

WORLD CULTURAL HERITAGE MANAGEMENT PLANNING

about management plan structure and process

Katri Lisitzin

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KONFERENCIJA

“POD PRITISKOM”

14. - 16. 11. 2018.
SUSRET JADRANSKIH
ZAVODA



ZAVOD ZA PROSTORNO UREĐENJE
DUBROVAČKO-NERETVANSKE ŽUPANIJE

DUBROVAČKO-NERETVANSKA
ŽUPANIJA

MANAGING THE CITY IN ITS TERRITORY

World Heritage Outstanding Universal Value in its wider context



China
IC MOS

ICCROM

中国文化遗产
China Cultural Heritage

文化局
INSTITUTO CULTURAL

CASH

**Course on Management and Monitoring of
World Heritage Sites**

2018年度世界遗产监测培训班

World Heritage management ?

What does UNESCO want from us?

Why do we need to add one more layer of protection?

Management

” use of means to accomplish an end”

What is the value ?



What is important and why?



What are the opportunities and threats?



What policies need to be in place to sustain the value ?

A management plan is NOT

A conservation plan

A community involvement plan

A restoration and maintenance plan

A business plan

An interpretation plan

A tourism / visitor management plan

A disaster risk management plan

- BUT -

a plan that sets priorities and guides decision-making

An aerial photograph of the Honghe Hani Rice Terraces in China. The terraces are carved into the hillsides, showing a mix of green and golden-yellow rice. In the background, a village is nestled on a hillside, and misty mountains rise under a cloudy sky. A semi-transparent dark box is overlaid on the left side of the image, containing the title text.

World Heritage and Sustainable Development

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Socio-ecological systems and interrelations

World Heritage Sustainable Development policy 2015

8. In applying a sustainable development perspective within the implementation of the World Heritage Convention, States Parties should also recognise the close links and interdependence of biological diversity and local cultures within the socio-ecological systems of many World Heritage properties. These have often developed over time through mutual adaptation between humans and the environment, interacting with and affecting one another in complex ways, and are fundamental components of the resilience of communities. This suggests that any policy aiming to achieve sustainable development will necessarily have to take into consideration the interrelationship of biological diversity with the local cultural context.

Synergies between natural and cultural value assessments

What are Ecosystem services?

Ecosystem services are the benefits human populations derive from ecosystems, such as food and freshwater, raw materials, regulation of natural processes including buffers against natural disasters and nonmaterial contributions of ecosystems to human wellbeing.

Spatial and time issues

- Define appropriate boundaries to the study
- What are the impact zones?
- What are the likely direct and indirect and induced impacts
- Time frame of the project and seasonal issues
- Linear projects such as roads have special spatial and connectivity issues

Identify the stakeholders for consultation

General groups

- Beneficiaries of the project
- Affected people and communities
- General stakeholders
- Future generations

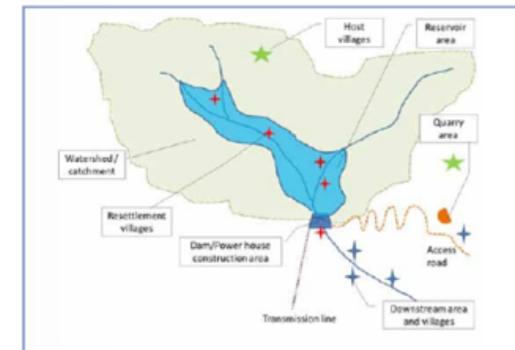
Natural Heritage specific stakeholders

- Local people – who use natural resources and have special knowledge
- Protected area managers and rangers
- Academic and research institutes
- Conservation specialists
- Eco-tourism operators

In the hydropower project there will be several **impact zones**:

- Dam site – construction activities
- Reservoir area – inundated
- Transmission line route
- Road access route
- Watershed above the reservoir
- River upstream
- River downstream

Some may be inside the protected area, some outside



World Heritage property, buffer zone and setting

Property

includes the Outstanding Universal Value

Buffer zone

Protects, enhances and adds to the value

Setting

a wider area which is part of or contributes to the significance of the World Heritage property. It includes intangible heritage, associations and the current cultural, social, economic context.

