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**Restaura Project Conference “Revitalization of Cultural Heritage  
with the Involvement of Public and Private Sector” (Ljubljana,  
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Proceedings**

**Edited by Simon Malmenvall**

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**Neva Makuc**

ZRC SAZU – Research Center of the Slovenian Academy of Sciences and Arts (Ljubljana, Slovenia)

***Abstract: The Revitalization of Cultural Heritage with the Involvement of Public and Private Sector: A Slovenian Good Practice***

This contribution covers the topic of public-private partnership in Slovenia from the point of view of the renovation of historic buildings, an undertaking for which sufficient public funds are usually not available. In Slovenia, the energy-saving renovation of publicly owned buildings – prompted by the long-term environmental, energy and economic goals of the European Union – has promoted the implementation of more complex forms of cooperation between public and private sectors for the renovation of historic buildings. The contribution presents an example of good practice in the area of public-private partnership in the Municipality of Črnomelj (south Slovenia). The public-private partnership led to the energy-saving renovation of seven buildings owned by the municipality, among them two historic buildings, namely the Črnomelj Castle and the so-called former student dormitory of Črnomelj.

*Key theme(s) of presentation:* examples of good PPP practice in heritage revitalization.

*Short biography of the presenter:* Neva Makuc PhD from the Research Center of the Slovenian Academy of Sciences and Arts (ZRC SAZU) complements basic research in history with applied research work performed in the area of conservation and valorization of European cultural heritage, which enables the transfer of science into regional and local communities. She has been involved in different Slovenian basic research projects and programs as well as in Interreg projects. Moreover, she collaborates with the University of Nova Gorica, Faculty of Humanities.

## **Zoran Vaupot**

FPV – Catholic Institute, Faculty of Business Studies (Ljubljana, Slovenia)

### ***Abstract: Foreign Direct Investments and Public-Private Partnership: A Right Niche for Investors?***

Since the 1980's, foreign direct investments (FDI) have grown in their importance. A huge majority of scientific research clearly confirms a positive net outcome of FDI for the receiving countries. A growing liberalization trend in the international economy in the last decades has opened new investment opportunities and nowadays countries are inventing numerous tactics intended to attract foreign investors and choose their country as an inward FDI target. But, at least in some countries, official or non-official barriers for foreign investors already existed in the past and this is also true in present times. A negative public opinion is one example of a non-official barrier to foreign investments since politicians must take its influence into account. In our research, we will try to define which are the sensitive sectors where public opinion does not positively evaluate, and can even block, the possible arrival of foreign investors. We try to answer whether and in which cases the public-private partnership approach could be the right one in order to positively influence and change the negative public opinion toward accepting foreign investors.

*Key theme(s) of presentation:* foreign direct investments (FDI); non-official barriers to FDI; positive PPP role.

*Short biography of the presenter:* Assistant professor Zoran Vaupot PhD is an entrepreneur with more than 27 years of international business experience as well as a researcher in the areas of management and economics. At the French Université de Versailles Saint-Quentin (UVSQ) he defended his PhD thesis on the role of cross-cultural communication as a determining factor of foreign direct investment. In 1991, he had the opportunity to lead the founding of the first Slovenian company in France after Slovenia's independence. He remained in Paris until 1996. Since returning home, he has been working as a business and management consultant on Slovenian and international projects. His cooperation with the Faculty of Business Studies (FPV) started in 2016 when he was appointed dean of the faculty.

## **Boštjan Ferk and Petra Ferk**

IJZP – Institute for Public-Private Partnership (Ljubljana, Slovenia)

