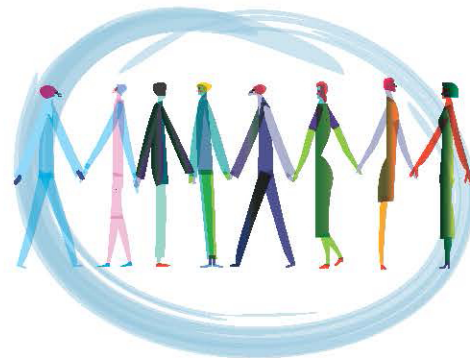


# The SUSTCULT Methodological Approach and Experiences



SUSTCULT: achieving SUSTainability through an integrated approach to the management of CULTural heritage



*Illustration by Lucio Schiavon*

<http://www.sustcult.eu>

# SUSTCULT Methodological Approach and Experiences for the integrated sustainable management of cultural heritage sites

*Drafted by the Sustcult Consortium:*

1. City of Venice (IT) - Lead Partner
2. Cà Foscari University - CISRE (IT)
3. University of Nova Gorica (SLO)
4. Regional Development Agency of Northern Primorska Ltd. Nova Gorica (SLO)
5. Europe of Cultures Forum : Adriatic-Ionian chapter (GR)
6. National Institute for Heritage (RO)
7. Local Development Agency of Bacau (RO)
8. Chamber of Commerce and Industry Veszprém (HU)
9. Municipality of Ohrid (FYROM)
10. Municipality of Berat (AL)
11. Regional Directorate of National Culture (AL)
12. UNESCO Venice Office (IT) - Associated Strategic Partner



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## 1. Background and Introduction

### 1.1 SUSTCULT project and challenges

*SUSTCULT stands for “Achieving SUSTainability through an integrated approach to the management of CULTural heritage” and it is a 3-year project co-financed by the South East Europe Programme. The preservation, enhancement and effective management of cultural heritage is the main concern of the SUSTCULT project consortium.*

The SUSTCULT project aims at improving the effectiveness of heritage sites' management through the development of a shared Methodological Approach in order to improve preservation and valorization of Cultural Heritage in South East Europe (SEE).

The City of Venice is Lead Partner of the project that gathers 7 heritage sites (5 of which are on the World Heritage List) dislocated in Italy, Greece, Albania, Romania, Macedonia, Slovenia.

Draft versions of the Management Plan (MP) for protection and conservation of the cultural and natural heritage involved in SUSTCULT have mostly been outlined by the competent authorities. However general objectives for its protection and conservation needed to be integrated with strategies, specific objectives and actions for its implementation, as well as measures to be implemented as long-term actions.

The responsibility to protect, conserve and enhance unique landscape, environment and heritage, authorities, stakeholders and communities have to be actively engaged within the whole process of a management plan preparation. The project's main concern is to encourage among responsible authorities and stakeholders an effective collaboration and coordination capable of ensuring the maintenance and enjoyment of the values and resources of heritage assets.

The preparation of a MP and its implementation, in fact, is not only a duty for responsible authorities to be accomplished, but represent within SUSTCULT an opportunity for establishing collaboration and active involvement in the heritage sites' protection and enhancement since the beginning of the project.

Defining the limits of acceptable change, balancing protection with development and defining the standards and monitoring system remains a challenging issue, especially considering the complexity of the institutional framework and territorial extension of the sites involved in the project.

All SUSTCULT heritage sites contributed to the development of the Methodological Approach bearing their own different backgrounds: 5 sites are on the UNESCO World Heritage List, 2 sites are cultural heritage sites and presenting different levels of advancement in their MPs' preparation.

The 7 SUSTCULT heritage sites were therefore considered as “learning resources” bringing about opportunities for awareness-raising both for heritage managers, stakeholders and wider audiences on the role of cultural heritage for sustainable development.

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Main project activities included the setting-up of 7 local networks (one for each SUSTCULT site) and a transnational SEE network in the field of cultural heritage management, the development and running of a Web GIS platform for heritage knowledge management and promotion, the definition of a common transnational Methodological Approach for integrated management of cultural heritage sites, the design and realization of a transnational training package (on-line and on-site training courses) to increase management capacity, the development/improvement of management plans in each partner site, the definition of a sustainable marketing strategy framework for site-specific cultural resources based on local market analysis and business plans.

The project structure is represented below and illustrates how the WorkPackages are interconnected.



*Figure 1: SUSTCULT WorkPackages*

The development of the Methodological Approach is part of the WorkPackage 4 and is one of the core project activities; it is intended to be a concrete cross-sectoral tool for effective management of cultural heritage within urban planning/land-use planning processes.

Built on existing international experiences and best practices and on the need to develop a regional strategic approach for the safeguarding and promotion of cultural heritage, the Methodological Approach aims at defining and sharing the experiences of the SUSTCULT sites in developing project activities and in testing its efficacy.

## 1.1.2 SUSTCULT SITES



Figure 2: SUSTCULT sites

**Italy - Venice and its Lagoon.** The site has been included into the UNESCO World Heritage List in 1987 for the uniqueness of its cultural values, consisting of historical, archaeological, urban, artistic heritage and exceptional cultural traditions, integrated into an extraordinary and outstanding environmental, natural and landscape context. The Lagoon of Venice is one of the most ancient and complex set of relationships between human activities and natural dynamics, hosting the highest concentration of material artistic achievements accumulated over centuries of history.



### **Slovenia - Vipava Valley**

The valley, surrounded by high plateaus, for millennia has been a passage way between Italy and the Danube region but it keeps intact very peculiar natural features. The valley hosts viniferous hills, natural resources of great interest and sacred monuments, mostly churches from the Gothic period, and castles that constitute a highly valuable cultural landscape.



### **Greece - Corfu**

The “Old Town of Corfu” has been included into the UNESCO World Heritage List in 2008 and has its roots in the 8<sup>th</sup> century BC. The three forts of the town, designed by renowned Venetian engineers, were used for four centuries to defend the maritime trading interests of the Republic of Venice against the Ottoman Empire. In the course of time, the forts were repaired and partly rebuilt several times, more recently under British rule in the 19th century. The





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mainly neoclassical housing stock of the Old Town is partly from the Venetian period, partly of later construction, notably the 19th century. As a fortified Mediterranean port, Corfu's urban and port ensemble is notable for its high level of integrity and authenticity.

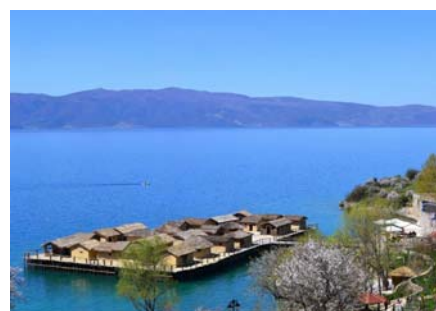
### **Albania - Berat**

Berat is inscribed into the UNESCO World Heritage List in 2007 (together with Gjirokastra) as rare example of an architectural character typical of the Ottoman period. Located in central Albania, Berat "bears witness" to the coexistence of various religious and cultural communities down the centuries. Berat is a fortified historic centre that bears witness of wealth and diversity of the architectural heritage.



### **Republic of Macedonia - Ohrid**

The "Natural and Cultural Heritage of the Ohrid region" is a UNESCO World Heritage mixed site since 1979 (natural) and 1978 (cultural) and one of the oldest human settlements in Europe. Situated on the shores of Lake Ohrid, the town of Ohrid is one of the oldest human settlements in Europe. This city and its historic-cultural region are located in a natural setting of exceptional beauty, while its architecture represents the best preserved and most complete ensemble of ancient urban architecture of the Slavic lands.



### **Romania - Bacau**

Bacau rests on ancient settlements existing from 4500 BC, at the core of the Bacau County, and hosts many of its monuments and archaeological sites. The territory is characterised by the presence of many small villages where the local tradition craft works is still preserved.



### **Romania – Monastery of Horezu**

The property "Monastery of Horezu" has been included into the UNESCO World Heritage List in 1993. Founded in 1690 by Prince Constantine Brancovan, the monastery of Horezu, in Walachia, is a masterpiece of the 'Brancovan' style. It is known for its architectural purity and balance, the richness of its sculptural detail, the treatment of its religious compositions, its votive portraits and its painted decorative works.



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## 1.2 Managing Cultural Heritage in the SEE framework

In the SEE region, social, cultural, ethnic and religious diversity is an irreplaceable valuable resource and a challenging opportunity. SEE cultural heritage is an important expression of this diversity. Consequently a sustainable heritage management must take into account the cultural context of the site and integrate the current economic, environmental, social and governance factors on local and regional level. New tools for the re-evaluation of the current values of SEE cultural heritage and adoption of integrated approaches to heritage management are needed. As a result, improving the effectiveness of heritage sites management is a priority throughout the region. The effective integration of sustainable cultural heritage management into larger territorial planning processes should thus be understood and supported by decision-makers at local and transnational level.

The main obstacles for the Countries of South East Europe to ensure that their cultures become a lever for sustainable development include<sup>1</sup>:

- ⇒ The physical destruction or deterioration they have suffered in recent times.
- ⇒ The inter-community strife that has made the mutual enrichment of their cultures more difficult.
- ⇒ The paucity of economic resources that makes it difficult to draw up inventories of cultural assets or undertake any work in the area of conservation and restoration.
- ⇒ The dearth or even the depletion of skilled human resources due to the lack of maintenance and development of training programmes.
- ⇒ The disappearance or pillage of cultural assets.

This should not prevent countries from mobilising their cultural resources, but such mobilisation is certainly more difficult in their case than in others. Among several conditions that can be listed, there are some that play a more determinant role:

- ⇒ **First of all**, it is necessary to respect the diversity of cultural expression and assert that the right to culture is effectively a fundamental right like the right to promote one's culture.
- ⇒ **Secondly**, underlining the importance of intangible heritage, which constitutes in many cases the most evident cultural resource (crafts, traditional skills and folklore) and also the most fragile, as intangible heritage is extremely sensitive to any restructuring or change in the local environment. Tangible heritage definitely is important, but it will take time for cultural tourism to develop and bring in resources that can also be earned today by exporting cultural products.
- ⇒ **Thirdly**, networking is today the only way of benefiting from the economies of scale and mass production as they make it possible to share costs. It is also the only way to share resources considered to be rare.

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<sup>1</sup> See the SUSTCULT Concept Study "Exploring the emerging role of Cultural Heritage as the fourth pillar of Sustainable Development", by Xavier Greffe, [www.sustcult.eu](http://www.sustcult.eu).

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### 1.3 Methodological Approach development

As stated, the development of an integrated common Methodology for the sustainable management of cultural heritage is a central activity of the project SUSTCULT and is carried out through the Work Package 4 (WP4<sup>2</sup>). More than a Methodology, it can be considered an approach which foresees to be a tool for managing authorities so that they develop/draft/integrate the management plans that balance the protection and sustainable use of cultural heritage of their site. The Methodological Approach development is based on a bottom-up approach (participation of stakeholders and local consultations) and on a learning-by-doing approach. Partner heritage sites are in fact seen as "learning resources", to be used both at local and transnational level to develop and apply the Methodology. Preliminary actions for the definition of the Methodology as shown in Table 1 are: the study on the role of culture for sustainable development, the collation of best practice on participative heritage management, the identification of needs and expectations of local communities. The development of the SUSTCULT Methodological Approach was thus based on the outcomes of three (3) interrelated sub-activities within the WP4:

Activity number	Activity title	Description
Act 4.1	Exploring the emerging role of Cultural Heritage as the fourth pillar of Sustainable Development a study on the concept of cultural heritage as a fourth pillar of sustainable development (see 1.2.1).	The Concept Study was aimed at analysing the substantial added value of cultural heritage for Sustainable Development in terms of how it has evolved as a global agenda and how the cultural arena is a central element of sustainable development in the SEE territorial setting. More information on the Concept study results will be found in the SUSTCULT home page <a href="http://www.sustcult.eu/download.php">http://www.sustcult.eu/download.php</a>
Act 4.2	Collecting methods and best practices in South-Eastern Europe in particular and from other countries as well (see 1.2.2).	The research on best practice focused on selected cases due to their relevance and varied methodological approaches to the conditions of SEE area. The study suggests ways for improvement on the issues of stakeholder participation, sustainable development, cultural heritage and landscape, creating synergies for valorisation, marketing and policy making. For further consultation the full report of the Best Practices prepared by CulturePolis can be found on the SUSTCULT home page <a href="http://www.sustcult.eu/download.php">http://www.sustcult.eu/download.php</a> (WP4 - Report on Best Practices)
Act 4.3	Identification of needs, expectations and proposals for a common methodology	Responding to existing needs and challenges expressed by SUSTCULT site partners is a core objective of the methodology. Local communities' needs and stakeholders' vision should therefore be better understood to be accommodated in the methodological

