Recommendations for training of site managers concerning World Heritage Processes

World Heritage Periodic Reporting
Sub-Regional Meeting
Tbilisi, Georgia
November 14 -16, 2012
Katri Lisitzin
PERIODIC REPORTING
Handbook for Site Managers
Management is part of OUV

OUTSTANDING UNIVERSAL VALUE

Property meets one or more World Heritage criteria

Property meets the conditions of integrity and authenticity if relevant

Property meets the requirements for protection and management

Illustration of the three foundations of Outstanding Universal Value within the World Heritage Convention. All three must be in place for a property to be judged as of Outstanding Universal Value.

IUCN
OUV key questions

What are the values
What is important and why
What makes those values vulnerable
What policies need to be in place to protect them
-Borders of history
-Borders of management
-Borders of sustainability
-Views in / out

-P 15 Turner
Lord Rogers helps to rebuild a village buried by disaster

Italy

James Bone Rome

Lord Rogers of Riverside, the architect responsible for London landmarks such as the Lloyd’s building and the Millennium Dome, is volunteering his help to rebuild the disaster-stricken Italian village where his son lived before his death.

Vernazza, which hugs a cove on the Italian Riviera, is perhaps the most beautiful village in Italy. Acclaimed as the pearl of the five settlements known as the Cinque Terre on the Ligurian coast, it is listed as a UNESCO World Heritage site for its “harmonious interaction between people and nature” and “landscape of exceptional scenic quality.”

Yet the picturesque medieval village with a year-round population of just 500, is marked by tragedy. A year ago, after being battered by torrential rain and a tornado, it was devastated by landslides. Three people lost their lives on October 25 as mud cascaded down the steep hillside, burying the streets to a depth of 3.6m (11ft).

Lord Rogers, born in Florence to an Italian mother, has visited Vernazza every summer for almost half a century. His son, his son with his second wife, Ruth — who runs the River Cafe in West London — was staying in Vernazza at the time of the disaster.

Ro. 27 survived the mudslides, which blocked the rail line and destroyed the only road out, and managed to escape the next day by boat. But he died a day later, on October 27, after suffering an epileptic seizure in the bathroom in the nearby city of Viareggio on his way back to Britain.

“The love for Vernazza and the memory of their son is what it moving Richard and Ruth to help,” said Lord Rogers’ Italian cousin and collaborator Ernesto Bartolini. “He managed to survive. He managed to escape. The day after the escape, he died. It’s a terrible story. Very tragic,” he said.

Lord Rogers has made three visits to Vernazza since the deluge, including one with his friend Renzo Piano, with whom he designed the Pompidou Centre in Paris. He is due to present the plan in public next week on the first anniversary of the disaster.

The plan aims to restore Vernazza to its original beauty with local materials and native trees. Sandstone from a local quarry will be used to pave the main street through the village and the piazza by the cove, now temporarily covered by tarmac, was being destroyed.

Lord Rogers has also designed simple, elegant street furniture and sustainable public lighting. Richard has focused on high-quality design and a lot of respect for the tradition of the place,” Ruth Mandrell, an American part-time resident, said. “We are interested in tourism, but we are interested in high-quality tourism. With two other American residents, Ms Mandrell has founded a charity called Save Vernazza to raise funds for the rebuilding. It works with volunteers and

charity. Vernazza is going to be more closely tied to the surrounding area.

Lord Rogers’ lead consultancy, making the project a reality (at £3 million) is due to be completed in 2013. Work is due to start next month for the rebuilding where tour guides will guide visitors and remodelling the fountain at the entrance to the village that is a source of pride by local residents.

Gianni D’Acunzo Lord Rogers of Riverside’s close friend Gianni D’Acunzo, who lives in Vernazza, said that the project “will close to the heart. It’s a matter of emotion, it’s not a question of business. It’s a matter of helping. He is giving this to the town,” he said. “It’s all the small things that give the architectural touch. You see them and you don’t see them.”

Leading article, page 2
Challenges

The management has to deal with many parallel interests and stakeholders - not controlled by the management or indirectly affecting the values of the site.

The management must balance conservation, access, local community interest and sustainable economic use – and ensure that it can be implemented.
Priority areas for capacity building

SOC Report Analysis

Fig. 1. An analysis of problems cited in 2008 World Heritage State of Conservation Reports
Factors affecting the properties
(Pecentage of cultural properties reporting negative, current impacts by factor groups and by sub-regions)
What is needed?

