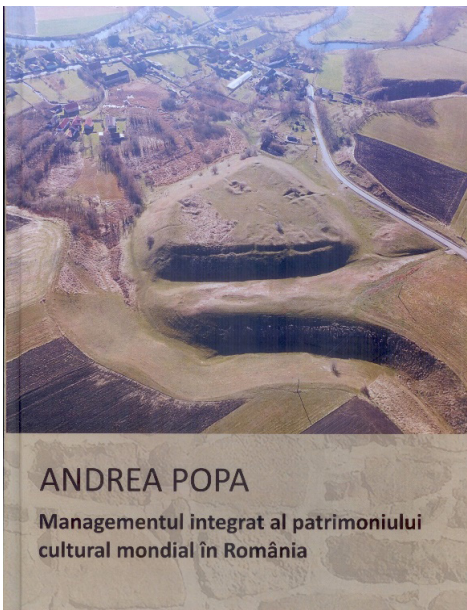


Reviews

Andrea Popa, *Managementul integrat al patrimoniului cultural mondial în România. Studiu de caz: Frontiera romană în Dacia. Siturile de epocă romană de la Brețcu, Comolău și Boroșneu Mare* [The Integrated Management of World Cultural Heritage in Romania: Case Study: The Roman Frontier in Dacia, The sites at Brețcu, Comolău, and Boroșneu Mare], Sibiu, Astra Museum, 2023, 279p. ISBN 978-606-733-361-9.

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Ms. Andrea Popa's work (originally her PhD thesis) was recently launched at the conference held by "Valahia" University of Târgoviște. During this scientific event, attendees had the opportunity to hear the presentation of Ms. Andrea Popa's paper by her supervising professor, Mr. Sergiu Musteață, who also authored the initial review of this specific volume in *Plural Magazine* (2023). I do not purport to possess specialised expertise in the Roman era or castrametation, still, from the perspective of managing the cultural heritage of a site included on the UNESCO World Heritage list, especially concerning certain risks (such as archaeological poaching), the subject of this work is of great interest, particularly since management must provide solutions for preventing and combating risk factors.

The author has been involved in a series of research projects with international funding, and the experience gained has been incorporated into this work. Noteworthy projects include Protecting by Developing Sustainable Strategies for Better Preservation of UNESCO World Heritage Sites in Romania (HERO), and the Roman Border in Eastern Dacia Province Project.

The book is structured into three main chapters, preceded by an introductory section, conclusions, plates, references, appendices, and an English summary. Although the nomination file for the Dacian Limes was submitted and accepted, the topic is by no means redundant. In addition to preparing the records for the three sites, it also enhances the engagement of stakeholders (local communities, public authorities, entrepreneurs, academia, etc.) in creating and implementing sustainable management for a monument listed as a UNESCO World Heritage site.

In the **Introduction**, the author presents the general framework of World Heritage management. This section essentially traces the red thread of UNESCO norms from 1972 to 2016, culminating in the establishing of the Limes Commission. It outlines the Convention concerning the Protection of the World Cultural and Natural Heritage, adopted in 1972 and ratified in Romania by Decree No. 187/1990, along with its objectives and the criteria that must be met for a site to be included in the World Heritage List.

The purpose, objectives, and research methodology are also presented in this first chapter, stating that the work aims to serve as a guide for best practices aimed to include the Roman Limes in Dacia on the World Cultural

Heritage list. Since this goal has been achieved, the focus now shifts to managing the included sites in such a way that the beneficiaries gain as much as possible, both economically and scientifically.

The second chapter is entitled, “**Types of Roman Sites. Components of the Roman Limes in Dacia from the UNESCO Tentative List. Case Study from the Proposed Research Area,**” and begins with a typology of the archaeological sites that are components of the Roman Limes in Dacia. This is followed by a brief history of the Roman Limes in Dacia, previously published by the author in collaboration with Alexandru Popa in 2020, within a volume dedicated to the management of world heritage³¹. This subchapter brings the reader closer to defining the concept and previous contributions regarding the border system in Roman Dacia. The discourse on the control of “frontiers” through Roman fortifications is presented, commencing with the perspectives of Alfred v. Domaszewski, followed by Ernst Fabricius, and subsequently Nicolae Gudea. The author observes that indeed two of the sites included in her research, Brețcu and Boroșneu Mare, controlled access through the Carpathian passes (according to A. Domaszewski’s considerations), but the fortification at Comolău-Reci constitutes an exception to this rule.