Setting does not need to have set boundaries

Buffer zones and broader setting

- ✓
- 112.** Effective management involves a cycle of short, medium and long-term actions to protect, conserve and present the nominated property. 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 Outstanding Universal Value. This approach goes beyond the property to include any buffer zone(s), as well as the broader setting. The broader setting, may relate to the property's topography, natural and built environment, and other elements such as infrastructure, land use patterns, spatial organization, and visual relationships. It may also include related social and cultural practices, economic processes and other intangible dimensions of heritage such as perceptions and associations. Management of the broader setting is related to its role in supporting the Outstanding Universal Value.

Decision 39 COM 11



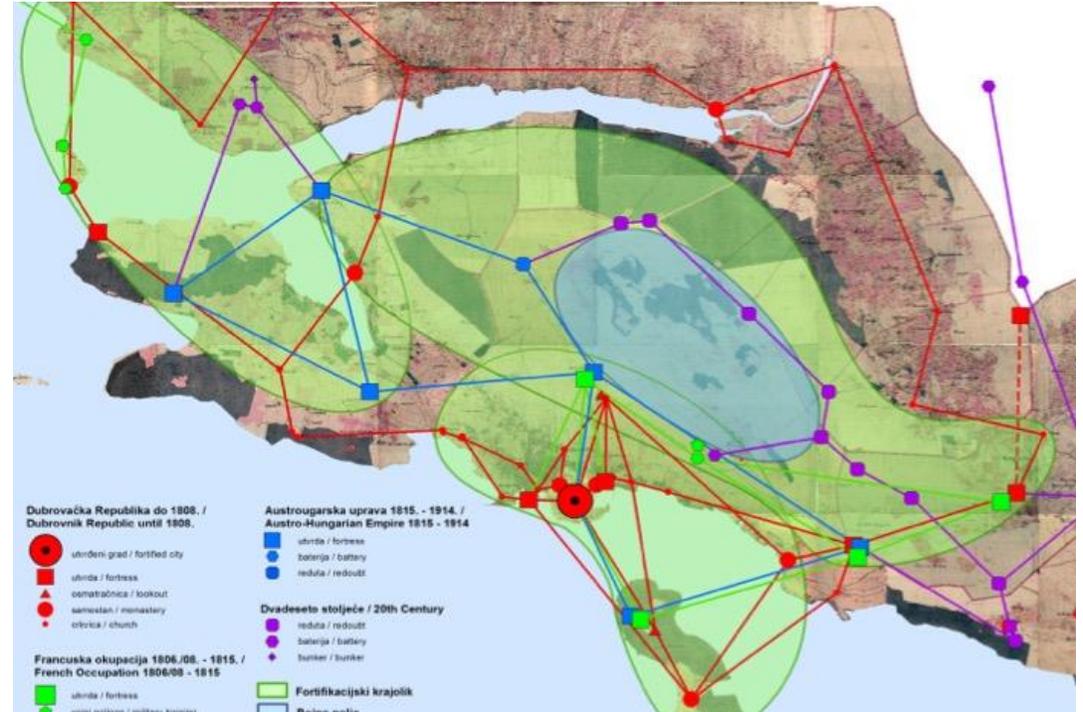


Fig. 32: A map is showing the UNESCO World Heritage Property 'Old City of Dubrovnik' and its broader setting. Indicated is the historic urban landscape associated with the Outstanding Universal Value; key built elements (red), historic infrastructure with aqueduct (blue) and railway (black) © Google map/ Maaike Goedkoop and Katri Lisitzin

