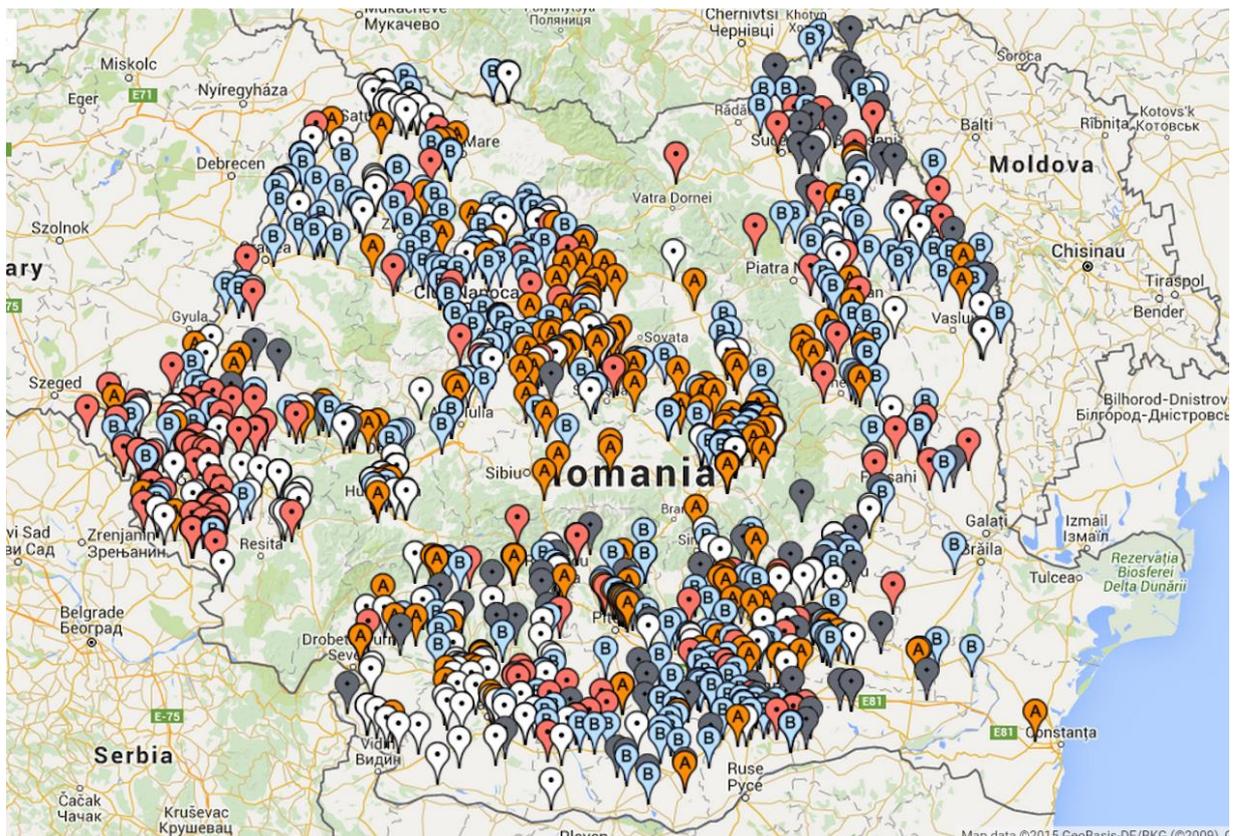


## REPORT SHM I CONCLUSIONS OF THE CONSULTATION MEETING WITH STAKEHOLDERS

**Innovating policy instruments for historical castles, manors and estates (HCMEs)  
The role of European funding in the conservation, transformation and exploitation of HCMEs  
Bucharest, 28<sup>th</sup> of May 2019**



## Summary

The Regional Operational Program [ROP] is one of the most important funding mechanisms for immovable heritage in Romania. It assess heritage as a resource and, to this extent, one of the investment priorities is dedicated to heritage: *5.1. – Conservation, protection, promotion and development of natural and cultural heritage*. In the framework of the first stakeholder meeting in Romania, the team project sustained the project presentation and updates. The program included themes as: the introduction of the participants into problems of local and regional development of the historical castles, manors and estates the approach of finance instruments which are available in Romania and of the principles of sustainable management of historical monuments through the mentioned instruments.

