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# Cultural Management Academy 2018

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## CULTURAL MANAGEMENT ACADEMY BUCHAREST 2-6 JULY 2018 TRAINER`S PRESENTATION



**Raluca Bărbulescu (RO)**

Raluca is an architect, specialised in the conservation of monuments and sites. Her study focus is on Transylvania and in particular, on the residences of the former nobility, which can be found here. She is active in both the public sector, as specialist within *The National Institute for Heritage*, and in the NGO sector. Raluca is the co-founder and president of *ARCHÉ Association*. With experience in built heritage research and valorisation, Raluca develops and coordinates projects that are based on the belief that cultural heritage is a non-renewable resource that we have just begun to discover.

The *ARCHÉ Association* is a non-governmental, non-profit organization, which undertakes both research and conservation activities and pursues the appreciation and promotion of cultural heritage. Its mission is to support and promote the interest for heritage by fully grasping its social role and its specific values. Ever since the Association's founding, the main endeavour of its members has been to initiate and implement projects that facilitate the exchange of information between experts from different fields who are involved in the protection of historical monuments, as well as between specialists and the general public.

At the CMA, Raluca will present how a students' endeavor can grow into a series of cultural projects related to research, education, tourism and community activation. Starting from the main projects developed by *ARCHÉ Association* Raluca will discuss on:

- How to develop a project idea
- How to draw an action plan
- How to define the needed resources.



**Mirela Duculescu (RO)**

Mirela Duculescu is an art historian, Junior Design Lecturer (tenured) at the *National University of Arts*, Bucharest, and project coordinator for *Pro Patrimonio Foundation/ Romanian National Heritage Trust*. Research activity in architecture and design, author of books and articles, editor of architectural books, curator of design and architecture for national and international exhibitions, member of design juries, interested in architectural heritage, traditional crafts and techniques, urban regeneration and public space.

#### Cultural Landscape and Historic Landmarks – Cultural Activation

How do we engage with ruined historical buildings? How do (we) save the architectural heritage and the inherited values? Does it make sense to restore it according exactly to theory or does it make sense to save almost destroyed monuments step by step fabricating new models and methods? How do we classify priorities? How do we use architecture for saving urban and rural cultural landscapes? The possible answers to these questions reveal inventive practice models (that have been produced in Romania after 2005) situating themselves in a hazy borderline between theory and bare real life. This presentation aims to be a synthetic and subjective journal of a process engaging with difficult issues, monuments and ruins, human limitations and communities that have produced some contemporary practice models adjusted to urgent situations. Some of them seem to be useful practices based on learning by experimentation (on long term or in progress) that usually shortcut institutional systems. They activate spaces, buildings and landscapes through interdisciplinary interventions for which the built heritage is the cultural historic binder.



**András Farkas (RO)**

András Farkas is a social innovator working on local, regional, national and European level. He is the founder of the *PONT Group*, an NGO established in 2009 in Cluj-Napoca, Romania. The organization is focused on social innovation through participation, entrepreneurship and culture, with a special focus on youth and the use of digital technology. He and his organization work not just through projects but also broader programs, which bring together a broad range of initiatives, organizations and resources.

In the field of culture, besides the effort to enhance bids of two of the Romanian cities for the *European Capital of Culture title for 2021*, the organization's biggest culture and heritage-related

effort is called 'Castle in Transylvania' a program aiming for the revitalization of castles and mansions in the historic region of Transylvania through the creation of a cooperation network of owners and stakeholders and support community of people from the region, country and the globe. Through the combination of these topics, their effort regarding the revitalisation of castles and mansions gets a new, entrepreneurial and participatory perspective.



**Caroline Fernolend (RO)**

With a background in finance and education, as the Executive Director of the *Mihai Eminescu Trust* (MET), an NGO dedicated to heritage conservation and community development, Caroline Fernolend initiated and implemented together with the MET team over 1200 projects in more than 100 Transylvanian villages.

*"I am inspired by the strong human connection that enables us to do so much; it means the world to me to see living conditions changed, to see the children going to school, and observe many, many other positive results in the way Transylvanian communities develop during our projects. Every day and in every community in which we are active, we are faced with brand new challenges and needs – the evolution is constant. I get satisfaction when I see the flowers growing on the hill near Viscri and happy faces."*

The integrated approach of the *Whole Village Project* (WVP) started in 2000 with *Mihai Eminescu Trust* and aims to revitalize rural communities and improve local livelihoods through the sensitive use of their remarkable natural and cultural heritage, by motivating an entire village community, incorporating local resources, human know-how, tools and techniques.

