



“achieving SUSTainability through an integrated approach to the management of CULTural heritage”

WORKPLAN FOR THE APPLICATION OF THE SUSTCULT METHODOLOGICAL APPROACH



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THIS DOCUMENT IS A PRACTICAL GUIDE TO DRAFT THE MANAGEMENT PLANS

IT IS A USEFUL TOOL FOR DEVELOPING THE WORK OF THE TEAMS AND TO MONITOR THEIR OWN PROGRESSES

The document is structured in 4 tables, one per each phase of the Management Planning, that will guide PPs step by step in the application of the SUSTCULT Methodological Approach for drafting or revising SUSTCULT partners Management Plans.

Each table includes a definition of each phase's expected output, its description and some suggestions to its achievement (making reference to the SUSTCULT Methodology chapter).

It is important to consider that the drafting of the Management Plan it is not a linear process but a circular one meaning that:

- **Within each of the phases, all outputs are interrelated therefore often you will have to start working in parallel on them** in order to be able to achieve a good level of their realization (i.e. having drafted the borders of the site, defined its values, understanding its legal framework will guide you in the identification of its stakeholders, and by consulting them they may integrate your site description and identified further values or areas to be included so that other stakeholders might be identified and so on. Please do not wait for the full realization of an output before starting another step since they are interrelated..
- Of course before **being able to pass from one phase to the next**, a good level of realization of all outputs of the preceding phase shall be achieved (i.e. to start the planning phase it should be guaranteed the inclusion of key stakeholders with management competences on the site territory in the consultative committee and you cannot identify them if you have not well defined the site description and values and its ownership, legal and programming frameworks)
- Your **work plan** shall reflect this circular process therefore you should go back and forth and **regularly update the status of realization** of each output.

The set of tables below shall than be used by each team engaged in management planning to draft its own work plan and monitor achievements of MP outputs. It should represent an helpful tool for planning needed actions by providing the following information:

- The current status of realization of each single MP output (0 to be done up to 5 completed);
- The source of verification for the status of realization of the output stated by the Partners (to be sent to WP leader);
- What the partner declare that is yet to be done in the incoming period to achieve the output;
- When the output will be delivered (the date cannot exceed the period stated in the Time Plan).

PREPARING THE GROUND - PREPHASE

Recommendations

The pre-phase lay down the ground to start drafting the core content of the management plan. While start working on the pre-phase it is therefore important to remember that the management plan is an integrated planning and action concept that lays down goals and measures for the protection, conservation, use and development of the site **shared among site promoter and the key stakeholders currently managing and operating in its territory** and that it should consider as well the needs and expectations of broader groups of stakeholders and of the local communities that might be affected by the decisions taken within the plan.

In the pre-phase it is therefore essential to identify and formally involve the **key stakeholders that shall bare the responsibility for the definition / revision and implementation of the strategies and activities stated in the management plan** and, accordingly, **they will have to redirect / integrate / harmonize their own current policies, programming and activities in the site territory**. Once the final MP document has been delivered and the management structure has been defined the majority of them will become members of the Heritage Site Steering Committee.

Key stakeholders include:

Key stakeholders with decision making power on the site territory - those organisations and institutions (mainly public or governed by public law) that are already having management and administrative competences on a specific territorial unit part of the site (by law or specific regulation) or that are responsible for the definition and implementation of a certain sector policy or programming of interest for the Management Plan (see paragraph 2.1.2 of the methodology);

Key stakeholders that have high influence on management choices and/or their implementation (including private and local community organizations);

For those sites having already a Management Plan and a Steering Committee this should be the body working on the content of the management plan (you may want to check its composition and, if deemed necessary, to revise its membership).

The main results of the pre-phase are:

3. definition of the key characteristics of the site (description and values);
4. understanding of how its territory and values are currently managed and through which instruments (ownerships, legal framework and current programming);
5. Identification and involvement of key stakeholder;

These elements are highly interdependent since you may not be able to correctly identify the key stakeholders if you do not know who own the site's cultural resources, who has the legal competences to manage them and to manage the site territory and by which legal instrument he is doing it (ownership and legal framework). You also have to know who is responsible for the implementation of the actions in the territory, what he is currently doing and by which instrument he is financing its activities (current programming).