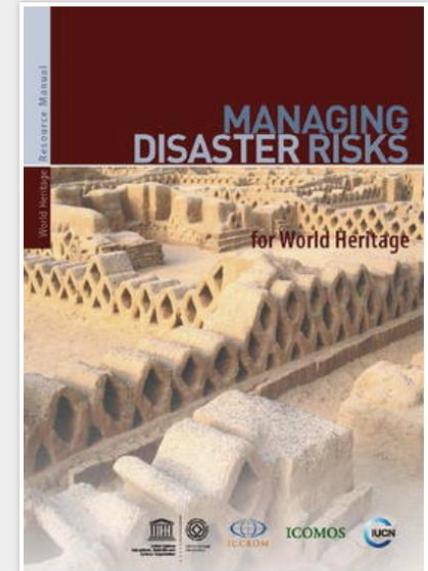
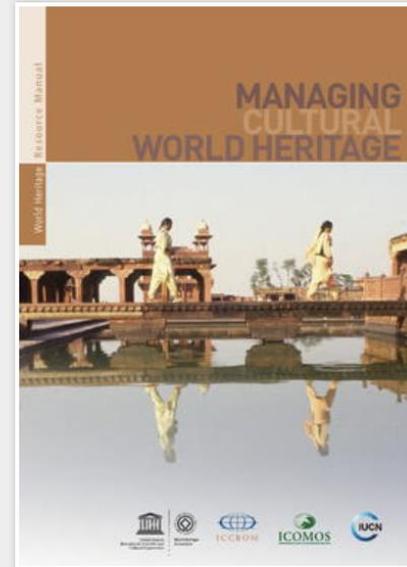
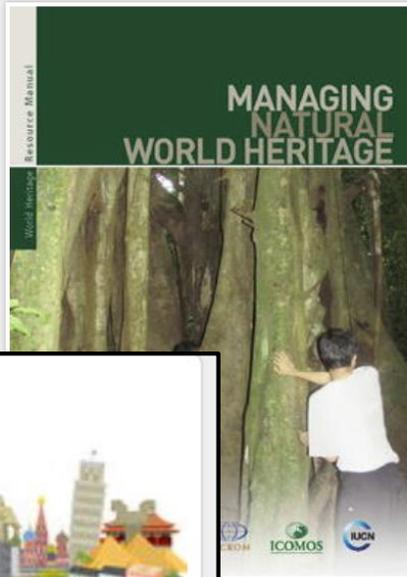
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Recommendation on the Historic Urban Landscape

HISTORIC [Layers: old and new]
URBAN [Heritage: tangible and intangible]
LANDSCAPE [Setting: nature and culture]
APPROACH [Management: community involvement and partnerships]

World Heritage Resource Manuals and tools



World Heritage and
Sustainable Tourism
Programme

Sustainable Tourism UNESCO
World Heritage and Sustainable
Tourism Programme © The

Values are the base for all management - Identify and listen to stakeholders



REPORT

Joint UNESCO World Heritage Centre / ICOMOS / ICCROM Reactive
Monitoring Mission to the World Heritage property

Historical Monuments of Mtskheta



GEORGIA

FROM 19 TO 24 FEBRUARY 2018



WHS Historic Monuments
of Mtskheta, Georgia

Whose values?

IUCN ICOMOS ICCROM icomos ^{norge}

REPORT
The Advisory Body “Our Common Dignity Initiative”
on Rights-based approaches in World Heritage:
Taking stock and looking forward

