building a new democratic and people-centered Albania. However, due to its association with the start of the communist regime, the building was largely neglected and fell into decay following the collapse of communism.

It is situated near the city center, and it was built between 1938 and 1940 by the Italian army and it served as army barrack until 1944. The house has a rectangular shape and measures 29.3 m x 8.9 m, consisting of two rooms. The roof has been covered with asbestos boards and with tiles nowadays. The building now hosts a war museum, which has significantly increased its visitors' numbers. It has the status of the Cultural Monument of the First Category.



War Museum

## OTHER DISSONANT HERITAGE SITES IN PËRMET

### RESIDENCE OF OFFICERS

It is a historic building of significant importance, which served as a residence for officers during the communist period. It was destroyed in 1997 and rebuilt in 2012 as the "Multifunctional Cultural Center Odhise Paskali." Today, the building serves as a vibrant cultural hub, featuring museum exhibitions, a dedicated conference room, and an exhibition room, in addition to functioning as a tourism information point.



### CINEMA "13 SHTATORI"

Originally functioning as a cinema during the communist regime, this structure was renovated in 2022. Today, it continues to operate as a cinema and serves as a hub for cultural activities.



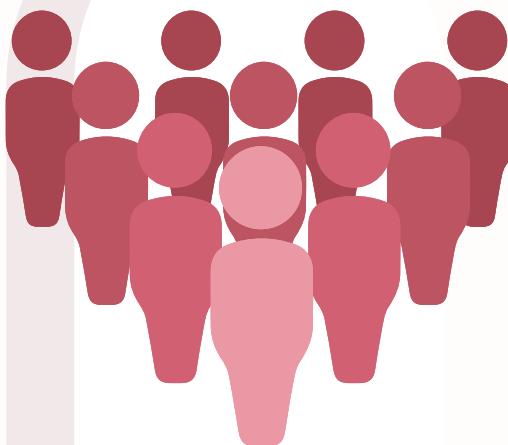
### BUNKERS, TUNNELS, SHELTERS, MONUMENTS



### REMAINS OF ITALIAN MILITARY BARRACKS

## CITY PROFILE

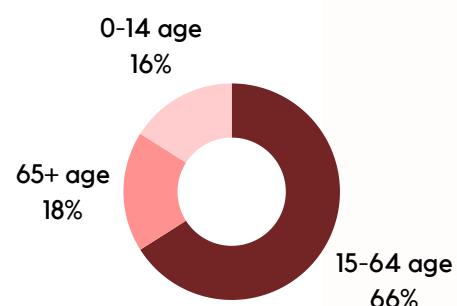
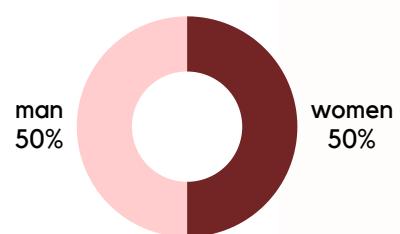
The Municipality of Përmet is part of the Gjirokastra Region and is located in the southeastern part of the country. The Municipality of Përmet consists of five administrative units: Përmet, Çarshovë, Frashër, Petran, and Qendër Piskovë. It administers one town and 49 villages. All administrative units within the municipality are mountainous areas, as more than 45% of the terrain is steep and rugged. The administrative center of the municipality is the town of Përmet, which serves as the economic and social center not only for the Municipality of Përmet but also for the entire geographical community known as the Vjosa Valley.



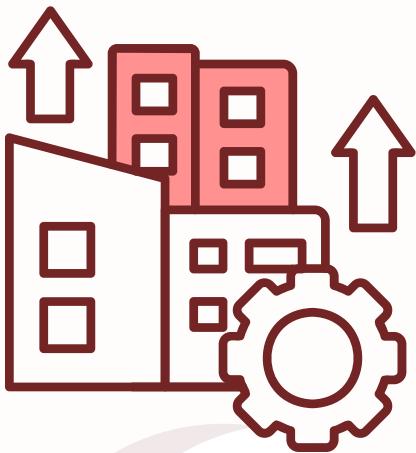
**Population: 19,872 inhabitants**  
**56% reside in the town**

**Women represent 50% of the total population.**

The 15-64 age group makes up 66% of Përmet's population. The 65+ age group accounts for 18%, exceeding the national average (11.3%), while the 0-14 age group represents 16%, below the national average (20.7%).



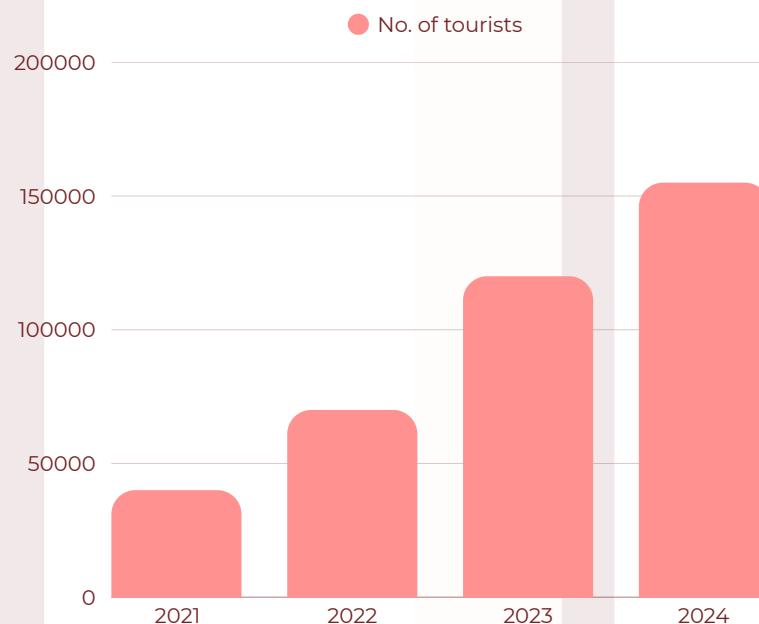
## CITY PROFILE



### Main economic activities:

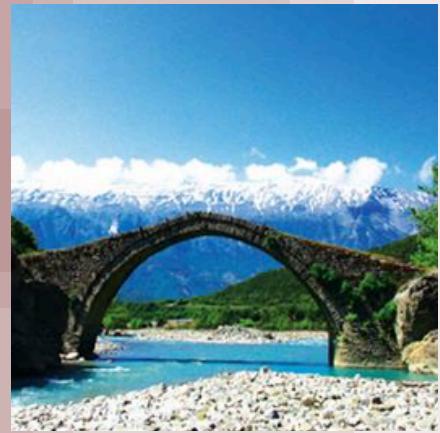
- Agriculture
- Livestock
- Farming
- Agro-industry
- Tourism
- Trade

Tourism is a key sector driving the economic development of Përmet. The district offers a diverse range of tourism opportunities, including eco-tourism, culinary tourism, adventure tourism (canoeing, mountain climbing), health tourism, rural tourism, religious tourism, and cultural tourism.

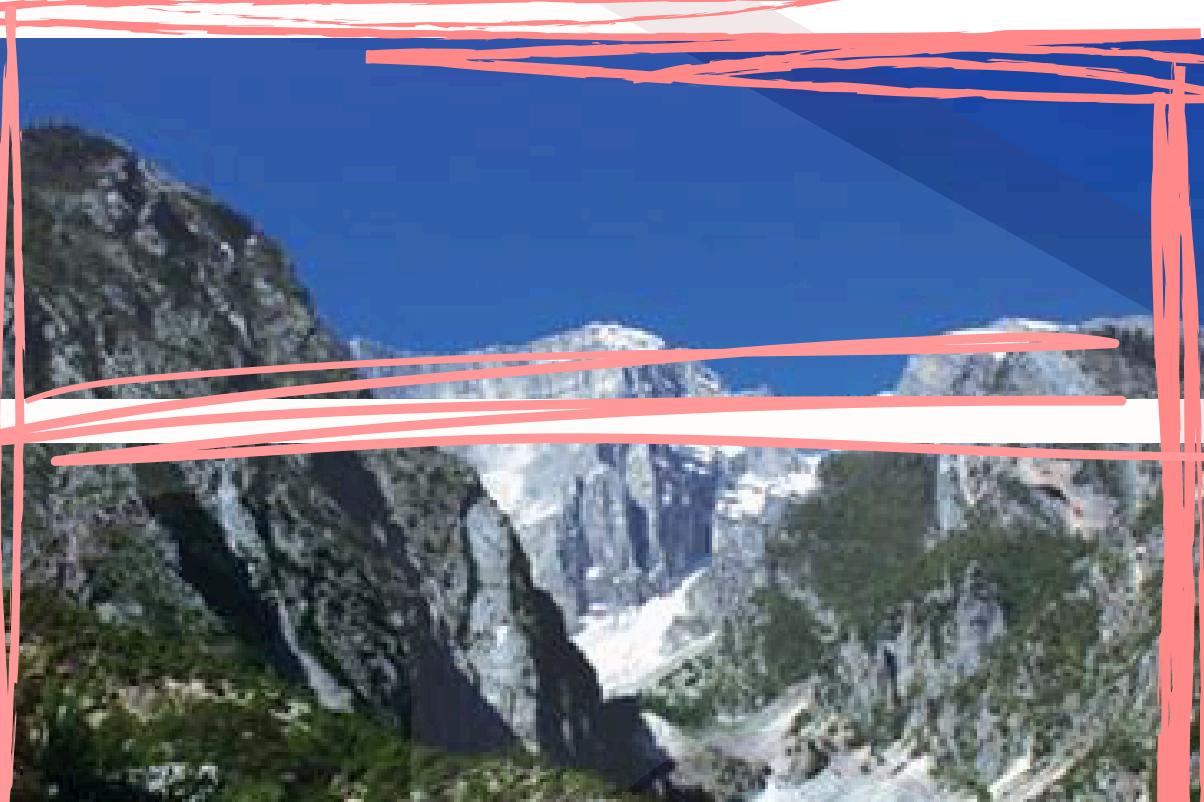


EXCEPT  
THE SEA  
WE HAVE  
EVERYTHING  
ELSE

**PËRVEÇ DETIT, KEMI GJITHÇKA TJETËR!**



## PËRMET DEVELOPMENT VISION



“Përmet, a gateway to Albania, with indigenous and unique natural and cultural heritage, a rich history, and strong traditions, has high potential for economic development based on agriculture, livestock, and agribusiness. It is orienting its economy towards rural, nature-based, health, and cultural tourism, supported by adequate infrastructure and services, transforming into a unique Albanian destination.”

## EXISTING STRATEGIES, POLICIES AND ACTIVITIES

Other historic buildings have been reconstructed and are now in use, such as the Cinema and the Cultural Center.

In the capital city, repurposing dissonant heritage sites for tourism and education has been highly successful, with attractions like Bunk'Art and the House of Leaves becoming top tourist destinations.

The Municipality and the local tourist operators are collaborating to include this heritage in the touristic offer of the area.

The Municipality of Përmet is implementing another project focused on dissonant heritage and plans to apply for additional projects with a similar focus.

In the General Local Plan many of these historical and cultural buildings are considered important for the tourism development and it is stressed the need for their preservation and promotion.

The Congress Hall was recently renovated, and a war museum was established within the building, by attracting more visitors to this historic building.