PRE-PHASE (June 2012 – September 2012)

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
1.1 Description of the site and definition of its values	<p>What: The information provided in this first section of the Management Plan constitutes the baseline data which are necessary to monitor the state of conservation and the protection of the site. Location, description of the site, boundaries of the site, buffer zone, values, status of conservation;</p> <p>How: prepare a draft (or a revision of the existing text if necessary) with the help of expert, organise 1 meeting with stakeholders to share and validate the draft</p>	2.1.1		<p>Draft of the description</p> <p>Final text</p>		
1.2 Ownership	<p>What: Record of property and infrastructure ownership. 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.</p> <p>How: collect information from the public cadastre, spatial planning departments and interviews with main identifies owners (if necessary) then draft</p>	2.1.2		Text (max 1 page or 2 for complex sites)		

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
	the document.					
1.3 Identification of the legal framework	<p>What: 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</p> <p>How: Prepare a draft using experts and mapping forms collected then ask the key stakeholders to validate and/or integrate the document</p>	2.1.3		Annex 5		June 2012
1.4 Identification of the current programming	<p>What: 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 will be analysed in detail later with the purpose of defining their impacts on the management objectives</p> <p>How: Prepare a draft using experts and mapping forms collected then ask to key stakeholders to validate and/or integrate</p>	2.1.3		Annex 5		June 2012
1.5 Identification of the stakeholders	<p>What: To identify all the actors having their interests in the heritage site itself and in its area in order to have a</p>	2.1.4		Annex 3		June 2012

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
	<p>general framework of the stakeholders that will have to be involved in the preparation and implementation of the Management Plan</p> <p>How: Interviews, meetings, analysis, public events, conferences etc.</p>					
<p>1.6</p> <p>Analysis and potential contribution to the MP process</p>	<p>What: 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</p> <p>How: The assessment of stakeholders' interest and potential role in the process of management planning could start with the delivery of a "mapping stakeholders form" then individual interviews may be necessary</p>	2.1.4		<p>Annex 1</p> <p>+ table at p 21 of the methodology</p>		
<p>1.7</p> <p>Identification of institution / organizations having management competences on the site territory</p>	<p>What: Among the Key stakeholders identified in the previous section it is important to list and describe those organisations and institutions having management and administrative competences on a specific territorial unit part of the site or for</p>	2.1.5		Annex 6		

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
	<p>a particular theme / sector policy / programming (see paragraph 2.1.2). These organizations and institutions should be listed and their rights briefly described</p> <p>How: Tools to be used during this phase are interviews and meetings with the subjects involved (provinces, municipalities, regions, public bodies, competent institutions)</p>					
<p>1.8</p> <p>Creation of a consultative committee</p>	<p>What: 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:</p> <ul style="list-style-type: none"> • Prepare the Management Plan (management planning office, resources, funding, roles); • Approve the Management Plan (objectives, action plans, projects, actions); • Formalise the legal status and the management structure that will be responsible for ensuring the implementation of the Management Plan. 	<p>2.1.4</p> <p>Page 25</p>		<p>Annex 2</p> <p>Annex 4</p>		

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
	<p>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 to define and implement the different policies applied the site territory identified as relevant for the management plan objectives.</p> <p>How: signing of Declaration of participation and/or a Memorandum of Understanding</p>					

PLANNING PHASE (October 2012 – April 2013)

Before starting the Planning Phase you should have already achieved a good level of realization of the pre-phase outputs (score 4-5) in order to have:

- A clear understanding of the site features, of its values, of its boundaries, as assessment of how the site territory and its values are currently protected and managed, by whom and through what tools, plans, programmes, etc;
- A clear map of stakeholders, of their responsibilities, interests and roles in the protection, management and valorisations of site's values and resources. You have also defined stakeholders' involvement in the process of the management plan preparation (Identification, mapping, involvement in the creation of Local Network, Consultative Committee etc.)

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.

With the planning phase you are now entering the strategic part of the management plan. The expected results of the planning phase are:

The definition of the Vision of the site: an ideal scenario of the site and the path to be taken - to achieve it and how to shift from the current situation to the ideal scenario through the Management Plan:

- Long term vision and general objectives

The **analysis** of all the **factors that are likely to affect, positively or negatively the assets of the sites** and its sustainable development

- Identification and analysis of pressure and issues

Objectives and strategies for the short period (MP period of reference)

- Definition of specific objectives and of strategies to be undertaken to achieve the defined objectives;

Action Plan: definition of concrete actions / projects to realize for implementing the specific objectives and strategies and definition of the priorities for project's development

- Action Planning and annual work plans (prioritization)

Recommendations

In the pre-phase you have defined the level of involvement/engagement of the stakeholders that you have so far identified as follows:

"High" Degree of involvement – deciding together: refers to stakeholders directly involved and having responsibilities in the protection and management of the site, they determine the choices made in the development the site; key stakeholders 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 stakeholders 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: refers to stakeholders indirectly involved in the determination of marginal choices, without influencing them. Observers are usually belonging to this category.

The Planning phase foresees primarily the participation of those stakeholders that have been identified with a **“High” and “Medium” degree of involvement** in the management planning activities (See your Annex 3).

Both of them are equally important for the definition of the outputs of this phase in order to build consensus around the choices taken by the Management plan, assuring its efficacy and facilitating the following phase of implementation.