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<sup>2</sup>'Common transnational methodology for the integrated management of cultural heritage in the SEE area'

		<p>framework. With that aim, within SUSTCULT WP4, a questionnaire was designed and sent to partners to identify main needs and expectations for the common methodology.</p> <p>The questionnaire was filled up by the project partners from 12 SUSTCULT organisations with different responsibilities, skills, abilities and experience. A total of 113 responses were collected and analysed. The questionnaire covered the main issues faced in the process of preparing of a Management Plan, namely: plan, implementation, and participation of local stakeholders during the whole process of plan development, structure, financing, the management system. It provides suggestions for designing the methodology targeted on SUSTCULT heritage sites main needs and concerns. More information on the questionnaires and on results may be found in the SUSTCULT home page <a href="http://www.sustcult.eu/download.php">http://www.sustcult.eu/download.php</a> (WP4 -Report on needs, expectations and proposal for a common methodology)</p>
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*Table 1: The development of the SUSTCULT Methodological Approach was based on the outcomes of three (3) interrelated sub-activities within the WP4.*

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## 1.4 Management planning in cultural heritage sites

*The importance and usefulness of management planning lies on the need for effective preservation and valorisation of cultural heritage.*

Planning (as with monitoring) is too often seen as an end in itself, an 'end product', rather than as one stage in a cycle of processes which ensure that management systems deliver results efficiently and effectively<sup>3</sup>

Management planning shall provide criteria, methods and processes of integrated planning which ensure a sustainable and efficient management of the cultural properties. Management planning also provides elements for the monitoring and evaluation of current and future impacts of natural and human induced transformations of the territory which could affect the conservation, safeguarding and valorisation of the heritage.

### 1.4.1 Management Plans

The **Management Plan** (MP) describes the site and sets out its special significance. It identifies management issues and objectives for addressing them, and sets out an **Action Plan** for Plan's implementation.

The Management Plan classifies the **identity values** of the heritage site which are intended as resources to be protected, enhanced and maintained: these resources represent opportunities for sustainable development which can be exploited in the light of the current territory transformation processes. A cultural heritage site MP also describes **actions** needed to ensure that a cultural heritage site achieve the purpose for which it was established. The MP enables **management** to proceed in an orderly way; it helps **reconcile competing interests** and **identifies priorities** for the allocation of available resources.

After adoption, all MPs will need to be altered to adjust to improving data and information; changing social, economic or other conditions; evolving threats; or feedback from monitoring efforts.

MPs should therefore be considered to be **"living documents"** able to evolve to changing information, sites conditions and monitoring results. Systematic revisions should happen on a periodic basis, every 5-10 years.

As already stated, a MP is an integrated planning tool and action concept that lays down goals and measures for the protection, conservation, use and development of the site<sup>4</sup>.

#### *Why shall we draw a Management Plan for a cultural heritage site?*

- to identify cultural, environmental, natural values that represent the identity and peculiarity of the site;
- to define the objectives for the protection and conservation of the site's values and define the most appropriate actions to maintain its physical and cultural integrity;
- to implement the decisions of site managers and stakeholders in order to combine local and economic development with the objectives of protection and valorization of the heritage property;
- to keep the inscription in the World Heritage List, if applicable.

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<sup>3</sup> Managing Cultural World Heritage, World Heritage Resource Manual, 2013.

<sup>4</sup> Ringbeck, Br., Management Plans for World Heritage Sites, a practical guide, 2008.

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### 1.4.2 Integrated management

Integrated management takes into consideration the different aspects and components of the territory in a systemic way, trying to understand the intrinsic value of each single resource which is part of the site property in order to ensure conservation and valorisation of heritage. Integrated management links cultural heritage preservation in and around the heritage site area to the socio economic development of inhabitants in this area. The **concept of “integration” of programs, plans, initiatives is crucial for the effective management of heritage sites**, this aspect needs to be further developed to be understood, supported and practiced by decision-makers and managers at local, regional and national level.

The success of a site’s MP and its implementation must have a solid foundation in the **consensus**, attested by formal agreements, among all those responsible authorities for its protection, promotion and enhancement. The management planning process takes for granted that stakeholder understanding and heritage ‘ownership’ contributes to the management of the sites by the responsible agency to protect the heritage property. Working with stakeholders provides the opportunity to share information, increase stakeholder commitment, encourage collective responsibility and gain their knowledge, consent and support for those actions that will protect and enhance the property’s heritage values, authenticity and integrity.

The future success of heritage management systems, in particular for World Heritage, depends greatly on their ability, amongst other things, to:

- employ a values-driven process;
- deliver approaches that anticipate and manage change;
- invest in the relationship between heritage and society, constantly examining why and how cultural heritage should be conserved and for whom and with whom.<sup>5</sup>

Sustainable development is and must be applied in all complex territorial systems such as a MP for a heritage site: economic, social, and more in general territorial transformation has to be evaluated against the urgency and need for protection and conservation of the site’s heritage property.

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<sup>5</sup> Managing Cultural World Heritage, World Heritage Resource Manual, 2013.

## 1.5 Objectives of the SUSTCULT Methodological Approach

### 1.5.1 General Objectives

*The main objective of the management approach is to be a supporting tool for managing authorities to develop and draft management plans that balance the protection and sustainable use of cultural heritage sites.*

SUSTCULT Methodological approach main objectives are:

- Sharing issues and concerns with the local community, community involvement establishing partnerships for economic development etc.;
- Balancing all conflicting uses and the different demands of users of the site: local economy, citizens, tourists, property owners, conservators, etc.
- Balancing the need to ensure the long-term preservation of the cultural heritage taking into account its carrying capacity and vulnerability
- Ensuring the site's harmonious integration with its local context as a significant part of the shared heritage
- Balancing all costs and benefits created by the need for development with the cultural capital of the heritage site

### 1.5.2 Main issues and specific objectives

Main issues that emerged from the Preliminary actions of the Methodology development (see par. 1.3) are presented in table 1.3 and are the basis for the identification of the specific and targeted Methodology objectives.

Main Issues	Specific objectives of the Methodological Approach
Fragmentation of responsibility for preparing the management plan and lack of effective inter-institutional cooperation,	➤ Contribute to encourage the definition of roles and responsibilities of the institutions and stakeholders involved in the site management
Scarce or partial participation of partners and stakeholders in the process of development of the Management Plan.	➤ Contribute to improve the coordination and participation at all decision/planning levels
Lack of adequate networking of local actors with the aim to achieve a particular goal	➤ Contribute to improve the coordination and participation at all decision/planning levels
Lack of social consensus on the Management Plan	➤ Increase consensus between stakeholders and practitioners
Conflict of different and conflicting interests regarding the use and preservation of local cultural heritage.	➤ Contribute to balance conflicting uses and the different demands from users of the site

Inadequacy of local capacity and infrastructure, on the lack of skilled personnel, on problems in allocating the necessary resources, on lack of adequate budget and budgetary support and the pressure felt by the touristic market.	➤ Help managers to identify and integrate issues and actions related to responsibilities, skills and fund raising
Prioritization of most urgent needs with specific timeframe.	➤ Help prioritise issues and problems regarding the site
Preparation of the first priorities' list and activities with specific goals and deadlines for achieving them	➤ Contribute to define specific goals for the Management Plan and time frame for action's implementation
Promotion of cultural tourism with emphasis on the study of the cultural landscape of the area/Produce brochures / promotional material and plan activities that will help guide visitors	➤ Help managers, where needed, to include issues of promotion and tourism in the Management Plan and action plans
Identifying, mapping of local authorities and their eligibility for participation in the management of the monument.	➤ Help managers to identify, map and involve stakeholders

### 1.5.3 Main features of the SUSTCULT Approach

Heritage sites involved in the SUSTCULT project are diverse and represent a good sample of the cultural heritage resources needing protection and promotion. The most diverse are the typologies of cultural assets within the project, the more chances of success will have the Methodological Approach developed as it will be the result of a tested and experienced approach which will be easier to be adopted by other heritage sites throughout the European Union and beyond.

Based on the previous consideration, the SUSTCULT Methodology is designed to be an operative tool based on 5 specific features:

- **Flexibility:** the approach will be applied to cultural heritage sites that deserve to be better managed and promoted at the transnational level, and not only for sites which are on the World Heritage List, so as to contribute to building up a positive and above all 'sustainable' development of the SEE region, based on the cultural values it encompasses;
- **Participation:** the Methodology will encourage participation and a greater synergy of competencies among different actors;
- **Multi-dimension:** the Methodology will recognize the multifunctional characteristics of cultural heritage;
- **Sustainability:** the Methodological framework will be grounded in sustainable principles in order to sustain and preserve the authenticity of SEE cultural heritage for local communities and future generations.



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- **Marketing and Job creation Oriented:** the Methodology will create the conditions for employment regeneration and development of local market.

## 1.6 World Heritage Context

*The SUSTCULT project approach is in line with the World Heritage framework and principles. However, not all the SUSTCULT sites are World Heritage sites and therefore the SUSTCULT Methodology intends to be a flexible tool targeting all designated heritage sites.*

The purpose of a management system is to ensure the effective protection of the property for present and future generations.<sup>6</sup> Management Plan in the World Heritage context is an integrated planning and action concept that lays down goals and measures for the protection, conservation, use and development of World Heritage sites (Ringbeck B., 2008). World Heritage management plans provide a focus for the creation and strengthening of the partnerships needed to safeguard the **Outstanding Universal Value, authenticity and integrity** of World Heritage properties. They are therefore of interest not only to those responsible for the management of World Heritage properties but also to those who influence or have an interest in their future. The Operational Guidelines for the Implementation of the World Heritage Convention declares that each World Heritage property must have an adequate protection and management system to ensure its safeguarding.

## 1.7 Training and Capacity Building

Training and Capacity Building is essential for maximizing effectiveness in SUSTCULT heritage site's. Therefore a training package has been developed in order to reinforce real capacity in partner sites to define strategies and draft integrated management plans for sustainable conservation and management of cultural heritage sites. The training package was made of on-line training modules and intensive face-to-face courses to specifically fill the gaps identified during the initial phase and intended to contribute to improved cultural heritage management by preparing managers and local practitioners to be cultural entrepreneurs, creative agents of their local systems and promoters not only of conservation but also of growth and job creation potential.

Target groups were site managers as well as community groups and key stakeholders actively involved in the management of the SUSTCULT sites. Training also targeted the regional/national level, and included strengthening technical capacity of key practitioners and also encouraging synergies with other regional/national bodies responsible for cultural heritage in order to promote an integrated approach to heritage management and promotion.

### 1.7.1 The Training Course on “Integrated Management of Cultural and World Heritage Sites”

Within the Training Course on “Integrated Management of Cultural and World Heritage Sites”, two main training sessions have been developed:

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<sup>6</sup> Operational Guidelines for the Implementation of the World Heritage Convention, 2013

1. On-line Training Course, 2. On-site intensive workshops, both preceded by the “Training needs analysis” which assessed the gaps between existing knowledge and skills required to meet the project objectives.

**The on line Course** used the methodology of distance learning and was a tutor-assisted period designed to provide the expected heterogeneous group of participants with the necessary grounding in the overall learning disciplines of the course. 100 participants from Bacau, Berat, Corfu, Hurezi, Ohrid, Venice and Vipava Valley were mixed into 4 classes of approx 25 people under the guidance of 4 online tutor for ensure the mutual exchange of cultural experience and knowledge on the many issues raised by the Course. The on-line session lasted for 6 months with a total of 100 learning hours. After the successful completion of the on line session, participants attended the on-site intensive workshops organized in Partner’s heritage sites.

Lectures were held by international experts in the disciplines covered by the Course, designed and delivered high level didactic materials targeted on participant’s needs. Tutors moderated the learning activities stimulating the participants to reflect, give feedback and contextualize what they have learnt in lessons / week modules prepared by the experts during the online period. Tutors also had the task of stimulating discussions and cultural exchange among the participants within the Forum on topics raised by the lecturers (keywords: involvement, participation, sharing and enjoyment).