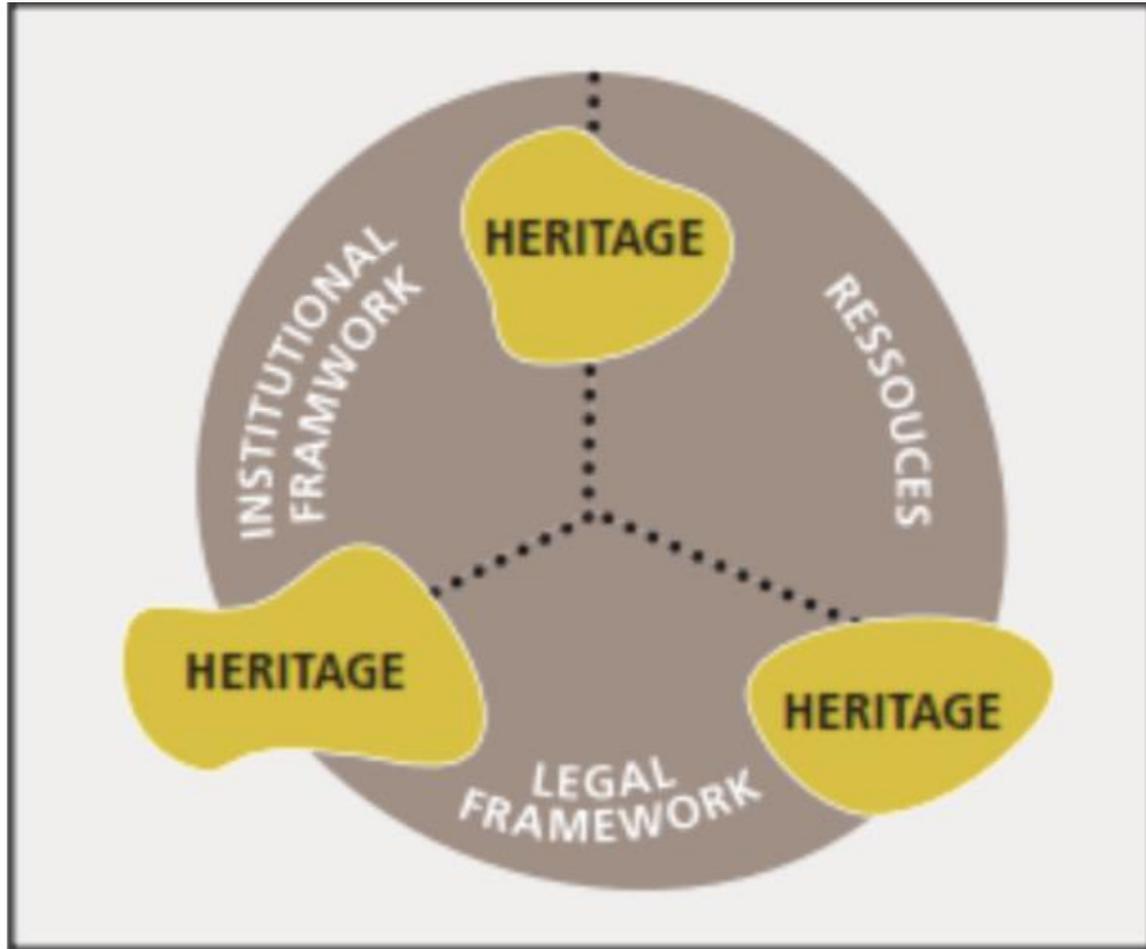


Editors
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Pyrenees Mont Perdu France /Spain©KL

3 key elements of a management system



Legal framework

Institutional framework

Resources
(human, financial etc)