When organizing the workshops with stakeholders for developing the many issues foreseen within the Planning Phase, it is crucial to involve participants who are directly in charge of the site’s protection and management. Minutes drafting of the meetings is essential to give formal evidence of the consensus building and decision making process.

The Web GIS platform is a tool to visualize specific maps and issues that may be useful for the discussion during the workshops. Remember as well to implement the dataset and maps of your site coherently with what progressively comes out from the issues addressed by the Management Plan of your site. Take also the opportunity to use and disseminate it during the workshops that you will organize with your stakeholders.

An integrated approach to planning and management is essential to guide the evolution of properties over time and to ensure maintenance of all aspects of their values and Outstanding Universal Value (for World Heritage Sites). This approach goes beyond the property to include any buffer zone(s), as well as the broader setting (Operational Guidelines for the Implementation of the World Heritage Convention WHC. 12/01, July 2012, paragraph. 112).

WORK PLAN Planning Phase (October 2012 – April 2013)

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
<p>2.1</p> <p>Vision and general objectives of the MP</p>	<p>What: <u>The Vision</u> outlines what the site should become in the long term period. The vision proposes an ideal scenario to be taken as reference while the general objectives of the MP outline the path of its realisation.</p> <p>The vision shall be based on its environmental, natural and cultural values, including all material and immaterial aspects.</p> <p><u>The general objectives</u> of the Management Plan 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 vision. In doing so the objectives should comprehensively address the overall needs for protection, enhancement and promotion of the cultural heritage site.</p> <p>How: Organize one workshop with stakeholders, for instance using EASW (European Awareness Scenario Workshop)</p>	2.2.1		<p>Text describing the vision and general objectives</p> <p>Report of the workshop with stakeholders – (Annex 7)</p>		<p>October</p> <p>November</p> <p>2012</p>

Output	Description and activity	Methodology chapter	Status of the output (0 to be done up to 5 completed)	Source of verification	To be done	Delivery date
<p>2.3</p> <p>Definition of specific objectives</p>	<p>What: Coherently with what has been defined as threats and opportunities for the site, you will define a set of <u>specific objectives</u> and related <u>strategies</u> for achieving them;</p> <p>How: organize a workshop with stakeholders as second part of the SWOT workshop of step 2.2</p>	2.2.4		<p>Text – strategy and specific objectives</p> <p>Report of the workshop with stakeholders</p> <p>(Annex 7)</p>		January 2013
<p>2.4</p> <p>Action planning</p>	<p>What: Each Action Plan implements the specific objectives of the Management Plan with the definition of concrete actions/projects to be financed (or already financed) and carried out by responsible bodies coherently with the MP objectives. The Action Plan/s will be part of the Management Plan and it/they has/have the function of giving an overview about the defined actions to support the sustainable development of the site and its cultural heritage and to help manage them.</p> <p>How: Organize a workshop during which participants can list activities they find important for the area, you can for example use the Consensus Conference method.</p> <p>It is important that</p>	2.2.5		<p>Text – Action Plan</p> <p>Report of the workshop with stakeholders</p> <p>(Annex 8)</p>		February March 2013

	actions/projects are feasible, and shared by all the stakeholders involved. It is important also to recommend to prioritize the actions that you have defined sharing with stakeholders the roles and responsibilities.					
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IMPLEMENTATION PHASE (June 2013 - October 2013)

Recommendations

Before starting the Implementation Phase you should have already achieved a good level of realization of the Planning-phase.

You should have achieved the following:

1. **clear map of stakeholders, of their responsibilities, interests and roles in the protection, management and valorisations of site's values and resources.**
2. **level of stakeholders' involvement in the Management Plan, Action Plans and Projects.**
3. **definition of the Vision of the site and** of the general objectives.
4. Identification of all the **factors that are affecting, positively or negatively the assets of the sites** and its sustainable development:
Identification and analysis of pressure and issues
5. **definition of specific objectives and strategies for the short period** (MP period of reference):
Definition of specific objectives and of strategies to be undertaken to achieve the defined objectives;
6. **Action Plans with concrete actions / projects to realize** for the realization of the specific objectives and strategies,
 - i. Action Planning and annual work plans;
 - ii. Projects to be developed within the framework of the Action Plans;
 - iii. Definition of the priorities for project's development.

You should have agreed with **stakeholders** also the **level of their involvement and the role they will play within the management process.**

You should have reached **consensus** around the choices taken by the Management Plan, assuring its efficacy and facilitating the phases of implementation and monitoring.

In the **Implementation Phase** are set up the conditions for an adequate protection and concrete management of the sites, giving assurance that the MP's actions and projects are properly developed and implemented and its objectives achieved.