Fig 3. Home page of the OnLine training platform ([www.univirtual.eu/sustcult](http://www.univirtual.eu/sustcult))

**The on site intensive workshops** were held in partner sites, reinforcing the concepts and skills they have acquired during the on-line period and so providing the participants with "hands-on" experience on their Management Plans’ concerns and issues. The workshops were based on the “learning by doing approach”, aimed at providing support in loco for further elaboration and implementation of partner sites MPs. The initiatives supported management teams in decision

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making process on the main issues to define and also an opportunity for sharing points of view and expectations from different stakeholders.

The training activities were addressed to those who are directly involved in the management of cultural heritage and World Heritage sites within the SUSTCULT partnership (managers, responsible officers, planners, experts, practitioners).

Upon successful completion of the whole training course a Certificate of Participation has been awarded to participants.

**Results** of the training have been assessed at the conclusion of the activities through the submission to the participants of a survey. Main results can be described as follows:

- improved local and transnational collaboration through the involvement of key stakeholders;
- increased awareness among wider public and stakeholders of the heritage sites' value and their potential for attracting financial resources and sustainable growth;
- greater institutional capacity in management and promotion of heritage and in stakeholder involvement;
- improved management and integration of cultural heritage sites in planning instruments and better understanding of priorities for conservation and management in the sites;
- better understanding and knowledge of market opportunities and strategies for increasing tourist attractiveness of the sites and income generation.
- broader understanding of the heritage management field as well as the necessity to develop and apply new approaches, methods and technologies in cultural heritage training and management.

## 1.8 How to use this document

This document has a twofold objective: on the one hand, it can be used as a tool to the management of those sites which so far have not prepared a MP, to guide them in order to elaborate one. On the other hand, it focuses on specific methods from which competent authorities of sites may benefit from in order to achieve an integrated management of their sites and elaborate accordingly their MPs. This document is divided in two parts:

**Part 1** which is focused on SUSTCULT project and illustrates the different phases of the development of the MPs in a chronological and qualitative order. For each phase, namely (a) Pre-phase, (b) Planning phase, (c) Implementation phase, (d) Evaluation/Review phase, different levels of specific actions are being defined and methods/tools are being suggested in order to trace how the sites should be planned and effectively managed. Some experiences from SUSTCULT sites are given as good practice after the Methodological Approach Application.

**Part 2** provides the WorkPlan developed for each of the phases foreseen in the Methodology as an operative tool stating main principles and processes to be concretely achieved by SUSTCULT site

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planning team and potential users. This part includes also the Annexes, example forms and models provided for the application of the Methodology according to the WorkPlan.

The usefulness and applicability of this Approach has been adjusted and modified through the SUSTCULT heritage sites practice.

One of the main aims of the approach is indeed to be a transferable tool, which could be adopted by any heritage site throughout SEE and Europe at large.

Main sources for the development of this document have been:

- World Heritage Operational Guidelines for the Implementation of the World Heritage Convention (1972), 2013; <http://whc.unesco.org>
- Managing Cultural Heritage, World Heritage Resource Manual, 2013. <http://whc.unesco.org>
- Management Plans for World Heritage Sites – A practical guide by Birgitta Ringbeck, 2008;
- “Definition of a model for the realisation of Management Plans for UNESCO World Heritage sites by Italian Ministry of Culture (MIBAC), 2005;
- SUSTCULT online multidisciplinary Training Course on “Integrated management of Cultural and World Heritage Sites”, 2012.

## 2 Management Planning Phases

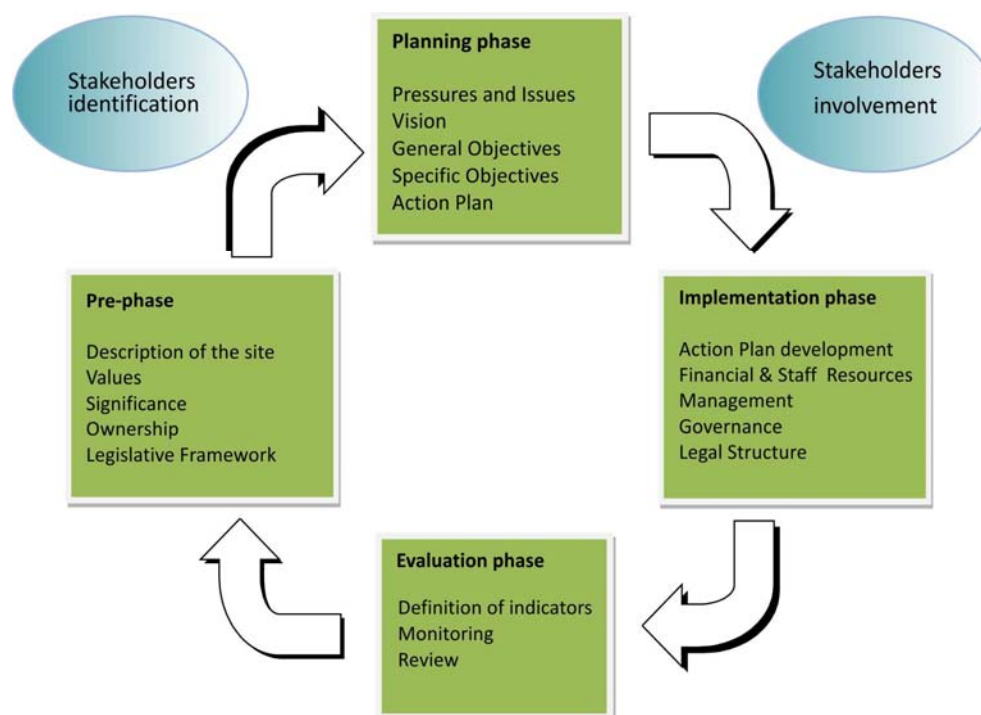
*The process leading to the development and adoption of a MP for a heritage site is quite complex and involves several actors during its different phases. Local managers, planners and stakeholders should have clear the progressive steps to be accomplished in order to obtain valuable results.*

A **Participative Approach** among stakeholders is encouraged during the whole management planning process.

**4 phases** of management planning have been identified by the SUSTCULT project consortium:

- **Pre-phase**
- **Planning phase**
- **Implementation phase**
- **Evaluation/Monitoring/ Review phase**

For each of these 4 phases crucial information are to be collated/produced, process implemented and tools applied in order to end up with a comprehensive and effective plan. The pages that follow illustrate the SUSTCULT methodological process (of which Figure 4 below is a representation). This flexible instrument should define clearly criteria and methods of integrated programming for the sustainable management of heritage.



*Figure 4: The SUSTCULT Management Planning process*

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A participatory planning process recognizes the differences, tries to balance the power relations and allows for modifications of the goals and means<sup>7</sup>. In order to implement an inclusive, bottom-up process for the development of a management plan it is fundamental to apply participatory tools which have been elaborated and widely used in many different countries. (See “tools & methods” boxes).

Numerous tools and combinations of tools are available for informing, consulting and adopting active participation approaches in decision-making. The selection of methods and tools depends on the objectives, the expected results and the effects to be achieved with the participatory process. If the desired effects are related to public awareness and knowledge, tools concentrating on information are adequate. If the objective is to receive feedback from citizens, we select consultation tools. If the desired effect is to engage stakeholders in developing new policy options, tools for active participation should be applied.

The consensual/participative management can be achieved in different ways<sup>8</sup>:

- - Consultation before the drafting of the plan begins;
- - Cooperative working during the whole drafting process;
- - Consultation following various stages of the plan production;
- - Consultation on completed draft plans

A few basic principles are suggested for an effective implementation of a participatory process:

- Active listening: considering each participant as a knowledge resource and promote diffusion and understanding of different points of view;
- Constructive interaction: mutual exchange to jointly collaborate at future solutions and scenarios;
- Creative conflict resolution: overcoming antithetical positions to find creative and innovative responses that allow for new solutions.

In the **process of management planning** it is important to establish a **consultative committee** and a permanent consultation system for sharing decision among its members who represent responsible authorities and interested stakeholders. This committee represents a permanent local network that actively involves in decision making processes concerning the heritage site's protection and management, a wide range of stakeholders from statutory bodies to professionals, representatives of scientific institutions, management professionals and local communities in all phases of the management planning and implementation.

**The contribution of the Consultative Committee (CC) to the drafting or revision of a MP** is accomplished through interviews, surveys and meetings; important stakeholders who have special missions, may also participate in surveys according to their sphere of competence (e.g. traffic, security, visitors etc.).

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<sup>7</sup> Lisitzin K., Module 01 Understanding the Site, Assessing Significance, Unit 3 Management Planning, SUSTCULT Training Course on “Integrated Management of Cultural and World Heritage Sites”, 2012.

<sup>8</sup> See also Eurosite Management Planning Toolkit: [http://www.eurosite.org/files/toolkitmp\\_en.pdf](http://www.eurosite.org/files/toolkitmp_en.pdf) , paragraph 2.5

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## 2.1 Pre-phase

*The pre-phase regards the description of the site's main characteristics and importance. The first step towards the elaboration of a MP is indeed to define very clearly some basic information on the heritage site at stake: location, history, and values.*

In this first analysis the current state of conservation of the site (including information about its physical condition and on conservation measures applied), the ownership and the legislative framework shall as well be assessed. Moreover, analysis and identification of stakeholders is also envisaged in order to prepare the basis for the next phases of management planning.

### 2.1.1 Description of the site and definition of the site values

*Description / Setting and significance of the Heritage Site: What is your heritage site and why is this Heritage Site important?*

The information provided in this first section of the MP constitutes the baseline data which are necessary to monitor the state of conservation and the protection of the site. This introductory section is generally provided by the authority promoting the site's MP and then presented and agreed with the key stakeholders.

- **Description of the site:** this section shall include information on the character and typology of heritage assets. A brief but exhaustive history of the development of the site by chronological order up to present shall as well be provided. The aim of this introductory section is to present very clearly the heritage property that is to be safeguarded and valorized.
- **Boundaries of the site:** the borders of the site have to be clearly defined and marked on detailed topographic maps, GIS datasets, and pictures. Boundaries are essential for an effective protection of properties and they should be drawn to ensure the full expression of the significant heritage value. In World Heritage context the guiding principle is to safeguard the Outstanding Universal Value and the integrity and/or authenticity of the property<sup>9</sup>.
- **Buffer zone:** the buffer zone is the area surrounding the heritage site which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the site<sup>10</sup>. Main characteristics, uses and a map regarding the buffer zone should be also provided. The buffer zone contributes to the protection, conservation, management, integrity, authenticity and sustainability of the outstanding universal value of the property. Buffer zones must clearly define their function. They can have different functions; safeguarding the visual integrity, strengthening the legal protection, supporting the social-economic viability of the community, added environmental control, ensuring the survival of biodiversity or the function of natural disaster control<sup>11</sup>.

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<sup>9</sup> See Operational Guidelines for the implementation of the World Heritage Convention, 2013

<sup>10</sup> Lisitzin K., Module 01 Understanding the Site, Assessing Significance, Unit 3 Management Planning, SUSTCULT Training Course on "Integrated Management of Cultural and World Heritage Sites", 2012.

- **Value:** this section should provide a description of the significance of the site and of the values associated to it. Moreover, it is essential to explain why the site is important and should be safeguarded and valorised so that the whole society can benefit from this heritage. A thorough understanding of the value of the property, its description and condition are vital for a successful management process. Management has to be always clearly linked to the values of the site. It is thus vital to provide a clear and concise statement of why the values of a property are important and how they will be safeguarded, managed and improved. All values, local and national should be taken into account. They are part of the natural and cultural richness of the site and the balanced and integrated safeguarding and management of all these values is good conservation practice<sup>12</sup>. In the framework of the WHC the statement of significance of the site is named **Outstanding Universal Value** (OUV) and it refers to the fact that the site shall possess cultural and/or natural significance which is so exceptional as to transcend national boundaries. The sites' qualities are extraordinary so that no matter which country they are found in, and who experiences them, they evoke a sense of wonder and admiration.

### On Values

*Value – based management is an emerging concept in heritage management. It is defined as an approach where “the site management is coordinated and structured operation of a heritage site with the primary purpose of safeguarding the significance of the site, as defined by designation criteria”.*

*This means that all stakeholders together agree on the values - all values must have a voice - and this is the platform the management process.*

*Simplified, the agreement on the values is done in the beginning of the process, not negotiated at the end.*

- **State of conservation:** for heritage sites it is important to assess the state of protection and preservation of the resources in order to later identify the main pressures and risks that may affect the site.