Subchapter four presents the methodology for compiling site records for the three case studies used, starting from the name and description of each (geographical location, research activities, and the current state of knowledge about their structure), the justification for listing (universal value, criteria met, authenticity, integrity), protection zones (visible boundaries, invisible limits, protection zone, evolution over time of field delimitations, issues and proposals, legal delimitation of the site), management plan, state of conservation (current state, restoration projects and works, and analysis of factors affecting it), conclusions, and reference. Based on these criteria, the records for the sites at Brețcu, Comolău, and Boroșneu Mare were meticulously compiled. The following subchapter is dedicated to the justification for listing, wherein the fulfilment of the ten criteria of the Convention is highlighted for each site. Regarding the universal value (OUV), the author argues that the site at Brețcu is one of the most important testimonies of Roman military genius on the eastern segment of the Roman Limes in Dacia. Based on this premise, she shows that the authenticity and integrity of the site propels it among the most important in the eastern segment of the Limes. Elements of authenticity refer to form and design; materials and methods of construction; use and functionality; traditions, techniques, management systems, location, and geographical setting. Concerning the first element, the author shows that Brețcu site respects all attributes of a Roman centre of power from the principate period (read Augustan?), with a specific planimetry of Roman auxiliary fortifications (retentura, praetentura, and latera praetorii), but also with certain particularities that distinguish it.

The site at Brețcu (CV-I-s-A-13050), associated in scientific research with the ancient Angvstia, has the advantage of

not being overlaid by any construction, and the land on which it is located belongs entirely to the eponymous commune, facilitating access for scientific research. These factors have allowed the site to be studied using both intrusive and non-intrusive techniques. The results have revealed the existence of barracks (34–35 meters long and 7 meters wide), as well as a command building (principia), and a granary (horreum). Archaeological discoveries, especially stamped tile material, have confirmed the presence of military units COH(ors) HIS(panorum) and COH(ors) I BRAC(araugustanorum). Additionally, Dacian and Roman pottery and coin issues have been identified. New geophysical surveys have led to the conclusion that both infantry and cavalry troops were stationed inside the fort, with the barracks’ capacity allowing for housing between 800 and 1000 soldiers. The civilian settlement area has also been mapped. All these aspects confer importance to the site and justify its inclusion on the World Heritage list.

The site at Comolău (CV-I-s-A-13057), located about 10 km from the town of Sfântu Gheorghe, was built on a hill spur, with regard to the topography of the land, giving it a unique shape. This was the primary rationale for assigning the term castellum (with an analogy proposed by the author: Boiotro-Passau, Germany). The incomplete information allows for establishing a Roman level at Comolău, but in the absence of any systematic research, it cannot be said with certainty that the fortification is Roman. Nevertheless, the author advocates for its inclusion in the Frontiers of Roman Dacia, as it demonstrates an important exchange of human values, represents evidence of an exceptional cultural tradition or development, and has special significance in human history (criteria ii, iii, and iv). The author suggests that to eliminate any ambiguity, it is necessary to conduct a systematic archaeological research program, complemented by the results of magnetometric analysis, to clarify its utility and uncover the adjacent civilian settlement.

The third chapter presents, in legal terms, notions of comparative law, analyzing the **Management of Roman Frontiers in Europe**, using Hadrian’s Wall in Britain as an extensive case study, along with references to the management plans of the Limes of the Provinces of Lower Germany and Raetia. Access to the information necessary for writing this chapter was sourced from previously published volumes, exemplified by those pertaining to Britain, or from the management plans of the sites, as observed in the case of Germany.

In the subchapter dedicated to the management of Frontiers of the Roman Empire in Britain and Germany, the author presents several examples of best practices in the form of “lessons learned” from drafting and implementing a series of management plans (1996–2001; 2002–2007; 2008–2014; 2015–2019; 2020–2026) for Hadrian’s Wall. Essentially, in the evolution of these documents, the experiences learned during the implementation of each were incorporated into the next, ensuring that the management became increasingly efficient and comprehensive. Currently, a draft of the management plan for the period 2024–2029 (objectives, policies, and actions) can be read on the dedicated website.

The fourth chapter, dedicated to the **Stakeholders of**

³¹ The volume edited by Prof. Univ. Dr. Sergiu Musteață, co-published by Mega and Arc in the year 2020.

World Heritage in Romania—those individuals or organizations actively involved in the project or whose interests may be positively or negatively affected by the execution or completion of the project—is the most comprehensive. As this aspect is to be implemented, it requires a more detailed presentation. The author mentions that this term designates any interested party, in agreement with Corina Borș's translation, who presented this concept as holders of interests (from central authorities involved in managing archaeological heritage to NGOs, private associations, or ordinary citizens). However, the author includes several of her ideas on how stakeholder management can be conducted.

She proposes a six-step framework, beginning with identifying and categorizing, highlighting, and assessing how the nomination impacts each category, evaluating their influence on the proposal process, assessing the benefits and drawbacks concerning the acceptance of the nomination, compiling a list of roles and responsibilities for managing each site included in the UNESCO World Heritage list, and establishing a risk management agenda. Additionally, a series of approaches are presented for the stakeholder management process in four or six steps, which will be the titles of the next subchapters: identification, analysis, engagement, and monitoring.

Applied to the Roman Limes in Dacia, the identification of these stakeholders, in the author's opinion, should be made by answers to the following questions: Who is affected by the project? Who can influence it? Who is the main decision-maker? Who is already involved? And who has an interest in the project's success? Stakeholder analysis involves a systematic data collection process to determine the categories of interests to be considered during the project's execution. For this purpose, a primary evaluation is created using a stakeholder engagement evaluation matrix.

