

## Submission Form

At its 35th session (UNESCO Paris, 2011), the World Heritage Committee (Decision 35COM12D.7) “requested the World Heritage Centre, with the support of the Advisory Bodies, **to develop, for further consideration the proposal** contained in Document WHC-11/35.COM/12D [...] and to further **explore ways of recognising and rewarding best practice through a one-off initiative** at the closing event of the 40th anniversary of the World Heritage Convention (November 2012, Japan)...”.

States Parties to the World Heritage Convention are invited to participate in this initiative by proposing World Heritage properties in their country that they regard as an example of successful management and sustainable development.

In order to be eligible the site has to apply with the following criteria:

- The suggested site must be a property inscribed on the World Heritage List;
- Successful management and sustainable development has to be clearly demonstrated;
- Best practices are considered those that are tried, tested and applied in different situations and in a wider context;
- An overall good performance on all headings mentioned in the submission form, with an exemplary performance in at least one of the areas;
- An outstanding example of innovative management in dealing with one or more management challenges / issues that could offer lessons to other sites.

Each State Party may propose a maximum of two properties, preferably relating to one cultural and one natural site.

This form contains 9 topics for demonstrating best management practice – it is not necessary to comply with all of them but it would be appreciated if you could provide a comprehensive response to as many topics as possible. In your responses to the question, please provide all facts and figures to substantiate the answers, and describe the before and after situation of implementing the best practice intervention. The objective is to illustrate clearly why the example can qualify as a best practice and can be used as a source of inspiration for other World Heritage properties.

The topics are based on questions dealt with in the Periodic Reporting questionnaire.

## **Recognizing and rewarding best practice in management of World Heritage properties**

**State Party:** Cuba

**Title proposed World Heritage property:** Integral refurbishment of Old Havana Historical Centre

### **Brief description of the property:**

Old Havana Historical Centre has an extension of 214 hectares with 3 370 buildings, and it is inhabited by 66 752 persons. It is made up of two different zones from the town-planning point of view: the old city within walls, and the adjacent border developed once the walls were demolished. By the beginning of the 20<sup>th</sup> Century there were already alarming signs of the city's damage, because of the marginal process due to the city's growth, losses caused by collapses and the devastating effect of tropical hurricanes. The novel management model has made possible the recovery of more than one third of the territory where outstanding are the creation and preservation of housings, the starting of new socio-cultural institutions and the improvement of the environmental conditions. The Historical Centre of Havana and its system of fortification hold the qualifications of National Monument (1978) and World Heritage Site (1982).

**Please answer the questions below demonstrating the successful management and sustainable development of the World Heritage property and why it is an example of a best practice.**

	<b>Topics for demonstrating best management practice:</b>	<b>Please indicate in this column why your World Heritage property is a best practice in relation to the topic:</b>
1.	<p><b>Conservation:</b></p> <p><i>What innovative management practices or strategies are being applied in order to ensure the conservation of the Outstanding Universal Value (OUV) of the property (e.g. better resource management, restoration and rehabilitation, addressing various man-made or natural threats and challenges, etc.)?</i></p>	<p>After the economic crisis Cuba lived by the 1990's of the past Century, the State passed the Decree N° 143 in 1993. Such law named Old Havana a "Priority Zone for Preservation", and granted the Office of the Historian of Havana City (OHCH) the legal rights to carry out an integral development plan with self-financing character.</p> <p>Among the prerogatives provided for the institution are: the subordination of OHCH to the State Council, the recognition of status and power to charge a contribution to the entities developing economic activity within the territory.</p> <p>From subsidized activity, the refurbishment transformed into a self-financing, integral and sustainable process.</p> <p>The premises supporting this process are the existence of a political will to the highest level, the recognition of authority to a "leading entity" to coordinate the management (the OHCH); and the establishment of a code of laws to plan the urban development in an integral way.</p>
2.	<p><b>Local People:</b></p> <p><i>What exemplary practices are you using in order to effectively address the needs of local stakeholders within the management system for the property, and enable their full and active participation?</i></p>	<p>An important amount of the resources generated is aimed to finance housing programs and to the functioning of social institutions that in addition to support such programs, favour a dignified way of living for the inhabitants of the historical centre. Among them are the centres created by the office: the Maternity Clinic Doña Leonor Pérez Cabrera - the first medical institution of the municipality -, the Infant Rehabilitation Clinic Senén Casas Regueiro - assisting 40 children who suffer from serious disabilities -, the Geriatric Centre Santiago Ramón y Cajal - where from 11 000 to 15 000 elder people receive specialized attention; as well as the Office of Humanitarian Matters at the former Belén Convent - which develops a socio-cultural and humanitarian project addressed to work with the most vulnerable population. The former convent has a day care centre with multiple explanatory and socio-cultural activities, workshops on environment and natural and traditional medicine, inter generational meetings. It offers services of physiotherapy, rehabilitation, ophthalmology, optometry, drugstore, hairdressing, barber, feeding, and attention to</p>