The aim of the *Whole Village Project* is achieved through the following objectives:

- Revitalization of the cultural heritage: buildings, landscape, crafts and traditional farming practices
- Development of local entrepreneurial capability: by supporting small rural businesses, providing training for villagers, creating jobs and career opportunities
- Development of cultural sustainable tourism: by promoting rural heritage, walking routes, traditional guesthouses, homemade products and the unique experience of traditional rural lifestyle.

During the implementation of the *WVP* we learned that the integration of the social and human dimension in all project objectives is contributing a lot to the sustainability of this approach.



**Helene Hahn (DE)**

Helene has a background in Social and Cultural Sciences and is dedicated to learn how data and technologies can contribute to meaningful social change in our society. She has worked as project lead at the Open Knowledge Foundation Germany for five years, where she designed and implemented different community and tech based projects on the topics of digital literacy, access to information, and cultural education. Currently, Helene is active in the international civic tech network, designs participatory workshops and speaks at conferences about data literacy, open culture and data for good. Helene is studying Governance and Human Rights at Leuphana University's Professional School.



**Raluca Iacob (RO)**

Raluca Iacob is a cultural policy professional, manager and founding member of *Asociația MetruCub – resurse pentru cultură*. Her work spreads across different areas, such as cultural planning at local and national level, research and advocacy about the misuse of European funds, the design of support activities for arts and heritage in education, communities of practice, and good governance. She is the coordinator of *Culture in Education* (since 2013), a program that aims to support the development of cultural initiatives with an educational dimension based on partnerships between schools and cultural actors, through the development of a professional network of people and organizations, and the creation of resources about practices and public policies in the field.

*“Heritage and education are codependent. Value is in the eye of the beholder and young generations need to be exposed to information, reflections and debates about what is meaningful in the objects, the customs, the spaces they live in and in the past events and presences. At the same time, education needs to consider history. Roots are essential for growth and creativity is often an exercise in looking at old things with new eyes. Lessons of Heritage grew on these ideas. It was a project that aimed to link heritage-based classes with the school curriculum, and it evoked specific challenges in dealing with interdisciplinary teams of professionals coming from different fields – teaching, research in education, visual arts, heritage, urbanism, cultural management and museums. Finding a common language to produce new tools for teachers and museum specialists to use with pupils was especially difficult, as well as finding the time to start using this new approach in their everyday work. How did we do it? What did we achieve? How can heritage become a pedagogical resource?”*



**Raluca Iosipescu (RO)**

Raluca Iosipescu, PhD in history and graduate of the School of High Studies for Conservation and Restauration (University of Architecture "Ion Mincu" - Bucharest). Specialist in medieval archaeology and historical monuments researches, particularly fortifications and defensive structures, and expert archaeologist. Actually, scientific researcher at the *National Institute of Heritage* and associate professor at the *University of Bucharest, Faculty of History* (the master program dedicated to patrimony and cultural resources in contemporary society). She coordinated and participated in the last years to numerous national projects for research and inventories of historical monuments in Romania. Author of many studies and articles published in scientific reviews.

The protection of the cultural heritage becomes day-by-day an activity much complex, who presume more and more various specializations and abilities. This fact is reflected in the variety of approaches to the heritage, starting with theoretical or applied researches, inventory, primarily conservation, restauration, reconversion, valorisation, introducing in a local or national circuit with tourist, economic or social connotation. For all this approaches, the legal regulations assure to specialists, institutions and society in general the framework for the development of relations, initiatives and projects. Of course, the concept of historical heritage is in continuous enrichment and diversification, fact that obviously determines new modifications and the adjustment of the legal regulations concerning the domain or connected to it.



**Piet Jaspert (BE)**

Piet Jaspert, this year's keynote speaker, is a board member of *Europa Nostra* and will have a presentation at the opening of the seminar called 'Cultural Heritage matters'. Piet Jaspert will speak about the intrinsic power of cultural heritage, about the *European Year of Cultural Heritage* as example of the lobby activity of *Europa Nostra* and will present another important project of the organization: the *EU Prize for Cultural Heritage / Europa Nostra Awards*.