### ***Abstract: Why PPP in Cultural Revitalization is Different and How to Deal with the Differences***

The purpose of this paper is to accentuate the differences of PPPs in cultural revitalization in comparison with PPPs in other sectors – legal, financial, technical, social, cultural, scientific, economic. The authors identify the differences based on the literature, case-studies, and personal experience. After identifying the differences, they offer some innovative approaches how to overcome the differences which make PPPs in cultural revitalization difficult to close. Some of those approaches were identified during the practical implementation of PPPs in cultural revitalization (Bátthyany Mansion in Tišina, Vila Rafut in Nova Gorica, Rihemberk Castle in Nova Gorica, Bigatto Mansion in Buzet, Old airport in Ljubljana). Deriving from the experience gained in the practice, the authors realize that the knowledge of those differences and innovative approaches is relevant for implementation of PPP projects in other regions too. The paper goes beyond the usual approach of either defending or renouncing PPPs (in this case in cultural revitalization). Additionally, new aspects of PPPs are presented in the paper: importance of innovative approaches for the implementation of PPPs in cultural heritage and often also the presence of something more than just financial interests on the side of potential private partners.

*Key theme(s) of presentation:* PPP in cultural revitalization (legal, financial, technical, social, cultural, scientific, economic and other aspects).

*Short biography of the presenters:* Boštjan Ferk is the managing director and one of the founders of the Institute for Public-Private Partnership (IJZP). He is also assistant professor of public administration at the Faculty of Government and European Studies (Kranj, Slovenia). In 2003 he graduated at the Faculty of Law, University of Ljubljana. In 2013 he defended his PhD thesis (“Public-Private Partnership Contract”). He was a stagier at the European Court of Justice and in the cabinet of the attorney general prof. Verica Trstenjak PhD. The majority of the research for his PhD thesis was conducted in Dublin, Ireland, and at the Max Planck Institute for Comparative and International Private Law in Hamburg, Germany. His work comprises numerous articles for Slovenian and foreign journals, dealing mainly with the public-private partnerships, public procurement, and the cooperation between the public and private sector, as well as two monographs: “Javne službe, državne pomoči in javno-zasebna partnerstva” [Public Services, State Aids, and Public-Private Partnerships], and “Pogodba o javno-zasebnem partnerstvu” [Public-Private Partnership Contract]. He is listed as one of the arbitrators at the Ljubljana Arbitration Centre within the Chamber of Commerce and Industry of Slovenia.

Petra Ferk is one of the founders of the IJZP. She is also assistant professor of public administration at the Faculty of Government and European Studies. She graduated at the Faculty of Law, University of Ljubljana. In 2008 she defended her master thesis. In the same

year she co-authored a monograph “Javne službe, državne pomoči in javno-zasebna partnerstva” [Public Services, State Aids, and Public-Private Partnerships]. She was awarded the “Young Lawyer Award” by the Slovenian Law Association. She is the author of numerous articles dealing mainly with public-private partnerships, public procurement, services of general (economic) interest, and state aid. Among her activities abroad, her most prominent work is a research conducted in Dublin as well as research for her master and doctoral theses at the Max Planck Institute for Comparative and International Private Law in Hamburg, Germany. She additionally improved her professional skills as a stagier at the European Court of Justice in the cabinet of the judge Ingrida Labuck at the Court of First Instance of European Communities. She is the secretary general of the Slovenian Association for European Law and participates in its activities since its establishment. She also holds the positions of a member of the management board at the Federation Internationale du droit Europeen (FIDE) and International Academy of Comparative Law (IACL). She is the national correspondent for European Procurement & Public Private Partnership Law Review, and is active in promoting best practices on PPPs within the trainings organized by the UNECE International PPP Centre of Excellence. She is on the list of lecturers for public-private partnerships at the Academy for Administration of the Slovenian Ministry of Public Administration.

**Jelka Pirkovič**

FF – University of Ljubljana, Faculty of Arts (Ljubljana, Slovenia)

***Abstract: How to Integrate Heritage Policy in Mainstream National Policy Systems – the Model of European Cultural Heritage Strategy for the 21<sup>st</sup> Century***

The paper deals with the new cultural heritage management model developed by the Council of Europe in the form of the European Cultural Heritage Strategy for the 21<sup>st</sup> Century (Strategy 21). First, we place this recommendation in the framework of current heritage trends, especially considering recent EU policy documents. The central part of the paper deals with the presentation of advantages of national heritage authorities and other stakeholders get if they implement the Strategy 21 recommendations. Then follows the overview of what are the benefits of this process for the European Union if EU member states and countries beyond the EU apply the Strategy 21 model in their operational programs and projects funded from EU funds. The Strategy 21 model proves to be useful also in the future implementation of the European Commission initiative to formulate European Quality Principles for Cultural Heritage Interventions as one of the follow-ups of the European Year of Cultural Heritage 2018. The last part presents the draft Slovenian Heritage Strategy that was developed after the model of the Council of Europe's Strategy 21.