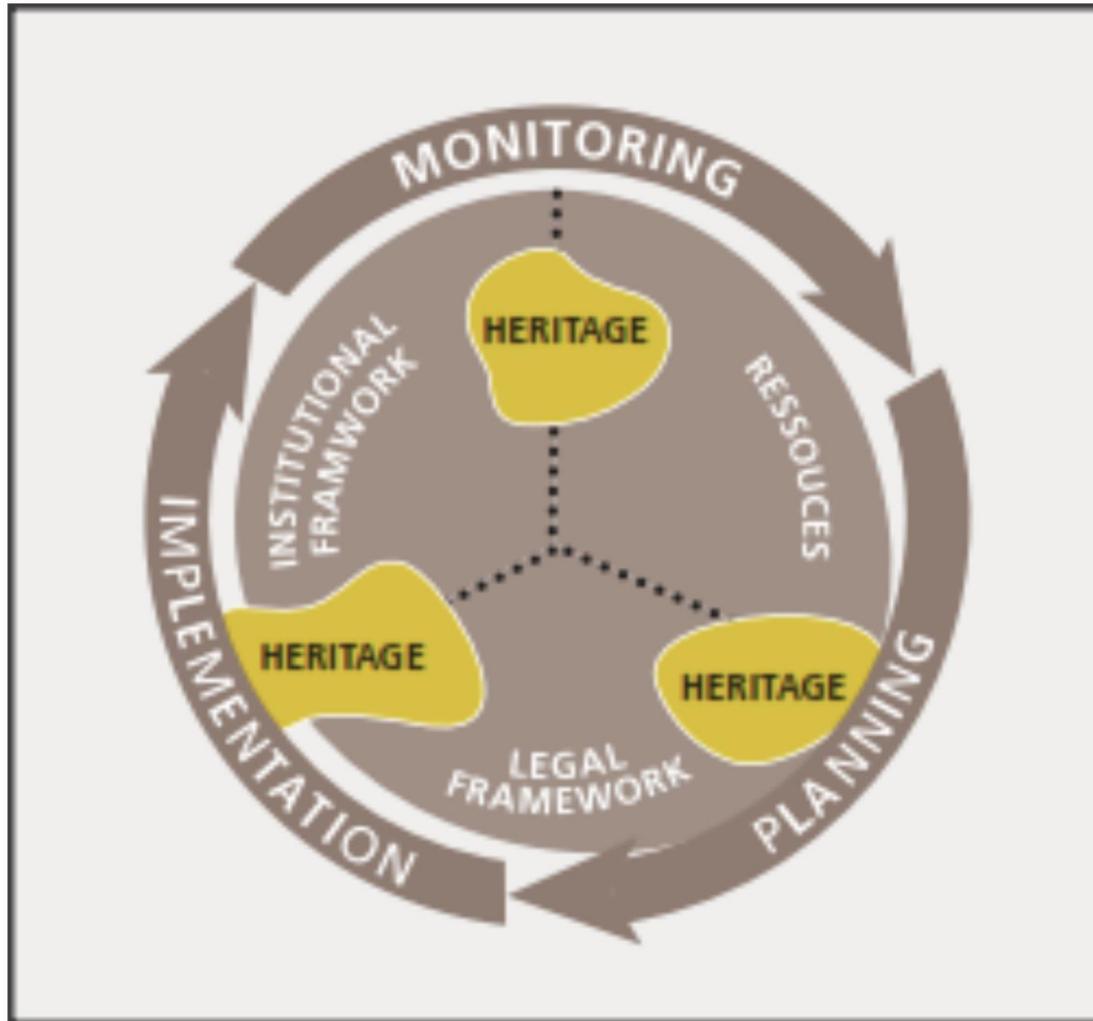
Project team and responsibilities

The team leader needs to assemble a working team of members whose competencies are multidisciplinary and which collectively amount to:

- An understanding of the requirements of the World Heritage Convention and the World Heritage Committee,
- Detailed local knowledge of the property and its heritage values and a good understanding of the factors affecting them,
- An understanding of management systems for heritage and of the particular system(s) operating for the property under consideration,
- An understanding of the property under consideration, in both technical conservation terms and historical background,
- An understanding of the legal / regulatory framework that must be managed,
- An understanding of the social and economic context of the property and its stakeholders (and how to engage them).

- Abilities in preparing costed programmes of actions,
- Skills in communicating effectively (both in writing and orally),
- Expertise in information management,
- Negotiating / advocacy and facilitation skills,
- Political sensitivities and an ability to build rapport and credibility with others,
- Flexibility / tolerance and a willingness to recognize the needs of others,
- Project management skills,
- Direct knowledge of / involvement with 'end-users' (e.g. visitors, local communities).

3 key processes in management



Planning

Implementation

Monitoring

The process of setting up management planning

1. SET UP THE PROCESS

- ✓ Identify your stakeholders
- ✓ Listen to your stakeholders
- ✓ Decide and agree upon a process where stakeholders are involved in all phases

2. UNDERSTAND THE PROPERTY

(documentation)

- ✓ Value (OUV and other values)
- ✓ Physical condition of attributes
- ✓ Context and setting
- ✓ Existing management systems/Plans

3. DETERMINE FACTORS AFFECTING THE PROPERTY (documentation)

- ✓ Threats and opportunities
- ✓ Physical deterioration
- ✓ Management problems

4. IDENTIFY KEY MANAGEMENT ISSUES

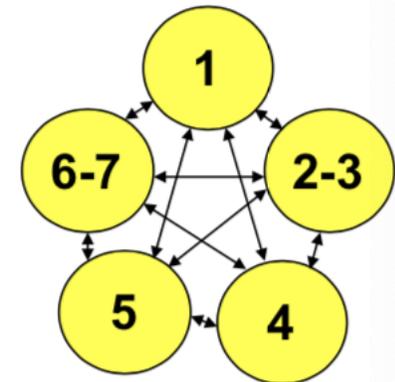
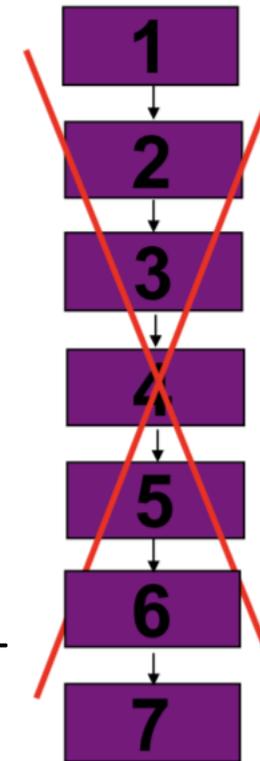
- ✓ Governance and management (decision-making structure, human resources, finance, legal system)
- ✓ Conservation and maintenance
- ✓ Use, social and economic situation
- ✓ Site interpretation
- ✓ Visitor management
- ✓ Disaster risk management
- ✓ Community involvement
- ✓ Implementation and monitoring