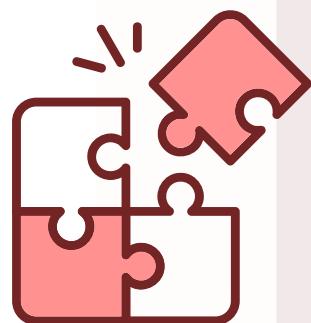
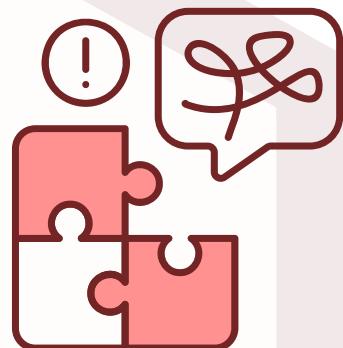
## PROBLEM IDENTIFICATION

### **DESPITE THEIR SIGNIFICANT TOURISTIC POTENTIAL, DISSONANT HERITAGE SITES HAVE YET TO BECOME ESTABLISHED TOURIST DESTINATIONS.**

Dissonant heritage sites in Përmet face several challenges that limit their potential as tourist destinations and cultural landmarks. Many of these sites remain unreconstructed or are inadequately maintained, resulting in limited access and diminished visitor experience. The lack of informative signage and detailed historical information leaves potential visitors uninformed about their cultural significance. Additionally, insufficient promotion by tour operators and local tourism authorities further reduces their visibility in a competitive market. Finally, these sites are often excluded from broader strategic tourism and urban development plans, leading to limited investment and coordinated preservation efforts.

### **DISSONANT HERITAGE IS UNDERUTILIZED FOR EDUCATIONAL AND CULTURAL PURPOSES.**

Despite offering a unique window into our past, there aren't enough programs or activities that help people connect with this part of our history. Many schools rarely visit or utilize the materials available at these dissonant heritage sites. Additionally, many historical documents and artifacts were poorly preserved in the past and remain difficult to access because they exist only in physical form rather than digitally. As time passes, preserving these fragile resources will become even more challenging. Additionally, very few activities related to dissonant heritage are organized by the municipality or other stakeholders at these sites.



## SWOT ANALYSIS

### STRENGTHS

- Tourism well developed in Përmet.
- High number of photos and documents about the communism era (present in the Congress building).
- No ownership problems.
- They are located mainly in the center.
- Implementation of other projects on similar topics.
- Good collaboration with schools and NGOs.



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### WEAKNESSES

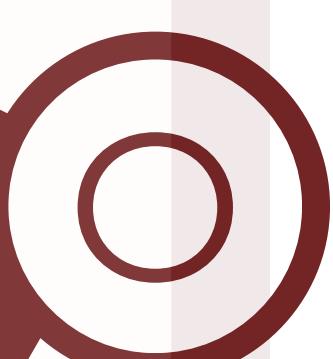
- Lack of a “common history”, a history not “politicize”.
- State of conservation of the Italian/fascist heritage: it is almost destroyed.
- Lack of a protection plan for dissonant heritage
- Lack of policy address for dissonant heritage in the general town plan.
- Limited budget for investment.



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### OPPORTUNITIES

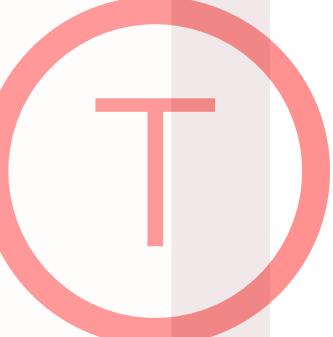
- Increased number of tourists and number of overnight stays.
- Interest in expanding the tourist sector by exploring the potential of dissonant heritage.
- Valorization of photographic material through digitalization.
- Cultural and historical tourism is a national priority.
- More access to foreign donor's funds.



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### THREATS

- Further division in sharing a common history.
- Change of tourism orientation. Risk of overmarketing.
- Change of investment priorities.



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## LOCAL STAKEHOLDERS

The participative approach is a fundamental aspect of URBACT networks and of this Integrated Action Plan. Involving the right stakeholders from the start of this journey is crucial to developing an IAP that is both practical and impactful. Thus, the first step was the identification of the key stakeholders. They can be categorized into four main groups:

### PRIVATE SECTOR

- Local businesses in the tourism industry.
- Tour guides, travel agencies, and local, national, and international tour operators.
- Non-governmental organizations (NGOs) focused on tourism development, cultural heritage, education, and youth engagement.

### PUBLIC SECTOR

- Municipality of Përmet.
- Other municipalities in the region.
- Ministry of Economy, Culture, and Innovation.
- Ministry of Tourism and Environment.
- Cultural institutions.

### EDUCATIONAL SECTOR

- Schools in Përmet.
- Përmet Local Education Office.
- Researchers.
- Universities.
- Historians.

### COMMUNITY

- Elderly residents
- Young people (including the Youth Council)
- Influencers
- Other interested individuals.

**After identifying key stakeholders, the next step is to actively engage them in addressing the challenges of dissonant heritage in Përmet. This can be done by establishing an URBACT Local Group (ULG) and appointing the right coordinator to run the group.**

### WHAT IS AN URBACT LOCAL GROUP?

URBACT Local Groups (ULGs) are a fundamental building block of the URBACT programme. Every city partner in an URBACT network is required to set up a ULG to bring together all relevant local stakeholders related to the chosen policy challenge the city wants to tackle. Their primary role is to analyze local issues, explore solutions, and ultimately design and implement strategies to address them.

## PËRMET ULG

Our core URBACT Local Group (ULG) consists of 18 members representing the stakeholder categories mentioned above.

### Municipal departments

- Education
- Social services
- Tourism and culture heritage
- Urban planning
- Foreign's donor project

- Përmet Youth Council
- Local tourist guides
- Community members
- Elderly people

### Non Governmental Organizations (NGO)

- CESVI
- VJOSA EXPLORER

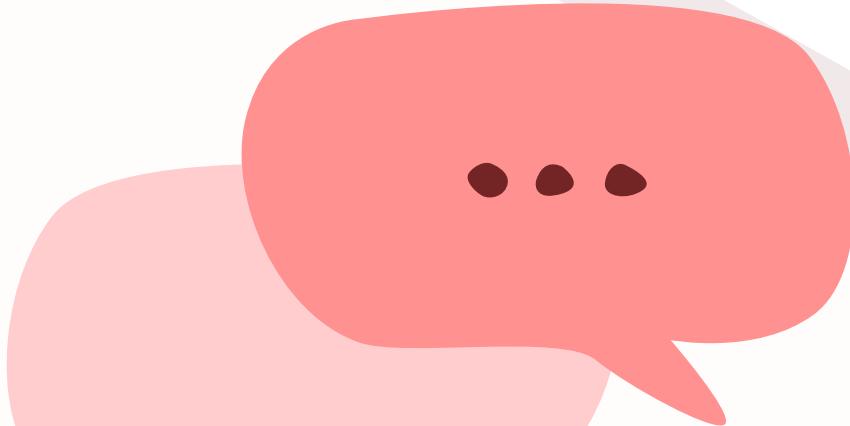
- History teachers of school "Nonda Bulka" and "Sejfulla Malshova"
- Local historian

## PËRMET ULG

From September 2023 to December 2024, the ULG held eight in-person meetings.

DATE	TOPIC	NO. OF PARTICIPANTS
26.09.2023	Introduction + understanding of the local situation.	7 females and 4 males
14.12.2023	Dissonant heritage in Përmet: local context and challenges, SWOT analysis.	6 females and 8 males
21.02.2024	Problem identification.	5 females and 7 males
12.03.2024	Problem identification+ shared vision for change.	8 females and 10 males
27.04.2024	Vision for change from the perspective of young people.	22 females and 12 males
02.07.2024	Identification of strategic and specific objectives of the IAP.	7 females and 9 males
20.11.2024	Actions of the IAP+ action planning details.	3 females and 6 males
20.12.2024	Action planning details+ implementation framework.	6 females and 3 males

## PËRMET ULG



Dissonant heritage is a sensitive topic, making it crucial to ensure that every stakeholder's voice is heard. To facilitate this, additional meetings were held between April and May 2024, each dedicated to a specific group: young people, elderly citizens, local businesses, and historians.

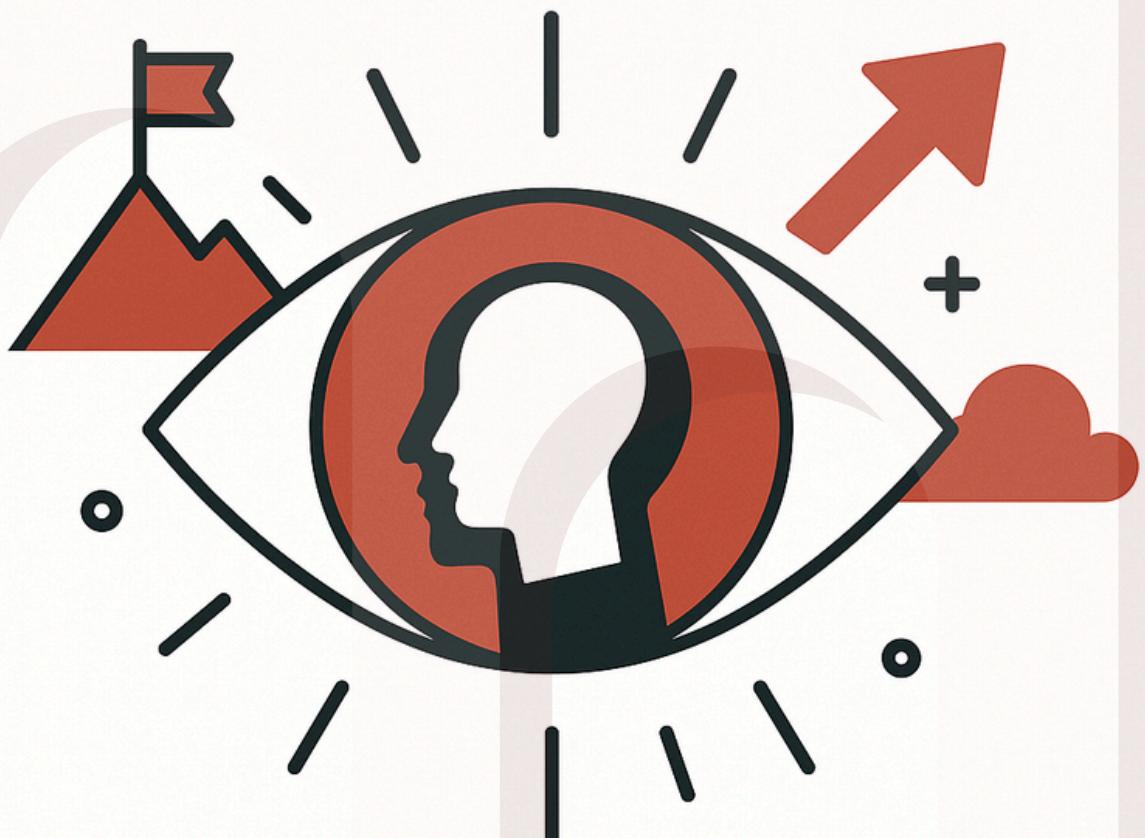
These meetings aimed to identify the challenges surrounding dissonant heritage in Përmet, define a shared vision for its future, and establish key actions to achieve this vision. Reaching a consensus for the IAP vision, was challenging due to the diverse perspectives of participants. However, through the active engagement of all ULG members and the support of the ARCHETHICS partnership, a common vision was successfully established.