*Key theme(s) of presentation:* integrated heritage revitalization planning.

*Short biography of the presenter:* Jelka Pirkovič is a freelance consultant and lecturer at the University of Ljubljana, Faculty of Arts (conservation of cultural/archaeological heritage, heritage management, and heritage studies). She held different positions in Slovenian heritage conservation organizations, namely at the Institute for the Protection of Cultural Heritage of Slovenia (Director General from 2009 to 2014) and Ministry of Culture. From 2004 to 2008, she served as the State Secretary at the Ministry of Culture of Slovenia. She was a member of the group of experts for drafting the Faro Framework Convention on the value of cultural heritage for society and a member of the working group for drafting European cultural heritage strategy for the 21<sup>st</sup> century (2016–2017). In her professional career, she is active as a researcher of urban and architectural history and heritage studies. She is the (co-)author of many articles and publications on heritage conservation and the main author of the Slovenian Heritage Protection Act (2008).

## **Jasna Fakin Bajec**

ZRC SAZU – Research Center of the Slovenian Academy of Sciences and Arts (Ljubljana, Slovenia)

### ***Abstract: Revitalization and Management of Cultural Heritage with People and not for People***

The international conventions about revitalization, safeguarding and management of cultural heritage require the inclusive and participatory approaches of local communities from the very beginning of the preparation of heritage projects until their implementation and evaluation of the achieved results. Only in this way the cultural heritage, whose bearers are the indigenous people, can successfully contribute to the development of the municipality and to the improvement of the quality of life of its citizens. The questions which arise are: How and with which methods and techniques can be the local community involved in heritage projects? How to harmonize different interests and views of the local people, authorities and experts? How to involve the private sector in heritage projects? How to achieve a mutual and responsible partnership that will continue with the heritage restoration and revival? The possible answers could be in new approaches which link the bottom up and top down initiatives. On the one hand, the local community can have many problems in implementing its heritage projects without the moral and financial support of the local authorities and/or private sector. On the other hand, the wishes and needs of the municipality and/or local businesses will not bring successful impacts and benefits if the residents do not see the local importance in municipal and/or economic actions. The purpose of the paper is to present some good case studies that present possible ways of mutual and participatory cooperation of all actors who want the local culture and its heritage to become the significant force for inclusive development and competitive local economy.

*Key theme(s) of presentation:* integrated heritage revitalization planning.

*Short biography of the presenter:* The research interests of Jasna Fakin Bajec PhD within ethnology and cultural anthropology are the following: socio-political, economic and developmental potentials of cultural heritage in contemporary globalized world; the development of methods and tools for fostering different forms of collaboration and cooperation of participants and practitioners of cultural practices (especially political decision makers, scientists/experts, entrepreneurs and other local residents); the importance of cultural practices for establishing sustainable and inclusive development in local communities. Her field research and implementation of theoretical approach include the Karst region and the Vipava Valley in Slovenia. Her interest is also focused on the problems of the function of humanities in assuring competitiveness and innovation of contemporary technological development society.

**Daniela Angelina Jelinčić and Sanja Tišma**

IRMO – Institute for Development and International Relations (Zagreb, Croatia)

***Abstract: Integrated Cultural Heritage Management Plans and Their Evaluation: Case Study of Buzet***

The paper focuses on the relevance and role of cultural heritage management plans. It describes evaluation methods of their relevance, effectiveness, efficiency and sustainability. Starting from the definition of management plans, their usual structure is described and the new concept of integrated management entailing participation principle is proposed. Further on, management plans evaluation types and methods are described, namely as procedures offering additional check of their quality. The described theoretical-methodological concept is further explained on the ex-ante evaluation of the Buzet case study Integrated Built Heritage Revitalization Plan. Theoretical concepts of (integrated) management plans described in the paper follow the methodology proposed by international organizations (UNESCO, Council of Europe) and have a global value, while the research presented in the paper focuses on the available data on cultural heritage management plans and procedures of their ex-ante evaluation.