## Aims of the meeting

- Ensuring a collaborative environment with interested groups
- Increasing the degree of interest that the stakeholders have towards the project
- Increasing the awareness of the importance of building an action plan in Romania
- Involving stakeholders and building up a support network

## Organization of the meeting and the topics discussed

- 3 presentations,
- 2 plenary discussions,
- 3 thematic workshops in which the following topics were discussed: quality in heritage; promotion and awareness for restoration projects; economical and administrative aspects of the historical monuments.

## Conclusion

Towards a short analysis of the EU finance instruments dedicated to immovable heritage in Romania, there were emphasized issues of the complementarity of these instruments and were identified potential specific solutions for improving the real impact of the projects dedicated to heritage. Aspects as the viability of business plans, the necessity of enhancement and interpretation plans and aspects of quality in heritage were discussed. The collaboration between actors – at the level of the field specialist with the incidents levels, but mostly the collaboration between the parts of the decisional level – is necessary. The negotiation is an important element to integrate in the aspects for the heritage public policies.

## Presentation of the INNOCASTLE project

*INNOCASTLE - INNOvating policy instruments for CASTLEs, manors and historical estates* is a project whose main objective is to ensure sustainable preservation of the residences of the historical elites by reshaping a series of public policies, in order to better reflect current trends and future needs, to ensure the involvement of different stakeholders (actors), as well as economic and environmental flexibility for these ensembles. In Romania, *INNOCASTLE* targets the *Regional Operational Program 2014-2020, Investment Priority 5.1. - Conservation, protection, promotion and development of natural and cultural heritage*. We intend that, through an integrated research of castles, manors and historical estates, carried out in close connection with interested groups from local, regional and national level, to propose new directions for assessment the restoration and enhancement of this heritage segment.

In Romania, there are under 10 good practice example / projects for castles and manors during the both financial exercises, but it still exists expertise for implementation. Spain develops a same project and it would be useful a comparison between the accessibility guides and the eligibility conditions. Both in Romania and in Spain, the private owners do not have priority in the framework of accessing ROP, but in Spain the monuments are public goods.

The action plan for remodeling the ROP - the main result of the project in Romania, will be based on factual information collected on-site during the integrated study. In order to achieve this, the Center Development Region, focusing on Mureș County, will be analyzed. This region was selected due to the popularity it enjoys from both foreign and local tourists. The growth of tourism increases the development of the region and puts pressure on the transformation of the existing built fund, including the residences of the historical elites, which represent an important share of the built cultural heritage from the rural and peri-urban area. This heritage typology is represented in the Center Development Region by the manors of the Szeklerland, as well as by the castles and manors from the Mureș river basin. Along the Mureș river valley there are also some of the oldest and most imposing aristocratic residences, which are, however, ignored in local and regional strategies and bit integrated in the current economic and tourist circuit. In this context, we chose Mureș County as the focal point of our research, this area also being promoted by the Agency for Regional Development Center as the future leader for a development strategy for the Mureș River. The analysis will be focused on three case studies: the network of castles, manors and historic estates that stretch along the river, the network of castles that belonged to the Teleki family - the Glodeni, Dumbrăvioara and Gornești estates, as well as the Rákóczi-Bornemisza domain at Gurghiu.

The proposal described above was presented during the meeting and initially received with reluctance, the participants proposing the choice of a less developed area. They justified that the Center Development Region already has a considerable advantage over other areas and that the built heritage is relatively well maintained, promoted and integrated in the tourist circuit compared to other regions. The study area was eventually accepted due to the understanding of the fact that this region constitutes a case study comparable to that of our Western European partners, and that this will facilitate knowledge exchange and might constitute a future example of good practice that will be popularized for implementation in other regions.

The choice of the study area was determined also by the aspects identified with the project partners and the other participants during the study visit from Romania, which took place from October 2 to 4, 2018 ([Learning Report Study Visit Romania](#) – pag. 19).

The activities that took place in Romania in the project's framework until the first stakeholder meeting were developed from October 1 to 5, 2018 during a kick-off meeting, a debate with the theme *Quality in heritage* and a study visit, where members of the INNOCASTLE consortium, representatives of the Ministry of Culture and National Identity, experts of the heritage field, owners of historical monuments and representatives of civil society have participated.

## FINCH project presentation

FINCH - *Financing impact on regional development of cultural heritage valorisation* is a project of interregional cooperation for the improvement of policies in the field of cultural and natural heritage, of which the South-West – Oltenia Regional Development Agency [SW-Oltenia RDA] is part of the consortium. The project is financed by Interreg Europe.