5. DEVELOP AND AGREE ON RESPONSES –

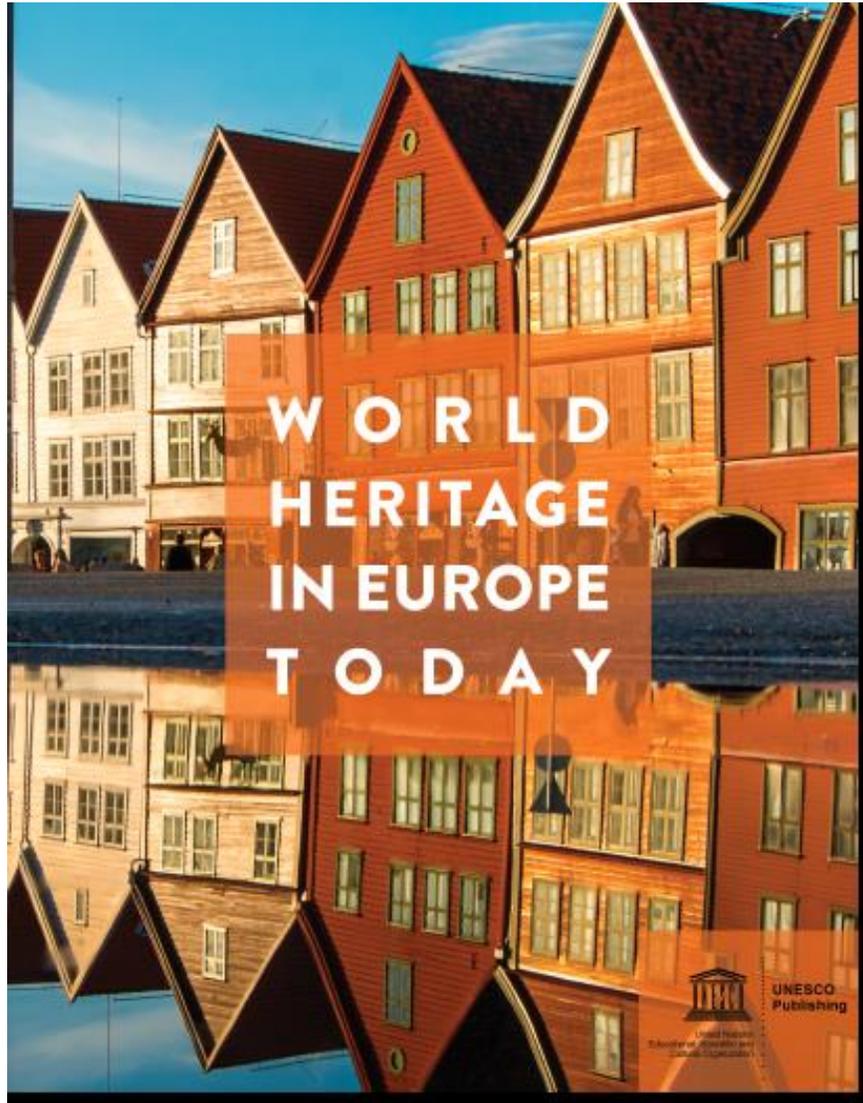
WRITE THE MGT PLAN

6. IMPLEMENTATION SET UP

7. MONITORING SET UP



Identify factors affecting heritage



Old City of Dubrovnik (Croatia)

2018 2016 2014 1998 1997 1996 1995 1994 1993 1992 1991

Factors affecting the property in 2018*

- Housing
- Impacts of tourism / visitor / recreation
- Major visitor accommodation and associated infrastructure
- Management systems/ management plan

Factors* affecting the property identified in previous reports

- Armed conflict (issue resolved)
- Earthquake in September 1996 (issue resolved)
- Need to extend the buffer zone
- Large project in the vicinity of the property
- Cruise ship tourism
- Carrying capacity of the property
- Planned Sport and recreation centre with golf course and tourist settlement (issue resolved)

Factors affecting the property in the wider context of the property – OUV and other values



