

PART A – Project summary

A.1 Project identification

Project title	INNOvating policy instruments for historic CASTLES, manors and estates			70 / 300 characters	
Project acronym	Innocastle			10 / 22 characters	
Name of the lead partner organisation in English	National Institute for Heritage				
Specific objective	4.1. Improving natural and cultural heritage policies				
Project duration	Phase 1	Duration	30 Months	Project start date	01/06/2018
	Phase 2	Duration	24 Month		
	Total No. months	54			

A.2 Project abstract

The central issue addressed in Innocastle is that in most European countries, current policies towards preservation, transformation and exploitation (PTE) of historic castles, manors and estates (HCME) are outdated and not reflecting the real needs and opportunities of HCME.

The project evolves around the idea of valorising one of Europe's least known and particular forms of heritage. Mostly located in rural and remote areas, HCME are often unknown to the general public and tourists. They have the potential to become powerful drivers for rural development and innovation. However, this requires a shift of paradigm in governance and support. Innocastle aims to revitalise these hidden treasures by adapting policies to further empower local stakeholders, private investors and cross-sectoral partnerships.

The overall objective of Innocastle is to ensure the sustainable preservation of HCME in four participating regions by remodeling current policies to better reflect the trends and future requirements such as more place-based approaches, need for economic and environmental resilience, and multi-actor involvement by means of developing and implementing 4 action plans targeting 4 specific policy instruments addressing HCME.

The partnership of Innocastle consists of experienced regions and knowledge intensive partners. They will collect existing practices, produce a rigorous analysis of the existing bottlenecks of addressed policy instruments and catalyse results into new and innovative regional policies and actions. Through the policy instruments, partners will strive to unlock the potential of these assets to a wider range of actors in order to enhance regional and sustainable development.






Innocastles approach is innovative and holistic. It involves a wide range of stakeholders based on the integrative quadruple helix structure. This way, it ensures an optimal and sustainable valorisation and uptake of integrated knowledge and experiences on all levels.

1,991 / 2,000 characters

A.3 Project budget summary

Programme Funding			Partner Contributions			Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution		
ERDF	926,307.55	83.64 %	143,596.95	37,530.50	181,127.45	Total eligible to ERDF	1,107,435.00
Norway	0.00	0.00 %	0.00	0.00	0.00	Total Norway	0.00
INTERREG Europe	926,307.55	83.64 %	143,596.95	37,530.50	181,127.45	Total INTERREG Europe	1,107,435.00
						Other Funding	0.00
						Grand Total	1,107,435.00

A.4 Overview of project partners

N°	Organisation	Country	Partner Budget		
			Programme Funding	Partner Contribution	Total
1-LP	National Institute for Heritage	 RO	253,260.90	44,693.10	297,954.00
2-PP	University College Ghent	 BE	205,829.20	36,322.80	242,152.00
3-PP	Provincial Government of Badajoz	 ES	174,216.00	30,744.00	204,960.00
4-AP	<i>The National Trust for Places of Historic Interest or Natural Beauty (NT)</i>	 UK	112,591.50	37,530.50	150,122.00
5-PP	Province of Gelderland	 NL	180,409.95	31,837.05	212,247.00

Lead partner confirmation

By submitting the application form the lead partner hereby confirms that:

- The information provided in this application is accurate and true to the best knowledge of the lead partner.
- The project is in line with the relevant EU and national legislation and policies of the countries involved.
- The lead partner and the project partners will act according to the provisions of the relevant national and EU regulations, especially regarding structural funds, public procurement, state aid, environment and equal opportunities, as well as the specific provisions of the programme.
- No expenditure related to the above mentioned project has been, is or will be funded by any other EU funded programme, except for partners that do not receive funding directly from the Interreg Europe programme.

PART B – Partnership

B.1 Partner's details

Partner 1

Partner role in the project	Lead partner		
Name of organisation in original language	Institutul National de Patrimoniului		
	36 / 200 characters		
Name of organisation in English	National Institute for Heritage		
	31 / 200 characters		
Department/unit/division (if applicable)	Sediul Central / Headquarters		
	29 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	National public authority
Address	str. Ienăchiță Văcărescu nr. 16, Sector 4		
	41 / 200 characters		
Town	Bucharest	Postal code	040157
	9 / 200 characters		6 / 200 characters
Country	Romania (ROMÂNIA)		
NUTS 1 level	MACROREGIUNEA TREI		
NUTS 2 level	București - Ilfov		
NUTS 3 level	Ilfov		
Legal representative	dr.arh. Stefan Balici		
	21 / 200 characters		
Contact person 1	Ioana Irina Iamandescu		
	22 / 200 characters		
Phone office	+40(0)213366073	Mobile (optional)	+40(7) 45041402
	15 / 200 characters		15 / 200 characters
Email	irina.iamandescu@patrimoniul.gov.ro	Website (optional)	http://patrimoniul.gov.ro/ro/
	34 / 200 characters		28 / 200 characters
Contact person 2 (optional)	Joep Erik de Roo		
	16 / 200 characters		
Phone (optional)	+ 40 (0) 7 486 01169	Email (optional)	deroo@eurodite.eu
	20 / 200 characters		17 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/06/2018	Partnership until	30/11/2022

Partner 2			
Partner role in the project	Partner		
Name of organisation in original language	Hogeschool Gent		
	16 / 200 characters		
Name of organisation in English	University College Ghent		
	24 / 200 characters		
Department/unit/division (if applicable)			
	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Education and research institution
Address	Jozef Kluyskensstraat 2		
	23 / 200 characters		
Town	Gent	Postal code	9000
	4 / 200 characters		4 / 200 characters
Country	Belgium (BELGIQUE-BELGIË)		
NUTS 1 level	VLAAMS GEWEST		
NUTS 2 level	Prov. Oost-Vlaanderen		
NUTS 3 level	Arr. Gent		
Legal representative	Bert Hoogewijs		
	14 / 200 characters		
Contact person 1	Sylvie Van Damme		
	16 / 200 characters		
Phone office	09/2433600	Mobile (optional)	0473/516523
	10 / 200 characters		11 / 200 characters
Email	Sylvie.vandamme@hogent.be	Website (optional)	www.hogent.be
	25 / 200 characters		13 / 200 characters
Contact person 2 (optional)			
	0 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/06/2018	Partnership until	30/11/2022

Partner 3			
Partner role in the project	Partner		
Name of organisation in original language	Diputación de Badajoz		
	21 / 200 characters		
Name of organisation in English	Provincial Government of Badajoz		
	32 / 200 characters		
Department/unit/division (if applicable)	Local Development		
	17 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	C/ Tomás Romero de Castilla, 2		
	30 / 200 characters		
Town	Badajoz	Postal code	06011
	7 / 200 characters		5 / 200 characters
Country	Spain (ESPAÑA)		
NUTS 1 level	CENTRO (ES)		
NUTS 2 level	Extremadura		
NUTS 3 level	Badajoz		
Legal representative	MIGUEL ÁNGEL GALLARDO MIRANDA (President)		
	41 / 200 characters		
Contact person 1	Cristina Beatriz Cortés Barreto		
	31 / 200 characters		
Phone office	0034 924 212 339 (Ext. 12339)	Mobile (optional)	0034 699 962 267
	29 / 200 characters		16 / 200 characters
Email	ccortes@dip-badajoz.es	Website (optional)	http://www.dip-badajoz.es/
	22 / 200 characters		26 / 200 characters
Contact person 2 (optional)	Gema Buceta Planet		
	18 / 200 characters		
Phone (optional)	0034 924 212 339	Email (optional)	gbuceta@dip-badajoz.es
	16 / 200 characters		22 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/06/2018	Partnership until	30/11/2022

Partner 4

Partner role in the project	<input type="text" value="Advisory partner"/>		
Name of organisation in original language	<input type="text" value="The National Trust for Places of Historic Interest or Natural Beauty (NT)"/>		
	73 / 200 characters		
Name of organisation in English	<input type="text" value="The National Trust for Places of Historic Interest or Natural Beauty (NT)"/>		
	73 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="N/A"/>		
	3 / 200 characters		
Legal status	<input type="text" value="Body governed by private law (only non-profit!)"/>	Type of partner	<input type="text" value="Other"/>
Please specify other type	<input type="text" value="NGO/Charity/notforprofit"/>		
Address	<input type="text" value="Heelis, Kemble Drive"/>		
	20 / 200 characters		
Town	<input type="text" value="Swindon"/>	Postal code	<input type="text" value="SN2 2NA"/>
	7 / 200 characters		7 / 200 characters
Country	<input type="text" value="United Kingdom (UNITED KINGDOM)"/>		
NUTS 1 level	<input type="text" value="SOUTH WEST (ENGLAND)"/>		
NUTS 2 level	<input type="text" value="Gloucestershire, Wiltshire and Bristol/Bath area"/>		
NUTS 3 level	<input type="text" value="Swindon"/>		
Legal representative	<input type="text" value="Paul Boniface (Company Secretary)"/>		
	33 / 200 characters		
Contact person 1	<input type="text" value="CATHERINE LEONARD"/>		
	17 / 200 characters		
Phone office	<input type="text" value="+44 (0) 7920 270 415"/>	Mobile (optional)	<input type="text" value="+44 (0) 7920 270 415"/>
	20 / 200 characters		20 / 200 characters
Email	<input type="text" value="Catherine.leonard@nationaltrust.org.uk"/>	Website (optional)	<input type="text" value="https://www.nationaltrust.org.uk/"/>
	38 / 200 characters		33 / 200 characters
Contact person 2 (optional)	<input type="text" value="Justin Albert"/>		
	13 / 200 characters		
Phone (optional)	<input type="text" value="+44 (0) 1497 831 012"/>	Email (optional)	<input type="text" value="Justin.Albert@nationaltrust.org.uk"/>
	20 / 200 characters		34 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
What are the partner's competences and experiences in the issue addressed by the project?	<p>The National Trust is a registered charity founded in 1895 by three people who saw the importance of heritage and open spaces and wanted to preserve them for everyone to enjoy. More than 120 years later, these values are still at the heart of everything it does – looking after special places throughout England, Wales and Northern Ireland for ever, for everyone.</p> <p>The NT cares for coastline, forests, woods, fens, beaches, farmland, moorland, islands, archaeological remains, nature reserves, villages, historic houses, gardens, mills and pubs and one of the world's largest art collections. NT restores them, protects them and opens them up to everyone. For the Trust, conservation has always gone hand-in-hand with public access. It welcomes everyone to explore the special places it owns including: 775 miles of coastline; over 248,000 hectares of land; over 500 historic houses, castles, ancient monuments, gardens and parks and nature reserves; close to one million objects and works of art.</p> <p>NT is supported by over 5 million members, paying an annual membership fee to cover the costs of this permanent preservation.</p> <p>NT runs a global network of 'National Trusts': The International National Trusts Organisation (INTO). Within this network, NGOs involved in heritage preservation and promotion set on the model developed by National Trust UK, share expertise and act as a global voice on international conservation issues. INTO as part of NT will support in implementation of the project.</p>		
	1,498 / 1,500 characters		

What is the organisation's role in the project?

The knowledge partner role of NT within Innocastle is to offer the expertise of its wide network and to show by example how effective policies can help strike the right balance between conservation, community engagement and economic return. Within this aspect, NT will be particularly involved in the interregional learning activities, where it will develop a methodology for the thematic seminars, study visits, peer reviews and participant satisfaction survey and coordinate the study visits. NT is connected to a multitude of top heritage experts worldwide, which will be involved according to the specific needs identified by the partners and their stakeholder groups, through the study visits and thematic seminars. The main areas of expertise of NT will be marketing, programming and effective involvement of local communities and volunteers.

Moreover, NT will have an important role in the dissemination and communication of Innocastle. NT will support the communication manager by sustaining the so-built community after the closure of the project. NT is already an important player in the global heritage discussion, being connected with a multitude of international organisations, networks and platforms (Europa Nostra, ICOMOS, INTBAU, World Monuments Fund, UNESCO, European Heritage Alliance and others).

1,318 / 1,500 characters

Partnership from

01/06/2018

Partnership until

30/11/2022

Partner 5

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Provincie Gelderland"/>		
	22 / 200 characters		
Name of organisation in English	<input type="text" value="Province of Gelderland"/>		
	22 / 200 characters		
Department/unit/division (if applicable)	<input type="text"/>		
	0 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Regional public authority"/>
Address	<input type="text" value="Postbus 9090"/>		
	12 / 200 characters		
Town	<input type="text" value="Arnhem"/>	Postal code	<input type="text" value="6800GX"/>
	6 / 200 characters		6 / 200 characters
Country	<input type="text" value="Netherlands (NEDERLAND)"/>		
NUTS 1 level	<input type="text" value="OOST-NEDERLAND"/>		
NUTS 2 level	<input type="text" value="Gelderland"/>		
NUTS 3 level	<input type="text" value="Arnhem/Nijmegen"/>		
Legal representative	<input type="text" value="Deputy (daily executive) Josan Meijers"/>		
	38 / 200 characters		
Contact person 1	<input type="text" value="Paul Thissen"/>		
	12 / 200 characters		
Phone office	<input type="text" value="0031 (0) 26 359 9223"/>	Mobile (optional)	<input type="text"/>
	20 / 200 characters		0 / 200 characters
Email	<input type="text" value="p.thissen@gelderland.nl"/>	Website (optional)	<input type="text" value="www.gelderland.nl"/>
	23 / 200 characters		17 / 200 characters
Contact person 2 (optional)	<input type="text" value="Paul Stein"/>		
	10 / 200 characters		
Phone (optional)	<input type="text" value="0031 (0) 26 359 9769"/>	Email (optional)	<input type="text" value="p.stein@gelderland.nl"/>
	20 / 200 characters		21 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/06/2018"/>	Partnership until	<input type="text" value="30/11/2022"/>

B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter of support required	Responsible Body Name	Country
1	Regional Operational Program 2014-2020 / Investment Priority 5.1 Preservation, protection, promot...	Yes	Yes	The Ministry of Regional Development, Public Administration and European Funds (MRDPAEF) - managing authority for ROP	 RO
2	Onroerend Erfgoeddecreet (Decree on Immovable Heritage)	No	Yes	Agency for Immovable Heritage Flanders (Agentschap Onroerend Erfgoed Vlaanderen)	 BE
3	Programa Operativo de Extremadura, Operational Programme for Extremadura objective 6.3.1	Yes	Yes	Regional Government of Extremadura (RoE)	 ES
4	Beleidsprogramma Cultuur en Erfgoed (Policy Program Culture and Heritage)	No	No	Province of Gelderland	 NL

B.2.1 Policy instrument 1

B.2.1.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Regional Operational Program 2014-2020 / Investment Priority 5.1 Preservation, protection, promotion and development of the cultural heritage and identity.