Cultural heritage is a shared resource and a common good, but also a common responsibility. The EU's cohesion policies can be instrumental in promoting the valorisation of cultural heritage. Financing investments in heritage will assure its conservation in a dynamic and productive perspective, attracting and incubating new activities, revitalizing already existing ones, improving people general wellness and assuring environmental sustainability. The FINCH project will help partner regions to improve their policies in this field. It will support the implementation of light financial instruments targeted to private actors and Public-Private Partnerships and will enable local and regional policies to move towards to more sustainable models of cultural heritage valorization. The aim of the project is to increase the economic and social impact of the activities related to the valorization of the cultural heritage in the partner regions by improving policy instruments.

As well as INNOCASTLE, the FINCH project is focusing on the *Regional Operational Program 2014-2020, Investment Priority 5.1. - Conservation, protection, promotion and development of natural and cultural heritage*. In Romania, the project results will be directed towards the regulatory framework for the introduction of the public-private partnership and towards a common definition related to the participating organizations and the impact of financing (local community indicators – definition of the elements that support relevant information about investment in the heritage sector). The opportunity to present the FINCH project in the INNOCASTLE stakeholder meeting consist in complementing the ROP approaches, a future collaboration being necessary to achieve the long-term objectives of the two approaches.

## **Points discussed during the consultation “Castles, manors and historic estates, their role in regional sustainable development and financing instruments in Romania”**

**Moderator: Adina Dragu, public policy and financing expert**

The discussions was opened by the moderator by briefly presenting the role of castles, manors and historic estates in regional sustainable development, focusing on the social benefits generated by education, as well as the economic benefits generated by the growth of tourism and jobs. In this context, the project team emphasized the importance of quality restoration and management plans, through which long-term visions ensure the real exploitation of the restored objectives. The participants also proposed specific discussions regarding the financing instruments, the debate benefiting from the expertise of the representatives of the Managing Authority of the ROP [MA ROP] and of SW-Oltenia RDA, who intervened to clarify some aspects of the implementation of the projects financed from structural funds.

### **Financing programs in Romania dedicated to historic monuments**

- The Regional Operational Program 2014-2020 [ROP],
- National Rural Development Program 2014 - 2020 [NRDP],
- EEA and Norway grants,
- National Restoration Program [NRP].

Financing programs dedicated to historical monuments have a certain complementarity level, but, due to lack of correlation with the national legislation, these instruments cannot reach to cover the real necessities.

The *Law no. 422/2001 on the protection of the historical monuments*, as subsequently amended and supplemented, the historical monuments are classified as following:

- A group – historical monuments with national and universal value,
- B group – representative historical monuments for the local cultural heritage.

The categories of historical monuments are:

- monument - construction or part of construction, together with the installations, the artistic components, the elements of interior or exterior furniture that form an integrant part of them, as well as commemorative, funerary, public works, together with the related topographic land, which constitutes significant cultural-historical evidence from an architectural, archaeological, historical, artistic, ethnographic, religious, social, scientific or technical point of view (in the Historical Monuments List [HML] each historical monument has a code; monuments are specified with the letter `m` in the HML code);
- ensemble - a coherent group from the, historical, architectural, urban point of view of urban or rural constructions that together with the related land form a topographically delimited unit that constitutes a significant cultural-historical evidence from the architectural, urban, archaeological, historical, artistic, ethnographic, religious, social, scientific or technical point of view (in the

Historical Monuments List [HML] each historical monument has a code; monuments are specified with the letter `a` in the HML code);

- sites - topographically delimited land comprising those human creations in the natural setting that are significant cultural-historical evidence from an architectural, urban, archaeological, historical, artistic, ethnographic, religious, social, scientific, technical or cultural landscape point of view (in the Historical Monuments List [HML] each historical monument has a code; monuments are specified with the letter `s` in the HML code).

**ROP**, through the *Investment Priority 5.1. - Conservation, protection, promotion and development of natural and cultural heritage*, finance objectives that are included in: UNESCO heritage, both urban and rural areas; national cultural heritage in urban and rural areas; local cultural heritage in urban area. Representative historical monuments for the local cultural heritage can be found both in urban and rural areas.