*Key theme(s) of presentation:* integrated heritage revitalization planning.

*Short biography of the presenters:* Daniela Angelina Jelinčić holds a PhD in ethnology from the University of Zagreb. Her specific interests are in cultural heritage management, cultural tourism, cultural/creative industries, cultural policy, creativity, experience economy and social innovations. She teaches cultural tourism, cultural heritage management, creative industries, international cultural cooperation and social innovations at the University of Zagreb, Zagreb School of Business, University College of International Relations and Diplomacy Dag Hammarskjöld in Zagreb and at the UNESCO Chair for Cultural Heritage Management and Sustainable Development, Institute for Advanced Studies (iASK) in Köszeg, Hungary. She is the author of several scientific monographs (“Innovations in Culture and Development: The Culturinno Effect in Public Policy”; “ABC of Cultural Tourism”; “Culture in a Shop Window”; “Culture, Tourism, Interculturalism”), a number of scientific articles and book chapters, national/international studies as well as of several national/local strategic documents. She served as the Council of Europe expert for cultural tourism. She coordinated or participated in a number of national and international interdisciplinary research projects in the field of cultural heritage, cultural tourism, creative industries, cultural and tourism policies.

Sanja Tišma, PhD in economics, is the Director of the Institute for Development and International Relations (IRMO) in Zagreb, Croatia, as well as the Head of Resource Economics, Environmental Policy and Regional Development Department. She has 30 years of professional experience as a scientist, project manager, particularly in the field of sustainable development, public policies and strategic planning. During the last 15 years, she continuously follows the development of sustainable development policy of the European

Union and is the author of numerous articles and studies in this field. She is a specialist in regional and local strategic planning policy development. She is also evaluator (ex ante, mid term, and ex post) of development programs and projects. She coordinated or participated in national and international multi-disciplinary research projects in the field of economics, sustainable development, public policies, and environment.

**Aniko Noemi Turi**

FPV – Catholic Institute, Faculty of Business Studies (Ljubljana, Slovenia)

***Abstract: Legal Aspects of the Revitalization of Cultural Heritage Buildings by the Public Private Partnership in Slovenia and Hungary***

Financing revitalization of cultural heritage buildings by public-private partnership (PPP) is of crucial importance, including its legal aspects. The objective of this paper is to present the results of the legal research concerning the dimension of the legal tools which may be used by public and private partners: in order to straighten the relationship within the partnership and in order to provide better cooperation, on the one hand, and better services for general interest in the revitalization projects, on the other. The starting point of this research is the presumption that international, Slovenian and Hungarian law offers many useful tools which may lead to higher motivation of public and private partners for better and more creative PPP, i.e. the raise of the number of the revitalized cultural heritage buildings. The main goals of this research are: to identify and compare the legal acts which may be considered as main resources of the legal regulations and guidelines for PPP both in Slovenia and Hungary; to identify international law regulations and guidelines that can be recommended for wider use in the PPP in order to improve the revitalization of cultural heritage buildings. The main methods used are: analysis, classification, comparison, and legal argumentations of PPP. The conclusion of the research is that the recognition of the importance of cultural heritage revitalization has been increasingly acknowledged. Consequently, the efforts should be made also in direction to the regulatory for the revitalization improvements of cultural heritage buildings.

*Key theme(s) of presentation:* PPP in cultural revitalization (legal aspect).

*Short biography of the presenter:* Assistant professor Aniko Noemi Turi PhD is employed at the Catholic Institute, Faculty of Business Studies, where she is currently lecturing and involved as a researcher in the European project Restaura CE339. She is the author and co-author of several professional and scientific articles. Her areas of research include social dialogue and employment relations (legal and human resource management aspects). Next to labor law her special interest is the alternative dispute resolution.