Within the World Heritage Context, the justification of the Outstanding Universal Value is based on the overall criteria of **integrity** and, only for cultural sites, **authenticity**. Integrity refers to the wholeness and intactness of a World Heritage property.

With regard to cultural heritage the physical substance should be in good, conservation wise controlled condition. The preservation of **visual integrity** is also decisive; this affects the overall aesthetic impression of a site, its unhindered perception and its dominating effect from a distance.

**Authenticity** refers to the truthful and credible conveyance of the historic and cultural significance of the site. It has to be expressed in a convincing and genuine manner through numerous attributes. Authenticity manifests itself in form and composition, material and substance, use and function, techniques and administrative systems, location and overall context and other expressions. Therefore a site must express a multidimensional meaning and symbolism attested by scientific research.

<sup>12</sup> Lisitzin K., Module 01 Understanding the Site, Assessing Significance, Unit 3 Management Planning, SUSTCULT Training Course on “Integrated Management of Cultural and World Heritage Sites”, 2012.



Good Practice

Workshops with stakeholders as a tool for awareness raising on the site values (Bacau)



Fig. 5: The experience of Bacău: heritage, people, management tools

The Bacău site did not have a MP and the project represented the chance to create it. The most important contribution is related to the creation of a Consultative Committee with the participation of the local communities.

Awareness on the heritage site values helped responsible bodies to listen to the problems and needs of the local communities. Thanks to the Methodology application it was created a Consultative Committee composed by key stakeholders and local communities representatives. Stakeholders signed the Declaration of involvement and nominated a representative taking responsibility to participate regularly in the workshops organised for the decision-making process about the site's protection and valorization. The stakeholders were in fact involved in every stage of the MP process, participating to workshops, meetings and giving feedback to project partner.

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### 2.1.2 Ownership

Management and ownership of the site are interdependent. They depend on the size and the complexity of the site.

An updated and reliable baseline data of the property including different ownership structures is very important for the management planning process in particular for complex sites.

A list of owners (private, public and other legal bodies) should be provided each one with a short description of their rights as well as management and conservation responsibilities on the natural and cultural heritage assets owned.

### 2.1.3 Legislative framework and current programming

#### *Identification of the legislative framework*

It is important to determine the legal framework applied to the site management including rights of other sectoral legislations which are in force. The objective of this phase is to identify all the normative references related to the management, protection and enhancement of the cultural heritage in order to obtain an overview of current legislation in force in the site area. The function and role of the relevant legislative measures regarding affecting the heritage values of the site should be made clear for all involved, especially concerning their relation and hierarchy in implementation.

In particular the following must be identified:

- Legislation (EU directives, framework laws, other national and regional laws, acts);
- Regulatory Acts (EU regulations, national and regional regulations);
- Other Regulatory activities (i.e memorandum of understanding, territorial agreements etc.).

Tools to be used during this phase are: collecting the technical documentation, interviews and organizing meetings with the bodies involved (institutions, municipalities, regions, other public bodies).

#### *Identification of the current programming*

The MP function as a coordination tool is supported by a large number of other programmes, plans and regulations which cover the areas of spatial planning, operational programmes, sector programs, and plans. The objective of this phase is to identify and briefly describe the valid planning documents applied to the site area in order to consider all the planning and the current programmes which are to be analysed in detail with the purpose of defining their impacts on the management objectives.

It is important to check the existence of:

- National and regional development strategies: i.e Sustainable community development strategies;

- Spatial Planning: National strategy; Regional/local Spatial Plans; Regional/local Landscape Plan (if any);
- Operational Programmes: Framework Program Agreements; EU programming documents (Regional Operational Program for ERDF funds, CIP, Leader, Equal, Interreg, Urban); negotiated planning (such as territorial and area agreements, programs for the regeneration/renewal of deprived urban areas etc.);
- Sector Programs and Plans: Tourism management plan, heritage and conservation plans, plan for mobility and transport, housing, public realm, archaeology, education, access, etc;
- Areas identified by specific regulations: Industrial districts; Local tourist systems; Cultural districts; other typologies.

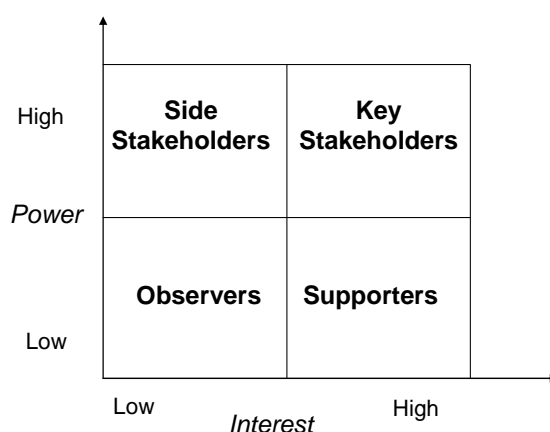
Once the planning phase is completed then it is possible to check the coherence of the measures and interventions identified in the current programming with the management plan objectives.

#### 2.1.4 Stakeholder Identification and Analysis

The objective is to identify all the actors having their interests in the heritage site itself and in its area in order to have a general framework of the stakeholders that must be involved in the preparation and implementation of the MP.

It is necessary to consider that stakeholders have different responsibilities and competences and related influence (or power) on the themes and issues that affect the heritage itself or the area involved by the MP.

The analysis to be carried out should then assess stakeholders' interest in the preservation and valorisation of the site, their actual role, power and responsibilities as well as their potential contribution to the planning and implementation of the management actions. As a consequence, stakeholders can be classified according to their power in influencing the territory and interest in the preservation and valorisation of heritage, as shown in the table below:



*Fig. 6: Power/Interest grid for Stakeholders mapping*

The grid identifies 4 groups of stakeholders:

**Key stakeholders:** they have high interest in the preservation and valorisation of the heritage site and high influence/competence/responsibility on the site's territory; they have to be consulted regularly and engaged in the decision making process by privileging, when possible, face-to-face communications. They should participate in the Steering Committee meetings.

**Side stakeholders:** they have high power but low interest; they need to be consulted only on potential interest areas; there is also a need to further engage them as well as to monitor/ manage them to ensure that their actions do not negatively affect protection/valorisation of the heritage site.

**Supporters:** they have high interest but low power; they have to be kept informed regularly and consulted on specific issues. They may also increase their influence by promoting joint actions with other stakeholders.

**Observers:** they have low interest and low power; they should be kept up-to-date; there may be the need to increase their awareness on protection/significance of the site in order to raise their interest and possibly turn them into supporters.

Then for each stakeholder it is necessary to identify the possible role in the management of the site and assess the degree of involvement according to the classification obtained through the Power/interest grid. The degree of involvement may be expressed according to a qualitative scale such as "High, Medium, Low", as follows:

**"High" Degree of involvement – deciding together:** refers to stakeholders directly involved that determines the choices made in the development the site; key players should belong to this category.

**"Medium" Degree of involvement -consulting:** refers to stakeholders directly or indirectly involved whose proposals are taken into consideration while determining site management choices, directing them. Side players should be included in this category while supporters may be asked to take part according to different activities/ choices to be made/ areas of actions.

**"Low" Degree of involvement - provision of information:** stakeholders indirectly involved in the determination of marginal choices, without influencing them. Observers are usually belonging to this category.

The expected result may be summarised in a **stakeholder map**, such as the example below:

N.	Name of the Institution / Organization Identified	Degree of involvement (provision of information / consulting / deciding together)	Possible role in the management of the area	Contact person and details
<i>Public bodies and bodies governed by public law</i>				
<i>Private Institutions</i>				

<i>Local community organizations</i>				

Usually, additional stakeholders are identified involved during the development of the management planning process, according to the analyses carried out, activities planned and issues raised.

### ***Identification of the institution/organizations with competences on the site territory***

Among the key stakeholders identified previously, it is important to list and describe those authorities and institutions having protection, management and administrative competences on a specific territorial unit part of the site or for a particular theme / sector policy / programming (see paragraph 2.1.2). These authorities and institutions should be listed and their rights briefly described including the following information:

- Legal status and form (public body, consortium, association, foundation, local holding, convention between local authorities, etc.);
- Responsibilities and competences related to the protection and promotion of the natural and heritage assets.

Tools to be used during this phase are interviews and meetings with the subjects involved (provinces, municipalities, regions, public bodies, competent institutions).

Complex sites often do not have a single competent authority, but there are several with different competences and responsibilities.

For example, for the Venice and its Lagoon World Heritage site:

Competent structure	Territorial Unit	Responsible person	Description of the structure
Superintendence of Archaeological Heritage of Veneto	Archaeological areas included in the site territory	Superintendent/ appointed officer	Superintendence of Archeological Heritage with responsibilities of protection and management of the archaeological areas is a local branch of the Ministry of Cultural Heritage
The Water Authority	Venice lagoon and canals	President	Peripheral institute of the Ministry of Infrastructure and Transport with responsibilities on management, safety and protection of the hydraulic system and morphology of the lagoon and canals including

Municipality of Quarto d'Altino	Part of the municipality territory included in the site area and buffer zone	Major	Territorial governance, administration and programming applied in its territory
	etc....		

The involvement is focused mainly on providing stakeholders with information about the site and ongoing management planning activities and gathering their interest in participating in the process. **Key stakeholders should nevertheless be actively involved in the definition of the sites' values and in their description.**

The assessment of stakeholders' interest and potential role in the process of management planning could be done through the delivery of a **mapping stakeholders form** collecting data on the institution/body to be involved and raising specific issues which are relevant to set their position in the management planning process (objectives and responsibilities of the organizations, their activities, projects, plans and programs under development, main opportunities and problems faced in relation to their activities in the heritage site).

This form may be accompanied by an **overview of stakeholders involvement** throughout the management planning process.

Examples of the mapping stakeholders and stakeholders' involvement forms are provided in Annexes 1 and 2 in the WorkPlan document (Methodological Approach - Part 2).

Once assessed the interest and potential role, it is important to reach a direct agreement with key stakeholders about their degree of involvement. It is advisable to produce a **Memorandum of Understanding** or other act that will facilitate the phases to come by establishing the procedures to:

- Prepare the MP (management planning system, resources, funding, roles);
- Approve the MP (objectives, action plans, projects, actions);
- Formalise the legal status and the management structure that will be responsible for ensuring the implementation of the MP.

At this phase the direct agreement with key stakeholders should at least include those public institutions at national, regional and local levels having specific responsibilities on the site territory and that are relevant for the management plan objectives.

## Tools & methods: how to map/identify stakeholders

The tools in this phase are: interviews and meetings with small group of stakeholders, institutional and documentary analysis.

As a first step you can think of all the institutions/organizations/actors that are affected by the heritage site's management plan, who have influence or power on it.

Informing and involving people can be challenging and time consuming but it can make a huge difference for a successful management plan.

The range of techniques to involve and consult people and organizations includes, but is not limited to:

- Community meetings and residents' feedback sessions
- Interviews
- Public exhibitions, displays and information sheets
- Media announcements and other ad hoc advertisement campaigns
- Visual mapping
- Ad hoc formal invitations
- Stakeholders self-proposal
- Focus groups and workshops
- Conferences, open days and other public events
- Etc.

• • •  
**Good Practice**

***The creation and maintenance of the local network for sharing decisions (Vipava Valley)***

• • •



*Fig. 7: The experience of Vipava Valley: heritage, people, management tools*

Vipava Valley site had a good feedback from the impact of the Methodology implementation as there was no MP for the heritage resources before and all 21 different sites involved agreed to share the SUSTCULT approach. The project represented an opportunity to build the local network through the identification of the responsible bodies and key stakeholders who have been involved since the beginning of the project activities in the Consultative Committee.

The most positive feedback came from the small municipalities and the private sector stakeholders. For the first time in the area representatives of the municipalities and the private sector stakeholders along with representatives of professional associations participated in all the meetings and communication events.



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## 2.2 Planning phase

*Planning is the phase in which stakeholders (public bodies responsible for the site management, and communities) come together to debate and discuss how to protect and manage the heritage assets and the site area for the benefit of current and future generations and to ensure sustainability of the cultural heritage and natural resources.*

In this phase the main pressure and issues affecting the heritage site and its values (as defined and described in 2.2.1) are identified and analysed.

To this end it is necessary to proceed with an analysis of the heritage assets and of the socio economic and territorial frameworks of the site in order to identify key risk factors and constraints as well as main attractors and development opportunities.

On the basis of this analysis a long term sustainable vision of the site is developed and the objectives and the actions set by the MP (interventions, concrete projects) are shared and agreed among the management and stakeholders.