Through the budgetary assignments, ROP represent nowadays the most important finance instrument for the restauration interventions and enhancement of the historical monuments.

**NRDP**, through the measure 7.6. *Investments associated with the protection of cultural heritage*, offers financial support to safeguard - through maintenance, restoration and updating - the cultural heritage objectives of local interest, monastic ensembles and cultural settlements, including cultural houses. The investments will have a positive impact for the local tourism and will help the development of the local business environment.

The **EEA and Norway grants**, through the *Ro-Cultura Programe – Restoration and revitalization of the historical monuments*, targets the projects which contribute to achieve the indicators related to the program results, from which *Restoration and revitalization of the historical monuments* is part of (in the program framework, the monument is "an immovable good, construction and terrain situated on the Romanian territory, significant for the history, culture and national and universal civilization; the legal status of historical monument is given through the classification procedure of the concerned immovable goods, accordingly with the special law"; the immovable good must be part of the updated Historical Monuments List [HML]; the heritage objective must be inscribed with a distinct code in HML).

**NRP** manage funds dedicated to research, consolidation, restauration and enhancement of the historical monuments, and can include historical monuments inscribed in the updated HML, including the ones that are part of the ensemble or site.

Contracting depends on the annual allocation; the National Institute of Heritage wants to increase the financial allocation for the NRP.

<b>Funded through / Monument type</b>	<b>ROP</b>	<b>NRDP</b>	<b>EEA and Norway grants</b>	<b>NRP</b>
<b>Urban – historical monuments A group</b>	yes		yes	yes
<b>Urban – historical monuments B group</b>	yes		yes	yes
<b>Rural – historical monuments A group</b>	yes		yes	yes
<b>Rural – historical monuments B group</b>		yes	yes	yes
<b>Eligible applicant / Property type</b>	<ul style="list-style-type: none"> <li>- administrative territorial units [ATUs]</li> <li>- central public administration authorities</li> <li>- worship units</li> <li>- NGOs</li> <li>- partnerships between these entities who have the following rights:               <ul style="list-style-type: none"> <li>- public/private property rights</li> <li>- administration rights</li> <li>- concession rights.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- municipalities,</li> <li>- NGOs,</li> <li>- worship units,</li> <li>- authorized individual persons / commercial companies, which have in administration cultural heritage objectives of group B, of public utility</li> </ul>	<ul style="list-style-type: none"> <li>- public institutions</li> <li>- ATUs</li> <li>- NGOs</li> <li>- commercial company which holds the following real rights of the historical monument referred in the project:               <ul style="list-style-type: none"> <li>- property rights (including property rights of the building related to the land-lease),</li> <li>- right of administration specific to the right of public property,</li> <li>- right of concession specific to the right of public property,</li> <li>- right of concession of the state or ATU private property good</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- public or private property of the state or of the ATUs</li> <li>- property of the worships recognized by law</li> </ul>
<b>Other observations from the participants</b>	It was mentioned that the allocation dedicated to cultural heritage is not so significant compared to the entire program (out of the total of 8 billion Euro - 350 million euros dedicated to the heritage represents 3-4%).	The program has much lower funds than the ROP. The documentation is less vast compared to the ROP.	The fund can only cover small interventions (maximum value of the grant/project = 2 million euros, 80% maximum rate of the grant). Only individual monuments and only those that are clearly and legally identified as being part of assemblies and sites can be financed (only the letter "m" appears in the code of the HML - ex: XX-II-m-A-XXXX, XX-II-m-B-XXXX.01; the `m` letter in the code means that the listed building is a monument) .	The costs of design, execution and emergency interventions can also be financed. Historical monuments owned by authorized individual persons or private-law legal person cannot be included in the NRP. Monuments or parts of the assemblies and sites identified in the cadaster documents can be financed.