It is therefore crucial to define which is the management system and management structure to ensure the effective protection of site's resources.

In facing the implementation phase, it is important to bear in mind the following questions:

WHO IS DOING WHAT? IN WHICH TIMEFRAME (WHEN)?, IN WHICH WAY (HOW)?, WITH WHAT RESOURCES (FUNDS)?

With reference to the Unesco World Heritage sites, management systems are discussed in paragraphs 108-118 of the Operational Guidelines for the implementation of the *Convention concerning the protection of World Cultural and Natural Heritage* (1972) (WHC. 12/01, July 2012, paragraphs 108 -118), hereafter recalled as reference guidance useful also for cultural heritage sites.

WORK PLAN IMPLEMENTATION PHASE (June 2013 - October 2013)

Output	Description and activity	Methodology chapter	Status of the output (1-5)	Source of verification	To be done	Delivery date
3.1 - Involvement of the institution/organizations having management competences on the site territory	<p>What: assessment of the involvement of the stakeholders (organisations, institutions, private...) having responsibilities and interest for specific territorial parts of the site or for a particular project within the Action Plan/s. Collect the following information:</p> <ul style="list-style-type: none"> • statute and regulation; • specific responsibilities and organisational aspects (management, staff involved, etc.); • financial resources and other resources. <p>How: e-mail, tel, interviews and meetings with the subjects involved (ministries, provinces, municipalities, regions, public bodies, private, etc) to collect the required information which will help in the definition of the management system and structure.</p>	2.3.1		Report of meetings with the involved subjects - Annex 10	Annex 10: Chart with projects and stakeholders involved and their role and responsibility in project's development	15 July 2013

Output	Description and activity	Methodology chapter	Status of the output (1-5)	Source of verification	To be done	Delivery date
3.2.1 - Site management, governance and legal form	<p>What: assessment of the level of actual coordination of the bodies involved (national/regional/local, communities, private...);</p> <p>How: brainstorming among your group to respond to the following issues:</p> <p>Assess the actual management system: is it effective to protect and valorise and promote your site?</p> <p>Assess the level of cooperation of institutions involved in the site's management;</p> <p>Assess the role of local communities in the site's management;</p> <p>Assess the involvement of private bodies involved</p> <p>Assess the actual gaps;</p> <p>Suggest feasible alternative solutions to improve the management of your site.</p>	2.3.2		<p>a) Text describing the issues 1-6</p> <p>b) Report of meeting with the involved subjects</p>	<p>Annex 11A</p> <p>Annex 11B</p>	30 July 2013

Output	Description and activity	Methodology chapter	Status of the output (1-5)	Source of verification	To be done	Delivery date
	<p>Organisation of a meeting/workshop with responsible bodies to create awareness on site's management needs, to work together on finding collaboration practices and encourage the formal involvement of local bodies and other stakeholders (NGOs, private, etc) in the management process.</p> <p>* For Unesco World Heritage sites that are legally managed by National Institutions, it is important to consolidate cooperation among different levels of institutions and create positive mutual collaboration climate.</p>					
3.2.2 – Management model and legal form	<p>What: evaluation of the different models of management of the site and definition of the management system</p> <p>How: based on the output of 3.2, work among your group to identify which model can be established for the Site. The most appropriate legal form of governance should be selected throughout a</p>	2.3.2		<p>a) Text describing the governance and management model</p> <p>b) Report of the workshop when you will share the decisions</p> <p>c)</p>	<p>Annex 12 A</p> <p>Annex 12 B</p>	<p>30 September 2013</p>

	<p>specific analysis of each of them, checking the applicability to the Site (pp.37-38 of the Methodology).</p> <p>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;3. the ability to directly access the various types of funds.</p> <p>Organisation of a meeting/workshop with responsible bodies to share management system.</p>			Organizational chart/Mind map of the management system		
3.2.3 – Management Structure	<p>What: definition of the management structure for site's management. Based on the output of 3.1, define and describe in detail the management structure operationally responsible for the implementation of the Management Plan.</p> <p>a) Text and scheme regarding the management structure Provide the following information:</p> <p>-Coordination modalities 2. Method of appointing; 3. Assigned responsibilities; 4. Roles; 5. Resources;</p>	2.3.2		<p>a) Text and scheme regarding the management structure</p> <p>b) Report of the workshop when you will share the decisions</p>	Annex 13	31 October 2013