Piet Jaspert has a PHD in Political and Social Sciences (Ghent 1972). He has been teaching languages, opening and running the *Cultural Center in Hasselt*, managing the *Communication and Marketing of KBC Bank and Insurance*. For ten years, he has been President of the Jury for ethical practices in Advertising.

He held many volunteer positions. He was leader of the *National Organization of Catholic Students*. The Flemish Government has called upon him to take on national tasks, such as the *Presidency of the Youth*

Council, the Advisory board for Theater and the Government's Agency Tourism Vlaanderen. Thirty years ago, he was one of the three founders of *Open Monuments Day in Flanders*.

Since 2008, he is Board member of *Europa Nostra* and since 2015 Vice-President. Here, he is particularly involved in EU affairs and the coordination of the *European Heritage Alliance 3.3*, an informal platform of currently 48 European and international networks active in the wider field of cultural heritage.



**Vera Marin (RO)**

Vera Marin is a supporter of participatory urbanism and built environmental education. Since 2001, she is a founding member and chairperson of the ATU - *Urban Transition Association*, one of the oldest non-governmental organizations in the field of urban policy.

Currently, she coordinates the *URBOTECA* team for an urban pedagogical approach initiated in 2014, continuing through an international ERA-NET research project aimed at encouraging collaborations between academia and civic initiative groups to turn ideas into neighbourhood improvement. Since 2011, she has been among the initiators of a dedicated environmental education group and is currently a founding member and vice president of *De-a Arhitectura* Association. Urban UP! Built Environment for high school students is the latest project she has coordinated within this association that grew quickly and nicely with the help of volunteers across the country.

Her activities in the associative environment correlate very well with didactic activity: since 2001, Vera is teaching at *Ion Mincu University of Architecture and Urban Planning*. As a lecturer in the Urban Planning and Territorial Development Department, she created in 2012 a new course entitled Institutional Framework for Sustainable Development.

Vera is an architect, has an integrated urban master and another one in project management. Since 2009, she has a Doctorate in Urbanism for which she has been doing research internships at the *Urbanism Institute of Lyon as BGF* - Scholar of the French Government. In 2009-2010, she had a New Europe College scholarship and in 2012 she was selected in the IMF - Marshall Memorial Fellowship program.

URBOTECA became a program in ATU - *Urban Transition Association*. The first approach was addressing urban pedagogy for inhabitants. It was an ambitious project especially because the intention was to create cooperation opportunities between local public administration and citizens in the communication of urban planning documentations.

*De-a Arhitectura* is an association established in 2013 for increasing awareness for the built environment quality. It is nowadays a network of volunteers that are involved in several educational programs for children and youth. The first project was dedicated to the group of age between 9 to 11

years old through an educational program that can be implemented during one or two school years and the best way to increase the number of classes that would enrol for this optional course was to get the recognition of the Ministry of Education.



**Stefano Musso (IT)**

Stefano Francesco Musso, architect and full professor of Architectural Restoration, has been Dean of the Faculty of Architecture of the University of Genoa (2009-12) and Director of the School of Specialization for Architectural Heritage and Landscape (2003-2015). He is President of SIRA-Italian Society for Architectural Restoration" (since 2017). He teaches "Studio Class of Restoration" and "Fundamentals of Architectural Restoration" and is member of the Board of the PhD Program in Conservation of Architectural Heritage of the Polytechnic of Milan. He has been visiting professor in foreign universities among which is Ion Mincu University of Architecture and Urbanism in Bucharest (Romania). His scientific and research activity is mainly focused among many other topics on doctrinal principles of architectural and landscape heritage preservation, conservation and restoration, restoration techniques, conservation of historical centers.

The contribution will start with a synthetic overview of the main challenges that the present world faces within the field of Cultural and particularly built Heritage. With regard to the educational and training sectors, some crucial issues and questions will thus emerge on the fore.

The contribution will then focus on two recent experiences carried out with the coordination of some teachers of Restoration at the University of Genoa on two little sites of Heritage interest and of historical and artistic values also by directly and actively involving students, local communities and other professionals and competences. This is to show how restoration is only a part of a wider cultural and social process that goes far beyond the only technical aspects of the physical interventions that in any case maintain their own specific importance.

Saving the Heritage (each Heritage!) is for the future not for a past that will never come back. This requires rigor but also creativity, competences and skills of different nature, personal and social engagement, awareness of the significance of the Heritage and of its values and many others crucial elements.