Once identified the values of the site, the problems and critical issues that hinder the achievement of a concrete and effective protection and enhancement of their assets, it is necessary to identify and define proposals and solutions that are shared among the site managers and all actors having management responsibilities and interest in the site's territory.

The process of sharing objectives, strategies, actions is crucial to the successful implementation of the interventions foreseen by the action plans.

### **Tools & methods: Stakeholder engagement activities**

Stakeholders representing the widest possible range of interests should be brought together to a well-structured stakeholder event to think globally about their future, to identify common grounds and to put together either the elements or a statement of a vision.

Special technique for visioning should be used at this event. In its second part, the stakeholder event can continue with setting strategic objectives and defining measures/activities for the achievement of the objectives.

This kind of stakeholder event should be developed by professional facilitators who act in a neutral form overcoming eventual conflicting interests.

In large areas where stakeholders are numerous, their involvement becomes very demanding from the organisational point of view. Engagement should be enabled at different levels. Local communities or specific interest groups, for example, could discuss the issues internally and then appoint their representatives to speak also in their behalf at the final stakeholder event. Very large events with a hundred and more participants could also be organised, but these events should be prepared professionally if we want to achieve the objectives. The two-fold information should accompany the event: relevant information related to the management planning and information on stakeholder participation.

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### 2.2.1 Vision and General Objectives of the MP

The Long term Vision of the site outlines what the MP intends to achieve. The vision of the site shall be based on its environmental, natural and cultural values, including all material and immaterial aspects. The vision proposes an ideal scenario to be taken as reference while the general objectives of the MP outline the path of its realisation.

#### *Long term Vision of the site*

The long term vision of the MP will therefore provide the ‘idealized’ picture of how it wants the site to be in the future. It will be a source of inspiration for the people who are involved and those who will be involved in the management of the site in a broad framework. An effective vision statement sets an abstract yet challenging goal that will allow it to be relevant to all stakeholders and guide their decisions and actions. For example rather abstract statements like “to reinvent the Old Town’s environment” is more flexible than a too concrete statement like “to restore a building”.

**A good vision statement is succinct: long enough to clearly describe the vision but not so long as to be difficult to remember.**

A vision should unite the stakeholders and provide a stable, transcendent goal. The vision should use understandable terminology and avoid using jargon. It should state a general idea of why the MP exists but should avoid including overly general statements such as to “develop new markets” or “to be the best”.

Visioning and objective setting is one of the most important moments for the participation of stakeholders in the planning process. The next step after vision development is to define the set of objectives leading to the realisation of the vision. Once management objectives are set, the next step is to work on how to achieve them in the most efficient way. Therefore, the range of management options should be developed, and the appropriate ones should be chosen. Choosing among alternative options is also an important momentum in the participatory process. Stakeholders should be involved in the development of selection criteria and in the deliberation among alternative options.

#### **Tools & Methods: Participation during the Planning Phase**

There are different methods to involve and engage stakeholders and communities. Agenda 21, Appreciative Inquiry Area Forum, Blogs Citizens Advisory Groups, Focus Groups, Democs (Deliberative Meetings of Citizens), etc.

The **European Awareness Scenario Workshop (EASW)** Initiative was launched by the European Commission in 1994 as a pilot action to explore new possible actions and social experiments for the promotion of a social environment favoring innovation in Europe.

EASW is a meeting of different actors aimed at solving problematic situations by evaluation and building of future visions and shared proposals. The workshop can last one or more days and it is managed and coordinated by a team of expert facilitators. This method is based upon the different knowledge, points of view, experiences and resources of participants. It stimulates comparison and explanation of the different points of view and interests, the exchange of information, knowledge, and experiences among participants, evaluation and discussion of alternative possible solutions, including also specific concrete project proposals.

The **Consensus Conference** fosters the organisation of thematic sessions where discussion is focused on producing recommendations on different issues.

*Good Practice      The 'Vision' Competition (Corfù)*



*Fig. 8: The experience of Corfù: heritage, people, management tools*

In November 2012 CulturePolis (SUSTCULT Project Partner) organized a competition for the Vision with the purpose updating the Management Plan Old Town of Corfu in the framework of the Project SUSTCULT.

CulturePolis invited the public to share in a few sentences (400 characters) the Vision, that is how the residents of Corfu but also its visitors would like to see the Old Town of Corfu, six years from now (2018), when the Second Cycle of Periodic Report of UNESCO will take place. At the same time, participants had to send a SLOGAN (slogan) in 5 words.

Interested parties submitted their proposed Vision and slogans in several ways: online, mail, SMS and in the specific leaflet which could be submitted at selected points, which were communicated to the media, in cooperation with civil society actors. The competition was conducted in two phases:

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#### A) Submission of proposals and slogans-Jury

33 participants submitted their suggestions and cues for the Old Town of Corfu. Then, the entries were promoted - anonymously, in a three jury for evaluation and approval of the three finalists, each member of which represented one of the groups that make up the Consultative Committee SUSTCULT Corfu / Old Town.

#### B) Web Vote the best proposal

The three short-listed participations were presented in CulturePolis's website for public voting in order to find out which proposal and slogan for the Vision was considered best. 216 people attended and the vote was completed on November 30 2012.

The winning proposal, which will be used as a source of inspiration for updating the Management Plan 2006-2012 of Corfu Old Town, got 136 votes (63%) and it was the "Vision" submitted by Mrs Lina Roussou (Executive of the Managing Authority-Translator).

#### *General objectives of the management plan (medium and long term objectives)*

The general objectives of the MP should outline the path to be taken in order to shift from the current status of the heritage site to the ideal situation outlined in the long term vision. In doing so they should comprehensively address the overall needs for protection, enhancement and promotion of the cultural heritage site.

Starting from the elements identified in the preceding paragraphs it is possible to identify the long-term general objectives. These objectives represent the strategic directions that guide the preservation and enhancement of cultural and socio-economic area of the site towards the state vision. These are the MP general medium and long-term goals (even in a thirty years timespan) which constitute the fundamental pillars to be used in the definition of objectives and strategy for the period reference of the management plan (usually 5/6 years).

Examples of long-term strategic objectives are:

- Preserving the cultural heritage for future generations;
- Recovering the historical and cultural heritage in the area;
- Consolidate the physical, environmental, historical and artistic structures of the area;
- Promoting the sustainable and integrated development both at cultural and socio-economical levels;
- Supporting the awareness of local communities, particularly with educational activities targeted at young people.

The strategic direction identified does not require specific action plans, as they relate to the long period and should therefore be considered as guidelines for setting specific objectives and short-term strategies on the basis of which the action plans will be drafted.

It is anyway necessary that the long term objectives and strategies are periodically updated and integrated if necessary for example every five years, in order to proactively provide guidance for the planning in the short term.

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## 2.2.2 Identification and analysis of pressures and issues

In order to identify and analyse the main issues and pressures all stakeholders should be invited to consultations and/or to actively participate to their definition.

For complex sites, it may be necessary to present to the stakeholders a draft list of issues and pressures to be then discussed. The draft list of pressures and issues may be prepared from the feedbacks received with the “mapping stakeholders form” (see Annex 1) which already include specific questions regarding opportunities and threats for the site’s protection and enhancement as well as identified problems. Further issues can then be added to the preliminary list presented to stakeholders.

### *What are the current and future trends affecting the place?*

This section should provide information on all the factors which are likely to affect or threaten the site. It should also describe any difficulties that may be encountered in addressing such problems. It should as well help to identify and share the main resources that should be valorized in order to allow the enhancement of the site and its sustainable development.

This analysis shall benefit from the consultation and involvement of stakeholders in order to ensure that all matters are on the table and that different points of view are taken into consideration (see Tools&methods box).

The result of the analysis is the identification and description of the pressures currently affecting the site heritage and the identification and description of the related issues that should be managed to mitigate and or eliminate such pressures and threats.

For an effective and comprehensive management, it is essential to have a thorough understanding of the site, its vulnerabilities and threats, and the opportunities arising from its status.

In this section it will be necessary to provide a precise but concise description of the issues and pressures and of the mitigation actions. This part will be linked to the specific objectives definition and, consequently, to the identification of the actions to reach the set objectives.

An example of pressure and issues to be considered may be the following:

#### **1. Development Pressures**

Pressure for demolition, rebuilding or new construction; the adaptation of existing buildings for new uses which would harm their authenticity or integrity; habitat modification or destruction following encroaching agriculture, forestry or grazing, or through poorly managed tourism – Related issues may be: lifestyle, development models,

#### **2. Tourism Trends**

Tourism is often one of the most important income generators, but at the same time its negative impacts on the tangible and intangible heritage values can be considerable. Sustainability has to be the driven principle when dealing with tourist use of the site as well as with promotion of tourism. Related issues: carrying capacity, vulnerability, access, touristic infrastructures, corporate social responsibility, community based responsibility.

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### 3. *Natural Disasters and risk preparedness*

Indicate those risks which present a foreseeable threat to the site i.e. flooding, fire, earthquakes etc. Related issue: what steps have been taken to draw up contingency plans for dealing with them and if they are effective ... what more should be done ...

### 4. *Environmental Pressures*

List the factors that affect the site environment and especially its fabric, flora, character, biodiversity etc. Related issues may be: pollution, climate change issues, land use, illegal hunting or fishing etc.

### 5. *Human intervention*

Refer to the human intervention in the site that has not been regulated yet and demands immediate adoption of specific directives and laws. Related issues may be: uncontrolled urban development, unchecked tourist development, traffic congestion etc.

### 6. *Opportunities*

Opportunities that may have been identified like partnerships with other parties, use of the site for common purposes like educational or recreational, income generation for local economy and opportunity for alternative use or further development of the site, possibility to include site's needs in EU, national, regional, local operational programs etc.

## **Tools & methods: How to analyse issues and pressures**

Some of the tools that can be used to identify and/or assess issues and pressures are SWOT analysis, intended to evaluate / summarise a strategic situation (situational analysis or internal scanning), with a view to decide what aspects should be avoided and what is to be valorized.

A SWOT analysis should contain sufficient information for any reader to be able to see why a particular issue counts as a strength, weakness, opportunity or threat, and what the implications are for the management plan to be produced. Strengths and weaknesses are internal to the site. Opportunities and threats relate to the external world of the project: issues that will impact the development of the project now as in the future. This task is made easier if all the data collected are summarised into no more than 10 bullet points for each section of the SWOT analysis.

### **2.2.3 - Defining the axes of intervention – Grouping the issues**

*Identified pressures and issues should then be grouped into specific axes of intervention that should be covered by the action plan / action plans (one per each of the axes).*

An example of axes of intervention could be the following:

- Managing the change (managing the site's sustainable development)
- Improving and sharing the knowledge related to heritage assets
- Protection and conservation of environmental and cultural assets
- Enhance cultural and economic valorisation of the heritage assets
- Internal and external communication

## 2.2.4 Definition of specific objectives

The definition for each of the axes of intervention defined in 2.2.3 of objectives and strategy for the short period (MP period of reference);

The specific objectives and strategies are to be achieved into specific actions by developing an action plan or more systemic action plans (in case of complex sites) able to aggregate financial, human and instrumental resources on the territory covered by the MP interventions.

### Specific objectives

Strategic medium and long term directions developed in 2.2.2.2 are the guidelines for defining the specific objectives and strategy for the MP reference short-term period. The most important critical success factor in this phase is the feasibility and viability of the objectives set; indeed, goals that are too complex may become infeasible.

In particular, the difficulty of linking many different stakeholders, often with different and sometimes conflicting interests over the area, makes it important to develop objectives reached through consultation and collaboration between stakeholders.

Inputs for this phase are the results of the SWOT analysis undertaken to describe the current status and positioning of the site.