Output	Description and activity	Methodology chapter	Status of the output (1-5)	Source of verification	To be done	Delivery date
	<p>6. Management tools. How: Write a description of the administrative regulation and coordination rules.</p> <p>Create a function chart to represent the main features of the management structure.</p> <p>Organisation of a meeting/workshop with responsible bodies to share management structure.</p>					
<p>3.3 - Staff and Financial resources</p>	<p>What: define staff and resources necessary for the effective site's management.</p> <p>You should provide information on actual budget foreseen for site management;</p> <p>Verify if the site gives income to the local communities;</p> <p>Assess the instruments and human resources available for the site management and if they are sufficient.</p> <p>In negative case, define which improvements and actions should be undertaken to fulfil the identified gaps</p> <p>You should verify how many people, workers, are</p>	<p>2.3.3</p>		<p>a) text with a description of the funding requirements, a financial analysis and, if available, also the fund raising strategy.</p> <p>A description of the main positions shall be provided (for example: chairman of the site, heritage manager, financial manager...)</p>	<p>Annex 14</p>	<p>31 October 2013</p>

	<p>involved in the management of the site.</p> <p>How: write a description of the funding requirements, detailed financial statements, a financial statement analysis and, if available, also the fund raising strategy.</p> <p>Then identify the staff already employed for the management, protection and valorisation of the site</p> <p>In case of complex sites, at least a description of the main positions shall be provided (for example: chairman of the site, heritage manager, financial manager...).</p>					
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Mapping organisations, public bodies and local stakeholders

ANNEX 1

SUSTCULT {CITY/Site}

Please note that all information are related to the cultural heritage site to be protected, promoted and valorised within the framework of the management plan (not to all the activities carried out by the institutions/organisations)

Date of compilation: day/month/year

Name of the Institution/Organisation

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Full address and contact references

Street and Number	
Post code	
City	
Country	
Website	

Legal Status (select):

public private other,

Responsible:

Name&Surname	
Position& role	
Tel.	
Fax.	
E-mail	
Skype account	

Contact person:

Name&Surname

Position& role

Tel.

Fax.

E-mail

Skype account

Thematic Focus of Institution/Organisation

Culture, environment, tourism, restoration, museum...

Institutional responsibilities:

Give a brief description of the activities carried out by the institution/organisation with relation to the management of the cultural heritage site:

Normative reference framework:

Make reference to the main current normative - national/regional/local- with relation to the cultural heritage to be protected and valorised (urban planning laws, cultural programmes, tourism sector plans, etc..)

Ref. Law	Description

Main activities and programmes under implementation:

Give list of plans/projects/programmes/activities already undertaken, in progress or foreseen with relation to the relevant themes to be integrated within the sites management plans.

Plan/Programme/Project/Activity	Area of interest	Period of realization	Allocated Investments	Foreseen Investments

Data and information produced by the Institution/Organisation/stakeholder involved in the field of cultural and natural heritage protection and promotion:

Give a list of existing data and documents (preferably in digital size) that need to be shared for a better knowledge of the site (for example, specific studies, research results, synthetic reports, urban planning data, tourism data, socio-economic data, GIS data, photographic documentation, videos..)

Problems and opportunities - synthetic SWOT Analysis

Provide a brief list of main problems you find in pursuing your aims and achieving your results (for example, critical elements, actual and potential conflicts and draft ideas and potential projects to undertake) and opportunities. If possible, complete the SWOT analysis.

STRENGTHS	WEAKNESS
OPPORTUNITIES	THREATS

Other information

Put here all additional information that you consider helpful to better set out the territorial setting of your heritage site.

Thank you for your collaboration!

For any questions, doubts and/or suggestions please contact:

Local SustCult Network referee:

Full address:

Tel./fax./e-mail/skype account:

Declaration of Participation in the SUSTCULT {CITY/Site} and transnational network

I the undersigned, legal representative of (name of the organisation), (address, tel, website)

DECLARE

the interest of my organisation in the activities of the SUSTCULT project and in particular, I confirm the willingness to participate in the SUSTCULT City/Site local network and in the SUSTCULT transnational network.

The (name of the organisation) will participate in the foreseen local activities, sharing data, experiences and contributing to the elaboration of the common methodology for an efficient management of heritage sites.

Moreover, the (name of the organisation) will help the constitution of the SUSTCULT transnational network on SEE cultural heritage with the aim of sharing and promoting values and know-how among management actors and practitioners working in cultural heritage.

I also appoint Mr/Ms XXXX to follow the activities of the SUSTCULT project as representative of (name of the organisation).

Place, date

(Signature)

ANNEX 3**Summary stakeholder identification, mapping and involvement**

Please list in the first column all relevant stakeholders that you have identified and not only those that you have mapped or involved (if different).