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The ROP addresses 9 of the 11 thematic objectives of the Europe 2020 strategy. Its main aims are to improve the economic competitiveness and living conditions for local and regional communities in Romania.

Investment priority 5.1 refers to the "Preservation, protection, promotion and development of the cultural heritage and identity", with the objectives to stimulate the local economy by improving the overall condition of heritage sites in Romania. As such the axis can finance the restoration and touristic promotion of built heritage.

The practice has shown that the ROP guides could be improved in order to better correlate with other related domains and current issues found in the field. More detailed inquiries by central and regional authorities are needed to better reflect the realities in the field. Systems to collect and monitor data of public interest regarding heritage need to be put together to offer a complete overview. It is essential that regional programs reflect the complexity of architectural heritage that can only be properly conserved when brought in relation with its context, which often includes natural, movable and immaterial heritage.

Like all other policy instruments that are part of Innocastle also Priority 5.1 needs to be more correlated to other regional development strategies which include or affect cultural heritage, reflect stakeholders' needs and to develop comprehensive evaluation criteria for the economic impact on local communities.

1,492 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

The Ministry of Regional Development, Public Administration and European Funds (MRDPAEF) - managing authority for ROP

118 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

Governance: For sites to be valorized, the investment options – ranging from conservation to reconversion - must be identified and prioritised. New insights and shared experiences are needed to take into account all the stakeholders involved. A key aspect in improving ROP will focus on evaluating the management plan of the investment in order to shift the focus from the quantity of results to the quality of results. Other aspects must include smart specialisation of the members of ROP target group. This is essential as the architectural and natural heritage impacted by this project is located in the rural areas and therefore implies rural innovation.

Structural: The baseline survey and case studies (NIH manages three castles and manors itself, to be included in the case studies) will shed new light on strategic objectives on both macro and micro-territorial levels. Current objectives will be reviewed and recommendations will be brought forward in future regulations with local and regional impact through standard policy procedures. A new Strategy for Cultural Heritage will be proposed to the Ministry of Culture and National Identity, stressing the values of HCME for Romanian identity. This, together with all other strategies that include cultural heritage, provide the base of ROP, will lead to a better cross-sectoral policy alignment. Another key part will focus on developing a series of principles concerning the attributions that the state has as owner of these actives.

1,496 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

A renewed framework for coordination and evaluation criteria/ impact measures (more qualitative) through improved coordination among policy makers on heritage and related policy fields.

185 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

national

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

An important segment of Romanian cultural heritage is represented by HCME found in rural areas. These HCME, together with their gardens, annexes, forests and agricultural areas form coherent ensembles that can become important factors in local, regional and national regeneration. However, currently, POR only addresses built heritage, separate from its context. Cultural heritage in Romania is currently in a very poor condition. According to the Ministry of Culture, 75% of the monuments in Romania are in bad condition, with 35% being badly damaged. Heritage is currently threatened by climate and environmental changes as well as by unauthorised human intervention.

The ROP programme 2007-2013 has already financed 95 heritage sites, investing more than 400 million euro. Most applicants were local authorities or church-related organisations, and only 3 projects targeted HCME (even though research shows there are more than 1000 HCME in Romania, mainly in bad condition). Research done by Arche Association has shown that owners of castles and manors don't have the financial and the technical support to apply for funds within ROP. At the same time, ROP supports projects in later stages of development, which have already performed some preliminary steps (example: a feasibility study), which again excludes many of the HCME projects. Moreover, ROP does not take into account the needs identified in the development strategies of local communities because most were elaborated after the publishing of ROP.

Heritage is distributed in a balanced way across Romania, and it has the potential to function as an economic and social catalyzer in many underdeveloped and poor areas, where most population practices subsistence agriculture. Heritage could create jobs, increase tourism, promote local heritage and traditions, and help build more cohesive and resilient communities. A more integrated, inclusive and coherent approach is required to bring all these elements to fruitful actions.

1,995 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

In the "National Research, Development and Innovation Strategy 2014-2020" for Romania four smart specialisations are defined: Bioeconomy, ICT, Energy & Environment and Eco-technologies. In addition, three national priorities are defined: Health, Space and Security, and Heritage and cultural identity. Cultural Heritage must become more convergent with the development of social cohesion. Undervalorization of cultural heritage is now negatively influencing economic and innovative competitiveness.

499 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner Relevance 1

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

1-LP National Institute for Heritage

NIH is the Romanian institute that it responsible for heritage policies and protection of national patrimony. It proposes normative acts and methods on the protection of historical monuments to the Ministry of Culture. It manages the National Restoration Programme, participates in programs for the protection and valorization of the built heritage and develops cultural and educational programs. NIH is the only institution in Romania that has the attribution of providing a National Strategy for Cultural Heritage.

Protection and revit. of heritage in Romania is in its infancy. Also, policy development processes are not always clear and transparent. NIH as national competent body on heritage will use the momentum and results of Innocastle to further identify and address policy makers and policies that have a direct and indirect stake in the issues of HCME. It will utilize the lessons learned from this project to improve POR 5.1 along with related policy context of HCME.

981 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

By law, MRDPAEF needs to consult Min. Culture and the NIH when the ROP is drafted. Legally, NIH has a role in defining the technical specification of the ROP. NIH has a key role in defining the Sectorial Strategy for Culture and National Heritage, which is one of the sectorial strategies influencing the ROP. Through these instruments, NIH directly influences the ROP authorities in the drafting process.

During implementation of ROP, the National Commission of Historical Monuments, assisted by the NIH, need to approve any project before it can be submitted for ROP 5.1.

NIH will use the opportunity to further identify and approach relevant stakeholders both in policy development and execution of ROP. The events and outputs of Innocastle give plenty of momentum to extend the knowledge base of ROP and bring improvements on the table. By inviting policy makers and politicians it will raise awareness and improve interconnectedness of public administrations dealing with heritage in Romania.

998 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

NIH can offer:

- innovative examples of conservation through use,
- examples of where structural funds have deteriorated heritage
- Some expertise on making the castles attractive - castles are an important topic in Romania right now, and they have been brought forward by several NGOs

NIH would like to learn:

- Ruin Management (UK)
- Effective policies to balance preservation and exploitation (BE, NL, ES, UK)
- Future approaches - place based (BE, NL, ES)

455 / 500 characters

B.2.1.3 Stakeholder group relevant for policy instrument 1

Please provide the indicative list of stakeholders to be involved in the project

Public authorities

- The Ministry of Culture
- The Ministry of Regional Development, Public Administration and European Funds (MRDPAEF)
- ADR Center, Intermediate body for the ROP

Owners of HCME

- Local/ central public authorities (Town Halls, Local Councils, County Councils)
- Private owners (mostly from the central region, who have indicated to be open to cooperation)
- Jaap Scholten, author of 'Comrade Baron, a journey through the vanishing world of Transylvanian aristocracy', published in 2010

Tourism actors

- Romanian Tourism Employers' Federation -Culture Directorate
- The Associations for the promotion and development of tourism for the counties of Braşov, Covasna, Harghita, Mureş and Sibiu

NGOs:

- Mihai Eminescu Trust Foundation
- The Romanian Order of Architects
- ARCHE Association
- PONT
- Propatrimonio
- Transylvania Trust

- The University "1 Decembrie 1918" of Alba Iulia
- The cluster for innovation and technology in Brasov, IT Plus cluster of Miercurea Ciuc

985 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The Ministry for Culture is the main policy maker regarding heritage on a national level.
The MRDPAEF is the main administrative unit for the Agencies for Regional Development, which manages the policy instrument ROP 2014-2020. RDA Centre is the implementing body of ROP, covering a geographical region that is especially rich in HCME.
An important group of stakeholders are the owners of the castles and manors (both public and private). The ownership situation in Romania is complicated because of the communist past. The public owners (Town Halls, Local Councils, County Councils) are eligible to obtain grants for the HCME in their holding, but they lack the knowhow to use them in a meaningful and sustainable manner for their regions. The private owners do not have access to any public funds and are not used to collaborate with the public sector.
The stakeholders in tourism and adjacent fields (such as architecture, IT) will propose solutions for a more holistic approach including new business and exploitation models for (cultural) tourism.
The aforementioned NGOs deal with cultural heritage in Romania. Most of them have been involved in the preparation of this application and have expressed their support to bring forth issues relating to improving heritage context in general and ROP in specific and have expressed their willingness for consult in policy improvements.
The Innocastle project will give a huge impetus to further build upon local trust via international cooperation.

1,499 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

The major stakeholders in Romania concerning HCME are already identified. This group will be invited to join the three regional meetings. A selection of stakeholders will be invited to join the study visit(s) to the partner countries
The first regional meeting will be organised in the same period as the kick-off event and study visit in Romania. The stakeholders will also be involved in organising this event and in performing the study visit. During this meeting, the Innocastle methodology will be explained and input for the baseline survey will be asked to the stakeholders. Specifically, the case studies to be included in the baseline survey will be selected. The stakeholders will then participate in mapping all the relevant stakeholders at national level and also for each case study identified. It is foreseen that the list of stakeholders will grow due to the cross-sectoral and multilevel governance approach of Innocastle.
During the second regional workshop, the theme of private ownership and policy instruments will be discussed, along with PPP models, public outreach, support schemes and other topics, with the idea to start bridging the gap between public and private in Romania. This WS will be organised in Alba Iulia, the seat of RDA Centre to get a better idea on how ROP is implemented in that region and its effects on HMCE.
At the last workshop, all stakeholders will be invited to give input and determine their role in the implementation of the action plan.

1,489 / 1,500 characters

B.2.2 Policy instrument 2

B.2.2.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Onroerend Erfgoeddecreet (Decree on Immovable Heritage)

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The Decree on Immovable Heritage is an overall decree on monuments and landscapes further elaborated in the Decision of the Flemish Government regarding immovable heritage. The Decree treats the working instruments to protect and to manage immovable heritage in Flanders e.g.:

- Scientific inventories of important heritage can be set legally;
- Four protection statutes support the heritage values of sites:
- Instruments to manage heritage
- Permits to change immaterial heritage;
- Premiums to conserve immaterial heritage
- Subsidies for an additional structural support.

There are important possibilities to improve the Decree:

- HCME which are listed on the inventory of architectural heritage get specific restrictions which can limit their PTE
- The complexity and exhaustiveness of the regulations and different procedures discourage many owners to take initiatives to preserve, transform or exploit their HCME.
- The current subsidies are inadequate for a sustainable preservation.
- Heritage legislation often coincides with other (sectoral) legislations regarding nature, spatial planning, tourism, etc.
- Heritage policy mainly focuses on identification, assessment and conservation. There is nearly no attention for or expertise about dynamics or transformation of HCME.
- The heritage policy in practice solely aims at listed or protected heritage. Non-listed don't get the opportunity to work on heritage instruments, like management plans or Vision Plans.

1,464 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Agency for Immovable Heritage Flanders (Agentschap Onroerend Erfgoed Vlaanderen)

80 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

FIAH will improve its policy instrument through quadruple helix stakeholder approach in which UCG has an important role as policy advising partner. UCG has a daily working relationship with FIAH on heritage. It will continuously feedback Innocastle's results through formal meetings, written memo's and daily contact. UCG will provide advice on the governance and impact measurement structures of the Decree. It will provide ideas on procedures and subsidies. Also, there is regular contact and new ideas through the pilot 'Bulskampveld. Besides this, FIAH will participate in the three stakeholder meetings of Innocastle.

We foresee improvement on the following levels:

Governance: an improved methodology for measuring the impact of adaptive reuse, transformation or exploitation as drivers for preservation. Integration of HCME landscape as an element of the programme.

Structural: More focus on conservation possibilities for PTE and a more integrative approach to protected and non-protected heritage. The procedures and subsidy system will be reconsidered. An embryonic idea is to plea for a Stimulation Fund on Conservation by Development, inspired by the Dutch Belvedere-nota. there are contacts with the Flemish Building Master to realise ambitious, qualitative interventions in his program for 2017-2020.

A case study will be performed in the Northern part of Western Flanders, namely the Landscape Park Bulskampveld, a historical and cultural unity with a diversity of more than 20 HCME.

1,499 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Increase in number of 'immovable heritage plans' for HCME with attention for dynamics or transformation of HCME

111 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

The societal, spatial and economic significance of HCME in Flanders should not be underestimated. They are carriers of regional identities, recreation, culture, heritage, art, ecology and biodiversity, and they make an important contribution to a qualitative and healthy living environment. For example, in a radius of 10 km from Bruges city centre, there are 88 historical estates and smaller historical parks. Although often fragmented or enclosed by suburban developments, they are important open spaces within urbanisation. In addition, they still offer unprecedented opportunities for new social issues such as local and renewable food and energy production.

Unfortunately, many HCME are in a process of decline. Their preservation is hampered by two specific bottlenecks. Firstly, private property owners indicate that the current policy instruments constitute a barrier to self-proactive activism with their estate. The complexity and exhaustiveness of the regulations discourage many owners to take initiative. In addition, there are various sectoral regulations that in some cases still focus on optimising separate functions. Their multiplicity, and the fact that they sometimes conflict impede an integral approach to HCME. Secondly, sustained maintenance involves significant financial efforts. The current funding opportunities are insufficient to provide an answer to this. Let alone that it can be a sustainable solution in the long run. Both the private and the public actors urge the need for new economic drivers in order to become self-sufficient.

So far, experience with new uses for HCME is limited. The practice knowledge from the evaluations of private property is fragmented and barely accessible to a wider public. The way the policy context can facilitate revalorization is hardly explored. There is an urge for a more integrative approach of HCME, taking into account the various values and desirables. International cooperation and examples will lead to new ideas.

1,994 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

In the S3 strategy for the region Flanders, one of the priorities is 'Media and digitalisation of cultural heritage', sub-domain of 'Smart services'. As one of the Innocastle objectives is to increase techniques for visibility and promotion, this fits well with the approach. Better connections to new media and creative industries are needed. The Interregional policy hackathon in Flanders will also connect to this theme, bringing in multidisciplinary professionals from the creative and IT sector.

500 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner Relevance 1

2-PP University College Ghent

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

UCG is the largest university college in Flanders with 13000 students. UCG's multi-sector learning environment has a strong research tradition whose excellence is recognised internationally. UCG has a large local and international network. UCG is a significant knowledge and innovation partner for government and knowledge sector in Flanders' quadruple approach towards heritage. With UCG's specific knowledge, skills and focus on heritage, the immovable heritage decree is ingrained in UCG's daily working framework. UCG is a practise oriented research institution influencing policy decision-making based on arguments and benchmarks. Research projects focus on the interaction between heritage and possibilities for future development. UCG directly and indirectly influences policy decision-making by formal procedures (general or area specific), steering groups, scientific research, heritage platforms, formulation of heritage policy recommendations and production of heritage guidelines.