State of Conservation (SOC) reports identify key areas for future capacity building

- Disaster risk management
- Sustainable tourism
- Heritage Impact Assessments
- Management Effectiveness
- Involvement of communities, NGOs and other stakeholders
- Legal and administrative frameworks
- Awareness of World Heritage Convention
- Integration of World Heritage processes into other related planning mechanisms
A participatory approach
Community involvement

Acknowledge the stakeholders
“Stakeholder is an individual or a group, who have a legitimate ownership, or interest and can influence the conservation and management of the site “

All the main groups and organizations need to be involved so that the planning process will reflect the community values
# Three target audiences

## World Heritage Capacity Building Strategy

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<th>Where capacities reside and associated audiences:</th>
<th>Some principal learning areas:</th>
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| **Practitioners**  
Those with direct responsibilities for heritage | • Implementation of the Convention  
• Conservation and management issue  
• Technical and scientific issues  
• Resource utilization and management |
| **Institutions**  
Decision and policy makers | • Legislative issues  
• Institutional frameworks/issues  
• Financial issues  
• Human resources  
• Knowledge |
| **Communities & networks**  
All those who have a legitimate interest in heritage | • Reciprocal benefits and linking with sustainable development  
Stewardship |
One example from processes and situations.
What is Disaster Risk Management and why is it important?

Managing Disaster Risks for World Heritage

- Various categories of cultural heritage property, such as historic buildings, historic towns and urban areas, vernacular settlements and housing, archaeological sites, historic gardens and cultural landscapes will have their own specific needs for disaster risk management.

- These are determined by the specific nature of each heritage type based on its scale and character (tangible and / or intangible, movable and / or immovable, living and / or uninhabited, and protected and / or unprotected).

Disaster Risk Management cycle

There are three main stages of Disaster Risk Management: before, during and after disasters (Figure 1). The preparedness activities to be undertaken before a disaster include risk assessment, prevention and mitigation measures for specific hazards (maintenance and monitoring, and formulating and implementing various disaster management policies and programmes).

Emergency preparedness to be undertaken before a disaster includes measures such as creating an emergency team, an evacuation plan and procedures, warning systems and drills and temporary storage.

After disaster

- Treatment (such as repairs, restoration, retrofitting)
- Damage assessment

During disaster

- Emergency response procedures
- Risk assessment
- Risk prevention/mitigation
- Recovery/rehabilitation

Before disaster

- Review

Figure 1. Disaster Risk Management cycle
Recovery and Rehabilitation

Long Terms

1. Restoration and reconstruction of the property in accordance with the integrity and authenticity
2. Rehabilitation of the environment
3. Review of cultural heritage legislation
4. Review of Disaster Management
5. Assessment of human and economic resources
6. Stakeholder involvement and community participation
7. Educational and Awareness raising activities
8. Introduction of a monitoring system
involved and do not participate. But who is the local community? Many sites have parallel communities, who is the user and who benefits. Who has a direct relationship with the place, who are the custodians? What are the social, economic and political realities of the place.

Documentation and transparency (impact assessments). Transfer conflict management, participatory processes and communication strategies. Opportunities for partnerships.

3. Threats and pressures - Assessing factors affecting heritage

In recent years a large number of heritage sites have been threatened by large scale development projects; large scale infrastructure projects, roads, bridges, tall buildings, demolitions and new infrastructure typologies like wind farms as well as land-use policy changes and large scale urban developments, even excessive or inappropriate tourism and illegal constructions. In world heritage properties they have been debated in the media and reported to the World Heritage Committee. Not only the big developments...

The threats vulnerability assessments, risk management should be part...

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3.1.5 Interpretative and visitation facilities

Threats are major problems facing a site: i.e. forest loss or degradation of a coral reef. Causes of threats are the reasons why the forest is disappearing (e.g. illegal logging and agricultural encroachment) or coral is degrading (e.g. tourist over-use, global warming etc). Impacts of threats are the problems that result: e.g. for forests, an impact could be soil erosion; for coral reefs, loss of fish species through loss of spawning areas. Also considers current and potential threats. If they cannot be reduced, the impacts must be considered. A pragmatic approach with first...