### Points of discussion regarding the design and implementation of ROP's funding programs

- **The framework agreement managed by the Ministry of European Funds and on which is based each financial year can undergo changes only during the negotiation period.** This negotiation is based on the identified needs in the territory, as a result of observations found in the previous implementation period; it is also based on the suggestions coming from central, regional and local institutions and those from specialized or similar organizations. The managing authorities detail the programs by consulting the interested groups, later on developing the needed working tools.
- **ROP is primarily dedicated to infrastructure.** Therefore, the specific activities of 5.1 axis are: restoration, consolidation, protection and conservation of historical monuments, interior facilities, exhibition and protection facilities, as well as marketing and tourism promotion activities.
- In the case of all financing programs regarding historical monuments, **the ownership type limits access to funds, to the disadvantage of those which are private property.** Although the privately owned historical monuments are eligible a condition is that the owner must be a legal person (eg worship units, NGOs). The individuals are not eligible.
- After most part of the funding for the restoration of historical monuments was assimilated by public institutions, it was brought in discussion that in most cases it was not possible to create a sustainable administration plan for the buildings after the implementation of the project. Moreover, **there was an evaluation of the projects' real impact on the local or regional development. The conclusion was that these restoration interventions financed from European funds had small effect and the monuments did not become poles of attraction after the end of the sustainability period.** To remedy this issue, which is a common feature in all financing programs, the Project Management Unit [PMU] from the Ministry of Culture and National Identity [MCNI] - the authority that manages the EEA and Norway grants - introduced the mandatory implementation of partnerships between public institutions and private entities. The private entities have the role of ensuring a coherent, multiannual use program, which will transform new investments into attraction poles.
- The ability to carry out economic activities within the historical monuments was one of the important issues which were discussed, as these could ensure the sustainability of the restoration intervention. According to the ROP Guide, **activities that produce operational revenues higher than the estimated operational costs are not allowed while building application process. In the absence of a realistic management plan, these estimates do not cover the needs for the functioning and maintenance of the historical monuments, thus preventing them from becoming self-sustaining** (eg Rupea Fortress - its operating expenses come from the local budget and not from possible activities revenues). Through the use of the state funding scheme, the non-reimbursable EEA and Norwegian funds lead to the implementation of income-generating functions. But these only cover 80% of the restoration investment.
- The state funding scheme, which can be a complementary instrument for the ROP, specifies that for the axis 5.1., the sustainable period is part of the investment period (for public authorities, this period

is considered as 5 years from the last payment as part of the financing contract). The dedicated regulations prohibit granting from ESIF (European Structural and Investment Funds) companies that could distort / distort the competition on the common market (lower financing percentage). This scheme could be granted up to 100%, if the measures notified by the European Commission demonstrate that an objective cannot sustain itself. The period of negotiation and adopting is maximum 6 months, specifying the regulation exempted from the notification (chapters – regions, SME etc.). The map of the development regions of Romania is an important factor to establish the non-refundable percentage. **ROP does not fall under the state grant scheme and can cover a maximum 98% of the restoration investment. Nonetheless, ROP-funded projects can generate profit, but this is deducted from the grant without considering its possible use for initially unforeseen operational expenses.**

### **Points which were debated during the consultation phase of: *Inclusion of sustainable management principles of historical monuments in the financing instruments in Romania***

Moderator: Adina Dragu, public policy and financing expert.

The discussion started by briefly presenting some recent research and documents dedicated to the sustainable management of historical monuments: [Cultural heritage counts for Europe](#), [European Cultural Strategy for the 21<sup>st</sup> Century](#) and [European quality principles for EU-funded interventions with potential impact on cultural heritage](#). The importance of collaboration between all interested groups (ex: different administrative levels, professional organizations and experts, civil society) was also emphasized, adding value each perspective on the heritage. The concept of integrated management cannot be implemented without a cross-sectoral approach. Thus it must be constantly stimulated. The opening of the plenary session was followed by three parallel workshops, where the following topics were discussed:

#### **Quality in restoration**

- Quality cannot be achieved without **professional ethics**, without the existence of **clear and easy to follow rules** or of a periodic **control system**, and without **certification methods**.
- Mandatory studies and documentation prepared by experts and specialists certified by MCNI do not really ensure the **quality approach through the design process and build process** (restoration principles, used materials and techniques, integrated approach of the building usage regarding the local/regional necessities etc.). It is necessary to identify ways in which research, the knowledge of the monument and the projects documentations can reach the real endorsements of the valuable elements and of the real physical stage of the monument, as well as towards enhancing the monuments and communities values.
- It is important to reintroduce the **criterion of display** for the manufacturer's portfolio when it comes to the public acquisition procedure. The objective is to ensure a good quality in the project's execution.

- In order to achieve a good quality there has to be a **competitive professional environment with high level specialization**. Thus it is necessary to increase the number of experts and specialists who have recognized certification and also to ensure continuous professional development training programs.