994 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

UCG and FIAH are members of the SG 'preservation by development' to assess the efficacy of the current heritage decree and formulate policy recommendations on heritage castles and estates. Letters of intent and reports are present. Besides this formal relation, UCG directly and indirectly influences the decree:

Direct: FIAH and UCG agreed to form a SG in which the working of the decree will be assessed in light of the Innocastle project. The SG will convene twice per year and produce one policy recommendation memo per year with concrete proposals to improve its strategic and executive decisions, budget allocation and projects. The memo's feed into the overall policy evaluation of FIAH and into the action plan. Member of the SG of FIAH will be representatives on West Flanders and on Flemish levels.

Indirect: via daily working relationships, policy groups with the Provincial territorial development services and through UCG's membership in Team of Experts of Flemish building architect.

999 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

UCG's has an important role. It will be responsible for the baseline survey that will create a solid base for comparison, input in case studies and improvement of region's policies. It will organise the innovative policy hackathon. The project will improve UCG's relationship with relevant HCME stakeholders (especially FIAH and WF), and will place their know-how on HCME in an international context and will deepen their knowledge of how to optimise existing HCME legislation.

477 / 500 characters

B.2.2.3 Stakeholder group relevant for policy instrument 2

Please provide the indicative list of stakeholders to be involved in the project

Province of West-Flanders
Flemish Agency of Immoveable Heritage (Agentschap Onroerend Erfgoed Vlaanderen)
Rural Flanders (Landelijk Vlaanderen)
Flemish Department for Nature and Forest (ANB)
Flemish Tourist Board (Visit Flanders)
Flemish Department of Spatial Planning (Departement Omgeving)
Flemish Land Agency (VLM)
Research institute for agriculture, fisheries and food (ILVO)
Private owners of HCME
European Landowners' Organisation (ELO)
Royal association of historic cities and gardens (Koninklijke Vereniging Voor Historische Woonsteden en Tuinen)
Internationally, there are also contacts with organisations and owners of HCME and scientists working on this theme.

672 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

- Province of West-Flanders: body facilitating the process of changing the policy instrument
- Flemish Agency of Immovable Heritage: body responsible for policy instrument
- Rural Flanders: association of private landowners implementing the policy instrument
- Flemish Department for Nature and Forest: body responsible for coinciding (sectoral) legislations regarding nature
- Flemish Land Agency: body responsible for coinciding (sectoral) legislations regarding the countryside
- Flemish Tourist Board: body responsible for coinciding (sectoral) legislations regarding tourism
- Flemish Department of Spatial Planning: body responsible for coinciding (sectoral) legislations regarding spatial planning
- Research institute for agriculture, fisheries and food: research institution working on open space and countryside issues
- European Landowners' Organisation: Association of private landowners implementing the policy instrument
- Royal Association for historic cities and gardens: association of private landowners implementing the policy instrument

The interaction with the province of West-Flanders, the Flemish Agency of Immovable Heritage and, Visit Flanders is indispensable for the implementation and communication of the lessons learnt in heritage policy and other policies regarding nature, spatial planning, tourism, etc. The interaction between the various government agencies and their policies and (usually difficult accessible) groups of landowners is particularly relevant

1,495 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

All stakeholders will be consulted for the baseline survey, be involved with the regional meetings and with the development of a regional action plan for the improvement of the Decree on Immovable Heritage. To this regard, the territorial development service of the Province of West-Flanders will assume an important role to bring other stakeholders to the fore. Relevant stakeholders will be invited to the policy hackathon as well as join in the study visits.

The territorial development service of the Province of West-Flanders has a long-standing tradition in the support of local stakeholders and the interaction with other policy domains on the Flemish, provincial and municipal level. It works on site-specific and custom-made spatial projects regarding specific opportunities or bottlenecks in the region. In Innocastle, they will operate as a platform and go-between between UCG and the region. Moreover, it will communicate the project news and results by means of their regional newsletter and website, the Landschapskrant, and other communication channels.

The Flemish Agency of Immovable Heritage is active in the region through a regional service. Visit Flanders is presented in the region by Westtoer. It interacts closely with the Province of West-Flanders and is active in the visibility and marketing of the region of Landschapspark Bulskampveld. Both will actively participate in the project.

1,415 / 1,500 characters

B.2.3 Policy instrument 3

B.2.3.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Programa Operativo de Extremadura, Operational Programme for Extremadura objective 6.3.1

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The Extremadura Operational Programme has allocated EUR 2 billion euro funding with the aim to stimulate economic growth and strengthen the civil society in the Extremadura region. Investment objectives 6.3.1 is to boost protection, promotion and development of cultural heritage. The main objective of this policy is the valorization of cultural and natural heritage resources of the Region.

One of the main actions to be funded under this priority is the creation of natural and cultural touristic itineraries in order to promote sustainable tourism and the economic development of rural areas. The creation of virtual resources (AR, VR, apps, etc) is also included. The creation of cultural heritage itineraries focused on castles and fortifications that are located mainly in rural areas with a great natural value (including their physical or virtual recreation) is a priority for the promotion of sustainable tourism in the region and the improvement of the economic development of isolated rural areas.

The policy is not being correctly implemented due to different factors. The political situation at a national and regional level, delays in information and approval of budgets, the limitation of resources, the necessity of new solutions for adequate exploitation of castles and fortifications (both public and private).

Innocastle will address a clear necessity in our territory, the correct valorization and sustainable exploitation of our cultural heritage.

1,474 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Regional Government of Extremadura (RoE)

40 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

Governance - a key activity for Extremadura will be to analyse the bottlenecks that slow down the implementation of the policy instrument. Further on, through learning from other regions their governance structure, new management structures and methods to involve stakeholders will be proposed to improve the operational programme in its implementation phase.

New projects - The design of business models and private-public cooperation schemes is important for the correct implementation of the policy. Good practices in sustainable business models for castles and manors as well as good practices in the involvement of public and private actors for the correct rehabilitation and exploitation of castles are two key factors in the project that will improve our policies and will bring a new focus to the future calls for projects. New touristic actions for the promotion and exploitation of HCME in the region will be implemented as a result of the collaboration (although this is an objective in our OP, promotion actions for regional HCME are scarce).

The project will help identify and design tools and actions for a better implementation of the addressed policy. The action plan will focus on making the implementation of the policy instrument OP 6.3 more effective for its users. It will be improved during Innocastle through identification and adaptation of best practices from other EU regions with regard to the revitalization, promotion and exploitation of HCME.

1,474 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Increase in the number of visits to cultural and natural heritage (percentage)

78 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

The region of Extremadura is named after its historical role of "border region", which can be seen through the way landscape has been shaped in time: dominated by defensive architecture (castles, fortresses) and the strategic interpretation of the surrounding land and nature. HCME is the main cultural driver in the region.

Currently, the invaluable historical heritage of HCME of the Extremadura Region is not sufficiently known and properly used. Through the sustainable valorisation of these sites, Extremadura aims to escape its peripheral character of a poorly communicated region and become economically competitive.

Although valorisation of this cultural and natural heritage is an objective in our operational program, promotion actions for the exploitation of castles in Extremadura are scarce. Extremadura has designed a Regional Plan of Castles and Fortifications in order to rehabilitate and valorize them. This plan promotes coordinating actions of agencies in protection, conservation, investigation and dissemination of fortified heritage. One of the main actions to be funded is the creation of natural and cultural itineraries in order to promote sustainable tourism and the economic development of rural areas. Despite the plan, no specific actions have been implemented yet. Limitations in the regional budget (financial cuts imposed by the National Government), made it difficult to implement actions in this direction.

At this time, it is critical to address the most urgent issues which are:

- Minimising the negative impact of deficient ownership as well as financial and management structures that hinder the implementation of the ROP and the regional plan
- Developing knowledge on how to valorize the territory integrally through its historical defensive role,

This project is an opportunity to study and implement a real action plan to set an updated framework for the touristic promotion, revitalization and exploitation of our rich historical and cultural heritage.

2,000 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

The RIS3 strategy, on which the ROP of Extremadura is based, promotes the scientific and technological leadership of our region in sectors where there is a high potential for growth, among them tourism. Innocastle supports innovative ideas for exploitation of HCME, adding to the touristic economy of the region. Virtual resources, 3D experience tools, video games, mobile apps may be funded under the Extremadura OP supporting access and experience of information and history of the sites.

490 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner Relevance 1

3-PP Provincial Government of Badajoz

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

PGB has direct competences for the promotion of economic and social development as well as in the planning of the provincial territory. PGB is an implementing body of regional policies such as POE 6.3.1.
Relevant projects of PGB are:
- Interreg POCTEP: ADLA & PEGLA - tourism development
- Interreg Europe: SHARE - collaboration as stakeholder – heritage management
- Plurirregional Operational Program of Spain 2014-2020: Strategies of Integrated Sustainable Urban Development of the Urban Areas of Montijo-Puebla de la Calzada and Villanueva de la Serena - actions for the conservation, protection, promotion and development of the natural and cultural heritage.
- INTERREG Atlantic Space Program 2014-2020: ATLANTICNETSKY - astrotourism in natural areas
- Touristic plans for the province connected to heritage. Partners: RoE, Ministry of Tourism, Tourism Business Confederation of Extremadura.
- FIESTAS CON HISTORIA - promoting the heritage of the municipalities in the province

987 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

PGB acts as consultative body in the design of policies and programs for heritage protection and promotion (among others) for RoE. RoE takes into consideration the two provinces of Extremadura (Cáceres and Badajoz) when designing policies for the region. The regional technical staff responsible for the elaboration of each thematic objective gets in contact with the technical staff responsible for the same field in both provinces to assess their needs and their proposals. This way, RoE ensures that the designed policies are in line with the needs and challenges of provinces and municipalities in the region.

PGB is in direct contact with all municipalities in the province and is therefore well-informed of local needs and challenges. PGB helps these bodies to promote and protect their cultural and historical heritage through regional and provincial programmes. PGB also owns important heritage assets in the province and has economical capacity to invest in their promotion and valorization.

1,000 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

PGB would like to increase the status of heritage as key factor for social and economic development in the territory through improved policies and management of heritage programmes.

PGB will lead activity 1.3, development of the regional action plans. The project will lead to a greater dynamism and visibility of the heritage resources of Badajoz in order to improve its position as a tourism product and increase the influx of visitors with cultural and economic motivations to the province.

494 / 500 characters

B.2.3.3 Stakeholder group relevant for policy instrument 3

Please provide the indicative list of stakeholders to be involved in the project

- DG for Budget and Funds of RoE
- DG for Cultural Heritage of RoE
- DG for Tourism of RoE
- General Secretary for Culture of RoE
- DG for Environment of RoE
- Municipalities of the Province of Badajoz
- Counties of the Province of Badajoz
- Province of Cáceres
- Private owners of HCME
- Tourism associations or Clusters - Universities and experts
- Universities and experts University of Extremadura
- Organisations connected to the cultural heritage
- Local Action groups of the province
- Regional Federation of Municipalities
- Business sector entities

558 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

- DG for Budget and Funds of RoE (Adaptation and use of Structural funds)
- DG for Cultural Heritage of RoE (Preservation, revitalization of cultural heritage)
- DG for Tourism of RoE (Promotion and exploitation of cultural heritage)
- General Secretary for Culture of RoE (competencies in the preservation and revitalization of cultural heritage)
- DG for Environment of RoE (competencies in environmental issues and environmental limitations in historical buildings)
- Municipalities of Badajoz (owners of local HCME)
- Mancomunidades (counties of the province of Badajoz providing services for the Municipalities)
- Counties of Badajoz
- Province of Caceres (department of tourism and heritage in the Province. They have direct access to all municipalities in the province and implement programs for tourism and heritage)
- Owners of HCME
- Tourism associations or Clusters (promotional actions)
- Universities and experts (University of Extremadura)
- Organizations connected to the cultural heritage (input in preservation and exploitation)
- Local Action groups of the province (citizens involvement)
- Regional Federation of Municipalities (Represent all municipalities in the region. Directly Connected with the Provinces)
- Business sector entities (business models, economy)
- University experts for advice

All these stakeholders will be informed and involved in the design and validation of the Local Action Plan as well as in its implementation during the second phase of the Project.

1,499 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

As for all partners in Innocastle, the regional stakeholders will be involved during three workshops in the region. Also, every Innocastle partner has € 12.000 budget for stakeholders to travel to study visits and hackathon. For each study visit, 2 stakeholders can join. The regional action plan will be presented at WS3 and joint actions agreed upon.

The Province of Badajoz collaborates in a daily basis with the Regional Government, the other Province of the Region (Cáceres) and with all the Municipalities in the Province in tourism and heritage issues, among others.

The Province implements a big number of programs and projects for local development that include heritage, tourism, infrastructure, training, environment, energy or waste issues among other programs. This results in a close relation with all counties and municipalities in the territory.

The Province will communicate and disseminate the project directly to all partners. The municipalities and the region are also committed to disseminate Innocastle further in their network. PGB has a close relationship with all public entities and stakeholders of the project. Apart from this, it has a big capacity of involvement also of private entities.

1,221 / 1,500 characters

B.2.4 Policy instrument 4

B.2.4.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Beleidsprogramma Cultuur en Erfgoed (Policy Program Culture and Heritage)

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The main objective of the Policy Programme Culture and Heritage is to enhance the conservation of protected heritage in the province of Gelderland in combination with suitable use and a better experience of the heritage involved.

The main goals are

- The positioning of heritage as a structural part of spatial plans etc, based on actual information
- well-organised heritage sector in the province
- good condition of listed monuments, both buildings and gardens, parks, archeological monuments etc.
- Innovation of the heritage practice, notably on economic significance, sustainability, skills and financing.

For achieving these goals the following measures are at the disposal of the province:

- advice based on legislation and databases
- covenants and other forms of agreement
- subsidies and loans
- pilot projects.

Owners, especially private ones, come forward with questions on economic viability, sustainability and financing the necessary measures. Also, municipalities are increasingly seeking the support of the province on applying the legislation and other rules on this important body of heritage.

The policy should look for a change in a way that needs of owners and municipalities are met.

1,260 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

5-PP Province of Gelderland

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

GL acknowledges that current times require new approaches towards maintenance and activation of HCME. The experience of past policies needs to be further valorised and extended to a wider group of beneficiaries.