**We believe that our dissonant heritage can be a powerful tool for education and tourism and can be used to benefit our community.**



## VISION



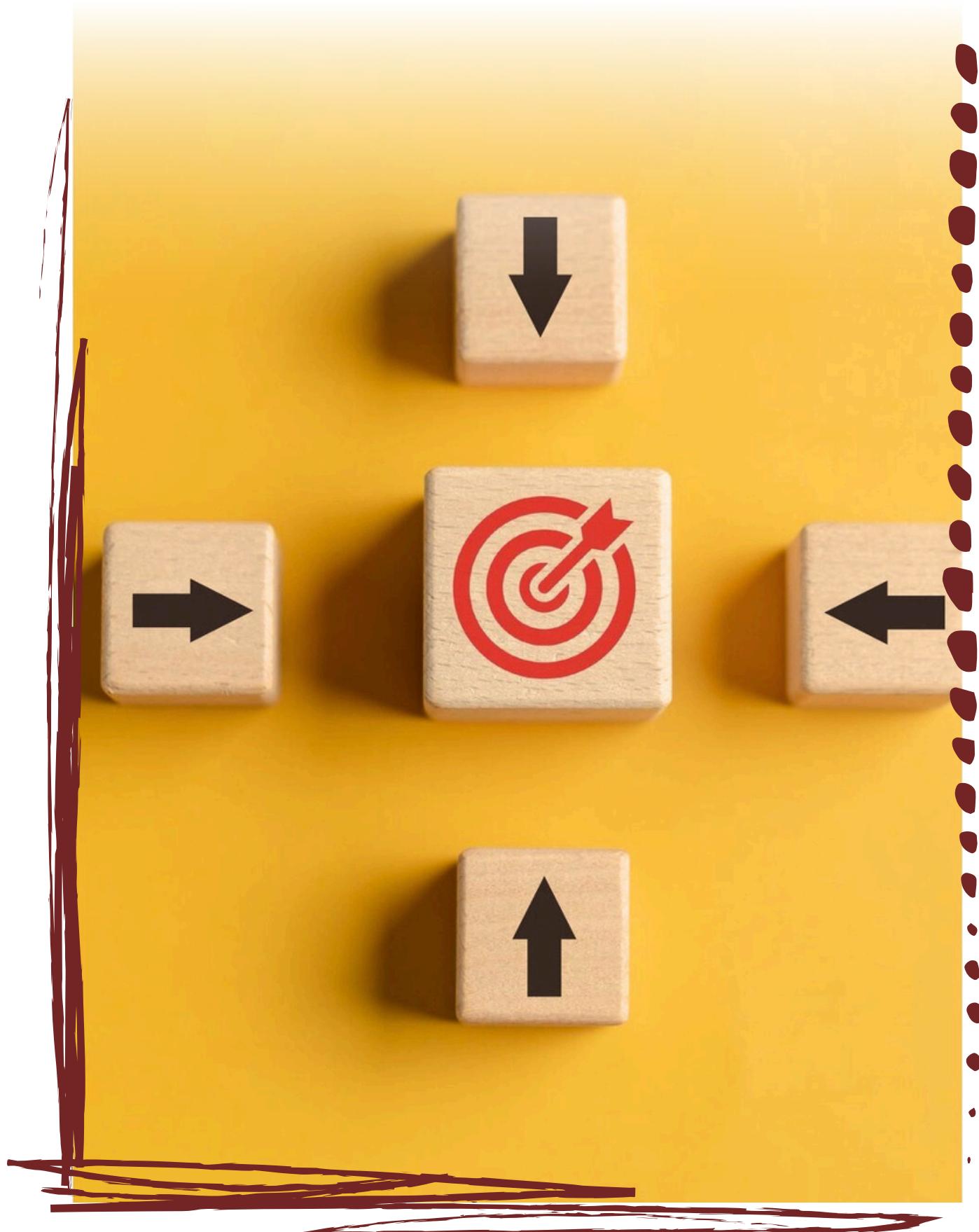
**FOR DISSONANT HERITAGE SITES IN  
PËRMET TO BECOME PREFERRED  
TOURISM DESTINATIONS AND  
PLACES WITH HIGH EDUCATIONAL  
AND SOCIOCULTURAL VALUES.**

## MAIN INTEGRATION CHALLENGES

In the table below there is a self-assessment of the main aspects of integration.

Aspects of integrated approaches	Self-assessment (1-5)	Description
<b>Stakeholder involvement in planning</b>	5	From the start, we carefully identified and involved the right stakeholders. Their diverse perspectives posed challenges, however effective engagement was achieved through the right methods, tools, and well-timed meetings.
<b>Coherence with existing strategies</b>	5	The IAP fully aligns with existing local strategies, policies, and ongoing actions.
<b>Sustainable urban development (economic, social, environmental)</b>	5	The IAP encompasses all three pillars of sustainable urban development: economic, social, and environmental.
<b>Integration over time.</b>	5	Each step of every action was carefully planned considering time and implementation order.
<b>Stakeholder involvement in implementation</b>	4	Stakeholders were actively involved throughout the process, from planning to implementing testing activities. However, due to the limited time, full engagement from all participants was not achieved.
<b>Sectoral integration</b>	5	The IAP addressed a wide range of sectors related to its theme, including tourism, cultural heritage, history, education, and socio-cultural life.
<b>Spatial integration</b>	5	The actions maintain coherence across different locations within the city while ensuring spatial alignment both within and beyond municipal boundaries(example: collaboration with neighbour municipalities for promoting dissonant heritage).
<b>Territorial integration</b>	5	Dissonant heritage exists in every municipality, allowing these actions to be easily replicated and adapted to local contexts.
<b>Multi-level governance</b>	3	Actions are primarily planned at the local level while remaining aligned with regional and national strategies.
<b>Integration of cross-cutting thematic aspects</b>	5	In the IAP are integrated three cross cutting thematic aspects: digitalization, gender and green.
<b>Complementary types of investment</b>	5	In the IAP are included soft and hard investment.
<b>Mobilising all available funding</b>	5	All available funding sources were considered for each action.

## OVERALL LOGIC



## OVERALL LOGIC

Dissonant heritage in Përmet consists of architectural and cultural remains from the communist era and Italian occupation, sparking ongoing debates about their historical significance and contemporary relevance. **Despite their rich historical and cultural significance, dissonant heritage sites in Përmet remain underdeveloped as tourist and educational attractions.**

Poor maintenance, limited accessibility, and a lack of informative resources hinder visitor engagement, while insufficient promotion and exclusion from broader tourism strategies further reduce their visibility. Additionally, these sites are underutilized for educational purposes, with few school visits, inadequate preservation of historical documents, and a lack of digital access to artifacts. Minimal municipal or stakeholder involvement in organizing cultural activities further limits their potential, leaving these sites overlooked in both tourism and heritage preservation efforts.

To address these challenges, our shared vision for dissonant heritage sites is to transform them into sustainable tourism destinations and hubs of educational and sociocultural value. **This aligns with the Municipality of Përmet's development vision**, which prioritizes the identification, preservation, and promotion of the city's rich heritage, ultimately **contributing to long-term economic growth and the well-being of its citizens.**

## OVERALL LOGIC

To transform dissonant heritage sites into tourist destinations, we must first invest in both soft and hard infrastructure to improve accessibility, followed by their **integration into Përmet's broader tourism offerings**. Collaboration with tour operators, local businesses, and other stakeholders who benefit from increased tourism is essential for ensuring long-term success. **This approach will establish a sustainable model that enhances the visibility of these heritage sites while driving local economic growth**. Successfully incorporating dissonant heritage into the Municipality of Përmet's tourism strategy will not only raise awareness and appreciation of these sites but also generate lasting economic benefits for the community.

**Dissonant heritage can be a powerful tool for education and tourism.** Guided tours, exhibitions, and community events that focus on the historical significance and the complex legacy of these sites can help both locals and visitors understand the multifaceted history of Përmet. Such initiatives can turn controversial relics into conversation starters about democracy, identity, and progress.

**Following this logic, the strategic objectives, specific objectives, and corresponding actions have been carefully formulated.**

## OBJECTIVES AND INTERVENTION AREAS

### STRATEGIC OBJECTIVE 1: TO TRANSFORM DISSONANT HERITAGE SITES IN SUSTAINABLE TOURISM DESTINATIONS.

#### SPECIFIC OBJECTIVE 1.1:

To facilitate the access to the dissonant heritage sites.

#### SPECIFIC OBJECTIVE 1.2:

To include the dissonant heritage sites in the touristic offer for Përmet.

### STRATEGIC OBJECTIVE 2: TO RAISE AWARENESSES OF THE VALUE AND POTENTIAL OF THE DISSONANT HERITAGE BY USING IT FOR EDUCATIONAL AND SOCIOCULTURAL PURPOSES.

#### SPECIFIC OBJECTIVE 2.1:

To encourage better use of the potential of dissonant heritage for educational purposes.

#### SPECIFIC OBJECTIVE 2.2:

To integrate the dissonant heritage in the sociocultural life of Municipality of Përmet..

## INTERVENTION AREAS

### TOURISM



### CULTURAL HERITAGE



### EDUCATION



### CULTURE



## ACTIONS

### ***Specific objective 1.1: To facilitate the access to the dissonant heritage sites.***

#### **Action 1: Design and install informative signage in the primary dissonant heritage sites.**

The installation of informative boards at these sites aims to improve the accessibility, understanding, and respectful presentation of these sites. The goal is to create signage that helps visitors navigate these sites, understand their significance, and engage with the complex histories in a respectful and meaningful way. The signage will not only provide practical direction but also facilitate reflection and education.

#### **Action 2: improve physical conditions of dissonant heritage sites.**

A sustainable maintenance approach is crucial for preserving dissonant heritage sites, ensuring their safety, accessibility, and historical significance through regular inspections, cleaning, conservation, and restoration efforts. Small-scale structural interventions, such as repairing cracks, restoring façades, and reinforcing weak structures, help maintain historical integrity under the guidance of conservation specialists. However, for larger-scale interventions, the Municipality of Përmet requires external funding, necessitating support from relevant ministries and project-based funding initiatives to sustain long-term preservation efforts.

#### **Action 3: Facilitating access to dissonant heritage sites by using interactive digital technologies .**

Developing VR and AR applications can enable realistic virtual tours of dissonant heritage sites, making them accessible to users regardless of physical limitations or geographic distance. Given the high cost of VR and AR, an alternative approach is creating 360°, HD, and 3D photography to develop interactive galleries or virtual museums accessible via websites or mobile apps. To maximize global engagement, content should be available in multiple languages, and collaboration with international organizations should be encouraged to promote awareness and attract a diverse audience to these heritage sites.

## ACTIONS

### ***Specific objective 1.2: To include the dissonant heritage sites in the touristic offer for Përmet.***

#### **Action 4: Integration of dissonant heritage in the touristic offer of the Municipality of Përmet.**

The Municipality of Përmet will incorporate dissonant heritage sites into its Local Tourism Strategic Plan (to be completed in 2025) to highlight their cultural and historical significance. To enhance visibility, these sites will be integrated into all promotional materials, including updated brochures, websites, social media campaigns, and digital platforms, ensuring broader recognition. Additionally, specific promotional materials such as brochures, leaflets, short videos, and documentaries featuring local experts will be created, with all content available in multiple languages to reach a wider audience.