### SMART Objectives

It is important that specific objectives are **SMART**:

- Specifically addressing the features of the site, be focused on results and not on activities
- Measureable and quantified,
- Achievable or desirable,
- Relevant to, and written in compliance with, the strategies, policies and legal obligations that govern the organizations responsible for managing the site features
- Time – based

Intervention axis	Specific Objectives	Priority Program	Fiches
Conservation and preservation of the Site	1.1 - Protection and restoration of the cultural heritage values	Pg.1. Implementation of restoring and conservation works in compliance with the International and National guidelines and rules for World Heritage Sites.	1.1.1
	1.2 - Protection of the natural assets in the Historic Center		1.1.2
	1.3 - Maintenance and development of infrastructure in the Site and Buffer Zone		1.1.3
	1.4 - Development of touristic routes in the Site		1.1.4
	1.5 - Protect the buffer zone from the illegal constructions according to the Detailed Urban Development Local Plans .		1.1.5
	1.6 - Improvement of accessibility in the key cultural sites of the Historic Center and Buffer Zone		1.1.6
	1.7 - Improvement of the signage according to World Heritage Site standards		1.1.7
	1.8 - Rehabilitation of the constructions under the process of legalization in the Buffer Zone	Pg.2. Increase of human resources and logistics capacities to improve the environmental situation.	1.2.1
		Pg.3. Rehabilitation of the existing hard infrastructure and construction of new infrastructure in the areas where urban developments are envisaged	1.2.2
			1.2.3
			1.2.4
			1.3.1.
			1.3.2
			1.3.3
			1.3.4
			1.3.5
			1.3.6
			1.3.7
		Pg.4. Improvement of the accessibility of the heritage site through the improvement of the touristic information and tourism infrastructure	1.4.1
			1.4.2
			1.6.1
			1.6.4

Fig. 9: Specific objectives from Berat Management Plan

Specific Objectives	Measures	Projects
<b>O1.</b> <b>Raising the awareness of the local community about the cultural values of Bacau Municipality</b>	<b>M1.1.</b> Involvement of the local community and public bodies	1.1.1. SOS Bacau Municipality cultural heritage - Informing the inhabitants of the historical value of the heritage site
		1.1.2. Awareness raising and information campaign about the legal regulations in the cultural historical heritage field
		1.1.3. Information campaign about the cultural historical heritage protection actions among pupils
		1.1.4. Learning at the heritage site – Homeroom or history classes may be held within the premises of the heritage site
		1.1.5. Organization of contests about the local and regional history and culture
	<b>M1.2.</b> Development of partnerships between the public cultural bodies	1.2.1. Carrying out cultural activities in partnership with other cultural bodies/institutions in Romania or abroad
		1.2.2. Hosting events on historical and cultural topics organized by other cultural bodies/institutions in town

Fig. 10: Specific objectives from Bacau Management Plan

### 2.2.5 Action Plan/s

Each action plan implements the specific objectives of the MP with the definition of concrete actions/projects to be financed or ongoing projects.

Projects have to be as well-structured into objectives and activities and they must identify who is responsible for the delivery, the actors involved, timing and resources needed and define indicators to monitor the status of their implementation.

The Action Plan/s will be part of the MP and it/they has/have the function to define actions to support the sustainable development of the site and its cultural heritage and to help manage it.

The Action Plan will consist of a set of prepared, shared, implementable, coordinated and concrete actions/projects and that will be continuously updated and adjusted to new and changing demands and circumstances.

The steps below may be useful for the preparation of an action plan in order to achieve the objectives set by each site:

1. Define the actions in support of the objectives: for each goal, actions have to be developed to assure that these goals can be concretely reached;
2. Define the tools/ mechanisms/ capacity currently available (what, who, when, how) ;



3. Prepare an overview about existing actions and envisaged actions from existing initiatives, programs and plans;
4. Analyse the relevance of the actions and if they are sufficient to reach the set goals and objectives: the actions have to be formulated in a way that it is clear what exactly has to be done in a specific time-frame, by whom and which stakeholder to involve to be able to successfully implement them.
5. Develop further actions if needed: Actions can also be the development of tools, policies, instruments, procedures, etc. to accomplish the goals.
6. Define the priority actions (key projects)

The following schemes are example of how the Action Plan have been structured by SUSTCULT partner sites.

Specific objective	Action	Priority A, B, C (*)	Estimated cost (euro)	Responsible	Time scheduled	Link	Indicators
<b>I. Acknowledge and understand the universal value of Horezu Monastery – nationwide and worldwide.</b>	I.a. Create and promote a website for Horezu Monastery in 3 languages (English, French, Romanian) <ul style="list-style-type: none"> <li>- Buy an internet domain and web services</li> <li>- Establish a person in charge of technical issues (preferably the partner private firm)</li> <li>- Establish a person in charge of the content</li> </ul>	B	5.000,	National Institute of Heritage, Partner private firms for the site's administration	2013-2014		Website Traffic, etc. forum
	I.b. Research and inventory the heritage values, tangible or intangible (brancovenian art and	B		Establish a scientific committee that will guarantee the			

*Fig. 11: Action Plan from Horezu Monastery Management Plan*

**IDENTIFYING, RECOGNIZING AND PRESERVING THE CULTURAL AND NATURAL HERITAGE FOR THE PRESENT AND THE FUTURE GENERATIONS, BY SUPPORTING TRADITIONAL CRAFTS AND MAINTAINING THE APPROPRIATE BALANCE IN SPATIAL PLANNING**

OBJECTIVES	ACTIONS	RESPONSIBLE FOR DELIVERY	RESOURCES	TIME SCHEDULED	MONITORING INDICATOR	REMARKS
	<b>3.1 b</b> Implementation of measures from conservation master-plan/ pre-assessment (for reconstruction and buildings) of all EKD selected sites in SUSTUCLT project area (investments)	All responsible Municipalities in cooperation with the Institute for Cultural protection Nova Gorica & responsible Ministry and site owners	Municipal budgets & state budget + opportunity for funding bids from EU and other funds, private funds	B – and ongoing	No of implemented measures	-
<b>3.2</b> Researching measures, in collaboration with the private sector, to support traditional crafts development and transmission	<b>3.2 a</b> Prepare research and propose measures for support to traditional craft	All Municipalities in cooperation with the Institute for Cultural protection Nova Gorica, chamber of commerce & chamber of craft and interested individuals	Municipal budgets, state budget, EU funds	B	No of measures prepared No of beneficiaries	-

Fig. 12: Action Plan from Vipava Valley Management Plan

**2.2.6 Use of GIS technology**

In the planning phase GIS technology may help the stakeholders’ involvement since it represents a tool for building shared knowledge on the heritage sites through a Web-GIS platform to create a consensus for further development, protection and promotion of the heritage network of sites.

<http://webgis.sustcult.eu>

<http://maps.sustcult.eu>

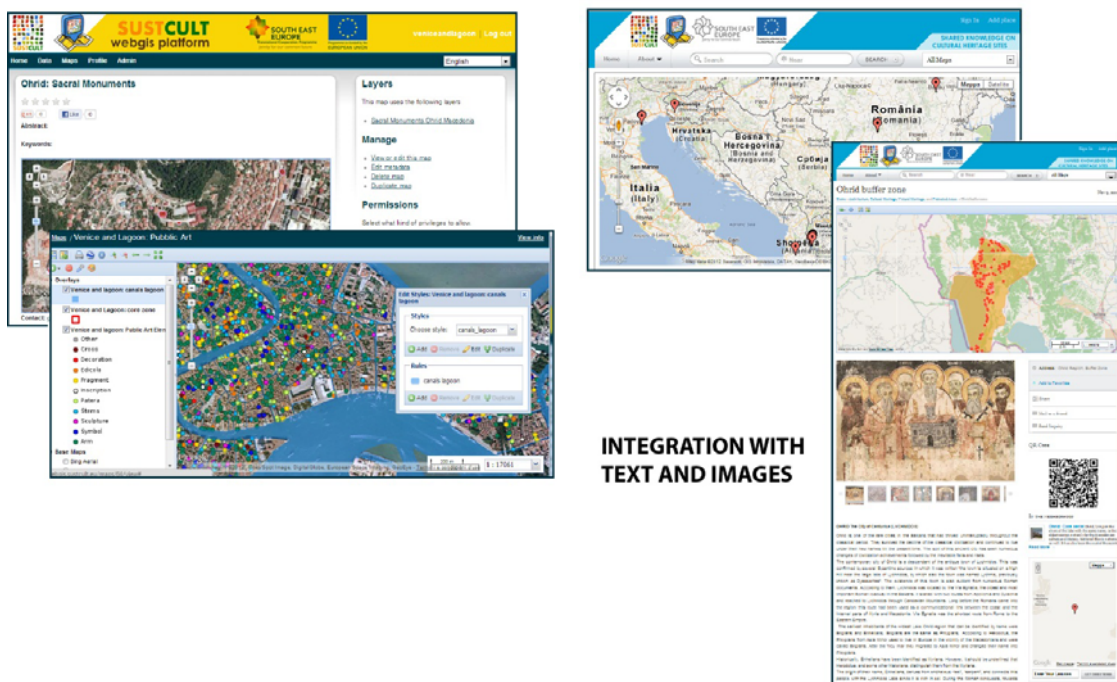


Fig. 13: Example of the published maps regarding the SUSTCULT sites from WEB Gis Platform

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*Good Practice*

*Multistakeholder Consultation Process (Venice and its Lagoon)*



*Fig. 14: The experience of Venice: heritage, people, management tools*

After the signature of the Agreement Act in July 19th 2007 among the 21 responsible bodies which indicates the Municipality of Venice as “site manager”, the City of Venice decided to undertake a more systematic consultation phase with relevant stakeholders. A series of “Thematic Working Tables” was organized between October and December 2010, with the support of the UNESCO Venice Office. More than 135 relevant stakeholders participated in the process, shared their views and further elaborated on issues identified as the most urgent. Although this was and still is a long process the project activated constructive discussion and consultation for a sustainable use of the site. Good practices are the involvement of the stakeholders in a common platform, the redefinition of the buffer zone with the responsible bodies, the WebGis maps as a tool for decision making and sites’ values promotion.

● ● ●

*Good Practice*

*Involvement of communities (Horezu)*

● ● ●



*Fig. 15: The experience of Horezu: heritage, people, management tools*

The SUSTCULT process brought together local authorities, representatives of the Monastery and representatives of the civil society. The key focus was on maintaining the equilibrium between monastic life and the development of the Monastery of Horezu as a touristic attraction without perturbing the religious cult. Also the cooperation at local level between authorities, owners and civil society was improved and there were projects that involved all actors of cultural life from the Horezu region. Involvement of the key stakeholders in the Consultative Committee has been a very challenging process since it needed awareness on the opportunity of drafting a MP for the Monastery's protection and proper valorisation. The whole process was very important for the feedbacks given during project lifetime. The Methodology application was also positive for valorising the Outstanding Universal Value of Horezu Monastery and for the development of sustainable and religious tourism. Good tools of communication: Consultative Committee, Press Conference, Media.

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**Good Practice**

**Participatory and Bottom-up approach (Ohrid)**



*Fig. 16: The experience of Ohrid: heritage, people, management tools*

The bottom up approach, the creation of the vision from the stakeholders and the mapping of the stakeholders according to their influence in the decision making process are acknowledged as most important aspects in the drafting of the MP. The introduction of the Consultative Committee, the development of the Action Plan for the Municipality of Ohrid and the steps developed for the implementation of the Methodological Approach are recognised as effective tools in the involvement of stakeholders and communities in the decision-making process.

The process of developing the MP of the Municipality of Ohrid within the World Heritage property “Natural and Cultural Heritage of the Ohrid Region” gave the opportunity to recognize and focus on the role of different municipal Sectors/Units related to the management of the WHS. It was also important to establish communication between local and central government bodies on municipal level, encouraging more fruitful collaboration with responsible authorities.