### Promotion and visibility

- Eligible activities for projects' promotion are limited only to the development of promotional materials, thus they end up being insufficiently varied.
- Promoting heritage is a rising theme, as it is a complementary idea to branding and communicating the values of the historical monument. These tactics include storytelling activities, tourist products and cultural routes, as well as other related activities.
- Interpretation plans are needed. They prioritize different types and communication activities, depending on the needs of the target groups (local community, tourists, young people, etc.)

### Historical monuments' economic and management aspects

- The restoration of historical monuments should not be based solely on European funds. **These should be sustained by national funding systems and grants, in order to have a sustained response to the needs of the field.** The Dutch and Belgian case studies, which were presented within the INNOCASTLE project, have subsidy systems for researching historical monuments and building partnerships that ensure the sustainability of restoration and change in usage. Such schemes could complement the funding for the intervention itself that is ensured through the European programs.
- **Business plans must be built on market studies and public consultations.** This is to ensure the sustainability of the interventions and implicitly the good use of the investments. In most of the times, the actions carried out in the historical monuments that were restored through European funding do not integrate themselves in the economical context and do not respond to the real local needs.
- In order to have an efficient management of historical monuments an important point is to ensure the maintenance of it. Most of the time maintenance issues are often disregarded as managers have a lack in knowledge of maintenance procedures that are specific to historical monuments (sometimes these procedures follow the specialized restoration procedures and have to be in line with the historical structure). **Complementary programs** (such as Human Capital Operational Program) **can train and develop the skills of a fully involved manager or team. These training programs are not included in ROP's eligible expenses.**

## Conclusions

### QUALITY IN RESTORATION

The quality is not only found in the task of the lender. It can also be found in the system which approves the restoration interventions. This aspect can be obtained only through the **collaboration** of all the involved parties (designers, applicants, beneficiaries, endorsement system, project tracking system, financing system, etc.).

This endeavor can sustain a **mechanism that can certify the quality of the restoration**. This system should be done between the Ministry of Culture and National Identity [MCNI] and the Managing Authority of the Regional Operational Program [MA ROP]. One of the proposals consisted of introducing the quality evaluation phases within the mentioned mechanism at milestone inspections.

A report made by an **independent expert** is required for the funded projects in operation for a longer period of time. These reports should also be part of the monitoring of the Regional Development Agency through Technical-economical commission.

The conditions found in the MCNI Commissions' Approvals (the regional commissions of the historical monuments and the national commission of the historical monuments) need to be introduced as mandatory actions written in the Construction Authorization.

There is a limited understanding of the conditions of usage arising from the interpretation of *EU Regulation No. 305/2011 laying down harmonized conditions for the marketing of construction products*. Norms for the commissioning and approval and cost standards are needed for the use of **traditional materials**, in order to support from the design phase their compatibility with the existing / built historical substance, so that these can be used in the restoration projects carried out through European funds. It should be encouraged the **production of traditional materials** on a small and medium scale, as well as their **knowledge and wide distribution** in order to ensure traditional material resources.

The **adaptability during the implementation of the project**, which is so necessary when it comes to restoration and intervention projects on historical monuments, is hindered by the procedures and instructions of the Acquisition Law. In this regard, a point to be undertaken is the referral and collaboration with the National Agency for Public Acquisition [NAPA]. One of the proposals was that this flexibility could be introduced in the unforeseen expenses' percentage of 20%.

### BUSINESS PLAN

It is necessary to introduce the mandatory action to submit a **maintenance plan** and not to neglect it during the project's sustainability period. This should be taken into consideration even after the end of this period.

The types of income fall into two categories: those obtained from cultural activities (they are usually very small) and those obtained from non-cultural activities (these are forbidden during the sustainability period). It is necessary to allow the activities with a non-cultural (it can also be commercial) character from which it

can be obtain an income for the economic support of the building to reinvest it in the building (during / after the sustainability period).

Having a management program / plan handled by the building's administrator will create the framework for the building's integration in the economic and socio-cultural life of the community and beyond.

The proposal for the measure as a state funding scheme for economic activities can take two forms, regarding the possibility of carrying out economic activities (in this sense, a concrete analysis can be performed on each of these two versions, in order to consider their impact):

- beneficiaries can choose for a type of financing that does not include economic activities, but with a percentage towards the maximum amount of financing;
- beneficiaries can opt for a second type of financing that allows economic activities, but here with a decrease of the financing percentage.