#### **Action 5: Collaboration with tour operators for including dissonant heritage in their touristic packages.**

The Municipality of Përmet will promote dissonant heritage as a unique tourism asset in meetings with tour operators, offering support for its inclusion in tour packages. Free tours for operators, journalists, and influencers will provide firsthand experience, encouraging interest and positive promotion. To further encourage inclusion, support measures like free promotional materials, discounted entry, transportation assistance, and partnerships with local businesses will enhance the overall tourist experience, making these sites more attractive and accessible.

## ACTIONS

***Specific objective 2.1: To encourage better use of the potential of the dissonant heritage for educational purposes.***

**Action 6:  
Creation of  
the dissonant  
heritage  
archive.**

The digitalization of dissonant heritage documents will start with comprehensive assessment of existing materials. The digitalization process will prioritize key historical records, including the journal "24 May", village history records, photographs from the Congress of Përmet, and biographies of significant figures. To enhance accessibility, an outreach and promotion campaign will target researchers, educational institutions, and historians through newsletters, social media, and dedicated meetings. The archive will undergo continuous updates, ensuring it remains a valuable and evolving resource for future research and education.

**Action 7:  
Using the  
dissonant  
heritage for  
educational  
activities.**

The Municipality will organize guided tours to dissonant heritage sites, led by experts, to provide students with immersive learning experiences that highlight historical significance and preservation. Additionally, raise awareness activities, such as roundtables, workshops in collaborations with NGOs and educational institutions, will engage the public in discussions on dissonant heritage. To further involve youth, innovative initiatives like digital content creation, competitions, artistic events will encourage creative and technological approaches to heritage preservation, fostering critical thinking and active participation.

**Action 8:  
Learn how  
other  
European  
cities deal  
with  
dissonant  
heritage.**

The Municipality aims to strengthen its efforts in preserving and promoting dissonant heritage by joining international organizations, such as ATRIUM, to gain access to best practices, funding, and collaborative networks. It will also actively participate in international projects and events focused on dissonant heritage.

## ACTIONS

***Specific objective 2.2: To integrate the dissonant heritage in the socio-cultural life of the Municipality.*****Action 9:  
Multifunctional use of  
dissonant  
heritage sites.**

The Municipality aims to use dissonant heritage sites for a variety of community, cultural, and educational activities. Through collaborations with NGOs, schools, and cultural organizations, these sites will host exhibitions, workshops, festivals, and performances, enhancing public interaction and awareness. Additionally, establishing museums and information points inside or near these sites will transform these locations into educational and tourism hubs, ensuring their preservation and integration into cultural life for future generations.

**Action 10:  
Organization  
of cultural  
activities for  
dissonant  
heritage**

This action aims to develop and implement cultural activities focused on dissonant heritage in the Municipality of Përmet. The activities will be planned annually, ensuring inclusivity and accessibility while prioritizing cost-effective formats. Through strategic partnerships with local historians, cultural organizations, universities, and NGOs, the Municipality will enhance historical awareness and cultural engagement, making dissonant heritage an integral part of the local cultural identity.

## ACTION PLANNING DETAILS



## ACTION PLANNING DETAILS

### ACTION 1:DESIGN AND INSTALL INFORMATIVE SIGNAGE IN THE PRIMARY DISSONANT HERITAGE SITES.

#### IMPLEMENTATION STEPS:

**Site assessment:** The first step is to identify the main sites for board placement based on visitor flow and historical significance. Dissonant heritage refers to locations tied to painful or contested past linked to the communist regime; therefore, it is very important to engage stakeholders during the site assessment phase.

**Board design:** This step is very sensitive, as it is important to draft text historically accurate and neutral. The use of visual elements (photos, illustrations, maps, timelines) or QR codes linked to additional resources will make the content more engaging. The boards will incorporate universal design principles, such as legible fonts, braille, bilingual texts (English and Albanian) and accessibility features for people with disabilities. The materials will be durable and weather-resistant, but also visually complementary to the heritage sites as well as environmentally friendly.

Consultations with historians, heritage experts, and local communities will ensure an accurate and neutral narrative. For some sites it is necessary to obtain feedback and approval for the designs from stakeholders, local authorities, and heritage protection agencies to ensure compliance with legal and cultural sensitivities.

## ACTION PLANNING DETAILS

### ACTION 1:DESIGN AND INSTALL INFORMATIVE SIGNAGE IN THE PRIMARY DISSONANT HERITAGE SITES.

**Board installations:** They will be installed in visible and accessible places that do not obstruct other key areas. Their placement will be with minimal environmental impact.

**Monitoring and Maintenance:** The Municipality will set a schedule for regular maintenance and cleaning of the signage to prevent from weathering and fading of texts.

Step	Timing	Costs and source of funding
Site assessment	2026	In kind contribution from Municipality of Përmet
Board design	2026	Cost of design, printing and installation of 3 informative boards- 4,000 euro Source of funding: Municipality of Përmet
Board installations	2026	
Monitoring and Maintenance	Ongoing basis	In kind contribution from Municipality of Përmet

**Responsible entity:** Municipality of Përmet

**Partners:** Cultural heritage institutions, historians, educational institutions, tour operators, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
Number of informative boards installed in dissonant heritage sites.	At least 3 within 2026

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Community Opposition or Sensitivity:</b> The heritage site may be contentious to certain groups or individuals. Which could lead to potential opposition to the signage or its content.	-Engage with the community, experts, and other stakeholders early in the process to ensure their views and concerns are incorporated into the signage design.
<b>Misinterpretation of the Site's History:</b> The signage may inadvertently oversimplify, misrepresent, or fail to address the full complexity of the heritage site's history.	-Work with expert historians, community members, and cultural advisors to ensure accurate and balanced content. -Provide avenues for further learning, such as links to resources, guided tours, or educational programs.
<b>Weathering and Wear Over Time:</b> Exposure to harsh weather conditions could cause the signage to fade, become illegible, or deteriorate.	-Use high-quality, weather-resistant materials that are designed to withstand the local climate. -Implement an ongoing maintenance schedule to inspect, clean, and replace damaged signage as needed.

## ACTION PLANNING DETAILS

### ACTION 2: IMPROVE PHYSICAL CONDITIONS OF DISSONANT HERITAGE SITES.

#### IMPLEMENTATION STEPS:

##### **Continuous maintenance of dissonant heritage sites:**

The maintenance efforts will be initially focused on 5 dissonant heritage sites. Some of them are cultural protected monuments, therefore it is necessary to coordinate with the responsible institutions. The maintenance efforts will include routine cleaning within and around the sites, maintenance of roads and pathways leading to these sites and identification of signs of deterioration. This will be carried out by the Cleaning and Maintenance Sector in Municipality.

**Small-Scale Structural Interventions:** These efforts include minor repairs such as fixing cracks, restoring façades, and reinforcing weak structures using preservation-friendly techniques. To ensure authenticity and effectiveness, conservation specialists will oversee these interventions, supporting long-term conservation and public engagement.

##### **Seeking support for large-scale interventions:**

The Municipality of Përmet lacks the necessary funds for larger-scale interventions in dissonant heritage sites. To address this, the project and urban planning department will seek support from the relevant ministries and apply for projects that fund such large-scale interventions in these sites.

## ACTION PLANNING DETAILS

### ACTION 2: IMPROVE PHYSICAL CONDITIONS OF DISSONANT HERITAGE SITES.

Step	Timing	Costs and source of funding
<b>Continuous maintenance of dissonant heritage sites.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.
<b>Small-Scale Structural Interventions.</b>	Ongoing basis	Costs: approximately 8,000 euro annually Source of funding: Municipality of Përmet, Ministry of Economy, Culture and Innovation or foreign donors' funds.
<b>Seeking support for large-scale interventions.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.

**Responsible entity:** Municipality of Përmet

**Partners:** Ministry of Economy, Culture and Innovation, Cultural heritage institutions, cultural heritage specialists, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of dissonant heritages sites maintained regularly.</b>	At least 5
<b>Number of dissonant heritages on which were carried small- scale interventions.</b>	At least 3 within 2028

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Cultural Misinterpretation and Public Opposition:</b> Interventions in dissonant heritage sites can face public opposition or cultural misinterpretation if seen as disrespectful or misaligned with community values.	Involve all the stakeholders in the decision-making process. Develop outreach programs, such as exhibitions, workshops, and guided tours, that educate the public about the purpose and benefits of the interventions.
<b>Lack of funds:</b> Without sufficient funding for restoration and management, projects may face delays, or cancellation, risking site deterioration and cultural loss.	Diversified source of fundings. Include these interventions in the strategic plans.

## ACTION PLANNING DETAILS

### ACTION 3: FACILITATING ACCESS TO DISSONANT HERITAGE SITES BY USING INTERACTIVE DIGITAL TECHNOLOGIES

#### IMPLEMENTATION STEPS:

**Use of Virtual Reality (VR) and Augmented Reality (AR):** Develop VR and AR applications that simulate visits to dissonant heritage sites, allowing users to experience a realistic tour of locations that are too far or difficult to reach. This is necessary to enable remote and interactive exploration of dissonant heritage sites, particularly those that are physically inaccessible or sensitive, such as tunnels, bunkers, or shelters.

**Creation of 360°, HD, and 3D Photography of Heritage Sites:** VR and AR applications can be very expensive, so for some sites we can start with the creation of photography's of high quality. These photos can be used to create interactive galleries or virtual museums accessible to the public via websites or mobile apps.

**Promoting Global Access and Engagement:** The content should be accessible in multiple languages to reach a diverse global audience. The collaboration with international organizations and the continuous promotion will draw international attention to the heritage site.

## ACTION PLANNING DETAILS

### ACTION 3: FACILITATING ACCESS TO DISSONANT HERITAGE SITES BY USING INTERACTIVE DIGITAL TECHNOLOGIES

Step	Timing	Costs and source of funding
<b>Use of Virtual Reality (VR) and Augmented Reality (AR).</b>	2026-2028	Cost-40,000 euro Source of funding- European Union projects (URBACT, CERV, Interreg, Horizon Europe, Erasmus+ etc.)+ other donor's funds.
<b>Creation of 360°, HD, and 3D Photography of Heritage Sites.</b>	2025-2027	Cost- 20,000 euro Source of funding- European Union projects (URBACT, CERV, Interreg, Horizon, Erasmus+ etc.)+ other donor's funds.
<b>Promoting Global Access and Engagement.</b>	Ongoing basis	In kind contribution from Municipality of Përmet

**Responsible entity:** Municipality of Përmet

**Partners:** Ministry of Tourism and Environment, historians, cultural experts, tour operators, ULG members, NGOs, international organizations, educational institutions.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of dissonant heritages sites accessed through interactive digital technologies.</b>	At least 2 within 2028

### RISK MITIGATION

Risk	Mitigation Strategy
<b>High Costs of VR and AR Development:</b> they require advanced technology, skilled professionals, and extensive content creation, making implementation expensive for heritage site promotion.	<ul style="list-style-type: none"> <li>-Start with photography and interactive galleries as a more cost-effective first step before advancing to VR/AR development.</li> <li>-Seek funding from international heritage preservation grants, crowdfunding campaigns, or partnerships with technology companies to reduce costs.</li> <li>-Prioritize a phased development approach, focusing on a few key sites or elements first before expanding.</li> </ul>
<b>Historical Accuracy and Ethical Representation:</b> It refers to misrepresentation or oversimplification of sensitive historical narratives	<ul style="list-style-type: none"> <li>-Collaborate with historians, cultural experts, and local communities to ensure accuracy and respectful storytelling.</li> </ul>

## ACTION PLANNING DETAILS

### ACTION 4: INTEGRATION OF DISSONANT HERITAGE IN THE TOURISTIC OFFER OF THE MUNICIPALITY OF PËRMET.

#### IMPLEMENTATION STEPS:

##### **Inclusion of dissonant heritage in the local tourism strategic plan:**

Municipality of Përmet will finish the Local Tourism Strategic Plan in 2025, and we will include in this strategy these dissonant heritage sites and the actions proposed in the IAP. This will help ensure that these sites are recognized as key cultural and historical assets with high touristic potential, making it easier to access funding and support for their preservation, promotion, and accessibility.