Good Practice

Local authorities involvement and participative approach (Berat)



Fig.17 : The experience of Berat: heritage, people, management tools

The preparation of the “ground” in Berat for involvement of the state authorities, representatives of the business, NGO’s and citizens, was useful in drafting the MP. Almost all regional and local authorities were involved in the process but the presence of the State authorities has increased the involvement of their representatives and technical staff in the Action Plan’s implementation . The Municipality and RDNC of Berat have prepared the stakeholder mapping form and have very positive feedbacks and support from local communities during all stages of MP. This involvement has also resulted in the close cooperation with the municipality’s actions and plans. Value of input of stakeholders of local communities in the management of the site and the importance of including the community in the decision making process. Application of WebGis as a digital resource and a useful tool that created the opportunity for new projects

Good Practice

Web Gis Platform for site promotion (Ohrid)

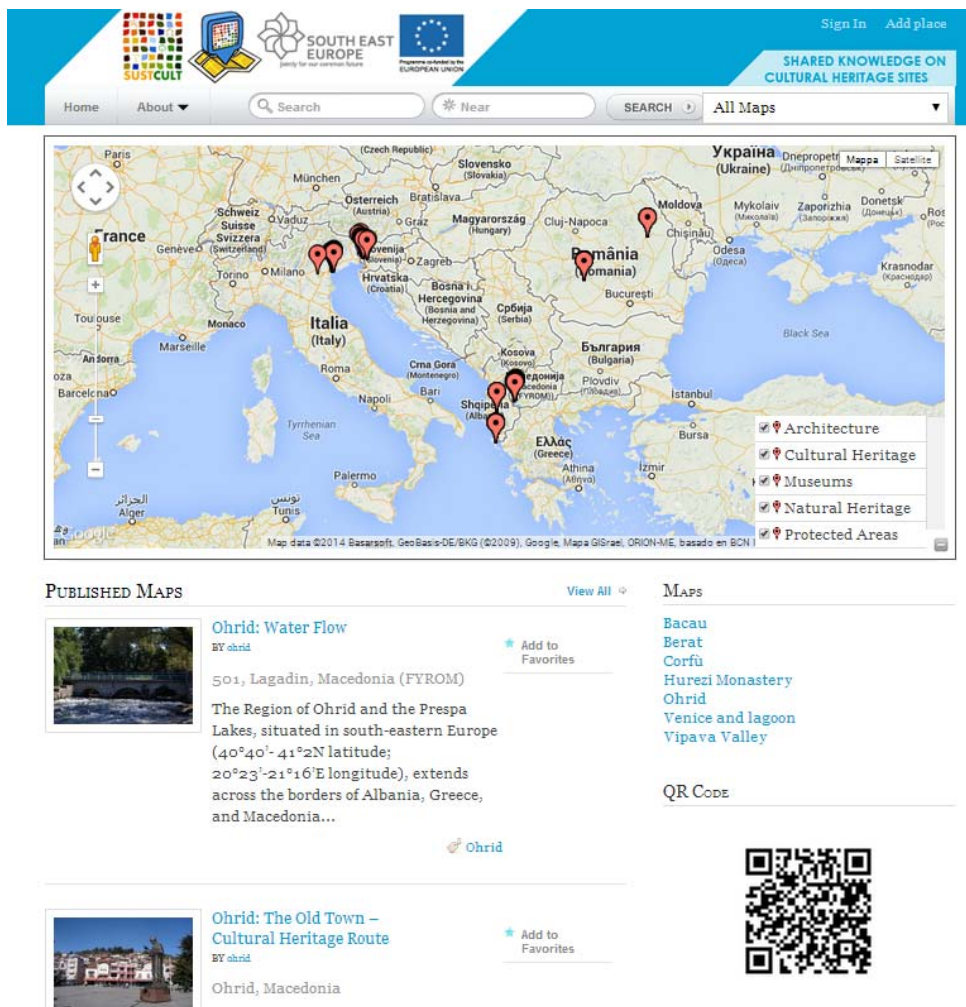


Fig.18 : The use of the WebGis platform- Some maps from Ohrid

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## 2.3 Implementation phase

The implementation phase has to do with the day to day management of the heritage property and with the organisation, recruitment of resources needed. According to the characteristics and complexity of the site, it is important to select the most appropriate management, governance and legal structures.

### 2.3.1 Involvement of the institution/organizations with competences on the site territory

With regard to the authorities and institutions identified in paragraph 2.1.3 as having management responsibilities and rights for a specific territorial part of the site or for a particular theme, it might be useful to collect additional information with regard to:

- Statute and regulation;
- Responsibilities and organisational aspects (management, staff involved, etc.);
- Financial resources and other resources.

Tools to be used during this phase are interviews and meetings with the bodies involved (provinces, municipalities, regions, public bodies, responsible institutions).

This information will help in the definition of the governance structures (i.e. membership of the Steering Committee).

### 2.3.2 Site management, governance and legal structures

**The success of the proposed Methodological Approach depends largely on the level of integration and coordination that can be reached in the process of site management.** A key variable that affects the level of integration and coordination achieved is the model of governance and management of the site. This model to be effective, must integrate:

- The competences needed to assure an efficient implementation of the each single sectoral action;
- The resources needed to provide a comprehensive offer;
- The actors, fostering their cooperation around a common goal despite their different competences and interests;
- The policies to create synergies between strategies that originally belong to different sectors and levels of decision making.

Once having decided the most appropriate management model, the most appropriate legal form of governance should be selected. It is important to proceed with the specific analysis of each of them, checking the applicability to the site's specificity. For each legal form the following aspects should be carefully evaluated:

1. The ability to represent all the stakeholders who are taking part in the process;
2. The ability to operationally implement the Management Plan;



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### 3. The ability to directly access the various types of funds.

#### *Management Structure<sup>13</sup>*

After choosing the most appropriate legal form it is necessary to define and describe in detail the management structure operationally responsible for the implementation of the Management Plan. The objective is to define the main features of the management structure through the approval of an administrative regulation defining:

- Function chart;
- Lines of reporting and coordination;
- Method of appointing;
- Assigned responsibilities;
- Roles;
- Resources;
- Management tools.

Below is an example of organizational chart of a management structure that provides for a directional unit (such as a Steering Committee) established by the key stakeholders and decision-makers and four areas related to the various action plans/axes of intervention. The staff dedicated to the implementation of the MP is limited to a program management structure for monitoring the progress of the MP and a secretariat supporting all the functions indicated in the organisational chart:



*Fig 19: Example of management structure from Venice and its Lagoon*

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<sup>13</sup> MIBACT Guidelines Definition of a model for the realisation of Management Plans for UNESCO” sites by Italian Ministry of Culture (MIBAC), 2005.

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### *Site Program Management*

It supports the Steering Committee and coordinates the Action Plans and single project managers through:

- The support to the implementation of projects contained in the Action Plans;
- Monitoring action plans and project progresses;
- Processing and delivery of reports at various levels.

In case of complex site a coordinator for each of the action plans foreseen in the MP could also be appointed.

### *Secretariat*

It provides secretarial support to all functions of the management structure:

- Management and routing of incoming and outgoing information;
- Management of calendar and commitments of the Steering Committee;
- Administrative and financial management;
- Directive secretarial support to site managers and coordinators of the action plans and projects.

### *Steering Committee*

The heritage site Steering Committee provides advisory directions for managing and overseeing the site and the elaboration of the management plan. The Steering Committee is a non-executive committee consisting of representatives of local, regional and national organizations with management interests and responsibilities for the Site, and others from various sectors having a key role in the management planning process.

The composition of the Steering Committee reflects the fields of work within MP. The Steering Committee is intended to represent the wide range of key bodies interested in the future well-being of the heritage sites. All Steering Committee members should support the principles, objectives and actions of the MP. Members attend meetings to represent particular fields of interest. They are not there to lobby for the organizations that have nominated them or to represent their personal interests. Some members may be co-opted for particular skills, knowledge or experience. Where a conflict of interest arises, members must declare it.

The main functions of the Steering Committee are to:

- Agree the annual work programme and review their progress;
- Make strategic decisions about the direction of implementation;
- Support and advise the Site Manager;
- Promote the Management Plan and the Heritage Site in the community;
- Maintain open dialogue between members;
- Oversee the periodic review of the MP (i.e every 6 years for UNESCO sites);

- 
- Act as a forum for the exchange of information on Heritage issues.

The Steering Committee meetings will focus on delivering the heritage site MP. Meetings will not be used as a forum for discussing matters beyond the remit of the Committee and which are better dealt with in other fora.

The Site Manager will provide the channel of communication between the Steering Committee and other groups involved in implementation.

The Committee will meet periodically every six months or more frequently if required.

Sub commissions (if applicable): Scientific board, Conservation board, tourism board...

### **2.3.3 Staff and Financial resources**

A description of the funding requirements, detailed financial statements, a financial statement analysis and, if available, also the fund raising strategy shall be explained. Here a description of staff already employed for the management, protection and valorisation of the site has to be given. In case of complex sites, an exhaustive description may not be provided but at least a description of the main positions shall be provided (for example: chairman of the site, heritage manager, financial manager...).

Clear channels of communication between action plan beneficiaries, Management Office staff, government officials and steering committee should be kept open at all times.

In applying the Methodological Approach, SUSTCULT Partners experienced that it may be appropriate to diversify funding opportunities and create a structural scheme for attracting funds from various sources in order to have a balanced set-up of the financial management.

As the action plan and implementation strategy are finalized, the management of the site must specify who will take responsibility for what. Some issues will clearly fall within the purview of the steering committee or manager of the site. It may be necessary to assign a group of stakeholders to act collectively for a specific action area. The general rule is – there will be no action without an implementer.

The ultimate goal is to outline the specific activities to be carried out by each stakeholder or stakeholders (including agreed timelines, inputs and resources, progress indicators, etc.) and secure the appropriate funding for implementation of these activities. Some stakeholders will have active and continuous roles to play, while others may only need to be kept informed of progress or be involved at certain key moments of the implementation. Again, a participatory workshop (or series of workshops) is often the best way to proceed.

### Tools & Methods:

A way to involve stakeholders in the implementation of the specific activities is to engage them in holding responsibility for specific objectives. According to the above table each activity should be delineated clearly

<b>Goal</b>				
<b>Objectives</b>				
<b>Activity</b>	<b>Start and End</b>	<b>Who is doing it</b>	<b>Resources and how can be used</b>	<b>Output</b>
<b>Outcome</b>				

Project Title	Priority	Implementation Period	2013	2014	2015	2016	2017	2018	2019
1.1.1.-Preparation of a Study to enable accurate designation of the Buffer Zone	A	2015-2016							
1.1.2- Restoration of the Castle walls, churches and mosques in the Historic Center.	B	2016-2018							
1.1.3. Development of practice modules for the active protection of the Historical Center.	B	2017							
1.1.4- Rehabilitation of objects (houses) at the historic centre and in the Buffer Zone that are not cultural monuments	C	2015-2019							

Fig 20: Example of an Implementation Time Table from Berat Management Plan

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## Good Practice      The 'Adopt it' Campaign (Corfù)

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Fig. 21: Presentation of the "Adopt it" campaign in the schools (ADOPT IT!)

**What:** Public project that aims to sensitize, inform and activate everyone to protect and promote Corfu's cultural heritage.

**Purpose:** to make people part of the management process of the Old Town of Corfu (and the island of Corfu in general). There are business perspectives, as specialists will be invited to hold seminars and inform citizens on architecture, restoration, maintenance etc. issues in relation to their "adopted spots".

**How:** The participants, either individually or in groups, should suggest which "spots" (facades or whole public/private buildings, homes, schools, parks, churches, beaches, roads, as well as trees, waste bins, statues, playgrounds etc.) they find interesting to "adopt" and what kind of action should be taken, i.e. protection, maintenance, promotion etc. They can either email to the promoter CulturePolis or fill in an online form.

### Promotion of Project:

- Inform the Public and Establish Partnerships (in progress)
- Press Releases, radio and tv interviews, social media
- Creation of a separate and special webpage for "Adopt It!"
- Creation of a Logo
- Presentations to the public (more than 350 students of the Primary & Secondary Education of Ionian Islands)
- Lectures (to students at the Ionio University)
- Co-organization with the NGO "Corfu citizens initiative"
- Special information letter sent out to the Regional Directorate of Primary & Secondary Education of Ionian Islands in order to inform the principals, the students and the parents

**When:** April 2013-April 2014

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## 2.4 Monitoring / Evaluation/ Review phase

Effective management of the site must be based on building a monitoring system that considers the characteristics and physical use of the resources within site management and able to assess the actions of protection and conservation of assets of the site in relation to the strategic objectives of urban planning and the management plan itself.

To measure the performance of the emerging problems of the site and its settlement patterns it is necessary, therefore, to define indices and indicators integrated with each other. For this purpose, the management plan seeks to define some indicators on the factors impacting the site. Indicators that are able to describe the state of current trends on the conservation of the site and to interpret the eventual effects and the possible impact in economic and social, environmental and cultural terms.

### 2.4.1 Monitoring and indicators

The indicators are to be linked to the strategic objectives of the MP in order to give input to the plurality of institutional subjects responsible for the site managing, to assume correct behaviors coherently with the objectives of protection and conservation of the site's values.

The evaluation phase shall thus provide with tools for an effective monitoring of processes that may affect the protection of the site and of actions to be implemented for the achievement of the MP's objectives. Procedures for the realisation of the review of existing MPs as well as for the correction of possible distortions and critical issues that may arise are as well envisaged.