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		<p>sheltered people during hurricane times, among others. The pilot project of the implementation of universal accessibility in a building under refurbishment works. It counts on a nursery and there is plan to build a hotel for the third age that would help the economic support of the project.</p> <p>There is a system of protecting housings for the third age, with the aim to raise the quality life of elder people who live alone and to contribute to the integration of this social group to the activities of the territory. Up to date, 3 buildings with 46 apartments have been built to such purposes. There are already works on a 4<sup>th</sup> building.</p> <p>These programs are complemented by the treatment and modernizing of the public space - system of squares, small squares, parks, pedestrian streets and other free spaces - to be conditioned for the residents and users to enjoy it as an urban joint, as well as by the renovation of a considerable part of the technical nets among which outstand: the street lighting, gas service, garbage collection and street cleaning.</p> <p>It is conditioned to each project or action, the preservation of the residential character of the Historical Centre, based on the proper parameters of habitability and quality of life, in an environment of urban life where the population is directly linked to the work of restoration and ecological sustainability is assured.</p> <p>Over 13 000 jobs have been generated for the inhabitants of Old Havana and the nearby municipalities.</p>
3.	<p><b>Legal framework:</b></p> <p><i>What special measures have you taken to ensure that the legal framework for the World Heritage site is effective in maintaining the OUV of the property?</i></p>	<p>In its condition of central urban area and that of high heritage value at the same time, the Historical Centre is protected by a special code of laws that goes from the Cuban regulations in urban and heritage matters to the specific rules for the territory. The legislation related to heritage is reflected in the Law N° 1 for the Protection of Cultural Heritage, from 1977, which object is to determine the properties - that due to its relevance in relation to the archaeology, the history, the science and the cultural in general - are part of the cultural heritage of the nation; the Law N° 2, Law of National and Local Monuments, from 1977, enacts the provisions and rules to be observed in relation to such monuments.</p>

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	<p>The Historical Centre of Havana, as well as some of the buildings within its urban planning, was declared - by Ruling N° 3 of the National Commission of Monuments, from 1978 – national monuments given its exceptional historical, artistic and social value.</p> <p>The Priority Zone for the Preservation was established by Decree N° 143, related to the Office of the Historian of Havana City, from 1993, modified and extended by Decree N° 283 from June 21<sup>st</sup>, 2011, which expands the authority of the Office of the Historian, subordinating it to its Presidency, to strengthen its capability to obtain the financial resources in need for the refurbishment, and to hold rights related to the urban planning, management and control. The Condition of Priority Zone of High Significance for Tourism was recognized by the Council of Ministers by means of Agreement N° 2951, from 1995, with the aim to settle a special administrative system for the housing and enact rules to regulate the role of the Office of the Historian in administrative matters.</p>
<p><b>4. Boundaries:</b></p> <p><i>What innovative ways of dealing with the boundaries of the property, including for management of the buffer zone do you have in place, to effectively to manage the site and protect its OUV?</i></p>	<p>The granted world heritage site Historical Centre in 1982 considered it the all city within the walls and the extending area (the walls), as well as the exceptional system of fortifications of various military typologies from the 16<sup>th</sup> – 19<sup>th</sup> Centuries, specially located around the Habana Bay. The registration of Habana in the World Heritage List, pioneer to the world level, did not at that time include neither a buffer zone nor the elements of the defensive system.</p> <p>At this moment, Havana prepares a proposal to define the accurate limits of the granted asset, as well as a buffer zone including the land surrounding the Historical Centre, the cultural landscape around the Havana Bay; each of the fortresses and great sea zone which should protect the landscape and the valuable heritage emerged from the city.</p> <p>This great area should be protected and managed by the Office of the Historian of the City, under an integral model of development, planning and management.</p> <p>This proposal will be soon presented to the World Heritage Centre.</p>