##### **Inclusion of dissonant heritage sites in all promotional materials of the municipality:**

Integrating dissonant heritage sites into the Municipality of Përmet's promotional materials is key to enhancing their visibility. This includes updating brochures, websites, and digital platforms while actively promoting these sites through online tourism portals, social media, and targeted campaigns. This approach will boost their recognition, attracting more visitors and elevating their status as cultural and historical attractions. Actually, only the Congress Hall is included in the promotional materials.

##### **The preparation of specific promotional materials for dissonant heritage:**

This includes creating informative brochures, leaflets, and printed materials to provide historical context, along with short videos and documentaries featuring local experts. To reach a wider audience, all materials will be available in multiple languages, promoting dissonant heritage as a vital part of the region's cultural tourism.

## ACTION PLANNING DETAILS

### ACTION 4: INTEGRATION OF DISSONANT HERITAGE IN THE TOURISTIC OFFER OF THE MUNICIPALITY OF PËRMET.

Step	Timing	Costs and source of funding
<b>Inclusion of dissonant heritage in the local tourism strategic plans.</b>	2025	In kind contribution from Municipality of Përmet.
<b>Inclusion of dissonant heritage sites in all promotional materials of the municipality.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.
<b>The preparation of specific promotional materials for dissonant heritage.</b>	2026-2027	Cost: 15,000 euro (preparation of videos, printed and digital materials) Source of funding: Municipality of Përmet & national and foreign donors' funds.

**Responsible entity:** Municipality of Përmet

**Partners:** Ministry of Tourism and Environment, historians, cultural experts, educational institutions, Youth Council , ULG members

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of dissonant heritage sites included in the promotional materials.</b>	At least 3 within 2026
<b>Number of specific promotional materials prepared for the dissonant heritage sites.</b>	At least 10 within 2027

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Cultural Misinterpretation and Public Opposition:</b> Promotion of dissonant heritage sites can face public opposition or cultural misinterpretation if seen as disrespectful or misaligned with community values.	<ul style="list-style-type: none"> <li>-Engage local communities in the development of the promotional materials to ensure that the narratives presented are respectful, accurate, and inclusive of different perspectives.</li> <li>-Work with local historians and cultural experts to promote the sites in a way that educates visitors about their significance without trivializing their history.</li> </ul>

## ACTION PLANNING DETAILS

### ACTION 5: COLLABORATION WITH TOUR OPERATORS FOR INCLUDING DISSONANT HERITAGE IN THEIR TOURISTIC PACKAGES.

#### IMPLEMENTATION STEPS:

**Emphasize the touristic potential of dissonant heritage during the meetings with tour operators:** Municipality of Përmet organizes periodical meetings with tour operators at various level, because tourism is one of the key development sectors. During these meeting we will emphasize the potential of dissonant heritage as a unique tourism asset and stressing that we will support them if they include these sites in their touristic offer. We will start by promoting the sites that are easily accessible to visitors and those for which we have reliable information.

**Organizing free tours in dissonant heritage sites:** Free tours of dissonant heritage sites aim to give tour operators, journalists, bloggers, and influencers firsthand experience of their cultural and historical significance. Led by expert guides, these tours will enhance understanding, encourage inclusion in tourism offerings, and generate positive testimonials for future promotion, ultimately boosting visitor interest and engagement.

**Supporting Tour Operators that Include Dissonant Heritage Sites in Their Touristic Packages:** The aim of this step is to encourage and facilitate their inclusion by offering various incentives and logistical support. To achieve this, we will offer free promotional materials, discounted or free entry to the sites and assistance with transportation arrangements. Additionally, partnerships will be established with local businesses, including hotels and restaurants, to create bundled offers that enhance the overall tourist experience, making it more appealing for operators to include these sites in their packages.

## ACTION PLANNING DETAILS

### ACTION 5: COLLABORATION WITH TOUR OPERATORS FOR INCLUDING DISSONANT HERITAGE IN THEIR TOURISTIC PACKAGES.

Step	Timing	Costs and source of funding
<b>Emphasize the touristic potential of dissonant heritage during the meetings with tour operators.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.
<b>Organizing free tours in dissonant heritage sites.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.
<b>Supporting Tour Operators that Include Dissonant Heritage Sites in Their Touristic Packages.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.

**Responsible entity:** Municipality of Përmet

**Partners:** Ministry of Tourism and Environment, historians, cultural experts, tour operators, local businesses, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of Tour Operators Involved</b>	At least 5 within 2026
<b>Number of tours organized in dissonant heritage sites</b>	At least 10 within 2026

### RISK MITIGATION

Risk	Mitigation Strategy
<p><b>Limited interest from tour operators</b> derives from concerns about the commercial viability, accessibility, and appeal of dissonant heritage sites. Operators may hesitate to include them due to perceived low demand, inadequate infrastructure, or their controversial nature. Preference is often given to well-known destinations with higher tourist traffic and mainstream appeal.</p>	<ul style="list-style-type: none"> <li>- Emphasize the rising demand for cultural and alternative tourism, which values immersive and unique experiences.</li> <li>- Partner with niche tour operators specializing in historical and cultural tourism.</li> <li>- Collaborate with neighbouring municipalities to create a regional package featuring dissonant heritage sites.</li> </ul>

## ACTION PLANNING DETAILS

### ACTION 6: CREATION OF THE DISSONANT HERITAGE DIGITAL ARCHIVE.

#### IMPLEMENTATION STEPS:

**Assessment and Inventory of Existing Documents:** This step involves a comprehensive survey of all physical materials related to dissonant heritage. It includes the identification of the existing documents, books, manuscripts, photographs, and other relevant materials to be digitalized.

**Digitalization process:** The digitization initiative will initially focus on four key categories of documents: the journal "24 May", which provides historical insights of the communism period; village history records, documenting local heritage and cultural evolution; photographs related to the Congress of Përmet, capturing significant historical moments; and biographies of important figures, preserving the stories of influential individuals.

**Outreach and promotion:** It includes the dissemination and provision of access to the materials for researchers, educational institutions, historians, and other interested individuals. To raise awareness and encourage use, an outreach campaign will be launched, including promotional efforts such as email newsletters, social media engagement, and specific meeting aimed at researchers, cultural organizations, and educational institutions. Additionally, collaboration with schools and universities will help integrate the materials into academic curricula through workshops and lectures, fostering educational engagement.

**Continuous Updates:** Finally, the archive will be continuously updated with newly digitized materials and maintained to ensure ongoing support for users, ensuring that it remains a valuable resource for years to come.

## ACTION PLANNING DETAILS

### ACTION 6: CREATION OF THE DISSONANT HERITAGE DIGITAL ARCHIVE.

Step	Timing	Costs and source of funding
<b>Assessment &amp; Inventory</b>	Month 1-3	In kind contribution from Municipality of Përmet
<b>Digitization</b>	Month 3-10	IT expert- 10,000 euro Source of funding: Municipality of Përmet & national and foreign donors' funds.
<b>Outreach &amp; Promotion</b>	Month 10-18	In kind contribution from Municipality of Përmet
<b>Continuous Updates</b>	Ongoing	In kind contribution from Municipality of Përmet

**Responsible entity:** Municipality of Përmet.

**Partners:** Cultural heritage experts, historians, educational institutions, ULG members, NGOs.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of categories of documents digitized.</b>	At least 4 categories of documents within 2025
<b>Number of schools or universities using the archive.</b>	At least 4 schools within 2026
<b>Number of users accessing the archive.</b>	At least 30 users every year

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Inadequate Outreach:</b> it refers to the insufficient efforts or failure to effectively promote the digital archive to key target audiences.	Collaborate with local institutions and experts for targeted outreach and use a variety of media to reach different groups.
<b>Loss of Document Quality During Digitization</b> refers to the deterioration or degradation of the original materials' clarity, accuracy, or integrity during the digitization process.	Use professional scanning equipment and IT expert.

## ACTION PLANNING DETAILS

### ACTION 7: INTEGRATING DISSONANT HERITAGE INTO EDUCATIONAL ACTIVITIES.

#### IMPLEMENTATION STEPS:

**Organization of guided tours** to dissonant heritage sites, where students can directly interact with these places and learn about their historical significance. These tours will be led by Municipality experts and professors who can provide accurate information, making the experience educational and immersive.

**Organization of raise awareness activities** for dissonant heritage in collaboration with NGOs, educational institutions etc: In addition to tours, a variety of raise awareness events (roundtables, workshops, and even flashmobs) will be organized in collaboration with NGOs, educational institutions, and other partners. Such initiatives will not only raise awareness but also actively involve the community in discussions about historical narratives and the role of heritage in society.

**Organize innovative and engaging activities for youth and teachers** focused on dissonant heritage: A variety of creative approaches can be implemented, like: interactive workshops where youth create digital content, such as podcasts, videos, or digital art, based on their understanding of dissonant heritage; competitions; artistic events and creative competitions challenge youth to devise innovative solutions for preserving and promoting dissonant heritage, encouraging critical thinking and the use of technology in cultural preservation. It is important to engage even the teachers so that they can replicate these activities by themselves in the future.

## ACTION PLANNING DETAILS

### ACTION 7: INTEGRATING DISSONANT HERITAGE INTO EDUCATIONAL ACTIVITIES.

Step	Timing	Costs and source of funding
<b>Organization of guided tours.</b>	Ongoing basis	In kind contribution from Municipality of Përmet
<b>Organization of raise awareness activities.</b>	Ongoing basis	Cost: 6,000 annually (logistic costs + experts) Source of funding: Municipality of Përmet+ European Union projects (URBACT, CERV, Interreg, Horizon Europe, Erasmus+ etc)+ other donor's funds.
<b>Organize innovative and engaging activities for youth and teachers.</b>	Ongoing basis	Cost: 6,000 annually (logistic costs + experts) Source of funding: Municipality of Përmet+ European Union projects (URBACT, CERV, Interreg, Horizon Europe, Erasmus+ etc)+ other donor's funds.