Last Update: _____

N.	Name of the Institution / Organization Identified	Mapping stakeholder form submitted (Yes, no, not requested)	Member of the Consultative Committee / local network (Yes, no, not requested)
<i>Public bodies and bodies governed by public law</i>			
<i>Private Institutions</i>			
<i>Local community organizations</i>			

ANNEX 4**SUSTCULT {CITY/Site}****Summary of the Consultative Committee Meeting****N°.**

Place, date and time: *in example Venice, 12/02/2012,. Veneto Region Conference Room, 9 – 12am*

Subject of the meeting: *in example Drafting of the Management Plan 2012 -2018*

Agenda:

- *Presentation of the management planning phases and current status*
- *Results of the heritage site issues and pressures SWOT analysis with local stakeholders*
- *Legal Framework and Current Programming (request of inputs from consultative committee members)*
- *Use of the Heritage site logo*
- *Other*

Attendance

Participants (list here only those belonging to consultative committee members institutions¹):

N	Name	Institution / organization
1		
2		
..

Absents members (only Consultative Committee Members):

1		
2		
3		

Other Participants if any:

1		
2		
3		

Summary of meeting results

Please describe the main outcomes of the meeting discussion such as: decision and agreements taken, tasks and activities to be undertaken in collaboration with the Committee Members in the incoming period, problems and suggestions emerged etc.

(max 500 characters space included)

Topics suggested for the next meeting:

- ...
- ...

Annexes

1. Please include here at least one picture of the meeting
2. SIGNATURE LIST !!!!!!!

¹ Those institutions/organizations signing the Declaration of Participation

ANNEX 5– LEGAL AND POLICY FRAMEWORK**SUSTCULT _____ {CITY/Site}****• IDENTIFICATION OF THE LEGAL FRAMEWORK**

Example of the legal framework for the Region Sardinia.

National Legislation

Number/references	Title/name
L.n.142/90	Outsourcing the management of public services
L.n. 498/92	Variations in the participation of local authorities
L.n. 4/1993 (Ronchey Law)	Concessions of the management of additional services to the private bodies
L.n. 127/1997	Establishment of Ltd. For the management of cultural services for local authorities
L.n. 448/2001 (National Financial Law 2002), art. 33 and 35	Possibility of private management for museums Possibility of establishing of foundations and associations for cultural services and leisure activities, participated by local authorities

In the same way, please complete the following table:

International Legislation

Number/references	Title/name

National Legislation

Number/references	Title/name

Regional and local legislation

Number/references	Title/name
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- **IDENTIFICATION OF THE CURRENT PROGRAMMING**

Please complete the following table as indicated:

Program/Plan	Area in question	Implementation period	Planned investments	Works / Priorities
ERDF Regional Operational Program	All municipalities included in the heritage site	2007 – 2013	1.000.000 euro	enhancement of state road 199

Interreg

Urban

- **PROBLEMS AND OPPORTUNITIES**

Based on the above-mentioned information, please provide a brief analysis by reviewing main problems or possible conflicts between legal/planning instruments and the MP and any opportunity related to the legal/policy framework (for example, critical elements, current and potential conflicts and draft ideas and potential projects to undertake).

Please complete the following table.

Legal/planning instrument	Main problem or conflict	Main Opportunity	Comment
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ANNEX 6– IDENTIFICATION OF KEY STAKEHOLDERS

SUSTCULT _____ {CITY/Site}

Identification of the Key stakeholders having management competences on the site territory and setting of agreements

Out of the stakeholder's with high degree of involvement previously identified it is important to select and further describe those key organizations and institutions having (by law or specific regulation) management, administrative rights or responsible for the definition or implementation of a particular sector policy / programming (see paragraph 2.1.2) on the whole site territory or just on a specific territorial unit part of the site. These organizations and institutions should be short-listed and their rights briefly described including the following information:

- The territorial unit in question (including core area and buffer zone)
- Legal status and form (public body or body governed by public law, 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;
- Name and contacts of the responsible person

Complex sites often do not have a single competent structure legally responsible to manage its territory, but there are several structures with different competences and responsibilities.

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

Competent structure	Territorial Unit	Responsible person and contacts	Description of the structure
Park Authority	Area of the Natural Park of the Venice Lagoon	Director of the Park	Park Authority with its own statute and rules which include the municipalities of..., established by Municipal Decree X/X/XXX
Superintendence of Archaeological Heritage of Veneto	Archaeological areas included in the site territory	Superintendent or 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 "magistrate of the waters"	Venice lagoon and canals	President	It is a peripheral institute of the Ministry of Infrastructure and Transport with responsibilities on management, safety and protection of the hydraulic of the lagoon and canals including (maritime traffic regulation, sources of pollution, maintenance of the banks and channels, hydraulic works)

Municipality of Quarto d'Altino	Part of the municipality territory included in the site area and buffer zone	Major	Responsible for all aspects of the local administration and programming applied in its territory
Dioceses of Venice Office for the pastoral care of tourism and cultural heritage	All assets and properties of the church	Director of the Office for the Pastoral Care of Tourism and Cultural Heritage	Protection and management of the papal state cultural heritage assets in Venice
Region of Veneto Departments of culture, spatial planning, tourism...	Whole site area	President of the Region and directors of the departments	...
Municipality of Venice Departments of urban planning, tourism, programming, environment ...	Venice municipality	Major and directors of listed departments	...
Province of Padova Departments of Urbanistic ...	Municipality of Quarto D'Altino	President of the province	...
	etc....		