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<p><b>5. Sustainable finance:</b></p> <p><i>What effective strategies have you developed and implemented to assure adequate and sustainable financial resources for implementing the management measures required to maintain the site's OUV?</i></p>	<p>The use of a new model to plan and manage the financial resources, made possible the multiplication of the actions of refurbishment, not only of buildings of value, but also of public spaces and nets of infrastructure. Beyond the heritage angle, the project included the economic dimension starting from running tourism, and it focused its attention on the human development, considering culture the transverse axle and main economic asset of the territory.</p> <p>The main sources of revenues come from the run of commercial and services facilities, and in a minor scale, from the charging of a “tax due for the contribution to the restoration” and the contribution from the International Cooperation. The gross income go over 100 million dollars a year, from which 25-30 millions are profits, which are the base of the next investment plan.</p> <p>If in the first years an important part of the investments were devoted to extend the net of profitable facilities, it has now grown what is devoted to the cultural program, social works, housing and infrastructure, a proportion that goes over the 50 %, coherent with the policy to turn the Historical Centre into a vital, plural and heterogeneous space, with bigger access to wide sectors of the population.</p>
<p><b>6. Staffing training and development:</b></p> <p><i>What approaches and strategies have you developed and implemented to assure that the human resources are adequate to manage the World Heritage property?</i></p>	<p>For the development of the model of management in the Historical Centre, the Office of the Historian has a structure of organization with specialized divisions, departments and a system of management studies; where 13 000 people work. This structure has the capability to lead the process from the strategic integral planning – in its widest environmental sense – to the physical recovery of housings and urban spaces, taking into account the organization and running of the process of investment that it guarantees it and the possibility to manage the International Cooperation.</p> <p>The Master Plan for the Integral Revitalizing of Old Havana, ascribed to the institution, enacts policies and strategies in the permanent search for an integral and sustainable development, emphasizing the human development. From the labour force employed by the OHCH, 21 % has university level, 44 % has the superior medium one and 30 % the basic</p>

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	<p>one. There is a specialized teaching system made up of Workshop Schools and the San Gerónimo de La Habana University. At the moment the schools have three functioning teaching units made up of young people between 16 and 21 years old, who are not linked to the educational system or unemployed and deal with 12 different specialties for a period of 2 years. They combine the teaching training with the practice in the restoration of the Historical Centre, so once graduated they will be conveniently appointed based on the needs of the restoration. Up to the date, over 700 young people have satisfactorily their studies in such schools. The University has its main line in pre graduate studies (degree in Preservation and Management of Historical-Cultural Heritage) and postgraduate studies (training, diploma, master degree and doctorate) and to guarantee this work it bases on the international academic collaboration in the extension and dissemination of the scientific information, and it also bases on the reaching of a representation in the spreading of the academic tasks in publications of different kinds, as well as facts evidencing the atmosphere illustrated in the University Centre.</p>
<p><b>7. Sustainable development:</b></p> <p><i>What are the effective mechanisms in place to ensure that resource use permitted in and around the World Heritage site is sustainable and does not impact negatively on OUV?</i></p>	<p>Considering the sustainability as an equality that allows the action of recovery own means are used, without compromising the future development and guaranteeing a continuous process. In the Priority Zone for the Preservation, a local economy is developed, based on the diversity of the economic base and the multiplicity of the financing sources. This makes possible the stable and growing recovery of the heritage, mainly laying in the resources the territory can produce, with an efficient use of tourism through Habaguanex Company, Fénix and Aurea Real State and San Cristóbal Travel Agency, which revenues together the charge on cultural services, taxes to enterprises located within the territory and to self-employees, have fostered a significant investment on the area.</p> <p>An economic-financial procedure capable of sharply negotiating is encouraged, under the foreseen conditions for the Integral Development Plan in the architectural, urban and environmental recovery, mainly those projects generating enough profit to assure a part of the necessary subvention in the system of the habitat.</p>