The following measures are envisaged as part of the current policy programme:

- Heritage Alliance: new agreements in the heritage sector, especially on skills, expertise, advice and the quality of working on listed monuments.
- Experience: support on increasing the economic importance of HCME through better cooperation and marketing. In cooperation with national and regional marketing organisations and owners.
- Sustainability: organising living labs to learn about sustainability. In cooperation with the Technical University of Delft, businesses and owners. Assessing regional cooperation models and impact. Working towards a heritage paradigm where sustainability measures are automatically incorporated.
- Regional significance: HCME as an asset in regional development. In cooperation with municipalities and owners. Creation of area-based approach. (Gelders Arcadia, IJssel- and Berkel Valley)

The current policy programme allows for annual modifications of measures. The province will critically assess and feedback on the results of these current measures during the interregional learning phase. On the base of that, it will decide to change the annual measures. All lessons learned will be incorporated into the action plan for the next policy programme, starting in 2021.

1,497 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

The number of municipalities with improved policies and plans on HCME

69 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

GL, located in the eastern part, is the province with the largest amount and density of HCME in NL. There are 119 HCME that are listed as national monuments that consist of both buildings, gardens, parks etc., and hundreds HCME that are listed as national or municipal monuments.

As a more rural oriented province, this collection is a distinct and very important part of the heritage collection. The contribution of this collection to the economy is large. A cost-benefit analysis done in 2012 indicated that the return on investment varies between 2,4 and 4,4. However, the costs are mostly borne by the owners and the benefits predominantly by entrepreneurs in the recreational field and owners of houses in the area. (W&B, Preservation pays off!).

GL has a high interest on further improving its touristic appeal. Potential exists towards tourists that come from the area between Amsterdam, The Hague/Rotterdam and Utrecht, tourists that come from Germany and those from Belgium and France. To appeal to these tourism groups, the different product-market combinations have to be made. An important one is the so-called thematic line castles and estates by the Dutch Board for Tourism and Congresses (NBTC) with the HOLLAND CITY concept to entice foreign tourists to travel further into the country than Amsterdam only. GL has an important role in this castle line. This development is starting now, and the ambition in GL is to crosslink the national ambition and the regional ambition.

The main stakeholders in providing future-oriented solutions towards HCME are the municipalities and the private owners. Municipalities should have more local based strategies in place to better serve the collection of HCME in their area. Also, the return on investment for private owners should be better safeguarded.

GL aims to direct its policy measures at better facilitating these stakeholders by supporting the development of heritage communities, place-based strategies and regional marketing.

1,997 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

No

B.2.4.2 Partner relevance for policy instrument 4

Partner Relevance 1

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

5-PP Province of Gelderland

In 2009, the Dutch national authority started with decentralising of tasks and responsibilities for heritage preservation to the provinces. Since 2011, HCME are a focal point in the policy and programmes of GL. Good administration and a healthy exploitation are considered substantial tasks of the province.

GL employs art historians and landscape architects to judge spatial plans on heritage values and communication specialists on heritage outreach. The province supports several heritage oriented associations in the province via subsidies and network activities.

GL was a partner in the Interreg IVB NWE project SHARE that focussed on improving the involvement of volunteers and crafts students, as well as stimulating economic development of HCME. GL is currently a partner in the Interreg Europe project on circular economy, CircE. Crossovers between the two topics exist. Synergies in stakeholder involvement and dissemination will be stimulated by the GL responsible departments.

992 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

The province of Gelderland is the legal responsible authority for this policy instrument. It can change the annual measures of the policy programme. It wants to use the insights gained through Innocastle to assess and improve this provincial policy instrument.

The Dutch national authority on heritage (Cultural Heritage Agency CHA) is currently re-assessing the national heritage policy under the name 'Heritage Counts'. This convenes with a new law on spatial development that will come into force in 2019 under the name 'Omgevingswet' (Environment and Planning Act) that will put a larger emphasis on area based developments and responsibilities. The CHA is very interested in following the insights of Innocastle and the implications of the re-assessment of the provincial policy programme in relation to the re-assessment of the national instruments. A letter of support of the CHA is included.

902 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

GL contributes by:

- Organising and involving a wide array of stakeholders
- Promotion of (craft and heritage) teaching/ skills and involvement of volunteers
- Enhancing measures that reduce the energy costs while respecting heritage values
- Renovating while changing functions of HCME

And is interested in gaining more insights and experiences on

- Valorisation of heritage values through cultural tourism
- HCME in integrated area developments
- Involving public in restaurating—open arms conservation

499 / 500 characters

B.2.4.3 Stakeholder group relevant for policy instrument 4

Please provide the indicative list of stakeholders to be involved in the project

- Gelders Genootschap (GG) (Gelders Society)— functions as a bridge to municipalities with many HCME and as an expert partner on the topic of HCME
- Municipalities of Rheden, Bronckhorst and Voorst – they are frontrunning municipalities with high ambitions for their HCME
- Geldersch Landschap & Kasteelen (Landscape and Castles) (GLK) – knowledgeable partner on HCME
- Province of Utrecht and/or other Dutch provinces. Exchanging best practises among provinces.
- Gelders Restoration Centre (GRC)/ Monument Watch Gelderland (MW) – promotion of skills, introduction of sustainability, schools for craft professionals.
- Erfgoed (Heritage) Gelderland (EG): storytelling on HCME
- Technical University Delft (TUD) - technical knowledge and skills on a.o. sustainability measures and on heritage and design
- Cultural Heritage Agency - national authority on heritage.
- Private owners and investors in HCME

906 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The province of Gelderland is involved in or is about to start actions with most of these stakeholders as part of the measures of the policy programme on heritage and culture. The implementation of these measures are not part of the Innocastleproject, however their proceedings and outcomes will be analysed and brought in as case studies during the interregional learning phase.

- 1) GG, GLK, GRC/MW are part of the heritage alliance which will make new agreements on different roles and efforts.
- 2) With one or more of the frontrunner municipalities a more place-based approach will be tested and be used as an example for other municipalities.
- 3) With the TUD, the sustainability challenge will be linked to a living lab on privately owned country estates.

Each of these stakeholder is a direct or indirect beneficiary of the current policy instrument via advise, subsidies, other support measures or via improved heritage values in the area.

The province would like to address the private owners and potential investors of HCME through dissemination of the outcomes of the project on regional level via the midterm conference to be organised by the province of Gelderland.

1,178 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

As for all partners in Innocastle, the regional stakeholders will be involved during three workshops in the region. Also, every Innocastle partner has € 12.000 budget for stakeholders to travel to study visits and hackathon. For each study visit, 2 stakeholders can join. The regional action plan will be presented at WS3 and joint actions will be agreed upon.

For the GG, the province foresees a particular role because they are very experienced in making connections to the municipal level. It is foreseen that an expert of this NGO will support the province in processing the results of the three pilots to lessons learned and policy actions on local level. This experience will be particularly interesting for the other partners in Innocastle, since decentralisation is a trend in most European countries.

812 / 1,500 characters

PART C – Project description

C.1 Brief history of the project

The Innocastle project commenced in 2015. The idea took shape at an event on castle preservation organised by the LP, the National Institute for Heritage (INP/NIH) together with ARCHE and PONT, two NGOs active in the topic of HCME in Romania. The Dutch writer Jaap Scholten was also present. His book, 'Comrade Baron', translated into English, French, Hungarian and Romanian describes the detrimental effects of communist nationalisation of Transylvanian castles and manors on regional development and social cohesion.

During this event, it became clear that, though most issues related to castles, manors and estates root in different histories, the challenges of policy makers, owners, users and other stakeholders are similar all over Europe. After this event, NIH with the support of experts has developed the Innocastle proposal for the second call of Interreg Europe, which made it through the eligibility and strategic assessment but not through the operational assessment.

NIH relaunched the project in 2017 and adapted the approach and partnership in line with the assessment. A partner meeting was organised in Brussels on 29th of May. Most partners from the first call were present; NIH, NT, Province of West-Flanders together with UCG, the Province of Utrecht and SKBL and Extremadura who joined via Skype. During this meeting, a renewed plan for actions and interregional exchange was proposed. UCG would take the main partner role instead of the province of West-Flanders, but with their close support. SKBL would take lead of the Dutch delegation and the province of Utrecht would join as stakeholder. Due to risk and capacity, the board of SKBL eventually decided not to join this project. The province of Gelderland, the Dutch province with the largest stock of castles, manors and estates was contacted and was more than happy to join this project. Due to its capacity, the ADR Center, intermediate body of the MA of the ROP Romania, will be involved in the project as stakeholder and not as partner.

During the application stage, good contact with the national contact points and the Interreg Europe Secretariat was kept. Many partners visited national seminars and feedback on the outline was given by the secretariat. The project idea was announced on the website of Interreg Europe and other European heritage networks. In total more than 70 institutions showed interest to join the proposal. All will be updated about the progress of the project and will be part of the dissemination group of the project. All partners were hands-on, accurate and on time with delivering the content and administrative materials. This proves how eager the partnership is to start collaborating on this policy topic at EU scale.

2,738 / 3,000 characters

C.2 Issue addressed

The central issue addressed in Innocastle is that in most European countries, current policies towards preservation, transformation and exploitation (PTE) of historic castles, manors and estates (HCME) are outdated and not reflecting the real needs and opportunities of HCME. There is a need for:

- Better and more integrated governance. Multi-level (local, regional, national) and multi-sectoral (heritage, nature, economy, society) policies are needed to create a modern, holistic and realistic view and agenda on HCME, which incorporates relevant themes such as natural assets, energy efficiency, climate resilience, spatial planning, tourism and others. Quadruple helix partnerships (involving the public, private, education and civil society actors) are essential to support integrated governance.
- More efficient financing - the funding available for built heritage is mostly aimed at conservation, even though the available funds are not sufficient for sustaining the conservation of all existing built heritage. Not enough attention is paid to the estates as a whole (including the valuable natural assets), or to meaningful, integrated and durable transformation as means for preservation.
- Better promotion and visibility - HCME are regional identity carriers, yet regions and owners are lacking knowledge and capacity to promote, connect and market them. Products such as itineraries, routes, branding/storytelling strategies and cultural events to appeal to new target groups need to be broader applied. No real connections exist between heritage organisations and tourism industries.

HCME is a very fragile and sensitive category of European heritage. Its historical role can be compared to contemporary hubs and clusters: political, social and cultural centres of the communities around them. Although ubiquitous in both rural and urban areas, this type of heritage is struggling to redefine its contemporary role in European as well as in local and regional culture.

By addressing HCME from an integrated, place-based perspective, a better understanding can be obtained about how HCME can become drivers for local and regional development and about how to manage and spread various spillovers in a balanced manner within their surroundings. Natural elements of HCME landscape (such as historic parks, gardens, agricultural areas, forests, nature, water bodies etc) play an important role

This relates directly to the EU2020 strategy for smart, sustainable and inclusive growth. Many HCME are positioned in rural areas which, especially in the case of Romania and Spain, express high levels of poverty and social exclusion. By redeveloping smart revitalisation solutions for HCME, these could act as drivers for job creation, better education, improving life quality and reducing social inequalities.

Furthermore, Innocastle is relevant for Interreg Europe as it approaches a focused topic - HCME as a type of heritage with own specificities yet with wider implications for general policies addressing material heritage. It promotes an innovative approach to preparing HCME for a sustainable future by directly addressing the issues of reducing the impact on natural environment and improving climate sustainability through promoting an integrated, multi-level and multi-sectoral approach to heritage management.

The project will address and improve 4 policy instruments tackling the topic of cultural heritage through interregional cooperation. As shown in section B2, the various partners experience different emphasis on the same topics. While the Netherlands and Belgium are already working on a place-based approach to heritage, Spain and Romania need to obtain a better understanding of how this can add value in their regions. The Netherlands has a better approach to financial incentives for HCME, while Romania can showcase innovative examples of heritage transformation using little funds. Spain has a good plan for tourism development which can serve as input for NL.

4,000 / 4,000 characters

C.3 Objectives

**Programme
priority specific
objective the
project will
contribute to**

Improve the implementation of regional development policies and programmes, in particular Investment for Growth and Jobs and, where relevant, ETC programmes, in the field of the protection and development of natural and cultural heritage.

**Overall objective
and sub-objectives**

The overall objective of Innocastle is to ensure the sustainable preservation of HCME in four participating regions by remodelling current policies to better reflect the trends and future requirements such as more place-based approaches, need for economic and environmental resilience, and multi-actor involvement by means of developing and implementing 4 action plans targeting 4 specific policy instruments addressing HCME before the end of 2022.

Specific objectives are:

- 1) Governance and partnerships: Underline the importance of cross-sectoral, multi-level governance, place-based approaches based on quadruple helix partnerships in the sustainable preservation and revitalisation of HCME (from the perspectives of conservation, climate resilience, programming and promotion) by evaluating their benefits in the baseline survey, developing policy recommendations and by implementing frameworks for supporting this policy transition through the action plans in the 4 policy instruments addressed in Innocastle by 2022.
- 2) Finance and investments: Increase the amount of public and private financing for programming and promotion of HCME by 10% in the partner regions by 2022 through adapting public policy, support measures and tax instruments to better promote public and private investment into HCME.
- 3) Promotion and visibility: Increase knowledge and skills of local and regional policy makers to better promote and facilitate the regional and interregional connections of HCME through storytelling, cultural routes and product development.
- 4) Dissemination and continuation: Open a European-wide discussion about the future of European HCME involving policy makers, local, regional and national authorities, but also owners, non-profit organisations, education institutions, civil society and creative visionaries by organising open events and investing in an active community in sharing and expanding knowledge on this niche topic.

1,946 / 2,000 characters

C.4 Project approach

Describe the project approach to achieve the project's objective and to produce the intended outputs and results.

Innocastle's approach is targeted at a specific category of heritage, HCME, widespread in Europe and highly endangered because its original purpose is lost. Past and current projects on HCME and built heritage have led to a wealth of experiences and practises on a personal level in the participating regions. Many issues remain unsolved due to a shortage of knowledge on organisational, stakeholder and external level. INNOCASTLE's approach is innovative and holistic (buildings, nature, community, economy). It involves a wide range of stakeholders based on the integrative quadruple helix structure. This way, it ensures an optimal and sustainable valorisation and uptake of integrated knowledge and experiences on all levels.

Each partner appoints a castle policy expert (CPE) who will participate in every step of collection, sharing and applying the knowledge (individual learning). The CPE will transmit all the know-how obtained in the process in their organisation through periodic meetings and reports (organisational learning). The stakeholders in each region are involved in all stages of the process through co-organising and participating in study visits, the regional meetings and development and implementation of the action plan (stakeholder learning). Participation in the Interreg policy platforms, the midterm and final conference, the dissemination of results via international networks of the partners and the organisation of a policy hackathon will ensure external learning.

The interregional learning is divided into 3 main activities:

1) Joint baseline survey on preservation, transformation and exploitation (PTE) policies and practices for HCME. The activity will be led by UCG, who will develop a common methodology with the support of NT and the CPE appointed by each partner in semester 1 and 2.