**Responsible entities:** Municipality of Përmet, educational institutions (schools +universities), NGOs that implement similar projects in Municipality of Përmet

**Partners:** Cultural heritage experts, cultural institutions, Youth Council, NGOs, educational institutions, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of students participating in the educational activities.</b>	At least 100 students every year
<b>Number of raise awareness activities organized.</b>	At least 2 activities every year
<b>Number of innovative events for youth.</b>	At least one activity every year

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Low student Participation:</b> It often comes from disinterest, misunderstanding, or poor curriculum integration, which leads to disengagement and diminished impact.	<ul style="list-style-type: none"> <li>-Make the activities part of school curricula and actively involve teachers in promoting these events.</li> <li>-Provide incentives such as certificates or recognition for participation.</li> </ul>
<b>Limited Engagement from the Public</b> due to factors like lack of awareness, interest, or familiarity, and the subject's perceived complexity.	Use creative and attention-grabbing methods such as flashmobs or interactive public displays to draw in local communities and generate broader interest in dissonant heritage.
<b>Cultural Sensitivity Issues:</b> Dissonant heritage can involve controversial or sensitive topics, and youth may inadvertently misinterpret or mishandle them during creative activities.	<ul style="list-style-type: none"> <li>Incorporate guidance and expert supervision during activities to ensure sensitive topics are addressed appropriately.</li> <li>Offer workshops or materials on cultural sensitivity to help youth engage respectfully with the subject matter.</li> </ul>

## ACTION PLANNING DETAILS

### ACTION 8: LEARN HOW OTHER EUROPEAN CITIES DEAL WITH DISSONANT HERITAGE.

#### IMPLEMENTATION STEPS:

**Become a Member of International Organizations that focus on dissonant heritage:** To strengthen efforts in preserving and promoting dissonant heritage, the Municipality will seek membership in international organizations dedicated to this cause. We aim to become member of ATRIUM (The Architecture of Totalitarian Regimes of the 20th Century in Central and Eastern Europe), an organization that works on preserving and interpreting dissonant heritage.

**Participation in Projects Focused on Dissonant Heritage:** Additionally, the Municipality will prioritize applications for international projects that specifically target dissonant heritage. These projects could involve conservation, interpretation, and adaptive reuse of controversial buildings and monuments, contributing to a deeper understanding and reuse of these sites. By engaging in such initiatives, the Municipality can access resources, expertise, and funding to further its mission of integrating dissonant heritage into cultural and community activities.

**Participation of stakeholders and staff of the Municipality in transnational events:** Involving stakeholders and staff in transnational events, such as conferences and workshops, will allow them to learn from other European cities' experiences. By engaging in these events, the municipality can adopt best practices while sharing its own insights, ultimately strengthening its approach to dissonant heritage.

## ACTION PLANNING DETAILS

### ACTION 8: LEARN HOW OTHER EUROPEAN CITIES DEAL WITH DISSONANT HERITAGE.

Step	Timing	Costs and source of funding
<b>Become a Member of International Organizations that focus on dissonant heritage</b>	Within 2025	Cost: 830 euro- yearly membership fee in ATRIUM Source of funding: Municipality of Përmet.
<b>Participation in Projects Focused on Dissonant Heritage</b>	Ongoing basis	In kind contributions form Municipality of Përmet.
<b>Participation of stakeholders and staff of the Municipality in transnational events</b>	Ongoing basis	Cost: 4,000 euro yearly (travel+ accommodation costs) Source of funding: Municipality of Përmet+ project budget.

**Responsible entity:** Municipality of Përmet

**Partners:** International organizations, educational institutions, NGOs, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of international organizations joined.</b>	At least one
<b>Number of staff and stakeholders attending transnational events.</b>	At least 6 persons every year
<b>Number of applications in projects for dissonant heritage.</b>	At least one application every year

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Limited International Opportunities or Delays in Membership Approval:</b> The application process for international organizations or projects may take longer than anticipated, delaying participation.	Start the application process early and follow up regularly with relevant bodies. Explore multiple organizations and initiatives to ensure diverse opportunities for engagement.
<b>Challenges in Aligning International Projects with Local</b> heritage preservation goals, leading to ineffective outcomes.	Carefully select projects that are directly relevant to local needs.
<b>Lack of Engagement from Stakeholders and Municipality Staff</b> due to time, financial, or logistical constraints.	Provide incentives such as travel support, learning opportunities, or networking benefits.

## ACTION PLANNING DETAILS

### ACTION 9: MULTIFUNCTIONAL USE OF DISSONANT HERITAGE SITES.

#### IMPLEMENTATION STEPS:

**Site selection and assessment:** The first step is to identify dissonant heritage sites with historical significance, structural integrity, and accessibility using surveys, expert assessments, and historian consultations. The Municipality can then select safe and inclusive sites that balance heritage conservation with modern community needs and form partnerships with local NGOs, schools, artists, and cultural organizations for using them.

**Use the Dissonant Heritage Places for Organization of Different Activities** by the Municipality or Other Interested Parties: After evaluating the suitability of dissonant heritage sites, the Municipality will actively promote their use for cultural, educational, and community-driven activities even they are not directly related to dissonant heritage, like exhibitions, workshops, festivals, and performances. While the monument commemorating the Përmet Congress, located in the city centre, remains a key venue for major events, recent NGO-led activities at other sites have increased visibility and fostered cultural exchange.

**Establish museums and information points at dissonant heritage sites:** Additionally, establishing museums and tourism information points at or near dissonant heritage sites can turn them into accessible educational and tourism hubs. For instance, the War Museum at Congress Hall attracts history enthusiasts; similar attractions near other sites could enhance visibility and cultural integration.

## ACTION PLANNING DETAILS

### ACTION 9: MULTIFUNCTIONAL USE OF DISSONANT HERITAGE SITES.

Step	Timing	Costs and source of funding
<b>Site selection and assessment.</b>	Ongoing basis	In kind contribution from Municipality of Përmet.
<b>Use the Dissonant Heritage Places for Organization of Different Activities.</b>	Ongoing basis	In kind contribution from Municipality of Përmet+ costs covered by the project budget of NGOs or cultural institutions that organize the activities.
<b>Establish museums and information points at dissonant heritage sites.</b>	2025-2028	Cost of infopoint-900,000 euro Source of funding: Ministry of Tourism and Environment

**Responsible entity:** Municipality of Përmet, NGOs, cultural institutions, Ministry of Tourism and Environment, Ministry of Economy, Culture and Innovation.

**Partners:** Cultural heritage experts, cultural institutions, educational institutions, Youth Council , NGOs, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of activities organized at dissonant heritage sites.</b>	At least 4 activities every year
<b>Number of participants attending these activities.</b>	300 participants in total every year
<b>Number of dissonant heritage sites used for establishment of museums, infopoint etc..</b>	One within 2028

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Lack of Interest or Engagement from the Public:</b> The public may not be interested in visiting or participating in activities at dissonant heritage sites, leading to low attendance.	-Ensure that the activities are relevant to diverse audiences and use targeted marketing and partnerships to attract them.
<b>Overuse or Damage to Sites:</b> Overuse of dissonant heritage sites for multiple activities could lead to potential damage to the sites.	-Establish guidelines for responsible use of the sites and monitor the condition of sites regularly.
<b>Limited Resources or Funding:</b> The cost of organizing activities or creating museum exhibits and information points could exceed the available budget or resources.	Seek funding through grants, sponsorships, and partnerships with cultural institutions, local businesses, or international organizations.

## ACTION PLANNING DETAILS

### ACTION 10: ORGANIZATION OF CULTURAL ACTIVITIES FOR DISSONANT HERITAGE.

#### IMPLEMENTATION STEPS:

**Planning and partnerships:** Municipality of Përmet has a working group responsible for the planning and organization of cultural activities. This group will take the lead in planning and integration in the yearly Municipality calendar of activities related to dissonant heritage. To ensure inclusivity and effectiveness, this group will engage in consultations with key stakeholders, including local historians, cultural organizations, universities, and NGOs.

Currently, the only dissonant heritage event in Përmet is the annual celebration of the Përmet Congress on May 24th, but ULG, proposed additional initiatives such as exhibitions and artistic performances to offer new ways to engage with the past.

Due to budget constraints, the working group will focus on activities the Municipality can manage independently while exploring external partnerships for larger events that require additional resources, though the primary emphasis remains on self-organized initiatives. This step will take place every November-December marking the the planning process for cultural activities of Municipality of Përmet scheduled for the following year.

**Implementation of the cultural activities:** After finalizing a clear plan in the previous stage, the cultural activities will be carried out. The implementation phase will focus on effectively organizing and executing the planned events, ensuring they align with the objectives set for promoting dissonant heritage.

## ACTION PLANNING DETAILS

### ACTION 10: ORGANIZATION OF CULTURAL ACTIVITIES FOR DISSONANT HERITAGE

**Feedback & Follow-up:** Following the implementation of cultural activities, gathering feedback from participants and stakeholders is essential for evaluating the impact and identifying areas for improvement. Insights gained will be used to enhance the yearly cultural calendar, improve resource allocation, and strengthen partnerships for future initiatives.

Step	Timing	Costs and source of funding
<b>Planning and partnerships.</b>	November-December, every year	In kind contribution from Municipality of Përmet.
<b>Implementation of the cultural activities.</b>	Throughout the year	Cost: 5000 euro annually (includes the logistics costs for organizing at least 3 activities) Source of funding: Municipality of Përmet, national and foreign donors' funds
<b>Feedback &amp; Follow-up.</b>	Throughout the year, after each activity	In kind contribution from Municipality of Përmet.

**Responsible entity:** Municipality of Përmet.

**Partners:** Cultural heritage experts, cultural institutions, artists, educational institutions, Youth Council, NGOs, ULG members.

## ACTION PLANNING DETAILS

### MONITORING INDICATORS

Indicator	Target
<b>Number of dissonant heritage activities included in the Municipality's yearly calendar</b>	At least 3 activities every year
<b>Number of activities related to dissonant heritage organized</b>	At least 3 activities every year
<b>Number of participants in the activities</b>	200 participants in total every year

### RISK MITIGATION

Risk	Mitigation Strategy
<b>Insufficient Funding or Resources for Events:</b> Municipality may face budget constraints that limit the ability to host quality events.	Seek diverse source of fundings, create partnerships, and consider volunteer or in-kind support to reduce costs.
<b>Challenges in Securing Partnerships:</b> Potential collaborators may not be available or willing to engage in events at dissonant heritage sites.	Build strong relationships early on, provide clear benefits for collaborators, and emphasize the cultural importance of these sites.
<b>Limited Public Interest or Attendance at Events:</b> The public may show limited interest in attending or participating in dissonant heritage-related events.	Develop targeted marketing strategies and engage local communities in the planning process.