	<b>Topics for demonstrating best management practice:</b>	<b>Please indicate in this column why your World Heritage property is a best practice in relation to the topic:</b>
		The Office develops a policy that searches for the integral intervention, reducing the costs of construction and increasing the efficiency by linking the restoration of the buildings to the improvement of the public spaces; and finally with plain insertion of the people who inhabit and use this place.
8.	<p><b>Education and interpretation programmes:</b></p> <p><i>How do the education, interpretation and awareness programmes you have developed and implemented significantly enhance the understanding of OUV of the site among stakeholders?</i></p>	<p>The System of Communication constitutes a decisive tool in the process of refurbishment by including the promotion of the Cuban culture and the heritage values of the territory and the work of refurbishment. It is achieved through an intense cultural programming in the facilities and through the means of massive broadcasting. It is about a wide system that includes a weekly national TV program for more than 20 years which is called "To Walk Havana", the "Opus Habana" magazine printed 3 times a year, the "Habana Radio" station broadcasting all over the country via 106,9 FM and listened in real time via Internet, an Audio Visual equipment "La Ceiba" records company, the "Boloña" publishing house with over 70 publications and "Habana Nuestra" digital portal, an also a monthly printed cultural journal containing the intense program of the institutions of the territory. The Office of the Historian also uses a wide net of cultural institutions (museums, libraries, galleries, concert halls, theatre halls, etc.) for the development of community projects which also constitute links for the direct broadcasting of the information. As well, the System of Communication is present in schools and other instances, through presentations promoting the interchange between the population and the institution. The spreading of the historical and cultural values of the city, and the ones of the restoration itself, promotes the participation of an increasing number of actors and the special participation of the community the project is aimed to. Of a great importance have also been other two programs for the massive education of the population: "Routes and Walks", through which over 80 000 persons in family groups have been led across the different projects with all the guidance strength from the Office in months like July and August; and finally but no less important, the "Museum Classroom" program, addressed to children in primary school age through which all the schools of the territory are linked to the different museums and museum classrooms to</p>

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	combine the school instruction to the history of Old Havana in general and its each museum.
<p><b>9. Tourism and interpretation:</b></p> <p><i>What innovative plans have you designed and successfully implemented to ensure that visitor management does not negatively impact on the maintenance of the property's OUV?</i></p>	<p>The Plan of Integral Development includes the strategy to develop zones defined for tourism purposes with a criteria of diversity and economic sustainability, without violating the fundamental aim: the physical, social and cultural recovery of an exceptional urban joint. The Habaguanex S.A. Tourism Company emerged in 1994, with the aim of running the gastronomic, commercial and hotelier infrastructure, making compatible the cultural and economic interests, and turning Old Havana into the main attraction of the country. For such purpose, it has been involved - for commercial, gastronomic, lodging and cultural aims (museums, galleries, theatres) - in the recovery of renowned facilities in the past. The flow of national and international visitors, away from representing a threat, is one of the most significant sources of means for the restoration.</p>
<b>Additional comments:</b>	
<p>As a result of The World Habitat Award competition the Housing Programs of the Historic Centre of Havana was included in the winners and finalist of 2010 competition to highlight excellent examples of good housing practice. Many buildings in the historic district of Havana have fallen into disrepair over the years and the Office works with local communities to repair and rehabilitate residential buildings, as well as financing community facilities and social programs and building new homes. Local participation is encouraged in planning these community revitalization projects. With improved housing provided for nearly 3 900 families to date, OHCH works to avoid gentrification and ensure that low income families are able to remain in the Historic Centre of Havana</p>	
<b>Brief description/ summary of the best practice, including a statement on how it can be useful for other sites (max.600 words)</b>	
<p>The decision to concentrate in the Office of the Historian of Havana City - as leading entity - the process of refurbishment constitutes a guarantee to continuity. It is about an institution of prestige and capable to act in coordination with other national and local government institutions. It counts on entities which functions are the urban planning, the carrying out of projects and the economic management. The legal attributions and the financial sustainability of the project, has allowed it to focus in the social aspect in an increasing way, the guarantor element of its continuity.</p> <p>The work has been recognized with more than 25 International and National awards, and by professionals and authorities from several countries, stimulating projects of collaboration and interchange. In the internal level, the success of the model has allowed to extend the competences to other heritage areas of the city (the Traditional Malecón and the China Town of Havana) and the creation of a net of similar</p>	

Offices in other traditional Cuban cities (Trinidad, Camagüey, Cienfuegos and Santiago de Cuba), even implementing projects of collaboration with various cities of Venezuela. It is remarkable in 2004 UNESCO selected the program of handling and management of old Havana to be worldwide spread and for which two international experts evaluated the reached results that were published under the title “A Singular Experience”.

**Finally, please provide us, if possible, with up to ten images of the concerned World Heritage property that can be used free of rights in UNESCO publications (commercial and/or non-commercial), and on the UNESCO website. Please provide the name of the photographer and the caption along with the images (he/she will be credited for any use of the images).**