Stakeholder maps and case studies will be included, and they will be developed with the help of the local stakeholder group during the first stakeholder meeting (SHM1). The joint analysis will last until semester 5.

2) Organisational learning (study visits). NT, as one of Europe's leading organisation on heritage, will lead this activity. The study visits will consist of visiting inspirational sites in each country, a thematic seminar based on local needs, a peer review (based on roundtable discussion and a working document, which will identify best policy practices and provide valuable input for the development action plans for all regions), a participant satisfaction survey and a learning report to ensure the proper documentation of all study visits. NT will prepare the formats for all these documents. Each partner will participate in the study visits with 2 staff members and 2 stakeholders. SHM2 will be combined with the study visit so that partners and stakeholders from other regions can share their insights on the regional issues. Each study visit will produce a promotional video of each region. Also, a SG meeting will be organised together with each study visit.

Participation in Interreg policy learning platform activities by the lead partner. Insights will be shared with all partners through internal communication and during the study visits.

3) Joint development of regional action plans. Led by PGB. All partners will develop action plans to improve their policy instruments with input collected from the baseline survey, the study visits, the peer reviews and the three stakeholder meetings. The action plans will be drafted during SHM2 and will be finalised during SHM3 together with the operational planning. Between the last two stakeholder meetings, an interregional policy hackathon will be organised by the UCG, where all the action plans will be reevaluated and assessed by different stakeholders.

Communication will be targeted at regional and national authorities with direct influence over the policy instruments addressed by the project, other local, regional or national authorities who work with the policy instrument or have a stake in it and public bodies that own HCME. Besides those, the involvement of private owners/ investors and NGO's dealing directly with HCME is essential for vertical integration. Three public events (kick-off, midterm and final conference) will be organised. The latter two are important to disseminate the findings of the baseline survey and the regional action plans and to connect politicians to owners and potential investors in HCME. Online communication will be deployed intensively throughout the whole duration of the project (as described in section C5)

The management structure supports good implementation in the regions with good guidance by the LP on content, process/finance and communication. All partners appoint local management teams that have contact on a daily base with the LP project management team(PMT). Clear process, content, communication and reporting guidelines will be published by the PMT at the beginning of the project.

4,959 / 5,000 characters

C.5 Communication strategy

Describe the communication strategy and the way it will contribute to achieving the project objectives.

In the table below, outline your communication objectives, summarise the main target groups and the kind of activities planned to reach each objective. Add line per objective and describe each separately.

The communication strategy of Innocastle is based on 5 objectives targeted at specific target groups, through specific actions (see table below). 12 target groups of interest were identified, of which 3 key stakeholders:

- Regional and national authorities with direct influence over the policy instruments addressed by the project
- Local, regional or national authorities with a (potential) stake in the policy instrument(s)
- Public bodies that own HCME

Other stakeholders of interest in policies towards HCME:

- Regional and national authorities dealing with culture, tourism, landscape, nature and regional development
- Local communities/ Local action groups
- NGOs dealing with HCME
- Private owners
- Investors
- Experts in tourism, leisure, architecture and landscape
- Local suppliers (tourism, leisure and hospitality)
- Universities dealing with leisure, tourism, hospitality, architecture
- General public - emphasis will be put on citizens of the partner regions.

The activities deployed will be targeted at delivering specific messages towards these stakeholders, which support entirely the project objectives:

- 1) Cross-sectoral, multi-level governance, place-based approaches based on quadruple helix partnerships are key to supporting the sustainable revitalization of HCME and preparing regions for the future.
- 2) Policymakers must take action on improving the effectiveness of funding, in order to stimulate the transition of heritage to self-sufficiency/ sustainability.
- 3) HCME are an important proof of our shared European identity. Connections between HCME in Europe need to be explored and better promoted.
- 4) Innocastle enables policy makers and relevant stakeholders to cooperate on sustainable preservation, transformation and exploitation of their HCME.

The communication plan will be evaluated by CM on a monthly basis. Detailed information on the time plan and communication budget are provided in sections D and E

1,949 / 2,000 characters

Objectives	Target group	Activities
<p>AWARENESS</p> <p>Raise awareness about the benefits of cross-sectoral, multi-level governance, place-based approaches based on quadruple helix partnerships for the sustainable revitalization of HCME.</p> <p>Change perception about the long-term investment value of HCME</p> <p>262 / 300 characters</p>	<p>Regional and national authorities with direct influence over the policy instruments addressed by the project</p> <p>Local, regional or national authorities with a (potential) stake in the policy instrument(s)</p> <p>Public bodies that own HCME</p> <p>232 / 500 characters</p>	<p>Policy makers will learn about various models of dealing with HCME through study visits and thematic seminars. For the ones who will not attend, the learnings and the materials resulting from these visits will be further disseminated via the regional stakeholder meetings and via email.</p> <p>The video material made after the study visits in each region will be an important and attractive tool to ensure interregional learning outside the study visits. Each video will present the HCME situation in each region, with a focus on the selected case studies and on the local stakeholders and their opinion on the development of HCME for the future. The final publication will complement this tool.</p> <p>The newsletter will play an important part in raising awareness on the importance of PTE of HCME and updating on to the progress of the project. The newsletter will refer to all other communication channels (website, social media).</p> <p>Institutional poster - put in every partner's institution for the whole duration of the project. Will promote the involvement of partners and promote the project</p> <p>We will measure if the goal has been achieved through participant satisfaction survey and peer reviews.</p> <p>1,192 / 1,500 characters</p>

Objectives	Target group	Activities
<p>ACTION Persuade policy makers to change policy instruments on PTE of HCME</p> <p>Promote a change of focus from conservation of buildings to meaningful, integr. and durable transf. for preservation and value creation.</p> <p>Sign 4 action plans to implement the proposed policy changes in each region by 2020.</p> <p>297 / 300 characters</p>	<ul style="list-style-type: none"> - Regional and national authorities with direct influence over the policy instruments addressed by the project - Local, regional or national authorities with a (potential) stake in the policy instrument(s) - Public bodies that own HCME <p>238 / 500 characters</p>	<p>First, regional and national authorities with direct influence over the policy instruments addressed by the project will be encouraged to improve their local policy instruments together with involved parties within the local stakeholder groups.(3x)</p> <p>Second, at the peer reviews (during the study visits) all policy instruments will be reviewed by all the other partners. The baseline survey will create important input for comparison and inspiration. This will encourage policy makers to rethink the way the policy instruments are built and how to improve their impact.</p> <p>Third, the mid-term and the final conference will be important tools to persuade the policy makers, by reviewing the whole learning experience in the project and by evaluating the development of the action plans.</p> <p>At the midterm conference, good examples of crossborder cooperation on HCME will be shown. This conference will serve as source of inspiration and call for action towards cooperation across borders and sectors.</p> <p>At the final conference the implementation of the action plans will be evaluated. This way, all results will be reviewed and summarized to ensure long term learning.</p> <p>The final publication, the videos of each region and the project brochure will be shared at these events.</p> <p>Measure if the goal has been achieved through participant satisfaction survey and peer reviews.</p> <p>1,369 / 1,500 characters</p>

Objectives	Target group	Activities
<p>SUPPORT</p> <p>Ensure the positive attitude of all stakeholders in local stakeholder groups towards the project.</p> <p>Inspire all targeted stakeholder groups about the potential of HCME in stimulating regional development and national promotion.</p> <p>237 / 300 characters</p>	<ul style="list-style-type: none"> - Regional and national authorities dealing with culture, tourism, landscape, nature and regional development - Local communities/ Local action groups - NGOs dealing with HCME - Private owners - Investors - Experts in tourism, leisure, architecture and landscape - Local suppliers (tourism, leisure and hospitality) - Universities dealing with leisure, tourism, hospitality, architecture - General public - emphasis will be put on citizens of the partner regions. <p>465 / 500 characters</p>	<p>The kick-off event will introduce the project, focusing on the potential that HCME possesses. It will inspire stakeholders and encourage them to actively cooperate during the project.</p> <p>The mid-term and the final conference will disseminate the learnings of Innocastle and illustrate (through the power of good examples and attractive media such as the promotional videos) the potential of HCME. The two events will focus on the role of Innocastle in influencing the policy instruments and will inspire participants.</p> <p>Furthermore, the importance of cross-sectoral collaboration in policy making will be underlined during the local stakeholder meetings as well as during the study visits and the policy hackathon. The moderation of the event is very important in ensuring smooth collaboration at these events.</p> <p>The final publication, the brochure and the promotional videos will present inspirational cases as means to maintain a positive attitude towards the project from these stakeholder groups.</p> <p>The stakeholders will be targeted through local press, engaging online communication on social media (using storytelling and interactive means), and especially through the promotional videos. The videos will be shared with the local communities and local suppliers through municipalities involved and via online communication.</p> <p>Measure if the goal has been achieved through participant satisfaction survey and peer reviews.</p> <p>1,423 / 1,500 characters</p>

Objectives	Target group	Activities
<p>NETWORK Disseminate project learnings and results through existing networks of partners. Link to existing heritage communities and join the discussion about redefining the role of HCME in Europe.</p> <p>196 / 300 characters</p>	<p>all the above targetgroups</p> <p>28 / 500 characters</p>	<p>This goal will be mainly tackled by the Communication Manager (CM). The CM will actively search and involve organisations in the conversation via different communication channels targeted to each audience - email, newsletter, Facebook or LinkedIn Group, Twitter. The CM will find members via the stakeholder maps created by the partners, via participation in events and via desk research and active involvement.</p> <p>Communication will be maintained through the official project channels (website, Facebook, LinkedIn, Twitter, newsletter). In order to ensure durability of the results and knowhow, relevant networks and communities will be identified and approached.</p> <p>662 / 1,500 characters</p>
<p>Internal communication: Ensure smooth internal communication between partners throughout the whole duration of the project (54 months)</p> <p>134 / 300 characters</p>	<p>Project partners</p> <p>17 / 500 characters</p>	<p>Throughout the project, communication will be done primarily through email and periodic skype. The CM appointed by each partner will also develop a Whatsapp group in order to share very fast content that needs to be published on social media and on the website.</p> <p>Steering committee meetings will be organised every six months on the first phase, and once every year in the second phase. This will allow for face-to-face communication and ensure that all partners are up-to-date with all the developments in each region.</p> <p>All the dates of the events will be published in a timely manner (at least 8 weeks in advance) in order to ensure participation of all partners.</p> <p>664 / 1,500 characters</p>

C.6 Expected results and outputs of the project

C.6.1 Overview of the expected outputs and results

Describe in more detail the outputs and results the projects intends to produce. Provide qualitative and quantitative information regarding outputs and results of the project, including those related to management and communication activities.

Innocastle will directly address 4 policy instruments in 5 countries, of which 2 are ROP's dealing with measures targeting preservation of cultural and natural heritage. Certain differences in emphasis depending on the specificity of each policy instrument are described in section B2. However, all policy instruments will work towards improving their case-based flexibility and the long-term sustainable development of HCME through three main perspectives:

1. Improved governance - better integration of landscape and nature elements in the policy instruments.
2. Structural change - more efficient financing systems - developing programmes targeted specifically at actions that approach conservation through exploitation. Better public systems for attracting and working together with private funding.
3. New projects - stimulating the promotion, visibility and building of linkages between HCME.

Through interregional learning activities, the partners of Innocastle will exchange information on the three topics in order to improve the policy instruments addressed. The learning process is divided into three activities:

- Baseline survey - all partners will analyse the policy instruments in-depth, based on a joint methodology. The results will be corroborated in 1 final publication which will be the main learning document of the project. Deliverables are 5 stakeholder maps and 10 case studies. 4 regional stakeholder meetings will be organised to obtain input (without NT)
- Organisational learning - 5 policy learning events will be organised, one by each partner. They will include a study visit, a thematic seminar, a peer review and a participant satisfaction survey. Formats for undergoing and documenting the events will be provided in advance. After all the events have taken place, 5 learning reports and 5 video presentations of each region will result. 4 regional stakeholder meetings will be organised to prepare the events and to draft action plans (without NT)
- Action Plan development - the 4 draft action plans will be reevaluated and peer-reviewed in the policy hackathon event. With the input, the 4 action plans will be finalised during the last 4 regional stakeholder meetings.

The LP will participate in 7-10 Interreg Policy Platform activities and will disseminate the learnings towards the partnership.

The communication activities are quantified by several indicators. The project estimates that at the end of phase one it will have 1500 social media likes/ follows, a mailing list of 1000, 40 press appearances and 13500 number of sessions of the website. 3 communication events and 2 press conferences will be organised. 5 press releases will be sent. All online communication will be kept well updated throughout the project. 1000 brochures and 5 institutional posters will be printed for dissemination purposes.

The management activities will result in 9 SG meetings, 7 project reports, 1 partnership agreement, 1 subsidy contract, 1 pm guideline.

2,992 / 3,000 characters

C.6.2 Indicators

Result indicators		Target	
Number of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed with structural funds link		2	
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed without structural funds link		2	
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)		20,000,000	
Estimated amount of other funds influenced (in EUR)		8,000,000	
Policies	Self-defined performance indicators	Target	
Policy 1	A renewed framework for coordination and evaluation criteria/ impact measures (more qualitative) through improved coordination among policy makers on heritage and related policy fields.	1	
Policy 2	Increase in number of 'immovable heritage plans' for HCME with attention for dynamics or transformation of HCME	5	
Policy 3	Increase in the number of visits to cultural and natural heritage (percentage)	15	
Policy 4	The number of municipalities with improved policies and plans on HCME	5	

Output indicators	Target
Number of policy learning events organised	20
Number of good practices identified	15
Number of people with increased professional capacity due to their participation in interregional cooperation activities	55
Number of action plans developed	4
Number of appearances in media (e.g. press)	40
Average number of sessions at the project pages per reporting period	1,500

C.6.3 Innovative character

INNOCASTLE's approach is innovative as it targets a niche category of European specific heritage: HCME. The issues that these cultural assets are faced with requires a shift of paradigm in governance and support. Because of their predominantly rural positions, HCME can become powerful drivers for rural development and innovation. The concise partnership of INNOCASTLE, with innovation in its title, consists of experienced and knowledge intensive partners. They will collect already existing practices and catalyse them into new and innovative regional policies.

Its innovative character lies in three elements

- 1) The quadruple helix approach where stakeholders from public, private, research and society will be brought together to generate new approaches and translate them into policies. The approach itself is not new, but it has not yet been applied on HCME. It will certainly lead to novel ideas.
- 2) The holistic and cross-sectoral approach towards HCME is challenging but absolutely necessary to come to effective PTE. INNOCASTLE will take a 360 degrees approach at the issues needed to grasp the complexity and cross connections between them.
- 3) Place-based strategies: Allows for regional differences, valorisation of local assets

INNOCASTLE incorporates valuable lessons from successful EU projects

- ECHO (Culture 2000) and SHARE (NWE): volunteers, local communities and training craftsmen
- ERT, Linking the lines, Odysseya (Culture): focus on niche markets
- Tech tour: mapping of ICT, VR/AR tools
- AT FORT, CERTESS: incorporation of regional differences.