## IMPLEMENTATION FRAMEWORK



## IMPLEMENTATION FRAMEWORK

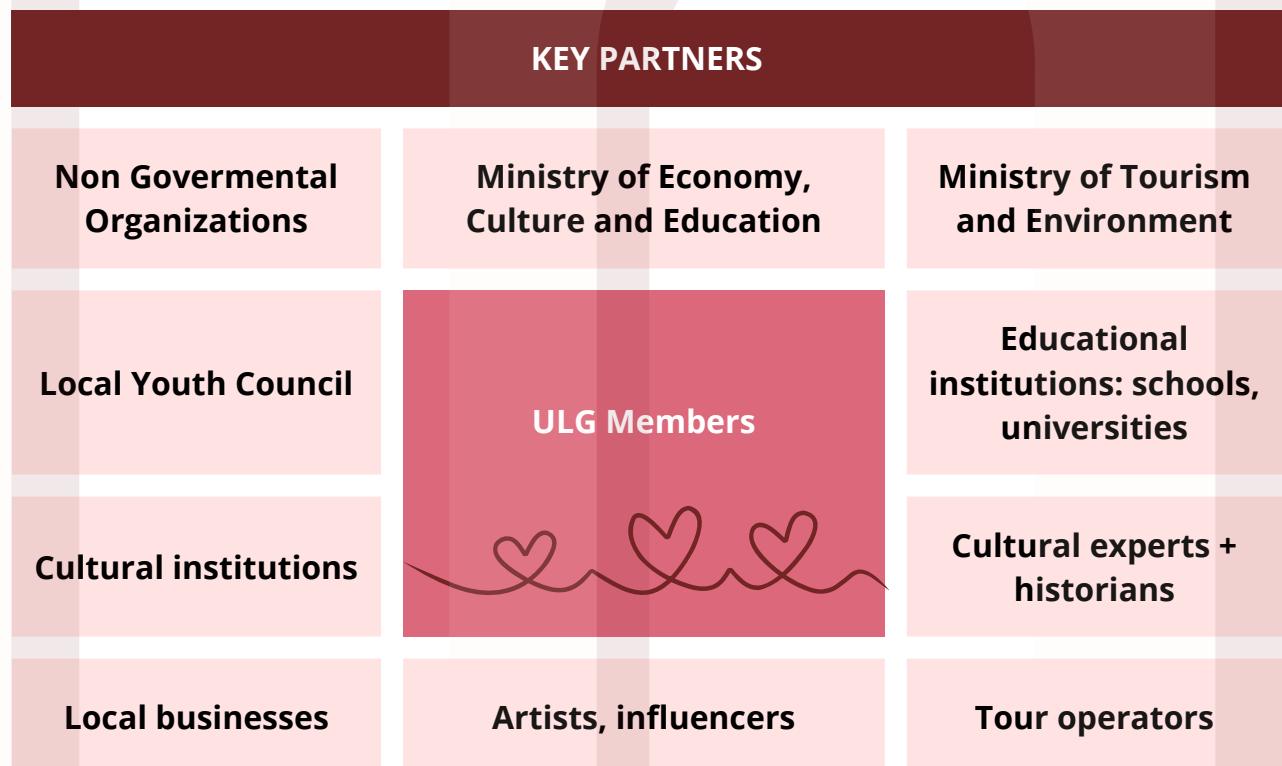
The Municipality of Përmet is the responsible entity for implementing the actions outlined in the Integrated Action Plan (IAP) and will also oversee its progress through continuous monitoring.

**The main elements that will ensure the successful implementation are:**

### COLLABORATION AND SUPPORT FROM KEY PARTNERS, ESPECIALLY ULG MEMBERS.

1

The successful implementation of the IAP relies on strong collaboration and support from key partners, as outlined in the figure below. The Urban Local Group (ULG) members played a crucial role not only in designing and detailing the actions but also in their implementation and monitoring.



## IMPLEMENTATION FRAMEWORK

Factors ensuring strong partner collaboration and support:

- Inclusion of every partner in the design of the Integrated Action Plan.
- Successful collaboration in past initiatives.
- Actions were designed considering each entity's financial and human resource capacities.
- The composition of the ULG includes representatives from entities directly benefiting from the actions, such as schools, tour operators, the Youth Council, various municipal departments and historians.
- Strong political support: the deputy mayor actively participated in every phase as a ULG member.

### CLEAR MONITORING INDICATORS

2

The identified monitoring indicators are quantifiable, easy to measure, and aligned with predefined target values, ensuring objective assessment of progress.

## IMPLEMENTATION FRAMEWORK

### **SPECIFIC OBJECTIVE 1.1: TO FACILITATE THE ACCESS TO THE DISSONANT HERITAGE SITES.**

Monitoring indicator	Target value
<b>Number of informative boards installed in the dissonant heritage sites.</b>	At least 3 within 2026
<b>Number of dissonant heritages sites maintained regularly.</b>	At least 5
<b>Number of dissonant heritages on which were carried small-scale interventions.</b>	At least 3 within 2028
<b>Number of dissonant heritages sites accessed through interactive digital technologies.</b>	At least 2 within 2028

### **SPECIFIC OBJECTIVE 1.2: TO INCLUDE THE DISSONANT HERITAGE SITES IN THE TOURISTIC OFFER FOR PËRMET.**

Monitoring indicator	Target value
<b>Number of dissonant heritage sites included in the promotional materials.</b>	At least 3 within 2026
<b>Number of specific promotional materials prepared for dissonant heritage sites.</b>	At least 10 within 2027
<b>Number of Tour Operators Involved in promoting dissonant heritage sites.</b>	At least 5 within 2026
<b>Number of tours organized in the dissonant heritage sites.</b>	At least 10 within 2026

## IMPLEMENTATION FRAMEWORK

**SPECIFIC OBJECTIVE 2.1: TO ENCOURAGE BETTER USE OF THE POTENTIAL OF THE DISSONANT HERITAGE FOR EDUCATIONAL PURPOSES.**

Monitoring indicator	Target value
<b>Number of categories of documents digitized.</b>	At least 4 categories of documents within 2025
<b>Number of schools or universities using the archive.</b>	At least 4 schools within 2026
<b>Number of users accessing the archive.</b>	At least 30 users every year
<b>Number of students participating in the educational activities.</b>	At least 100 students every year
<b>Number of raise awareness activities organized.</b>	At least 2 activities every year
<b>Number of innovative events for youth.</b>	At least one activity every year
<b>Number of international organizations joined.</b>	At least one
<b>Number of staff and stakeholders attending transnational events</b>	At least 6 persons every year
<b>Number of applications in projects for dissonant heritage.</b>	At least one application every year

## IMPLEMENTATION FRAMEWORK

### SPECIFIC OBJECTIVE 2.2: TO INTEGRATE THE DISSONANT HERITAGE IN THE SOCIOCULTURAL LIFE OF THE MUNICIPALITY OF PËRMET.

Monitoring indicator	Target value
<b>Number of activities organized at dissonant heritage sites.</b>	At least 4 activities every year
<b>Number of participants attending these activities.</b>	300 participants in total every year
<b>Number of dissonant heritage sites used for establishment of museums, infopoint etc..</b>	One within 2028
<b>Number of dissonant heritage activities included in the Municipality's yearly calendar.</b>	At least 3 activities every year
<b>Number of activities related to dissonant heritage organized.</b>	At least 3 activities every year
<b>Number of participants in the activities for dissonant heritage.</b>	200 participants in total every year

### RISK ANALYSIS AND MITIGATION MEASURES

3

A comprehensive risk analysis has been conducted for each action, with corresponding mitigation measures identified. The table below summarizes the primary risks that may impact implementation and the proposed strategies to address them.

## IMPLEMENTATION FRAMEWORK

Risk	Mitigation Strategy
<p><b>Community opposition and cultural sensitivity:</b> Dissonant heritage can involve controversial or sensitive topics, and their promotion can face public opposition if seen as disrespectful or misaligned with community values. Also, youth may inadvertently misinterpret or mishandle them during creative activities.</p>	<ul style="list-style-type: none"> <li>• Involve community members, historians, and cultural advisors during the signage design and preparation of promotional materials to ensure that the narratives presented are respectful, accurate, and inclusive of different perspectives.</li> <li>• Involve all the stakeholders in the decision-making process.</li> <li>• Develop outreach programs, such as exhibitions, workshops, and guided tours, that educate the public about the purpose and benefits of the interventions in these sites.</li> <li>• Incorporate guidance and expert supervision during activities with youth to ensure sensitive topics are addressed appropriately.</li> </ul>
<p><b>Funding and resource constraints:</b> Without adequate financial support the necessary interventions can be carried out, leading to site deterioration and cultural loss. Additionally, the high costs are associated with advanced VR/AR development—as well as organizing activities, museum exhibits, and quality events—exceed available resources.</p>	<ul style="list-style-type: none"> <li>• Seek diverse sources of funding, create partnerships, and consider volunteer or in-kind support to reduce costs.</li> <li>• Start with photography and interactive galleries as a more cost-effective first step before advancing to VR/AR development.</li> <li>• Include the interventions and activities in the strategic plans to facilitate access to funds.</li> </ul>
<p><b>Historical Accuracy and Ethical Representation:</b> It refers to misrepresentation or oversimplification of sensitive historical narratives, by failing to address the full complexity of the heritage site's history.</p>	<ul style="list-style-type: none"> <li>• Collaborate with historians, cultural experts, and local communities to ensure accuracy and respectful storytelling and accurate content.</li> <li>• Provide avenues for further learning, such as links to resources, guided tours, or educational programs.</li> </ul>
<p><b>Limited interest from tour operators to insert in their touristic package the dissonant heritage sites.</b> It derives from concerns about their commercial viability, accessibility, and appeal, with operators favoring well-known, high-traffic destinations.</p>	<ul style="list-style-type: none"> <li>• Emphasize the rising demand for cultural and alternative tourism, which values immersive and unique experiences.</li> <li>• Partner with niche tour operators specializing in historical and cultural tourism.</li> <li>• Collaborate with neighboring municipalities to create a regional package featuring dissonant heritage sites.</li> </ul>

## IMPLEMENTATION FRAMEWORK

Risk	Mitigation Strategy
<p><b>Limited engagement of the public:</b> They may not be interested in visiting or participating in activities at dissonant heritage sites, leading to low attendance.</p>	<ul style="list-style-type: none"> <li>• Ensure that the activities are relevant to diverse audiences and use targeted marketing and partnerships to attract them.</li> <li>• Use creative and attention-grabbing methods such as flashmobs or interactive public displays to draw in local communities and generate broader interest in dissonant heritage.</li> <li>• Engage local communities in the planning process.</li> </ul>
<p><b>Low student Participation:</b> It often comes from disinterest, misunderstanding, or poor curriculum integration, which leads to disengagement and diminished impact.</p>	<ul style="list-style-type: none"> <li>• Make the activities part of school curricula and actively involve teachers in promoting these events.</li> <li>• Provide incentives such as certificates or recognition for participation.</li> </ul>
<p><b>Challenges in Securing Partnerships:</b> Potential collaborators may not be available or willing to engage in events at dissonant heritage sites. Becoming member of international organizations may take longer than anticipated.</p>	<ul style="list-style-type: none"> <li>• Build strong relationships early on, provide clear benefits for collaborators, and emphasize the cultural importance of these sites.</li> <li>• Start the application process early and explore multiple organizations and initiatives to ensure diverse opportunities for engagement.</li> </ul>
<p><b>Overuse or Damage to Sites:</b> Overuse of dissonant heritage sites for multiple activities could lead to potential damage to the sites.</p>	<ul style="list-style-type: none"> <li>• Establish guidelines for responsible use of the sites and monitor the condition of sites regularly.</li> </ul>

We have categorized the risks according to their probability and impact, enabling us to identify and prioritize those that require closer monitoring.

## IMPLEMENTATION FRAMEWORK

		IMPACT		
PROBABILITY		Low	Medium	High
High				
Medium		Community opposition and cultural sensitivity.	Limited interest from tour operators to insert in their touristic package the dissonant heritage sites	
		Funding and resource constraints.	Limited engagement of the public.	
		Challenges in Securing Partnerships.		
Low		Low student Participation in activities.	Historical Accuracy and Ethical Representation.	
			Overuse or Damage to Sites.	

### COST FEASIBILITY AND IDENTIFICATION OF FUNDING SOURCES

4

The financial feasibility of the plan has been thoroughly evaluated to ensure that:

## IMPLEMENTATION FRAMEWORK

### **Realistic and Sustainable Cost Estimates** –

Priority has been given to actions that can be implemented using the municipality's own resources or in collaboration with already contracted projects. All costs have been carefully reviewed in coordination with the finance department to confirm funding feasibility within the municipality's budget.

**In-Kind Contributions** – Many activities will be implemented with in-kind support from the municipality and local stakeholders, covering costs related to human resources, logistics, and equipment without requiring direct financial expenditures.