**Marek Ostafil (PL)**

Marek is a manager, advisor, entrepreneur and trainer. He has MA in History of Art from the Jagiellonian University, Cracow. With over 20 years of experience in managing international cultural



and artistic projects in Europe, he participated also in projects focused on conservation, restoration of art pieces and monuments. For many years worked with, trained and provided advisory services for NGOs in management and fundraising as a Vice-President of Polish Fundraising Association. Since 2013 guest-lecturer at the Jagiellonian University on fundraising for Cultural Heritage Protection faculty of the History of Art Department.

He strongly supports the idea of the Golden Economy's concept as the best way for financing culture, art and cultural heritage underlining the necessity of the common responsibility for the heritage and the development of arts and culture.

Raising funds for cultural projects focused on the heritage preservation is of the utmost importance. However, institutions and NGOs still struggle in finding the way to cooperate with private sector in that field. Despite of existing great examples of such cooperation there is still a lot to do ahead of us to ensure satisfactory level of financing with large participation of the private donors. Protection of the cultural heritage can be very appealing and attractive as a subject for fundraising subject. But we need to be able to communicate it, formulate the right proposal, ask for support and give something very special in return.



**Maria Pascu (RO)**

Maria Pascu, Project Coordinator at *ARCEN*: I have been involved with *ARCEN* (The Romanian Association for Culture, Education and Normality) since 2012 when I joined as a volunteer and soon found my place among people with different backgrounds but with strong affinities. One of those was and remains Bucharest, its streets, its architecture, its history, its stories and its people. All the writing, looking and listening I have done so far with *ARCEN* gave me a sense of place, of Bucharest in particular, which I can't imagine will ever leave me. This feeling makes me and my colleagues run projects like guided walking tours with hundreds of people around areas usually undisturbed by strollers or projects like the inventory we will hopefully finish in time to show people how important and beautiful it is to actually conserve the approximately 15.000 buildings in the 98 conservation areas of Bucharest. Other than these, I have various concerns like writing grant applications, reading, scribbling, biking and keeping the languages I studied fresh.

Introducing *Catalog București* (Catalogue Bucharest) - the (eventually complete) inventory of all the buildings in the 98 conservation areas in Bucharest. Except for specialists, almost no one knows about the conservation areas in Bucharest. People learn about them as an unpleasant fact, when they want to do something to their house in the centre of Bucharest and someone tells them they are not allowed to. Afterwards, they do it anyway and nothing bad happens to them so they think conservation areas are not actually real. And are they? I shall talk about a couple of them, their ins and outs, as they can be discovered in *ARCEN*'s emerging urban database.



**Anamaria Răvar (RO)**

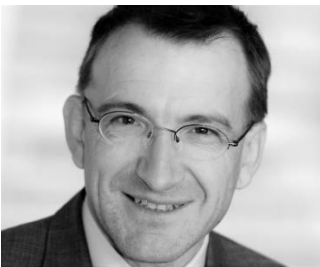
Anamaria Răvar is representing *ARCHÉ Association*, which has the mission to support and promote the interest for heritage by fully grasping its social role and its specific values.

Anamaria holds a PhD in Economics, having defended a thesis on the sustainable development of cultural tourism destinations. She is experienced in writing funding applications for projects financed from EU and national sources, in the elaboration of studies and development strategies, as well as in the implementation of externally funded projects. She joined *ARCHÉ* in 2016, and is currently one of the Association's vice-presidents. She strongly believes that heritage may become a real „engine” for community regeneration, but only if it is managed with responsibility, and if it is integrated in a strategy for long-term development.

At the CMA, Anamaria will present the main sources of external funding for projects in the field of heritage, as well as several “tips & tricks” on:

- Deciding whether or not to apply for external funding
- Identifying the most appropriate source of funding
- Drafting the funding application
- Constraints of projects financed under the EU or EEA frameworks.

The information will be supported with specific examples of projects financed through EU structural funds, EEA grants or other sources of external funding.



**DDr. Peter Strasser (AT)**

DDr. Peter Strasser studied law and ethnology in Innsbruck, Austria and Nottingham, UK. After having worked for many years in the field of cultural heritage with *UNESCO* (Paris), *IOM* (Albania), *OSCE* (Kosovo) and in the Austrian Federal Ministry for Culture (Vienna), he serves now as Head of the *Centre for Cultural Heritage Protection* at the Danube University Krems, Austria. He is author of many publications and gives lectures on cultural heritage, especially on the international dimension of the protection instruments.