FACTOR	NATURE OF IMPACT				ORIGIN	
	positive	negative	current	potential	inside	outside
Buildings and development						
Dominant new developments		x	x	x	x	x
Urban sprawl						
Privatization of public spaces		x	x	x	x	x
Interpretative and visitation facilities, trails, information centres	x		x	x	x	
Changes in use (residential, tourism,commercial)	x	x	x	x	x	x
Transportation infrastructure						
New roads, widening of roads, car parks						
Effects arising from traffic infrastructure - light , sound, vibrations, pollution, visual disturbance		x	x	x	x	x
Utilities or Service Infrastructure						
Renewable energy facilities; wind, solar etc		x		x	x	x
Powerlines, cell phone towers,						
Pollution, Environmental threats						
Air, water, waste,		x	x	x	x	x
Climate change and severe weather events						
fire, erosion, earthquake		x	x	x	x	x
Biological resource use / modification						
land conversion , forestry		x	x	x	x	x
Social/cultural uses of heritage						
Impacts of tourism, visitor pressure						
Society's valuing of heritage	x	x	x	x	x	x
changes in traditional ways of life and knowledge systems						
identity, social cohesion						
Management response						
Management plan, legal framework	x	x	x			

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Categories	VALUES			ATTRIBUTES
		OUV	Other	
Architecture and urban planning	Historical urban and architectural complex of Dbv has retained its medieval structure of a fortified town	X	X	Intra-mural city: Main town wall, with towers, donjons, and bastions, barbicans, the moat and Kase breakwater urban layout (13 th c) with street grid, layout of housing and public spaces, building materials, (Placa, impressive Renaissance and Baroque public and private buildings (Rectors Palace, Franciscan monastery, Dominican Monastery, cathedral, Customs house, churches (St Blaise), Arsenal Extra-mural city Pile medieval industrial suburb, Lovrijenac fortress, Lokrum Benedictine Abbey Fort Royal fortress
	Two types of urbanism with Medieval city structure with summer residences		x	Summer residences
	Strategic location and setting on the coast and at the foot of Mt Srd	x	x	Location at the foot of Mt Srd, historic roads, harbours
Scientific	Archival documentation	X	X	Research activities Archives (City statutes 1272)
Technical	Advanced water management system	x		aqueduct
Artistic	Art and Science	x	x	xxx Architecture
Functional	Strong maritime and trading hub in Mediterranean	x	x	Arsenal, the moat and Kase breakwater, trade routes, historic roads and navigation routes,
	Highly advanced municipal infrastructure and health care system			Municipal sewage and water supply system granary at Rupe Quarantine protection, apothecaries, hospitals, hospices and orphanage
Political, socio-economic	Dubrovnik Republic as a political and administrative centre		X	
	High public awareness of the identity and value of the city	x	x	?

Management Plan content examples

- Purpose
- Process (how it was prepared and who was involved), including a decision-making process diagram
- Property description
- Significance (with OUV for World Heritage sites)
- Identification of key issues
- A Vision Statement/guiding principles, policies/objectives
- Actions to meet policies/objectives (including timing, priorities, resources and indicators)
- Implementation plan; annual work plan, project formulation, indication of resources
- Monitoring plan
- Timetable for review

Management Plan vision and strategies

2.0 Introduction	
2.1 – The English Lake District’s Outstanding Universal Value	
2.2 – National Park Special Qualities	
2.3 – Being a World Heritage Site and a National Park	
2.4 – The risks and issues affecting the Lake District	
2.5 – Management and the protection of the Lake District	
2.6 – The Partnership’s engagement with others	
2.7 – The Vision for the Lake District	
3.0 The Strategies	
3.1 Spectacular landscape, wildlife and cultural heritage	
Strategy SL1 – A world-class living cultural landscape	
Strategy SL2 – Sustained distinctive and well maintained built and historic environment	
Strategy SL3 – Wise use of geology contributing to national needs and demands	
Strategy SL4 – increased resilience to flooding	
Strategy SL5 – improved water quality and resources in tarns, rivers, ground waters, and sea	
Strategy SL6 – well considered tree and woodland establishment and improvement	
Strategy SL7 – Resilient and well-functioning habitats and wildlife	
Strategy SL8 – The continuation of the Lake District as a source of artistic and cultural inspiration	
3.2 Prosperous economy	
Strategy PE1 – Profitable land management, farm	
Strategy PE2 –	

3.3 Vibrant Communities	
Strategy VC1 – Pride in and sense of ownership of the local environment and its distinctive character	
Strategy VC2 – Reasonable fuel and energy costs	
Strategy VC3 – Access to services	
Strategy VC4 – Access to a range of employment opportunities	
Strategy VC5 – Availability and supply of a full range of housing types, sizes and tenures to meet local needs	
Strategy VC6 – A high proportion of housing in permanent occupation	
Strategy VC7 – Access to high quality amenity and recreation green spaces, public rights of way, and facilities	
Strategy VC8 – Safe communities and low crime	
4.0 Implementing the Plan	
4.1 Roles and responsibilities	
4.2 Resources for delivery	
5.0 Actions	
5.1 Breakthrough actions	
5.2 ‘Business as usual’ – the partnership’s ongoing commitment to managing the Lake District	
6.0 Monitoring the effectiveness of the plan and condition of the Lake District	
6.1 Introduction to monitoring	
6.2 Monitoring Outstanding Universal Value and Special Qualities	

Priorities!