Connections will be made with running projects in Interreg Europe. Synergies can be found with Green Pilgrimage, CULTRING, CRINMA, CHRISTA, SHARE, HERICOAST, CD-ETA. INNOCASTLE's deep knowledge about valorisation of HCME will be fruitful additions to the regional policy action plans that will be developed in these projects. All information and insights will be gladly shared at the Interreg Europe Policy Learning Platform.

1,999 / 2,000 characters

C.6.4 Durability of results

INNOCASTLE's objective is to make the policies for PTE more resilient and custom-made. The durability of the results is an integrated value of the project. It will be ingrained into the approach, the formats and the outputs of the project.

The project will deliver 4 action plans with the objective to adapt the current policies towards HCME and make them more adaptable to the requirements of the regional stakeholders and in line with international knowledge on the topic. The mix of partners in INNOCASTLE guarantees a good blend of experience and knowledge of diverse elements of PTE, which in turn will lead to solid and integrated action plans.

On both regional and national level, the action plans will invoke policy changes that support a wider scope of users and integration of policy domains. This will add to more durable policies and practices. On EU level, durability will be sustained through a wide dissemination of the results through the considerable EU networks of the partners involved. This topic is high on the agenda of many policy makers in the field of tourism and heritage. The 2018 European year of cultural heritage underlines this relevance.

The tourism sector generates over 10% of the EU GDP and employs about 5% of the labour force. Short-sighted management of cultural and historical heritage can diminish tourism's positive impact on regional development. The partners are aware of this and are committed to reserve means to implement innovative and sustainable projects in the field of HCME revitalisation. The action plans will be ready by the beginning of 2020, and their implementation will be tested until 2022. Structural funds partners (NIH, PGB) and non-structural fund partners (GL and UCG) have indicated to use the results of INNOCASTLE for future regional (coalition) policies and accords.

1,838 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Positive effects	<p>HCME is one of Europe's most ubiquitous heritage, often located in rural areas. By stimulating a place-based, multi-sectoral (heritage, nature, economy, society) approach, INNOCASTLE strives for sustainability at all levels: economic, environmental, social and cultural.</p> <p>INNOCASTLE aims to revitalise HCME by adapting policies to empower local communities and multi-stakeholder partnerships. It wants to unlock the potential of these assets to a wider range of actors to enhance regional and sustainable development. It builds on a new paradigm in which sustainability is a precondition for PTE.</p> <p>HCME are often hidden and unknown to general public and tourists. Through interregional exchange of knowhow on promotion and PTE, more sustainable exploitation will be achieved in all regions.</p> <p>To minimise the impact on the environment, partners will combine where possible international meetings and events, give preference to environmentally-conscious transportation and organise Skype meetings.</p> <p>996 / 1,000 characters</p>
Equal opportunities and non-discrimination	Neutral	<p>The cross-sectoral and multidisciplinary approach of the project results will result in a more integrated approach towards HCME. Through this integration, more cross connections between various groups will be made, adding to the mutual understanding between various groups. This will lead to less discrimination among sectors and groups in the involved areas. In the selection of the stakeholders and joining of the study visits, an equal selection will be made between people with different (ethnic) backgrounds and ideas.</p> <p>The topic deals with a heritage that is predominantly located in rural and more remote areas. In an increasingly urbanised world, this is a much-needed incentive to create equal opportunities for regional areas and rural communities.</p> <p>758 / 1,000 characters</p>
Equality between men and women	Neutral	<p>The consortium of INNOCASTLE consists of both male and female representatives. The partner meeting in Brussels in May 2017 consisted of 50% men and 50% women. Also, the total number of personnel foreseen in the budget descriptions includes 50% females and 50% males. Furthermore, the project team is committed to objectively recruiting male and/or female candidates for the different activities.</p> <p>Heritage and tourism sectors are traditionally sectors where women are equally represented on all levels and scales. These sectors will get an impetus through the INNOCASTLE projects, creating more equal opportunities for men and women on the longer term.</p> <p>652 / 1,000 characters</p>
Digital agenda for Europe	Neutral	<p>The EU digital agenda for Europe aims to create better access to information and culture even in remote areas, by implementing smart technologies and a more efficient integration of citizens across mediums and regions.</p> <p>INNOCASTLE will have a significant positive impact towards these objectives e.g. by stimulating measures that will promote the often remote areas in which HCME are located and measures to support investments in experiencing these areas and its history e.g. through VR and AR.</p> <p>Also, policies addressing digital means for connecting and promotion of HCME will be brought to the next level of development in the participating regions.</p> <p>Through the openly organised policy hackathon, partners and policy-makers will receive input from actors in IT and creative industries about how to better deal with heritage in the digital environment, how to develop interactive digital means to enhance people's connection with heritage.</p> <p>946 / 1,000 characters</p>

C.8 Project management

C.8.1 Management arrangements

The LP is responsible for the management of the project. An internal Project Coordinator (PC) is responsible for overall strategic settings of the INNOCASTLE project. The PC is part of the daily executive team of the LP organisation and chairs the project's Steering Group (SG). The LP will appoint an external Project Manager (PM) with international experience on EU projects to guide the management and financial processes in the project. Also, a Content Coordinator (Coco) with proven international experience on heritage and place-based development policies will be appointed to coordinate all content related tasks and deliverables on project level and guide the coherence of the results. An external Communication Manager (CM) will be contracted. The LP also appoints a castle policy expert (CPE) in charge of the interregional learning within Innocastle.

The PM, together with the CM, Coco and the CPE form the daily project management team (PMT) of the project and will coordinate Innocastle. The (internal) project coordinator will make sure that the actions and recommendations of the project suit the organisational setting and political reality of NIH and related institutes.

Each partner appoints a PM, CM, Financial Manager and CPE. UCG, PGB, GL and NT assign the roles of PM, FM and CM to staff members of their institution. GL and PGB will partly externalize the role of PM. In the case of appointing external experts, each partner will organise a tender according to each country's regulations. They will have regular contact with the PMT on management and reporting issues. The PMs and the CPEs will meet every semester at the partner meetings. If needed, intermediate partner meetings (via skype) will be arranged. Detailed reports of all project meetings will be made.

A project Steering Group (SG) is appointed and is responsible for strategic decisions of the project. It is composed of politicians and decision-makers or delegated staff/ employees of the partner organisations. They meet every five months during the interregional partner meetings in the first phase, and once a year in the second phase of the project to monitor the implementation of action plans. The PM prepares the meetings which coincide with the project partner meetings. If necessary, intermediate meetings (via skype) can be arranged. Detailed reports of all SG meeting will be made by the PM.

The estimated dates and locations of the partner/SG meetings are:

NL (month 1)
RO (month 5) - together with kick-off conference
NL (Month 10)
UK (Month 13)
ES (Month 18)
BE (Month 23) - together with Hackaton
NL (Month 28) - together with Mid term conf.
UK (Month 41)
RO (Month 48) - together with Final conf.
ES (Month 53)

In the first semester, while external contracting procedures are organised and not to lose time, NIH will be supported by an external preparation officer to assist in preparing the project and the first meeting. The PMT will develop a project handbook laying down all principles for content, financial and administrative matters. In the first semester also the project partnership agreement as well as the subsidy contract will be formally taken care of and the duties and tasks flowing out of these agreements will be laid down in the handbook.

The PMT will take care of the progress reports, 7 in total. All local partners will develop their own reports and send them to the lead partner that compiles them into the overall progress reports, based on the description and formats of the programme. All financial reports will be audited first by First Level Control in accordance with national regulations.

The PM will set up a work division plan with a monitoring and evaluation system for WP leaders (UCG, NIH and PGB) to monitor process, reports, planning and task division. The content coordinator will monitor, together with WP leaders, the progress made on all indicators, outputs, results and objectives. All reports will be checked by the PMT and approved by SG.

3,993 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised?

Yes

C.8.3 Finance manager

Will financial management be externalised?

Yes

C.8.4 Communication manager

Will communication management be externalised?

Yes

PART D – Work plan

D.1 PHASE 1 ‘Interregional learning’ - Detailed work plan per period

Semester 1

a) Exchange of experience

All partners appoint CPE who will participate in all interregional learning activities and will be the main contact point within the local stakeholder groups. The CPE will ensure that all learning obtained in the project is transmitted at organisational level through internal meetings.

UCG will take the lead in developing a methodology for a baseline survey to be conducted in all the partner regions. The baseline study will look in-depth at all the policy instruments from the perspective of governance, financial mechanisms and spatial integration in place, cultural offering and programming regarding HCME. It will analyse the existing networks of stakeholders and their position in regards to the topic and it will have a closer look into 1-3 case studies per region to understand the policy bottlenecks at the implementation level. All partners will provide input about their local policy instruments to UCG for the methodology. NT will also provide input based on their experience with the methodology of ECHO project.

NT, with the support of UCG will develop formats for conducting and documenting the study visit. It will include a format for peer reviews (round table discussion + working document) and for thematic seminars, as well as a participant satisfaction survey (PSS) to understand the effectiveness and the added value of each study visit. It will also include directions for developing a short video in each region during the study visits, focusing on specific case studies and interviews with key stakeholders.

The first study visit will be organised by the LP NIH in Romania, at the same time with the kick-off event. The active key stakeholders in the topic of HCME at national level will be involved in the development of study visit in order to show the impressive developments they have managed in the past years regarding HCME, without any public support and little public funding. A PSS will be performed at the end.

The topic of the first thematic seminar will be about public-private partnerships and how to regulate them effectively, the private sector and the access to heritage subsidies. In Romania, there are too few regulations relating to the private sector, especially because of its communist past. NIH is currently struggling to define new measures in this regard. The other partners will contribute by sharing their experience in this field. Moreover, UCG, RoE and GL will select 2 stakeholders each with experience in this topic and invite them to the first study visits. NT will also invite one expert on ruin management and one on conservation to provide the necessary know-how for the NIH.

At the end of the study visit, all participants will peer review the policy instruments presented and present suggestions for the participants. NIH will make a learning report of the study visit.

Furthermore, the LP will participate in the Interreg policy learning platform activities and other events organised by the programme.

2,972 / 3,000 characters

b) Communication and dissemination

LP appoints an external CM, who will further develop and detail the communication strategy for Innocastle covering both internal and external communication, based on the structure described in section C.5.

The project website will be established via the link given by the programme. It will be updated at least once per month. All institutional websites of partners will be adapted with information on the project. The social media channels will be set up according to the strategy. The first newsletter will be sent to all the identified stakeholders and local work groups at that stage, to announce the beginning of the project and an overall planning of events and meetings.

Each partner will adapt the official project poster in their own language and display it in their institution for the whole duration of 54 months.

A promotional brochure will be created and printed by the CM in order to be distributed at different events for dissemination purposes.

The kick-off conference will take place in Romania in month 5. It will be organised by the LP. A press conference will be organised to announce the opening of the project.

The CM will publish the learning document of the INNOCastle study visit to Romania as well as the resulting policy recommendations on the project website and on social media channels. A video and photo material will be produced during the study visit as part of the documentation.

1,421 / 1,500 characters

c) Project management

LP appoints external PM, Coco and CM and internal PC, FM and CPE for the daily management of Innocastle. UCG, RoE, GL and NT also assign the roles of PM, FM and CM to staff members of their institution. GL and RoE will partly externalize the role of PM. In the case of appointing external experts, each partner will organise a tender according to each country's regulations.

The SG will be formally established together with 1-2 designated staff on behalf of each partner. It will be in charge of the strategic monitoring of INNOCASTLE and it will act as decision-making structure throughout the implementation.

A monitoring and evaluation system will be set up for the SG and WP leaders to monitor management issues (process, reports, planning, budget, task division) and content development (progress made towards achieving the set indicators, outputs, results and objectives).

The partners will draw up and sign the project partnership agreement and the subsidy contract.

The first SG meeting will be organised in NL by GL in Month 1. This meeting will set up all managerial and financial guidelines to start the project in a correct manner. The second SG meeting will be organised in RO by NIH in Month 5, together with the kick-off conference.

Each partner will monitor and control all the expenditure incurred.

The LP will participate in programme workshops meant for assistance with project implementation such as a lead partner workshop, a finance workshop and a communication workshop.

1,500 / 1,500 characters

Main Outputs

1 x format for undergoing and documenting study visits, thematic seminars, regional videos, peer review, PSS (NT)
1 policy learning event: 1 x Study visit + 1 x Thematic Seminar + 1x Peer Review (NIH)
1 x participant satisfaction survey study visit (25-30 participants) (NT)
1 x Learning report of the study visit (NIH)
1 x Video + photo presentation of Romania's situation (NIH)
1 x kick-off event (NIH)
2 x SG meeting (GL, NIH)
1 regional stakeholder meeting (NIH)
1 press conference (NIH)
10 press appearances
6 website updates (CM)
5 x institutional website updates (NIH, RoE, GL, UCG, NT)
25 x Social media updates (CM,)
300 x social media likes/ followers (CM)
1 x Newsletter - mailing list of 200 (CM)
1 x Brochure design (CM)
5 x (translated) institutional posters (NIH, RoE, GL, UCG, NT)
1 x communication strategy (CM)
1 x project management guideline (NIH, PM)
1 x Partnership Agreement
1 x Subsidy Contract

924 / 1,000 characters

Semester 2

a) Exchange of experience

UCG will provide all the partners with a finalised joint methodology in the second semester. On the basis of this methodology, all the partners will start conducting the baseline survey. The baseline survey will last approximately 2,5 semesters. Within semester 2, the stakeholder map will be the first deliverable of the baseline survey. While NIH, UCG, PGB and GL will complete the whole study, the advisory partner NT will mostly focus on providing useful information for partners according to their difficulties and bottlenecks, based on the experience of the National Trust model developed in the UK.

The stakeholder map will be drafted by each partner (NIH, GUC, PGB, GL,NT). All of them, except for NT, will organise a regional meeting with their identified local stakeholders where they will work together towards finalising the stakeholder map. This deliverable will provide essential input for the communication strategy. All the stakeholder maps will be based on a similar format and will be created as interactive digital maps (by using the online platform KUMU or a similar tool). This way, other stakeholder maps can be presented during the regional meetings, and the comparison can raise important questions about the effectiveness of the stakeholder network in the case of each region. The current interest and power of each stakeholder will be assessed. The action plans will use this input to activate the relevant stakeholders.