Tools to be used during this phase are interviews and meetings with the subjects involved (provinces, municipalities, regions, public bodies and other institutions or organization having administrative, political or management competencies on the heritage site territories and/or assets)

ANNEX 7**SUSTCULT _____{CITY/Site}**
Summary of the workshop**Place, date and time:****Objective of the workshop: example :***Drafting of the Management Plan 2012 -2018*

Objective:

⇒ *Vision*⇒ *General Objectives**Etc***Attendance**Participants (list here only those belonging to consultative committee members institutions²):

N	Name	Institution / organization
1		
2		
..

Absent members (only Consultative Committee Members):

1		
2		
3		

Other Participants if any:

1		
2		

Summary of the workshop results/ decisions made*Please describe the main outcomes of the workshop***Annexes**

1. Please include here at least 3 pictures of the meeting
2. SIGNATURE LIST !!!!!!!

² Those institutions/organizations signing the Declaration of Participation

ANNEX 8 - ACTION PLANS

SUSTCULT _____ **{CITY/Site}**

Per each of the action plans. articulate it describing its projects / actions as in the example that follows: (subject in charge of the project)

Specific objective	Project title /Action	Priority A, B, C (*)	Estimated cost / resources needed	Funding secured	Responsible	Time scheduled	Monitoring indicators
<i>Work with public transport providers to improve services both within & around the Site & to increase the use of public transport</i>	<i>Define transport agreements for bus network provision with Uniunea Romana de Transport Public and Eurolines</i>	<i>A</i>	<i>Euro 2.0 M</i>	<i>Joint funding by the department of transport, Uniunea Romana, Eurolines, total package Euro 1.5M</i>	<i>Transport public Company</i>	<i>2013-2015</i>	

(*) prioritisation: action to be finalized within 1 year (A), 3 years (B), 6 years (C)

ANNEX 9 - PROJECT FICHE

SUSTCULT _____ {CITY/Site}

Key stakeholders propose projects and actions that will be included the site action plan/s – *Examples in italics*

Please note that the action plan/s foresee both new and ongoing projects/actions.

PROJECT n. _ _ _ {project numbering}	
Action Plan of reference	- <i>Protection and preservation</i>
Title of the proposed action / project	<i>Restoration of the port canals and of former industrial areas</i>
Objective(s) of the action plan (which specific objectives of the action plan are addressed by this project)	<i>Ob. 26</i> <i>Ob 31</i>
Project objectives	<ul style="list-style-type: none"> ▪ <i>Environmental restoration</i> ▪ <i>Safeguard of the quality of fresh waters</i> ▪ <i>Reuse of dismissed industrial areas</i>
Expected Results	<i>Improvement of environmental water quality</i> <i>Revitalisation of dismissed industrial areas</i>
Outputs	<i>Canals restored</i> <i>Monitoring map of water quality</i> <i>New civil buildings in former industrial areas</i> <i>A new park within the former industrial area</i>
Activities	<i>1 - Canals drainage and mud characterisation where necessary</i> <i>2 - Reclamation actions on the whole polluted industrial areas</i> <i>3 - Realisation of a green area for recreation</i> <i>etc</i>
Authority/stakeholder responsible for delivery	Venice Port authority
Involved actors	Port authority, City of Venice, etc.
Budget Overall budget / Budget per activity	Overall budget :100 M€ <i>Canals drainage: x €</i> <i>Reclamation actions: x €</i> <i>realisation of a green area: x €</i>
Financial resources	<i>Available funds: 60 M€ (Port authority)</i>

Available / to be provided	<i>Resources to be found yet: 40M€</i>
Project Phases and Timescale	<i>The complete project lasts 2.5 years</i> <i>Action 1 from ... to ...</i> <i>Action 2 from .. to ...</i> <i>etc</i>
Priority (A,B,C) action / project to be finalized within 1 year (A), 3 years (B), 6 years (C)	B
Performance Indicators and monitoring of the action	<i>Length of water canals restored</i> <i>Surface of restored dismissed industrial area</i> <i>Number of new buildings designed and constructed</i>

ANNEX 10

Activity FICHE SUSTCULT _____ {CITY/Site}

Please, fill the table below to describe, the activity in detail for each action/project (when is going to start and end, who is responsible for implementing it, which resources are available for it and how can these resources be reached or secured by the implementer, what is the output expected of the activity).