ICCOMOS HERITAGE IMPACT ASSESSMENT

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PERIODIC REPORTING

ICCROM COURSE IN HERITAGE IMPACT ASSESSMENTS
China
October 2012
Management team skills

- Detailed local knowledge of the property and its natural and cultural values
- A scientific understanding of the ecosystem services in the area
- An understanding of the social and economic issues which affect the property and its surrounding landscapes, and the property’s ability to provide benefits to local communities
- Abilities in business planning including preparing costed programmes of actions income budgeting
- 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 and understand the needs of others
- Project management skills
- Vision and realism
- Facilitation skills to engage stakeholders

IUCN
In February 2012, the Europe and North America Unit of the World Heritage Centre received the results of its Training and Capacity Building Questionnaire which was sent to 20 States Parties in the sub-region. The World Heritage Centre welcomed the constructive and detailed feedback from the participating States Parties. The questionnaire, in the spirit of tailoring the World Heritage Capacity Building Strategy to this sub-region, asked the State Parties to identify areas of particular need ranging from general site management to sustainability to documentation. It also investigated existing regional cooperation and fund raising mechanisms and their effectiveness. The results of the questionnaire were unequivocal; the majority of States Parties identified site management and conservation as the prime skillsets in need of improvement. Of the 15 respondents, 3...
Questions in Section II deal with:

1. World Heritage Property Data
2. Statement of Outstanding Universal Value
3. Factors Affecting the Property
4. Protection, Management and Monitoring
How to go about it with

Serial properties
Transnational and transboundary properties
Responsibilities and authority for signing and submitting

Allow enough time!
Save every page!
Use it for your own advantage!
PR Process Outcomes

The information provided in the PR process will contribute to:

• assessing the State of Conservation of World Heritage Properties
• determining whether the OUV has been maintained over time
• helping to solve outstanding problems and issues through an informed decision-making process
• sharing experiences, good practices, knowledge and lessons learnt
• encouraging cooperation and establishment of networks between partners
• providing a decision-making tool
• raising awareness about the World Heritage Convention; in particular the importance of OUV and the concepts of authenticity / integrity
Make use of the PR process

• Share experiences and create opportunities for future exchange
• Identify key elements for promoting participatory approach
• Identify needs for future regional capacity-building on planning and management at site-regional-State level
• Establish a network of sites with a cross-border or regional perspective
• Explore possibilities for fund-raising and resource mobilization at regional level
World Heritage Cultural Landscapes
A Handbook for Conservation and Management

Managing Historic Cities
Gérer les villes historiques
Introduction to
3C Capacity building

World Heritage Strategy for Capacity Building
SIBIU WORKSHOP
Sub-regional workshop on site management / 2nd cycle of WH Periodic Reporting Exercise

- A comprehensive view on OUV and a shared vision for site development
- Coordination system for management responsibilities
- Communication, communication...
- Benefit sharing mechanisms
The World Heritage Capacity Building Strategy

Developed 2011/2012 by ICCROM and IUCN with ICOMOS, the World Heritage Centre and a number of other partners and specialists

The previous Global Training Strategy was from 2001
Need to update

Changing audiences – new learning environments

A revised strategy responds to current challenges:

• Need to integrate natural and cultural heritage strategies
• Emergency of new priority topics
• New institutions offering capacity building
• Emphasis from knowledge transfer to knowledge acquisition
Regional capacity building strategies and implementation plans

The World Heritage Capacity Building Strategy foresees each UNESCO region developing a regional capacity building strategy. The submission dates can be found on page 19 of the 2011 Strategy.
The implementation of Regional Capacity Building Strategies

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Regional CB strategies and Periodic Reporting process

Regional strategies are to be developed using the process and the results of the second PR cycle of each region.

The PR process and regional cooperation must achieve:

1. Identify a lead agency for this purpose. Get them involved from the beginning and during the PR process.
2. Identify capacity building issues for all three audiences at the outset and try to reflect them when filling in the PR forms.
3. Submission

In the year following the presentation of the final PR report, the lead organization and partners should work together to prepare a Regional Capacity Building Strategy which should be presented to the Committee at its next session. This Regional Strategy may have sub-regional components as necessary.

4. Action Plan

A concrete programme or ”Action Plan” should accompany the Strategy, identifying specific activities, timelines, responsibilities and necessary resources.
Joining forces

Possible to develop a joint strategy together with other States Parties

The World Heritage Centre, Advisory Bodies and other capacity building providers should offer necessary technical support and facilitation to States Parties wishing to develop national strategies
Questionnaire

• How to effectively use the PR exercise as a capacity building tool for all stakeholders involved, at both SP/FP, local and site manager levels?

• Have you organised training seminars for the site managers on the implementation of the WH Convention, and in particular PR exercises?
Identify

• Training areas
  – thematic
  – priorities related to vulnerabilities
• Stakeholder needs
  – ownership
  – credibility of process
• Coordination needs
  – institutional and administrative
  – process - responsibilities and accountability
  – funding
• Format - innovative, adapted to situations and participants’ expectations

DON’T FORGET BENEFIT SHARING!