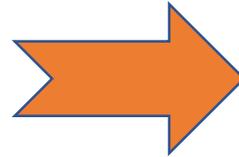


Type of project	Project	Reference objectives					Planning phase	In progress	Continual	Time-scale	Financial resource
		1	2	3	4	5					
Projects of the Croatian component	ZADAR: Competition of ideas for the requalification and revitalisation of the closed ditches along the east side of the fort and the adjacent area			■	■		■			L	80,000 €
	ZADAR: Removal of the parking areas in the historical town and renewal of the urban furniture			■			■			M	nd.
	ZADAR: Green Islands			■	■		■			S	nd.
	ZADAR: Realisation of a new dock for commercial and passenger ferries			■	■		■			L	236 million €
	ŠIBENIK: Construction of a footpath to reach Saint Nicholas' Fort				■		■			S	nd.
	HVAR: Restoration of the Hvar arsenal and theatre for the town of Hvar				■		■			S	nd.
	KORČULA: Restoration and conservation of the complex of the "Count's Palace"		■	■			■			L	120,000 €
	KORČULA: Organisation of historical sources on the Dalmatian coast	■	■				■			M	20,000 €
	KORČULA: Restoration of the south-east gate of the wall (bastion-arsenal) and creation of the Korčula Naval Museum		■	■	■		■			M	nd.

The priorities of the 2015–2021 Management Plan are to:

1. Protect buried archaeology from ploughing and enhance the setting of sites and monuments by maintaining and extending permanent wildlife-rich grassland and managing woodland and scrub
2. Protect monuments from damage by burrowing animals
3. Reduce the dominance and negative impact of roads and traffic and ensure any improvements to the A303 support this
4. Improve the interpretation and enhance the visitor experience of the wider landscape
5. Ensure any development is consistent with the protection and, where appropriate, enhancement of the monuments and their settings and the wider WHS landscape and its setting
6. Spread the economic benefits related to the WHS to the community and wider county
7. Encourage local community engagement with the WHS
8. Encourage sustainable archaeological research and education to improve and communicate the understanding of the WHS.

Need for measures and indicators



- Area of Concern: Population Retention (gentrification)
 - Owner occupation vs. rental occupation
 - Residential vs. tourism use
 - Housing costs
 - Urban quality of life
 - Community events or activities

Example

Area of Concern (linked to Specific Management Issues)	Population Retention
Subject Focus	Urban Quality of Life
Objective/Target	Commercial Activities: Do residents have the necessary goods and services to remain in the historic centre
Possible Indicators	



Define goals



SPECIAL QUALITIES AND OUTSTANDING UNIVERSAL VALUE INDICATORS				
Special Qualities	attributes of Outstanding Universal Value	Indicator Reference	Indicator	Ideal Status
9 Distinctive buildings and settlement character	<ul style="list-style-type: none"> The local architecture varies from the traditional vernacular buildings with related characteristics to the more formal architectural styles... 	SQ24	Conservation Areas with character appraisals and management plans	Increasing
		SQ25	Conservation Areas at risk	Zero
		SQ26	Number of listed buildings	No decrease
		SQ27	Development sympathetic to local character by settlement	100% of permissions in line with Local Plan policy CS03
10 A source of artistic inspiration	<ul style="list-style-type: none"> The unique beauty of the Lake District's pastoral landscape has inspired generations of artists and writers 	SQ28	Proportion of visits that are to cultural attractions	Increasing

Management Plan as a tool for World Heritage monitoring



- To determine if OUV and other values are protected/sustained
- It is an obligation of the State Party
- To ascertain benefits are delivered to society



- Evaluating forces and pressures external to sites
- Evaluating “state of conservation” (existing condition) of sites
- Evaluating effectiveness of management and/or conservation actions taken on sites



- Regular monitoring based on a plan
- Reactive Monitoring
- Periodic Reporting



Hvala

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