**Available Human Resources** – The municipality possesses the necessary expertise and personnel across various sectors, including cultural and tourism specialists, cleaning and maintenance teams, education sector representatives, urban planning specialists and project management staff

**Existing Logistical Capabilities** – The municipality is well-equipped with resources to support implementation, including event organization equipment, high-quality scanning tools and transportation vehicles. By leveraging internal resources and existing infrastructure, the plan ensures cost-effective and efficient execution.

### **Alignment with Potential Funding Sources**

The Municipality of Përmet has successfully implemented numerous EU-funded projects under various programs, demonstrating its capacity to manage external funding effectively. The priority areas of these programs align closely with the actions outlined in the Integrated Action Plan (IAP).

## IMPLEMENTATION FRAMEWORK



### ACTION READINESS

5

Seven out of the ten actions have a high level of readiness, while the remaining three are at a medium level. This is a strong advantage in facilitating the successful implementation of the actions.

## IMPLEMENTATION FRAMEWORK

ACTION	LEVEL OF READINESS	DESCRIPTION
<b>Action 1:</b> Design and install informative signage in the primary dissonant heritage sites.	High	<p>We have identified the first three sites for board placement and gathered all the necessary information for each location.</p> <p>Two years ago, we installed an information board at the Congress Hall, and we plan to use the same design for the other sites.</p> <p>The costs are low and can be covered by the municipality's budget.</p>
<b>Action 2:</b> Improve physical conditions of dissonant heritage sites.	Medium	<p>The key dissonant heritage sites are situated near the city center, where the roads are well-maintained. Maintenance and minor improvements can be handled by the Cleaning and Maintenance Department within our budget.</p>
<b>Action 3:</b> Facilitating access to dissonant heritage sites by using interactive digital technologies.	Medium	<p>For this action, we must rely on project funding, as we lack both the necessary expertise and funds. The current and upcoming calls prioritize the use of digital technology for various purposes, such as tourism and education.</p>
<b>Action 4:</b> Integration of dissonant heritage in the touristic offer of the Municipality of Përmet.	High	<p>Since the Municipality is responsible for drafting the tourism strategic plan, we can easily include the proposed actions and feature dissonant heritage sites as tourist attractions. Additionally, the production of promotional materials has low costs, and the Municipality already has the necessary experience in this field.</p>
<b>Action 5:</b> Collaboration with tour operators for including dissonant heritage in their touristic packages.	Medium	<p>Përmet is one of Albania's most visited destinations, making collaboration with tour operators relatively easy. However, there is a risk that they may show limited interest in including dissonant heritage sites in their touristic offer.</p>

## IMPLEMENTATION FRAMEWORK

ACTION	LEVEL OF READINESS	DESCRIPTION
<b>Action 6:</b> Creation of the dissonant heritage digital archive.	High	Some materials have been digitized from previous projects, while others are currently being digitized in collaboration with NGOs and our staff. The digitized resources have already started being used by schools, and we have identified additional content to expand the archive.
<b>Action 7:</b> Integrating dissonant heritage into educational activities.	High	We have begun organizing guided tours for schools, and the feedback has been positive. In addition to the ARCHETHIC project, we are also implementing another project focused on dissonant heritage, which includes organizing educational activities for these sites.
<b>Action 8:</b> Learn how other European cities deal with dissonant heritage.	High	We have applied in February 2025 to be a member of ATRIUM. In addition to the ARCHETHIC project, we are also implementing another project focused on dissonant heritage (EUrban DECO). Within the project the staff and stakeholders will participate in transnational meetings.
<b>Action 9:</b> Multifunctional use of dissonant heritage sites.	High	In the past two years, two major activities have been carried out at dissonant heritage sites, with minimal public opposition or sensitivity. Cultural institutions and NGOs organizing cultural activities consistently seek our collaboration, which makes it easy for us to recommend dissonant heritage sites for organizing their activities. The Ministry of Tourism and Environment has also initiated the construction of the Vjosalinfo Point, situated near a bunker and a tunnel.
<b>Action 10:</b> Organization of cultural activities for dissonant heritage.	High	We have identified several cultural activities (such as commemorative events, public discussions, and exhibitions) to be included in the Municipality's annual calendar. These can be organized independently, without external support.

## IMPLEMENTATION FRAMEWORK

### TESTING ACTIVITIES

6

In the period May 2024- February 2025 some activities were tested.

#### **Celebration of 80th anniversary of Përmet Congress.**

On May 24, 2024, the Municipality of Përmet, in collaboration with the local education office, city schools and local NGOs, organized a cultural event to commemorate the 80th anniversary of the Përmet Congress. The ceremony took place in the city center, near the monument dedicated to the Congress, where historians and elderly participants reflected on its significance. More than 200 elderly individuals from across Albania attended, many of whom were relatives of those who took part in the Congress. Following the event, attendees visited the historic building where the Congress was held. Through storytelling and shared memories, they helped preserve the legacy of this momentous event for younger generations.



## IMPLEMENTATION FRAMEWORK

### **Solidarity between generations: The role of women**

29 April 2024: The members of the Children Cultural Center organized an open discussion with the retired women that have had important profession during the communist regime. The women shared stories and narratives about their lives and professions, and about the role of women at that time. Activities of this nature not only bring vibrancy to the lives of the elderly but also promote intergenerational understanding through the exchange of experiences and new ideas.

19 November 2024: The local NGO MUP, in collaboration with the Municipality of Përmet, organized a meeting with retired school leaders and teachers. Children and young people engaged in meaningful discussions, asking various questions to which the retirees provided insightful answers, sharing their experiences about the values of education, work, and the challenges they had faced.

This intergenerational exchange sparked significant interest and curiosity among the younger participants. The conversation primarily revolved around topics related to education, culture, and sports. A key part of the meeting was a discussion on the role of women during the communist regime, shedding light on their contributions and challenges during that time.



## IMPLEMENTATION FRAMEWORK

### **Educational visits to the congress Hall.**

We aim to raise awareness of the significance and potential of dissonant heritage by enhancing its social and educational value and making it more accessible to the public. To support this effort, we collaborated with history teachers to organize educational visits to the Congress Hall throughout 2024.

### **Dissonant heritage digital archive**

During 2024, the Municipality of Përmet, in collaboration with the local NGO FLOEM, has initiated the digitization of archival materials from the Congress. FLOEM experts have scanned two categories of documents: the history of villages (45 dossiers) and the bibliography of war martyrs and other notable figures (161 dossiers). Additionally, the Municipality of Përmet has digitalized the journal 24 May, which was published periodically during the communist regime.

We shared the digital archive with history teachers, historians, and professors, making it accessible for their use. It was positively received, and we gathered valuable feedback on additional materials to include, such as photographs, documents from the state archive, and privately held records.

The history teacher at "Nonda Bulka" School incorporated these materials as supplementary resources during lessons on national and local history.



## IMPLEMENTATION FRAMEWORK

These testing activities were effective:

**Proof of Concept:** All these activities act as a pilot to assess the effectiveness of the planned actions in the Integrated Action Plan. While no major challenges were encountered during their organization, there is still room for improvement. The feedback received has been valuable in refining and enhancing the final actions.

**Building Political and Public Buy-in:** The 80th anniversary celebration of the Përmet Congress brought together historians, elderly individuals, and young people, reinforcing the event's significance and determining public interest in preserving historical memory. Similarly, the open discussion on the role of women during the communist regime fostered transparency and public dialogue, highlighting societal interest in gender roles within historical narratives. Additionally, the digital archive was shared with historians and educators, gathering valuable feedback on potential additions. This not only validated the initiative but also demonstrated a commitment to transparency and responsiveness to public and academic engagement.

**Activating the ULG (Urban Local Group):** The ULG members played a key role in suggesting, implementing, and monitoring the impact of these initiatives.

**Innovation:** The digital archive initiative introduced a modern approach to preserving and utilizing historical materials, enhancing digital preservation skills and integrating them into education. Educational visits offered an innovative learning experience by moving students beyond traditional classrooms and engaging them with historical sites interactively. Additionally, open discussions with elderly professionals provided a participatory platform for oral history and heritage preservation, fostering intergenerational knowledge exchange.

## IMPLEMENTATION FRAMEWORK

**Quick Wins:** The digitalization of historical materials serves as a crucial first step in ensuring their long-term preservation and accessibility. The initial scanning process validates the project's feasibility and identifies areas for expansion, such as incorporating photographs and personal archives. Similarly, the small-scale implementation of educational visits tests the effectiveness of site-based learning, laying the foundation for more structured programs in the future. Meanwhile, intergenerational discussions provided immediate benefits by facilitating knowledge exchange and raising awareness while fostering long-term engagement with historical heritage. These initiatives contributed to a deeper appreciation and preservation of the past, ensuring its relevance for future generations.

All the testing activities undertaken in Përmet, from the 80th-anniversary celebration to the digital archive, align with key strategic goals of validating actions, increasing transparency, engaging stakeholders, fostering innovation, and achieving tangible results that lay the groundwork for broader efforts. **All these initiatives, in turn, serve as a crucial step toward the successful implementation of the Integrated Action Plan.**

### CONSIDERATION OF THE FOUR DIMENSIONS OF ARCHETHICS IN THE LOCAL CONTEXT

7

**Architecture** in Përmet encompasses the physical remnants of its dissonant past, specifically buildings and structures from the Italian occupation and the communist era.

## IMPLEMENTATION FRAMEWORK

These include the Congress Building where the pivotal 1944 Congress of Përmet took place, military bunkers, tunnels, the residence of officers, and the “13 Shtatori” cinema. Originally constructed to serve ideological, military, or propagandistic purposes, these structures are now reinterpreted as valuable cultural assets. The IAP aims to conserve and adapt them through both physical interventions and digital technologies, such as virtual and augmented reality, making them accessible, educational, and meaningful within today’s urban and cultural landscape.

**People** are central to the reinterpretation and reintegration of dissonant heritage in Përmet. The IAP emphasizes a participatory process involving a diverse cross-section of the community—youth, elderly residents, educators, historians, tour operators, NGOs, and municipal officials—all of whom contribute to a shared vision for the city’s future. Engagement takes place through the URBACT Local Group and targeted consultations, ensuring that multiple voices are heard and respected. Special attention is given to inclusivity across age, gender, and social groups, with initiatives that involve students in educational tours, digital storytelling, and creative competitions, fostering collective ownership and intergenerational dialogue around the city’s contested heritage.

**History** in the Përmet context is marked by its complexity and the tensions between institutional narratives and personal or community memories. The city’s dissonant heritage stems from moments like the rise of communism and the Italian occupation—eras that left behind both physical imprints and emotionally charged legacies. The IAP recognizes that these sites often embody uncomfortable truths, stigma, or silence, and seeks to uncover and document these histories through the digitalization of archives, educational programs, and community dialogue.

## IMPLEMENTATION FRAMEWORK

This historical dimension is not about glorification or erasure, but rather about critically engaging with the past in a way that embraces its full complexity and supports informed public reflection.

**Ethics** plays a vital role in redefining the purpose and value of dissonant heritage in Përmet. Rather than ignoring or condemning these controversial sites, the ethical approach within the IAP advocates for their reinterpretation through a lens of shared values—democracy, inclusivity, and cultural respect. By encouraging critical interpretation, the plan aims to transform these sites from symbols of ideological division into platforms for civic education and cultural cohesion. Ethical engagement involves ensuring that the narratives presented are accurate, balanced, and inclusive, and that the community is not only informed but empowered to reflect on its history in ways that promote reconciliation, learning, and collective identity.