The author uses such a tool for the castrum at Brețcu, where she identifies 12 stakeholders (public institutions, landowners within the site and protection area, local community, teachers, students, associations of livestock breeders or farmers, media, local entrepreneurs, and a member of the HORECA sector), classified based on their relationship with the project (manages/implements it; supports it; resists it; is neutral or is unaware of it). This is followed by a series of charts grouping the stakeholders according to various criteria, such as interest and power, influence and power, and influence and impact in the stakeholder map, or power, urgency, and legitimacy in the salience model. The role of local public administration in this process is emphasized, both in terms of influence and interest.

It is natural because, among all the stakeholders included in the author's analysis, the Brețcu commune's town hall (in a general, not legal sense) is the only one that has obligations towards the archaeological sites (being even the owner of the land on which they are located). Here, a supplement is required regarding the obligations arising from Romanian State legislation on the protection of historical monuments (such as the three included in the author's analysis) by central, regional, and local public administration authorities. Beyond any empirical analysis or recommendations included in national regulations, the obligations imposed by law prevail in Romania.

Thus, local public administration authorities (the local council and the mayor) have explicit obligations concerning the protection of cultural heritage. The Administrative Code, at art. 129, para. (7), letter j) stipulates regarding the local council's duties that it ensures, according to its competencies, the necessary framework for providing local public services concerning the conservation, restoration, and enhancement of historical and architectural monuments, parks, public gardens, and natural reservations. Additionally, the mayor has obligations regarding the inclusion of historical monuments in urban planning and regulations, ensuring the guarding and protection of historical monuments and archaeological discoveries in public ownership, emerging from systematic or preventive research.

Regarding the involvement and communication with the identified stakeholders, the author emphasizes the importance of drafting a stakeholder management plan to ensure efficient involvement and reduce the negative impact they may have on the project. For these proposals to be effective, close collaboration complemented by planned actions is mandatory. Several communication models are presented, used in managing the sender-receiver relationship, where the project manager is the sender and the stakeholders are the receivers.

The monitoring and evaluation of the communication strategy's effectiveness are quantified through implementing a procedure based on periodic responses to a series of questions. Furthermore, several items are presented that the project manager must consider to create an effective stakeholder management plan. These range from identifying and classifying stakeholders to understanding their roles, designating responsible communication managers, coordinating efforts, and setting objectives within each project. In the conclusions of this final chapter, the author reiterates the importance of the relationship with stakeholders, communication with them, and decision-making transparency, so that the parties feel a sense of partnership rather than subordination.

The final considerations of the work begin by highlighting the importance of the management plan in the documentation for registering monuments on the UNESCO World Heritage list. This document offers a projection of the site's current state and the activities that will be implemented within a predetermined timeframe. The importance of analysis sheets is also highlighted as an essential tool in drafting the management plan. Detailed analysis, although requiring considerable effort, is especially necessary for stakeholders (academic environment, public authorities, entrepreneurs, and communities). Quoting Koichiro Matsuura the author concludes that the comprehensive process of managing UNESCO World Heritage can be achieved by emphasizing the objective of engaging and sensitizing local communities where the sites are located, recognizing them as the genuine custodians of world heritage. Respect is the sole authority wielded by those committed to safeguarding cultural heritage.

The book's illustrations consist of 73 figures (images, plates, graphics, diagrams), as well as tables, all integrated into the text to enhance the reader's comprehension.

The references include a list of 106 titles, comprising

specialized works, studies, online resources, and management plans, published in Romanian and various international languages (English, German, and French). The author's contributions to research are also noted, with the fourth chapter being the only one not previously published as a distinct study, unlike the others which appeared in preliminary form.

As appendices, the author has prepared a proposal for a datasheet for each of the three analyzed sites: Brețcu, Comolău, and Boroșneu Mare. These include identification details (name, location, coordinates), protection regime, description, attributes and values, integrity, authenticity, factors affecting ownership and risk management, presentation and accessibility, ancient sources, additional details (period of use, construction phases, research, alternative toponyms), and bibliography.

An additional benefit of this work would have been provided by detailing internal legislative provisions in a separate chapter. From my perspective, it would have been valuable to outline the obligations stemming from Government Ordinance 47/2000, particularly concerning local authorities as key stakeholders. While the datasheets mention national regulations ensuring legal protection (Law 422/2001 on the protection of historical monuments, Government Ordinance 43/2000, List of Historical Monuments, and the Archaeological Repertory National), merely specifying the legal framework for the entire management of cultural

heritage and the responsibilities of the Limes Commission, and how it was constituted, does not fully inform the reader, whether informed or not, about the obligations of local public authorities, owners, or holders of other real rights over these.

In conclusion, Dr Andrea Popa's work is extremely valuable despite the completion and submission of the nomination dossier for the Dacian Limes, which includes all three sites analyzed in this study, as it contributes to the ongoing process of stakeholder integration and management. I trust that decision-making institutions will allow her to leverage her entire doctoral experience to ensure optimal efficiency in integrating all stakeholders into the management process of the three sites included in the nomination dossier. This scientific endeavour contributes to addressing an interdisciplinary subject that could serve as a model for future initiatives.

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