The monitoring activity of a site has the purpose of:

- a) providing a knowledge system of the sites to assess their state of preservation and conservation;
- b) verifying the degree of attainment of sustainability objectives identified by the urban development plans in line with the objectives of the management plan;
- c) taking prompt actions in the natural and anthropic transformation processes where there is any significant adverse impacts on the protection and preservation of the site and its assets;
- d) evaluate the impact and effectiveness of actions and measures implemented by the bodies responsible for managing the site and from the measures envisaged by the management plan and action plans;
- e) inform the public and private bodies on the monitoring results to enable them to make decisions and take corrective action as appropriate.

“The management cycle is completed when the manager reviews progress and uses this review information to adjust or correct their planning and management. This review function is often visualised and presented as only being linked to management outcomes. However, evaluation can look at all aspects of the management cycle, including the context within which management takes place. The results of evaluating each aspect can be fed back into the management cycle.”<sup>14</sup>

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<sup>14</sup> Hockings, M. (2002) The WCPA Management Effectiveness Evaluation Framework- a basis for Developing Monitoring and Evaluation Programs to Assess Management of Protected Areas. In ICCROM, World Heritage Centre (Ed.), Monitoring World Heritage (pp. 24- 30). Italy.

A process and timing for reviewing and updating the MP that includes public consultations should be scheduled along with the definition of a set of indicators to monitor and evaluate the:

- state of conservation and integrity of the site;
- achievements of planned objectives;
- implementation of specific actions ;measure progress against cultural heritage commitments;
- enable better policy and planning;
- ensure continual improvement.

Monitoring is aimed at:

1. Observing and analysing developments, progress and changes to make them “visible” (i.e. how many historic buildings have been properly rehabilitated);
2. Reviewing the performance to control the success and check the results (i.e. has the number of wanted visitors of the cultural heritage information centre be reached; are you advancing to-wards that number);
3. Providing information to the general public to raise the awareness and to give advisory services to citizens, property owners and investors about the development of the historic urban area and its cultural heritage (enhance appreciation of the heritage i.e. by a public report about the benefits of safeguarding cultural heritage);
4. Supporting the objective decision making and taking corrective actions by providing information to decision makers and affected people.

	MACRO EMERGENCY	AUTHORITY IN CHARGE OF MEASUREMENT	DESCRIPTION OF INDICATOR	MONITORING PERIOD
<b>Pressure indicators</b>				
<b>Defence of areas at hydrogeological risk subject to flooding</b>	Hydraulic and high water risk	Municipalities	Number of operations undertaken for hydrogeological defence	Annual
<b>Actions to mitigate the effect of medium-high tides</b>	Hydraulic and high water risk	Municipalities, Water Authority	Number of actions undertaken to raise pedestrian surfaces, where possible, to +120 cm a.m.s.l.	3 years
<b>Resident population</b>	Population loss	Municipalities	Percentage variation of resident population	Annual
<b>Resident population historic centre and islands</b>	Population loss	Municipalities	Percentage variation of resident population	Annual

Fig. 22: Monitoring system with pressure indicators from the Venice and its Lagoon MP

#### 2.4.2 Stakeholders' involvement

Monitoring should be an interactive and collaborative activity, with capacity to involve various stakeholders, to raise awareness of detected problems, promoting cultural heritage and support decisions affecting the historic urban fabric. To achieve these aims monitoring records must be current, accessible to stakeholders and linked to other stakeholders databases involved in

management. Stakeholders must report possible risks and threats that impact on the preservation of the values of the site by identifying and sharing some corrective and mitigation measures for the resolution of the effective problems.

Diversity and quantity of different stakeholders, and also their level of representation is necessary to be reviewed in the monitoring phase. In this stage is important to examine whether the chosen participation process is fully representative of the needs of the society. Conducting a survey might be a useful tool.

### 2.4.3 Use of GIS technology

During the evaluation phase GIS technology can help the monitoring and verification of indicators which can be mapped. Also specific actions which shall be implemented within the management plan can be monitored through the GIS technology.

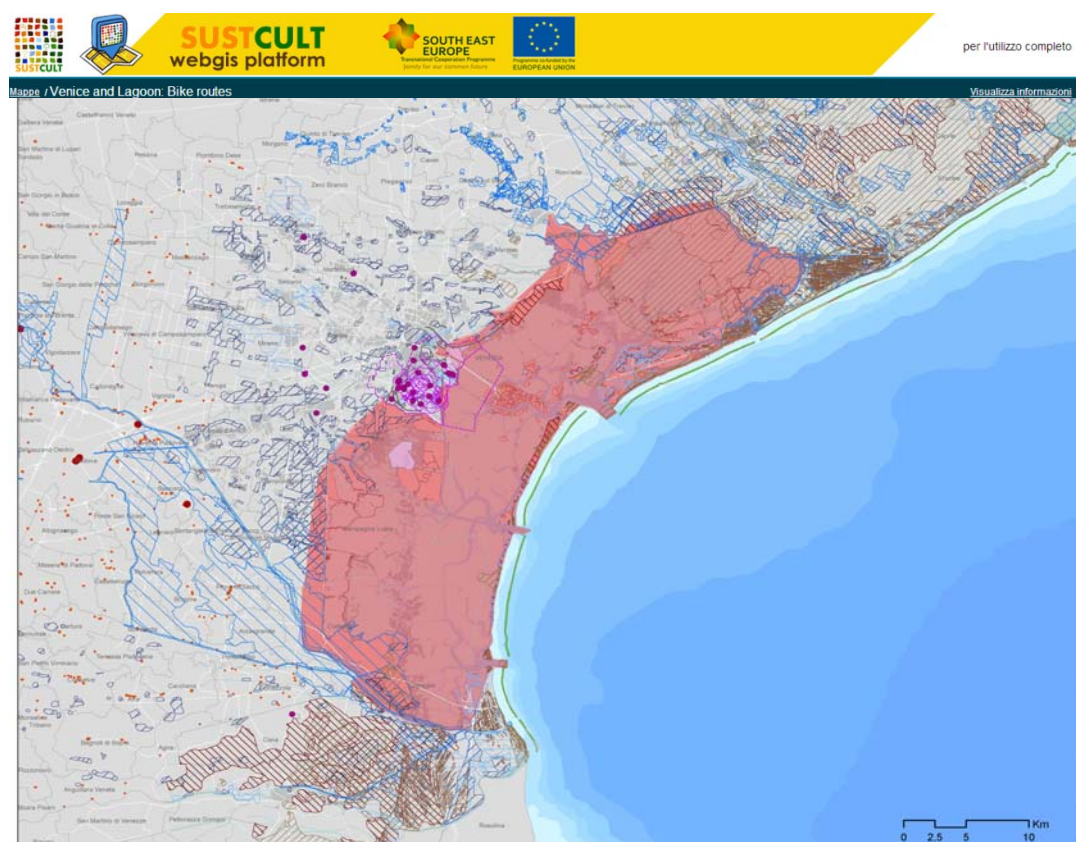


Fig. 23: Map of fragilities for assessing the state of conservation of the “Venice and its Lagoon” World Heritage property



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## 3. Conclusion

The experiences of the SUSTCULT partners in applying the Methodological Approach give evidence of the complexity of the challenging issues to face within the process of planning and management of the cultural heritage sites. The SUSTCULT partnership identified some common strengths and obstacles in applying the Methodological Approach that could be useful for other sites in the SEE Region.

The Methodological Approach aimed at encouraging the active collaboration among responsible authorities, key stakeholders and local communities, by involving them in the decision making process on the site's protection and enhancement.

The building of Consultative Committees and Local networks represented an opportunity for strengthen awareness on the cultural values, for establishing communication between local and central government bodies and for disseminating the culture of social responsibility in preserving and transmitting the local cultural identity for current and future generations.

Although the participative "bottom up approach" is hard to be adopted and constantly maintained due the lack of time and resources, yet it gave solid foundation for constructive discussions and further consultation among authorities and stakeholders.

The Methodological Approach represented an "easy to follow" tool since it provided practical indications and examples for the development of the activities (See WorkPlan and Annexes).

Involvement of the stakeholders in a common platform, the dissemination events for SUSTCULT presentation at local and international level, the creation of the WebGIS maps and their publication on the WebGIS platform are some of the strengths reported by the partnership.

The SUSTCULT Methodological Approach included a significant training package which has been crucial for developing capacities in the process of management planning of SUSTCULT heritage sites.

The SUSTCULT Approach is based on the necessity of considering the links between cultural/natural heritage and "human" heritage, strengthening the capacities of those people whose decisions influence so extensively that heritage, its protection and enhancement.

The main problems encountered during the project development are mainly due to the difficulty of involving stakeholders in the decision making process, in taking responsibilities in the management planning and in its implementation, in collaborating to the concrete development of strategies and projects for achieving the expected objectives. The SUSTCULT sites' experiences also show that the difficulty of communication and collaboration among the different levels of governance (ministries, municipalities, local associations) and the difficulty of coping with conflicting interests can be overcome with constant commitment by site managers.

The project has indeed given concrete input to experiment more inclusive approaches whose results and outcomes can be assessed in the good practice of the SUSTCULT partner's sites.

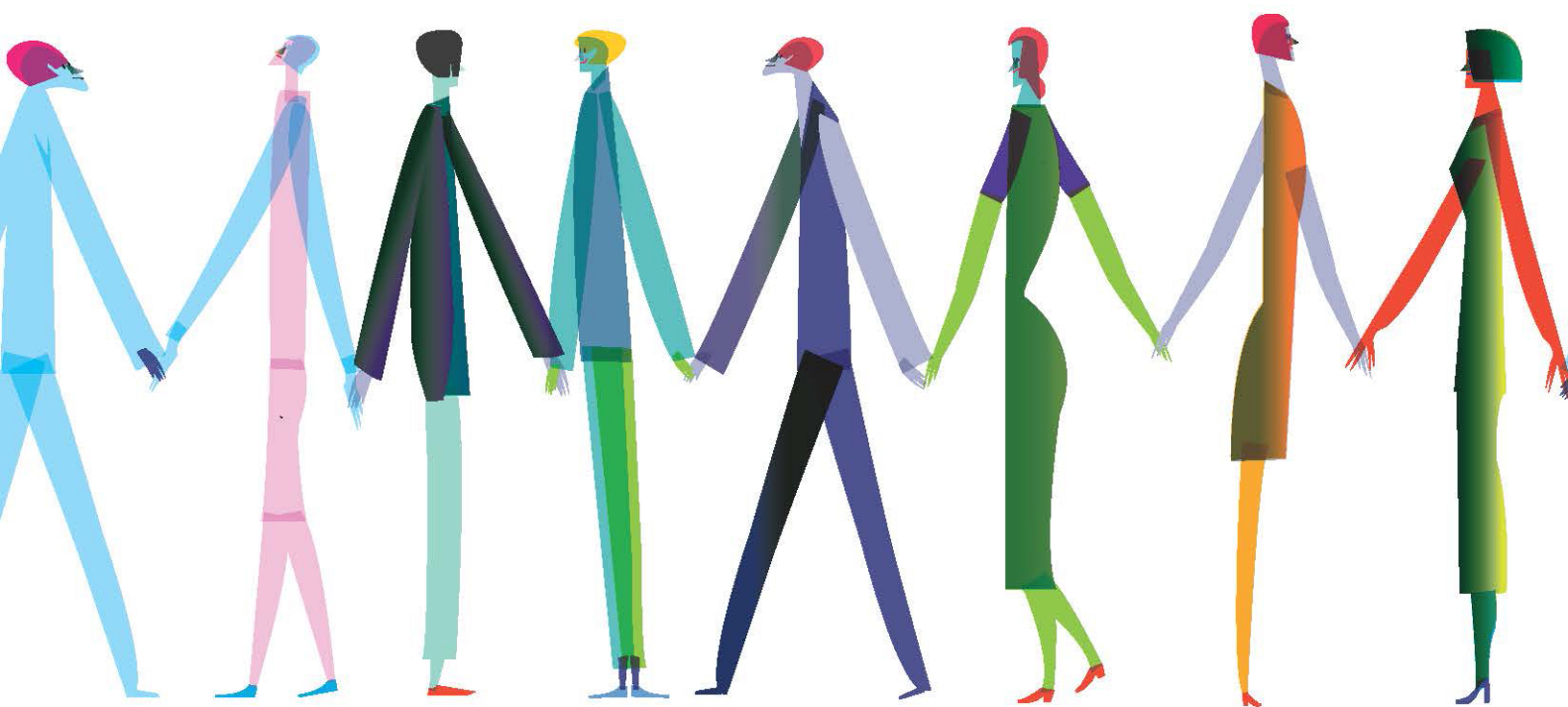
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