No. of the action/project:				
Title of the action/project:				
Responsible of the action/project:				
Activity (WHAT)	Start and End (day, month, year) (WHEN)	Stakeholders involvement (WHO)	Organizational issues (human resources, instruments, etc) (HOW)	Financial Resources (FUNDS)
...
...
...
...

ANNEX 11A – IMPLEMENTATION PHASE
SUSTCULT _____ {CITY/Site}

Date:

- Describe the actual management system. Assess the effectiveness of the actual system to protect and valorise and promote your site.
- Assess the level of cooperation of institutions involved in the site's management;
- Assess the role of local communities in the site's management;
- Assess the involvement of private bodies involved;
- Assess the actual gaps;
- Suggest feasible alternative solutions to improve the management of your site.

ANNEX 11 B – IMPLEMENTATION PHASE
SUSTCULT _____ {CITY/Site}

Place, date and time:

Objective of the workshop: *example :*

*Sharing the issues regarding the actual management system (11A).
Discussion about the main gaps and management models to be used for site's management , discussion about possible solutions, etc...*

Attendance

Participants (list here only those belonging to consultative committee members institutions³):

N	Name	Institution / organization
1		
2		
..

Absent members (only Consultative Committee Members):

1		
2		
3		

Other Participants if any:

1		
2		

Summary of the workshop results/ decisions made

Please describe the main outcomes of the workshop

Annexes

1. Please include here at least 3 pictures of the meeting
2. SIGNATURE LIST !!!!!!!

³ Those institutions/organizations signing the Declaration of Participation

ANNEX 12 A– IMPLEMENTATION PHASE

SUSTCULT _____ {CITY/Site}

Example:

Legal Form	Advantages / Benefits	Costs	Strengths	Weaknesses	Adaptability to the site ⁴
No Profit - associations	Absence of a minimum share capital	Reduced operating costs and simplification of administrative and fiscal aspects	Public and private entities can be both part of the association. Tax benefits	This legal form is not suitable for an effective operational management and / or the pursuit of economic objectives	Good, because the Association, by its very nature, excludes the development of entrepreneurial activities by statute and is aimed at the preservation of the site. Good if coordination activities are the main objective.
Foundation	Possibility of direct management of cultural services by local authorities	Reduced operating costs.	Reduced accounting and taxation	Legal instrument is not suited to the management of UNESCO sites.	Limited, because the structure of the foundation does not allow the aggregation of a large number of subjects. It may be used if one or more cultural services (eg libraries, newspaper libraries) are assigned to third parties....
Etc..					

⁴ A score from 1 to 5 could be added to this column to facilitate the comparison of results

ANNEX 12 B– IMPLEMENTATION PHASE**SUSTCULT _____ {CITY/Site}**
Summary of the workshop**Place, date and time:****Objective of the workshop:** *example :*

Evaluation and discussion about the main management models to be used for site's management (Direct management model, Outsourcing model, Collaborative management model)

Definition of the management system of your site through the creation of a mind map illustrating how it works

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;
3. the ability to directly access the various types of funds.

Etc

Attendance

Participants (list here only those belonging to consultative committee members institutions⁵):

N	Name	Institution / organization
1		
2		
..

Absent members (only Consultative Committee Members):

1		
2		
3		

Other Participants if any:

1		
2		

Summary of the workshop results/ decisions made

Please describe the main outcomes of the workshop

Annexes

1. Please include here at least 3 pictures of the meeting
2. SIGNATURE LIST !!!!!!!

MANAGEMENT SYSTEM MIND MAP

Describe and create a mind map with the management system of your site:

Example:

⁵ Those institutions/organizations signing the Declaration of Participation

ANNEX 13– IMPLEMENTATION PHASE

SUSTCULT _____ {CITY/Site}

Write a description of the administrative regulation and coordination rules.

Provide the following information:

- Coordination modalities
 - ⇒ Method of appointing;
 - ⇒ Assigned responsibilities;
 - ⇒ Roles;
 - ⇒ Resources;
 - ⇒ Management tools.

Create a function chart to represent the main features of the management structure.

MANAGEMENT STRUCTURE MIND MAP

ANNEX 14– IMPLEMENTATION PHASE

SUSTCULT _____ {CITY/Site}

Give a description of the main positions shall be provided (for example: chairman of the site, heritage manager, financial manager...).

Write also a description of the funding requirements, detailed financial statements, a financial statement analysis and, if available, also the fund raising strategy, and provide the following information:

- instruments and human resources available for the site management (and if they are sufficient)
- staff already employed for the management, protection and valorisation of the site (possibly identifying different institutions involved)
- ideal staff for the proper management of the site
- actual budget foreseen for site management;
- eventual income from the site to the local communities;
- define which improvements and actions should be undertaken to fulfil the identified gaps.