Methods of awareness raising and advocacy:

When do media mention cultural heritage? The news reports either about the terrific destruction of monuments in armed conflicts or when an international label (like World Heritage) has been granted

to a site or an intangible cultural tradition. Consequently, apart from traumatic destruction and international recognition, is there no interest for cultural heritage?

The presentation shows that cultural heritage is an essential part of our daily life. However, despite its character as common good of society, cultural heritage requires constant advocacy. The activities of the public authorities – despite their power to “declare” and preserve heritage – can only be of sustainable nature as long as the population considers the heritage as theirs, are proud to keep, present and hand-over it to the next generation. The presentation provides examples how to bring the heritage to the attention of the people as a contribution to a better world.



**Eugen Vaida (RO)**

Eugen Vaida is an architect with a rich activity in safeguarding and promoting rural heritage in Romania. In the field of heritage, he has built, initiated and developed through the *Monumentum Association* a series of applied conservation and education programs in close contact with local rural communities. A wide range of concerns are directed towards the formation of architects and architectural students in the field of traditional and emerging crafts for identifying solutions for improving living comfort based on local resources.

As a member of the *Rural Group of the Order of Architects* in Romania, he initiated and supported the development of contextual design guides for a large part of Romania's ethnographic areas. He is currently a member of numerous advisory committees for interventions in historical places with valuable fund.

*"Ambulance for Monuments"* - raising awareness and supporting philanthropy in Romania

The *Ambulance for Monuments* aims to act within the safeguarding of the immovable heritage by assuring the safety of heritage objectives found in an advance state of degradation or breakdown with the help of volunteers. The project aims a better involvement of the civil society, and that of the philanthropic society from Romania, in preserving the immovable heritage.

Thus, the rule of the project is quite simple: where there is at least some support for the purchase of the needed materials, ambulance and volunteers will take care of the safety of that monument.

The pilot project was co-funded by the *Administration of the National Cultural Fund* and is supported by His Royal Highness Prince of Wales and *The Anglo Romanian Trust for Traditional Architecture*.



**Cristina Văileanu (RO)**

Cristina Văileanu, Grants Manager at the *Bucharest Community Foundation*. With a background in Philosophy and an MA in Political Sciences, Cristina worked for the last 16 years with national and

international NGOs, advocating for gender equality, building institutional capacities for different CSOs, and managing grant-giving processes for community development. Since 2015, she joined the *Bucharest Community Foundation* where she is using her expertise to improve grant-making processes, develop projects and abilities incubators for grassroots groups, impact analysis or participatory processes for assessing and prioritizing local communities' needs.

*“At the Bucharest Community Foundation we bring together donors, NGOs or initiative groups to develop communities in which we all feel at home. We build donation mechanisms, funding funds or idea incubators for the city. In 6 years, we have funded over 250 projects from Bucharest and Ilfov with almost 3 million lei. We are part of a national movement alongside 15 other community foundations in the country.*

*In my intervention I will briefly outline how a Community Foundation works and some of our major funds through which we provide small and medium grants to NGOs and informal initiative groups working in community development. The majority of our funds aim to contribute to the development/rebirth of the community spirit and urban revitalization in Bucharest and its neighbourhoods, with care towards the environment and the social impact that can be generated. If we understand heritage as an integrated element in the daily life of the local community, or its use to develop a cultural identity and a sentiment of belonging for places or neighbourhoods in Bucharest, or as an instrument to (re)build neighbourliness, then the majority of our funds may be suitable for projects that are integrating heritage in community development.”*

## CURATOR`S PRESENTATION



**Miki Braniște (RO)**

Miki is a cultural manager and curator for performing arts and interdisciplinary projects, president of *Colectiv A Association* director of the Festival *TEMPS D'IMAGES* in Cluj starting with 2008 till 2017. She is interested in art as a development tool of the community in which she activates. Preoccupied by the economic and social-political transformations that occur within the global society, she is involved in cultural projects together with the artists inspired by the image of our times. In November 2015, she received the title of *'Chevalier des Arts et des Lettres'* from the *French Ministry of Culture* for her activity to support the independent performing arts sector in Romania. In 2016, she received the prize for interdisciplinary projects from the *Administration of the National Cultural Fund* and the prize for the support for contemporary dance from *The National Centre for Contemporary Dance*. In 2018, she was nominated for the Theatre Prize at the Gala Awards of *Radio Romania Cultural*.