Interventions are required to be made at the Ministry of European Funds level in order to take over the points in the financing guide.

It is necessary to create an integrating body, which will collect and analyze the data of the Project Managing Authorities from FESI, ARDs and other created bodies. This integrating body will study the complementarity of the axes according to the viability of the projects' implementation.

## ENTHANCEMENT PLAN / INTERPRETATION PLAN

Increasing the budget for **promotion and marketing** will include the relevance of the content and objectives of the activities. The consultants for projects on European funds may suggest to the beneficiary usage and activities that are dedicated to promoting and marketing for reaching the objectives of the project.

It is necessary a collaboration between the Ministry of Agriculture, the Ministry of Tourism, the Ministry of the Environment, the Ministry of Regional Development and Public Administration and the Ministry of Culture and National Identity, through its decentralized departments or services. This collaboration may ensure synchronized management plans at local level (that take into consideration the criteria of classification that is adapted to heritage and to utilities for the accommodation units, the connection of the routes in order to support the creation of networks / clusters and to include the components of the green spaces register, etc.).

The application guide for the projects on SEE grants contains the obligation to submit the **enhancement plan** for a period of 5 years. This contains also the inclusion of the marketing component (representing revenue generation) and cultural entrepreneurship (involving the community and stakeholders). This point can be extremely beneficial and it needs to be integrated in the Guide for the Regional Operational Program.

## Program

- 09:30 - 10:00** Registration
- 10:00 - 10:30** Opening words  
*Irina Iamandescu, Deputy Director, National Institute of Heritage*
- 10:30 - 11:00** Presentation of *INNOCASTLE - INNOvating policy instruments for historic CASTLES, manors and estates* and of the researched Development Region  
*Raluca Bărbulescu, expert in policies for historic castles, manors and estates*
- 11:00 - 11:30** Historical castles, manors and estates, their role in sustainable regional development and funding instruments – consultation with the main stakeholders  
*Moderator: Adina Dragu, public policy and financing expert*
- 11:30 - 11:45** *Coffee break*
- 11:45 - 12:00** Presentation of *FINCH - Financing impact on regional development of cultural heritage valorisation*  
*Simona Covrescu, expert project South-West – Oltenia Regional Development Agency*
- 12:00 - 12:30** Sustainability of investments in cultural heritage. Proposals for the management of castles, manorss and historic estates in Romania  
*Raluca Bărbulescu, expert in policies for historic castles, manors and estates*
- 12:30 - 13:30** Inclusion of principles of historic monuments sustainable management – consultation with the main stakeholders  
*Moderator: Adina Dragu, public policy and financing expert*
- 13:30 - 13:45** Conclusions and future actions  
*Irina Iamandescu, Deputy Director, National Institute of Heritage*

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**14:00 – 16:00** *Lunch and networking*

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## Participants

Ioana Irina Iamandescu	<i>INNOCASTLE, National Institute of Heritage</i>
Raluca Bărbulescu	<i>INNOCASTLE, National Institute of Heritage</i>
Lucia Leca	<i>INNOCASTLE, National Institute of Heritage</i>
Adina Dragu	<i>INNOCASTLE, National Institute of Heritage</i>
Florentina Murea Matache	<i>INNOCASTLE, National Institute of Heritage</i>
Mihaela Argatu	<i>Ministry of Tourism</i>
Aurel Drăgan	<i>Ministry of Agriculture and Rural Development, National Rural Development Program</i>
Dima Gheorghe	<i>Romsilva Department of breeding and exploitation of horses</i>
Petrescu Gabriela	<i>Architects Union of Romania</i>
Adriana Birzon	<i>Ministry of Culture and National Identity, Project Management Unit</i>
Costin Monica Elena	<i>Ministry of Environment Biodiversity Department</i>
Simona Corvescu	<i>South-West – Oltenia Regional Development Agency</i>
Raluca Munteanu	<i>Romanian Order of Architects</i>
Botea Monica	<i>South-West – Oltenia Regional Development Agency</i>
Elena Crângașu	<i>Ministry of Regional Development and Public Administration, Management Authority of the Regional Operational Program</i>
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Smaranda Baci	<i>National Union of Restoration of Historical Monuments</i>
Gabriela Copou	<i>National Union of Restoration of Historical Monuments</i>
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Ion Diana	<i>National Union of Restoration of Historical Monuments, Consultant Duopart Consulting</i>