The second study visit will take place in the Netherlands and it will be organised by the Province of Gelderland (GL) with the support of their regional stakeholder group, especially with GLK, GG and EG - organisations working constantly with the topic of HCME in the province. The study visit will also include a thematic seminar on place-based approaches and multi-stakeholder partnerships, as Gelderland is very advanced in these topics. NT will give a presentation on innovative examples of involving the public and volunteers in the restoration process.

The participants will then peer review the policy instrument of GL and identify the best policy practices. They will provide further recommendations for improving and developing action plans. GL will make a learning report of the study visit. Draft action plans will then be developed by the regional stakeholder groups during a regional stakeholder meeting. The lead partner will participate in the Interreg policy learning platform activities and other events organised by the programme and disseminate the learnings with all partners during the study visit and SG meeting.

2,587 / 3,000 characters

b) Communication and dissemination

The second newsletter will be sent in this semester. It will include the documentation of the study visit in Romania and the Netherlands and announce any changes with regards to upcoming events.

Social media posts will continue throughout the whole project (at least once every 2 weeks- updates of the project, inspirational content, interactions with the target groups, contests etc) - posted by the CM. Partners and stakeholders will share the posts via their own channels. The website will be updated at least once a month. Institutional websites will also post important updates.

The CM will select several platforms together with the community where they will communicate constantly (eg Facebook group, a blog, google drive, mailing list etc). The CM will actively target all stakeholders identified in the stakeholder map.

CM will publish the learning document of the Innocastle study visit to the Netherlands as well as the resulting policy recommendations on the project website and on social media. A video and photo material will be produced during the study visit as part of the documentation. A press release will be sent after the study visit in NL.

1,166 / 1,500 characters

c) Project management

Day to day content and process/financial coordination and communication management on project and partner level. There will be regular skype meetings between the assigned PM on behalf of each project about the project progress. Regular content checks will be conducted to ensure all outputs, indicators results and objectives are achieved in the proposed timeframe.

In the first month of semester 2, each partner will prepare a progress report (including all activities and expenditures) of the first semester and will have it verified by the first level control (FLC). The lead partner with PMT will then compile the report and submit it to the JS in the second or third month of semester 2.

GL will organise the second SG meeting in the Netherlands in month 10. All partners will participate. Each partner will monitor and control all the expenditure incurred.

867 / 1,500 characters

Main Outputs

1 x baseline survey methodology (UCG)
1 policy learning event: 1 x Study visit + 1 x Thematic Seminar + 1x Peer Review (GL)
1 x participant satisfaction survey study visit (25-30 participants) (NT)
1 x Learning report of the study visit (GL)
1 x Video + photo presentation of the Netherland's situation (GL)
1 x SG meeting (GL)
5 x regional stakeholder meeting (2x GL, NIH, PGB, UCG)
5 x stakeholder maps (GL, NIH, PGB, UCG,NT)
1 press release(GL)
5 press appearances (GL)
6 website updates (CM)
5 x updating institutional websites of all partners (GL, NIH, PGB, UCG, NT)
25 x Social media updates (CM)
300 x social media likes/ followers (CM)
1 x Newsletter - mailing list of 500 (CM)
1 x Project report semester 1

716 / 1,000 characters

Semester 3

a) Exchange of experience

In semester 3, all partners will continue conducting the baseline survey. The deliverable of this period will be 1-3 case studies per partner. The case studies are chosen as methodology in order to understand the bottlenecks in the implementation phase of each policy instrument. Each case study will be analysed by means of in-depth interviews with stakeholders. They will provide valuable input for understanding the specificities of each policy instrument.

The third and fourth study visits and thematic seminars will take place in the UK and respectively in Spain. They will be organized by NT, respectively PGB.

NT, part of the National Trust, is a renowned heritage management institution with worldwide reputation. In the more than 100 years they have been active, they have developed several models for PTE of HCME which are considered as models all over the world. The specific themes for this study visit and thematic seminar will therefore be left open at this stage, as they will be developed based on the specific needs left uncovered of the partners identified within the first 2 semesters. The participants will then peer review the model developed by the National Trust and identify best practices and translate them into policy recommendations. NT will make a learning report of the study visit.

PGB will organise a study visit to the case studies identified in the baseline survey. Preliminary examples are the castles of Cáceres, Coria, Badajoz and Plasencia, which have been improved based on structural funds, but still encounter plenty of bottlenecks in the implementation and promotion phase. The thematic seminar will therefore approach the theme of cultural programming, marketing, visibility and cultural routes. NT will bring experts in these topics. PGB will make a learning report of the study visit.

All the participants will then peer review the Spanish policy instrument and their proposed Plan on Castles and Fortresses. Good practices will be identified and policy recommendations will be formulated. PGB will make a learning report of the study visit.

All participants will fill in the satisfaction survey. NT will take the results NT account and propose improvements.

PGB will then organise a regional meeting with its stakeholder group and develop a draft action plan based on the peer reviews. UCG will also organise the second regional meeting and draft an action plan based on learning accumulated in the baseline study and all the other study visits.

The lead partner will participate in the Interreg policy learning platform activities and other events organized by the programme and disseminate the learnings with all partners during the study visit and SG meeting.

2,717 / 3,000 characters

b) Communication and dissemination

The third newsletter will be sent in this semester. It will include the documentation of the study visit in the UK and Spain and announce any changes with regards to upcoming events.

Social media posts will continue throughout the whole project (at least 1 per week - updates of the project, inspirational content, interactions with the target groups, contests etc) - posted by the CM. Partners and stakeholders will share the posts via their own channels.

The website will be updated at least once a month. Institutional websites will also post important updates.

The CM will continue active communication and engagement with all target groups, disseminating results of the study visits.

CM will publish the detailed learning reports of the study visits on the project website and on social media. A video and photo material will be produced during both study visit as part of the documentation.

Two press releases will be sent after the two study visits.

962 / 1,500 characters

c) Project management

Day to day content and process coordination, communication and financial management on project and partner level. There will be regular skype meetings between the assigned PM on behalf of each project about the project progress.

In the first month of semester 3, each partner will prepare a progress report (including all activities and expenditures) of the second semester, and will have it verified by the first level control (FLC). The lead partner will then compile the report and submit it to the JS in the second or third month of semester 3.

NT will organise the third SG meeting in the UK in month 13, while PGB will organise the fourth SG meeting in Spain in month 18. All partners will participate.

Each partner will monitor and control all the expenditure incurred.

779 / 1,500 characters

Main Outputs

2 policy learning event: 2 x Study visit + 2 x Thematic Seminar + 2x Peer Review (NT, PGB)
2 x participant satisfaction survey study visit (50-60 participants) (NT)
2 x Learning reports of the study visit (NT, PGB)
2 x Video + photo presentation of the situations in the UK and Spain (NT, PGB)
2 x SG meeting (NT, PGB)
10 x case studies (GL, NIH, PGB, UCG, NT)
2 x regional stakeholder meeting (PGB, UCG)
2 press releases (NT, PGB)
10 press appearances (NT, PGB)
6 website updates (CM)
5 x updating institutional websites of all partners (GL, NIH, PGB, UCG, NT)
25 x Social media updates (CM)
300 x social media likes/ followers (CM)
1 x Newsletter - mailing list of 700 (CM)
1 x Project report semester 2

708 / 1,000 characters

Semester 4

a) Exchange of experience

The baseline survey will be finalized by all partners in the fourth semester. All the information obtained in the baseline survey and in the study visits will be compiled in a final publication by UCG and PGB. This will be presented in draft form during the last study visit in Belgium. The final publication will be finalised and printed in semester 5, after all study visits and the policy hackathon have taken place.

The last study visit will be organised in Belgium by UCG, together with the policy hackathon. The event will be organised together with the support of the territorial development service of the Province of West-Flanders. A thematic seminar will also be organised on this occasion, and it will tackle the role of landscape in the preservation, transformation and exploitation of heritage in general and HCME in particular. The thematic seminar will refer to the research that UCG is currently undergoing on this specific topic, which looks into how gardens, parks and landscapes can serve as a starting point for valorizing built heritage that is in a bad condition.

At the end of the study visit, all participants will peer review the policy instrument approached (round table discussion + working document) and extract best policy practices and recommendations. UCG will make a learning report of the study visit. After the study visit, the policy hackathon will take place. The policy hackathon will approach all the draft action plans developed so far by partners and it will fine-tune them.

Multi-disciplinary teams will be formed, including policy-makers, various stakeholders and inspiring experts.. These teams will first watch the videos produced by each region, analyse the learnings from the baseline study and study visits, and then critically assess and give input on the action plans.

After the policy hackathon, the final documentation will be produced and all the partners will start organising the final meeting with their regional stakeholders.

The lead partner will participate in the Interreg policy learning platform activities and other events organized by the programme and disseminate the learnings with all partners during the study visit and SG meeting.

2,210 / 3,000 characters

b) Communication and dissemination

The fourth newsletter will be sent in this semester.

Social media posts will continue throughout the whole project (at least 1 per week - updates of the project, inspirational content, interactions with the target groups, contests etc) - posted by the CM. Partners and stakeholders will share the posts via their own channels.

The website will be updated at least once a month. Institutional websites will also post important updates.

CM will publish the detailed documentation of the study visit and the policy hackathon on the project website and on social media channels. A video and photo material will be produced during the study visit and the hackathon as part of the documentation.

One press release will be sent during the study visit and policy hackathon.

773 / 1,500 characters

c) Project management

Day to day content and process coordination, communication and financial management on project and partner level. There will be regular skype meetings between the assigned PM on behalf of each project about the project progress.

In the first month of semester 4, each partner will prepare a progress report (including all activities and expenditures) of the first semester, and will have it verified by the first level control (FLC). The lead partner will then compile the report and submit it to the JS in the second or third month of semester 4.

UCG will organise the fifth SG meeting in Belgium in month 23. All partners will participate.

Each partner will monitor and control all the expenditure incurred.

713 / 1,500 characters

Main Outputs

5 x regional baseline survey
1 x Policy hackathon (UCG)
1 policy learning event: 1 x Study visit + 1 x Thematic Seminar + 1x Peer Review (UCG)
1 x participant satisfaction survey study visit (25-30 participants) (NT)
1 x Learning report of the study visit (UCG)
1 x Video + foto presentation of the situations in Belgium (UCG)
1 x SG meeting (UCG)
1 press release (UCG)
10 press appearances (UCG)
6 website updates (CM)
5 x updating institutional websites of all partners (GL, NIH, PGB, UCG, NT)
25 x Social media updates (CM)
300 x social media likes/ followers (CM)
1 x Newsletter - mailing list of 900 (CM)
1 x Project report semester 3

642 / 1,000 characters

Semester 5

a) Exchange of experience

The final publication including the baseline survey, all study visits documentations, all learnings from the thematic seminar and the hackathon outcomes will be compiled by UCG and PGB. PGB will take care of printing some exemplars for the mid-term conference.

During semester 5, after the policy hackathon has taken place, each partner will organise the final stakeholder meeting in their region. They will there present the results, discuss all learning interactions and the feedback received on the action plans during the policy hackathon. During the meeting, the group will come to a common agreement about which actions will be specifically targeted in the second phase and which stakeholders will be involved in the implementation.

After all the action plans are finalised, a mid-term conference will be organised in the Netherlands by GL. Besides disseminating the results of the whole interregional learning phase, the mid-term conference will enhance the importance of collaboration also at a cross-border level. It will provide inspiration to policy makers to feed the second phase of the project. All the action plans will be signed before or during the mid-term conference.

1,191 / 3,000 characters

b) Communication and dissemination

The mid-term conference will highlight the results on the hackathon and present all action plans. It will mark the transition towards the second phase of the project. It will disseminate all learning interactions in the project with all partners.

The fifth newsletter will be sent in this semester. It will include the final publication and all the action plans.

Social media posts will continue throughout the whole project (at least 1 per week - updates of the project, inspirational content, interactions with the target groups, contests etc) - posted by the CM. Partners and stakeholders will share the posts via their own channels.

The website will be updated at least once a month. Institutional websites will also post important updates.

The CM will publish a detailed documentation of the mid-term conference, final publication and the 4 action plans on the project website and on social media channels. A video and photo material will be produced during the mid-term conference.

991 / 1,500 characters

c) Project management

Day to day content and process coordination, communication and financial management on project and partner level. There will be regular skype meetings between the assigned PM on behalf of each project about the project progress.

In the first month of semester 5, each partner will prepare a progress report (including all activities and expenditures) of the first semester and will have it verified by the first level control (FLC). The lead partner will then compile the report and submit it to the JS in the second or third month of semester 5.

GL will organise the sixth SG meeting in the Netherlands. All partners will participate.

Each partner will monitor and control all the expenditure incurred.

707 / 1,500 characters

Main Outputs

- 1 x final publication (PGB)
- 1 x Mid-term conference (GL)
- 1 x foto and video materials from the mid-term conference (GL)
- 1 x SG meeting (GL)
- 4 x regional stakeholder meeting (UCG, GL, NIH, PGB)
- 4 x Action plans (UCG, GL, NIH, PGB)
- 1 press release (GL)
- 5 press appearances (GL)
- 6 website updates (CM)
- 5 x updating institutional websites of all partners (GL, NIH, PGB, UCG, NT)
- 25 x Social media updates (CM)
- 300 x social media likes/ followers (CM)
- 1 x Newsletter - mailing list of 1000 (CM)
- 1 x Project report semester 4

519 / 1,000 characters

D.2 PHASE 2 - Detailed work plan per period

Semester 6

a) Action plan implementation follow-up	Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised.	121 / 3,000 characters
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plan implementation.	110 / 1,500 characters
c) Project management	The lead partner prepares the progress report for the joint secretariat.	72 / 1,500 characters
Main Outputs	Website updates 1 progress report	33 / 1,000 characters

Semester 7

a) Action plan implementation follow-up	Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions. All partners meet to learn from each other by exchanging on the success and difficulties met in the implementation of their action plan.	265 / 3,000 characters
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plan implementation.	110 / 1,500 characters
c) Project management		0 / 1,500 characters
Main Outputs	1 project meeting Website updates	33 / 1,000 characters

Semester 8

a) Action plan implementation follow-up	Each partner continues monitoring the action plan implementation and is in regular contact with the stakeholders and beneficiaries of the different actions.	156 / 3,000 characters
b) Communication and dissemination	The partners organise a final dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience. The project website is updated accordingly.	320 / 1,500 characters
c) Project management	The lead partner prepares the progress report for the joint secretariat.	72 / 1,500 characters
Main Outputs	1 high-level political dissemination event Website updates 1 annual progress report	83 / 1,000 characters

Semester 9

a) Action plan implementation follow-up

Each partner finalises the monitoring of the action plan implementation.
Each partner discusses the results of this implementation with the relevant regional stakeholders and beneficiaries.
All partners meet to exchange and draw conclusions on the two years of action plan implementation.

288 / 3,000 characters

b) Communication and dissemination

The partners ensure regular updates of the project website with information on the action plan implementation.

110 / 1,500 characters

c) Project management

Each partner summarises the level of achievement of its action plan. The lead partner compiles the information and prepares the last progress report (final report) for the joint secretariat.

190 / 1,500 characters

Main Outputs

1 project meeting
Website updates
1 annual progress report
1 final project report

81 / 1,000 characters

PART E – Project budget

E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Revenues	Total partner budget
1-LP National Institute for Heritage	15,000	105,760	15,864	24,230	137,100	0	0	297,954
2-PP University College Ghent	0	171,480	25,722	10,300	34,650	0	0	242,152
3-PP Provincial Government of Badajoz	0	88,200	13,230	9,330	94,200	0	0	204,960
4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	0	95,850	14,377	16,995	22,900	0	0	150,122
5-PP Province of Gelderland	0	104,450	15,667	10,530	81,600	0	0	212,247
	1.35 %	51.09 %	7.66 %	6.45 %	33.45 %	0.00 %	0.00 %	
Total	15,000	565,740	84,860	71,385	370,450	0	0	1,107,435

Net revenues after project end

Will any of the partners receiving funding from the programme generate net revenues from the project after the project has ended?

No

E.2 External expertise and services

N°	Type of costs	Description	Contracting partner	Amount
1	Project and/or financial and/or communication management	<p>Project/finance manager with proven experience in managing processes and finances of EU projects: 70 days á € 400</p> <p>Content coordinator with proven international experience on policies, heritage, place-based development. Coordinates content related tasks and deliverables on project level. 56 days á 500</p> <p>T&A for the external PMT to partner meetings and events € 13500</p> <p>Preparation officer. Helps first phase of the project including preparation for the first partner meeting. 10 days a € 450</p> <p>491 / 500 characters</p>	1-LP National Institute for Heritage	74,000

2	Meeting costs: partner meeting	<p>- lunch and dinner for partners and stakeholders - 20-25 people - (€ 900)</p> <p>- Study visit - 25-30 partic. - local travel to HCME in rural areas (€ 2000), lunch and dinner during the study trip (€ 1500)</p> <p>- Thematic seminar - 35-40 partic. - venue incl lunch, coffee, tea (€ 1000), moderator (€ 700)</p> <p>- 2 x partner meeting (one in semester 1 and one in semester 8 incl lunch, dinner - 10-15 partic - (€ 1000) meeting organised b2b with kick off and final conference.</p>	1-LP National Institute for Heritage	7,100
		461 / 500 characters		
3	Meeting costs: dissemination event	<p>The organization of the kick off conference is estimated at €3000. This includes venue rental, catering and facilities for 80-100 participants. Dissemination costs for printing, photography and video are budgeted below.</p> <p>The final conference is estimated at €5000 - including venue rental, catering and facilities for 200-300 participants.</p>	1-LP National Institute for Heritage	8,000
		340 / 500 characters		
4	Meeting costs: stakeholder group	<p>Organisation of three regional stakeholder meetings. Estimated costs 1000 per meeting for premises, lunch and speakers for 15 stakeholders.</p>	1-LP National Institute for Heritage	3,000
		140 / 500 characters		
5	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stakeholder group (T&A) of stakeholder 4 study visits (excepting the one in Romania) - (4visits*2stakeholders*500) -> € 4000</p> <p>- T&A for 10 sh final conference - 10*100 -> € 1000</p> <p>- T&A for sh for the 3 stakeholder group meetings -> (15*100*3) -> € 4500</p> <p>External bodies</p> <p>- T&A for external speakers kick-off/ final conference</p> <p>- 2 speakers*500 - > € 1000</p>	1-LP National Institute for Heritage	10,500
		352 / 500 characters		
6	Publication and dissemination costs	<p>- Documentation study trip, kick off and final conference (foto, video, press releases, creative content development) - € 4500</p> <p>- Printing final publication - € 1500</p> <p>- Translation - short version of the final publication - € 500.</p>	1-LP National Institute for Heritage	6,500
		231 / 500 characters		
7	FLC costs	<p>Relates to costs for a partner's external first level content</p>	2-PP University College Ghent	10,500
		0 / 500 characters		

8	Meeting costs: partner meeting	<p>DAY 1 Partnermeeting - 10-15 participants €250 Thematic seminar - 30-40 participants (incl dinner) - €3200</p> <p>DAY 2 Study visit - 25-30 participants - local travel to HCME in rural areas €1500 - 1 x lunch and 1x dinner during the study trip. €1700</p> <p>DAY 3 Hackathon - 40-50 participants - venue € 1000 - horeca for participants € 1500 - speakers fee (1 inspiration speaker): € 1500 - additional costs: cleaning, rent of furniture € 300</p> <p>434 / 500 characters</p>	2-PP University College Ghent	10,950
9	Publication and dissemination costs	<p>Documentation study visit - video, foto - € 3000 Translation of short version final publication - UCG will use the translation done by Province of Gelderland.</p> <p>158 / 500 characters</p>	2-PP University College Ghent	3,000
10	Meeting costs: stakeholder group	<p>Organisation of three regional stakeholder meetings of 15-20 invitees. - premises, lunch, coffee, tea, and speaker fees - (€ 1000) per meeting</p> <p>143 / 500 characters</p>	2-PP University College Ghent	3,000
11	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stakeholder group - travel and accomodation (T&A) of stakeholder to 4 study visits (excepting the one in Belgium) - (4visits*2stakeholders*500) -> € 4000 - T&A for 5 stakeholders to the final conference - 5*500 -> € 2500</p> <p>External bodies - T&A for external speaker hackathon - 1 speaker*700 -> €700</p> <p>300 / 500 characters</p>	2-PP University College Ghent	7,200
12	Project and/or financial and/or communication management	<p>External support for EU project management - 250 hours á €80</p> <p>60 / 500 characters</p>	3-PP Provincial Government of Badajoz	20,000
13	External support for the exchange of experience process, in particular the development of the regional action plan	<p>External support for:</p> <ul style="list-style-type: none"> - collecting input for the baseline survey - case study, analysing policy instrument. 235 hours á €70 - - design and development of the regional action plans, organising 3 stakeholder meetings - 120 hours á €70 - organisation and moderation of the study visit in S3, Identification of Best Practises; Writing learning report. 125 hours á €70 - coordination of task action plan development for the whole partnership - 150 hours á €70 <p>456 / 500 characters</p>	3-PP Provincial Government of Badajoz	44,100

14	Meeting costs: partner meeting	<p>Event semester 3:</p> <p>DAY 1</p> <ul style="list-style-type: none"> - partner meeting - 10-15 participants - venue, lunch, coffee, tea (€ 300) - thematic seminar - 40 participants - venue (€ 300), moderator (€ 1000), dinner (€ 2000) <p>DAY 2</p> <ul style="list-style-type: none"> - study visit - 25-30 participants - local travel (€ 1500), lunch and dinner (€ 2000) <p>Another partner meeting will be organised in semester 9 to finish the project. Estimated costs:</p> <ul style="list-style-type: none"> - partner meeting - 10-15 participants - venue, lunch, coffee, tea and dinner (€ 1000) <p>465 / 500 characters</p>	3-PP Provincial Government of Badajoz	8,100	
15	Meeting costs: stakeholder group	<p>Organisation of three regional stakeholder meetings (ca. 1000 each), premises, lunch, speakers fees</p> <p>99 / 500 characters</p>	3-PP Provincial Government of Badajoz	3,000	
16	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stakeholder group</p> <ul style="list-style-type: none"> - travel and accomodation (T&A) of stakeholder to 4 study visits (excepting the one in Spain) - (3visits*2stakeholders*500) -> € 3000 - T&A for 5 stakeholders to the final conference - 5*500 -> € 2500 <p>218 / 500 characters</p>	3-PP Provincial Government of Badajoz	5,500	
17	Publication and dissemination costs	<p>Project dissemination material (brochures, posters, banners, online promotion, final publication) - €500</p> <p>Final publications - design costs for long and short version - €3500</p> <p>Translation costs - short version final publication in spanish - €1000</p> <p>Study visit documentation (foto, video) - €2500</p> <p>292 / 500 characters</p>	3-PP Provincial Government of Badajoz	7,500	
18	FLC costs	<p>First Level control</p> <p>19 / 500 characters</p>	3-PP Provincial Government of Badajoz	6,000	
19	FLC costs	<p>Relates to costs for a partner's external first level control</p> <p>0 / 500 characters</p>	4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	10,500	
20	Meeting costs: partner meeting	<p>Organisation of two partner meetings, one in semester 3 and one in semester 7: - 10-15 participants - includes venue, coffee tea, lunch € 500 for s4, inc. dinners for semester 7: €1500</p> <p>Study visit - 25-30 participants - 2 days</p> <ul style="list-style-type: none"> - local transport - € 2500 - Lunch and dinner - € 3000 <p>Thematic seminar - 25-30 participants</p> <ul style="list-style-type: none"> - moderator - € 800 - venue (incl lunch, coffee, tea)- € 600 - dinner - € 1000 <p>400 / 500 characters</p>	4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	9,900	
21	Publication and dissemination costs	<p>Documentation of the study trip - video, foto, creative content development, print materials - € 2500</p> <p>101 / 500 characters</p>	4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	2,500	

22	External support for the exchange of experience process, in particular the development of the regional action plan	Expert on HCME and exchange of experience on all levels. Supports in the development of the regional action plans. 250 hours á €80	5-PP Province of Gelderland	20,000	130 / 500 characters
23	Project and/or financial and/or communication management	External expert specialised in EU management support and knowledgeable on the theme of cultural heritage. 300 hours á €80,- = €24.000. Other expenses for expert (travel and accommodation, out of pocket) € 1000	5-PP Province of Gelderland	25,000	208 / 500 characters
24	Meeting costs: dissemination event	midterm conference (60-80 invitees). Showcasing crossborder cooperation, inspiring policy makers before start of the monitoring stage of the project - hiring of castle expert NGO for tour and presentation (€ 5400) - external speakers and conference leaders (€1500) - rent of castle premises (€2000) - travel expenses within province of Gelderland and Germany (€1600) - 1 lunch for all invitees + project partners (€ 1200) - 1 dinner for invited politicians and policymakers ca. 40 pers. (€2500)	5-PP Province of Gelderland	14,200	493 / 500 characters
25	Meeting costs: partner meeting	Organisation of 3 partner meetings (in semesters 1, 2 and 5) for 10-15 people. Costs for premises, drinks, lunches and dinners (€ 3000) Organisation of study visit to NL for 25-30 people: - costs for local travel - (€ 1500) - 1 lunch and 1 dinner for all participants - (€ 1500) Organisation of thematic seminar for 35-50 participants: - venue incl lunch, coffee, tea (€ 1000), moderator (€ 500) 2 dinners for the partners (10-15) - (€ 900)	5-PP Province of Gelderland	8,400	443 / 500 characters
26	Meeting costs: stakeholder group	Organisation of three regional stakeholder meetings (15-20 invitees) - premises, lunch, coffee, tea, and speaker fees - (€ 1000) per meeting	5-PP Province of Gelderland	3,000	140 / 500 characters
27	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholder group - T&A of stakeholders to 4 study visits (excepting the one in the Netherlands) - (4visits*2stakeholders*500) -> € 4000 - T&A for 5 stakeholders to the final conference - 5*500 -> € 2500	5-PP Province of Gelderland	6,500	203 / 500 characters

28	Publication and dissemination costs	<p>Printed materials for mid-term conference - banners, brochures - € 200</p> <p>Documentation study visit and mid-term conference - video, foto - € 3800</p> <p>Translation of short version final publication - translated materials will have a much higher impact at a policy level also in the Netherlands. By translating a short version of the final publication we aim to inspire policy makers to adapt policies following examples and learnings from this project - € 500</p> <p>451 / 500 characters</p>	5-PP Province of Gelderland	4,500	
29	Project and/or financial and/or communication management	<p>Communication manager (CM) with proven experience (on and offline), community involvement, and excellent writing skills: 112 days á € 250 = 28.000</p> <p>146 / 500 characters</p>	1-LP National Institute for Heritage	28,000	
Total				370,450.00	

E.3 Equipment

N°	Type of costs	Description	Contracting partner	Amount
Total				0.00

E.4 Budget breakdown per source of funding and partner

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF/NO rate	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1-LP National Institute for Heritage	RO	297,954.00	253,260.90	85.00 %	0.00	44,693.10	0.00	44,693.10
2-PP University College Ghent	BE	242,152.00	205,829.20	85.00 %	0.00	36,322.80	0.00	36,322.80
3-PP Provincial Government of Badajoz	ES	204,960.00	174,216.00	85.00 %	0.00	30,744.00	0.00	30,744.00
4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	UK	150,122.00	112,591.50	75.00 %	0.00	0.00	37,530.50	37,530.50
5-PP Province of Gelderland	NL	212,247.00	180,409.95	85.00 %	0.00	31,837.05	0.00	31,837.05
Total		1,107,435.00	926,307.55		0.00	143,596.95	37,530.50	181,127.45

E.5 Spending plan

Phase 1						
Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5
1-LP National Institute for Heritage	15,000	43,862	41,294	53,771	52,597	55,397
2-PP University College Ghent	0	22,540	32,980	48,672	60,734	46,784
3-PP Provincial Government of Badajoz	0	0	42,729	52,489	41,129	45,429
4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	0	14,023	19,834	39,088	27,850	27,550
5-PP Province of Gelderland	0	23,112	36,611	38,765	37,699	53,913
Total	15,000.00	103,537.00	173,448.00	232,785.00	220,009.00	229,073.00
% of Total (programme financed partners only)	1.35 %	9.35 %	15.66 %	21.02 %	19.87 %	20.69 %

Phase 2					
Partner	Semester 6	Semester 7	Semester 8	Semester 9	Total
1-LP National Institute for Heritage	6,591	6,911	14,741	7,790	297,954.00
2-PP University College Ghent	6,430	6,250	10,130	7,632	242,152.00
3-PP Provincial Government of Badajoz	4,553	4,873	8,103	5,655	204,960.00
4-AP The National Trust for Places of Historic Interest or Natural Beauty (NT)	4,256	5,636	5,831	6,054	150,122.00
5-PP Province of Gelderland	3,863	5,339	8,039	4,906	212,247.00
Total	25,693.00	29,009.00	46,844.00	32,037.00	1,107,435.00
% of Total (programme financed partners only)	2.32 %	2.62 %	4.23 %	2.89 %	100.00 %