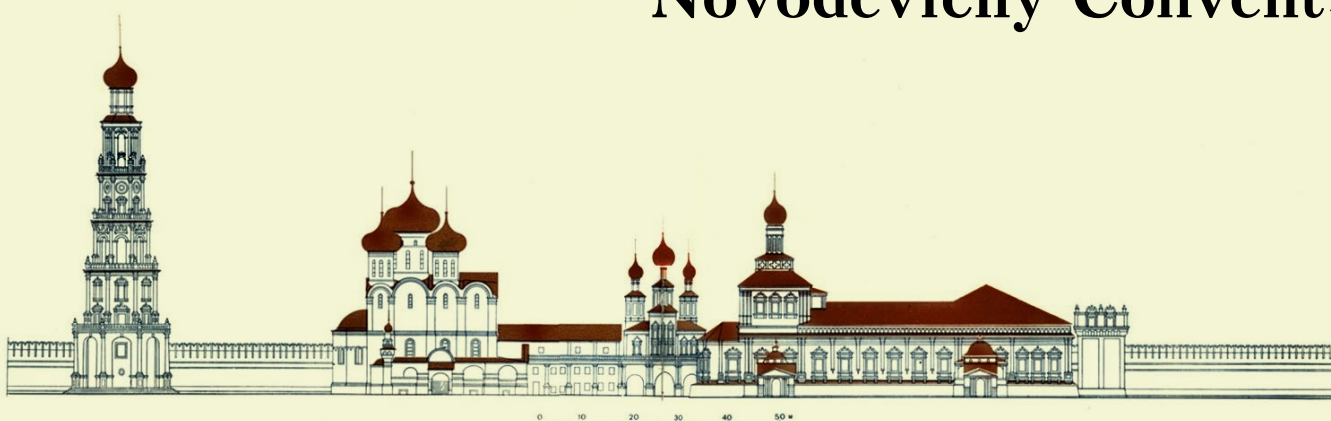


MINISTRY OF CULTURE OF
THE RUSSIAN FEDERATION

CHIEF ADMINISTRATION
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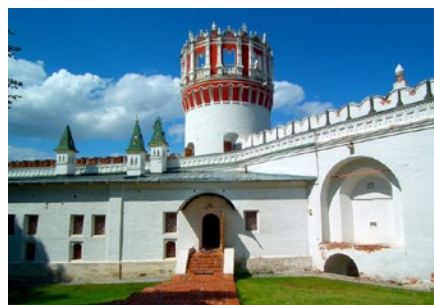
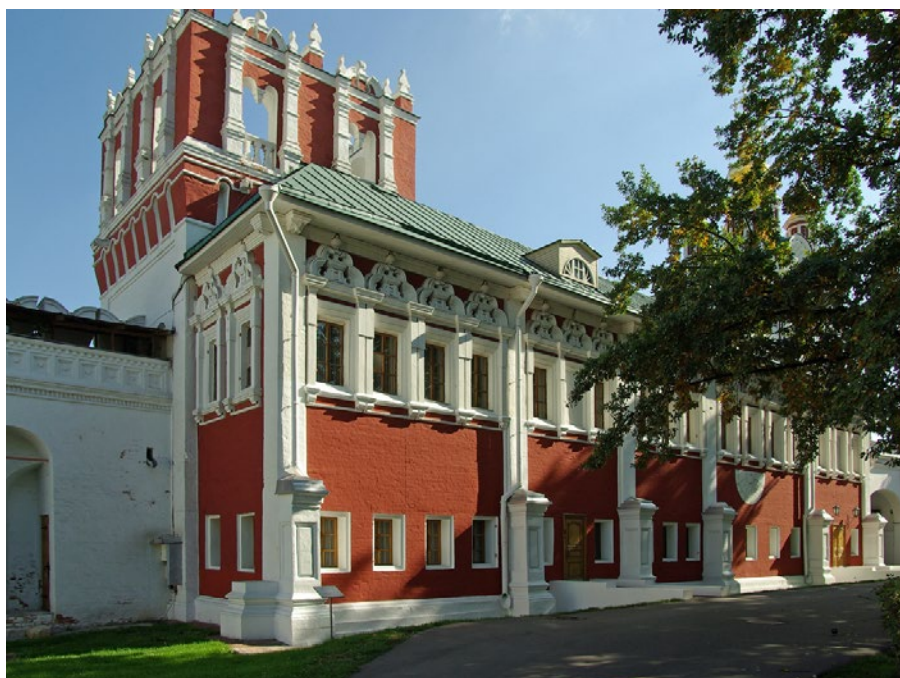
World Heritage Site «Ensemble of the Novodevichy Convent»



MANAGEMENT PLAN

2017
2036

Director of the LTD
«Expert Centre» of the
Academy of
Architectural Heritage»
S.V. Kokarev



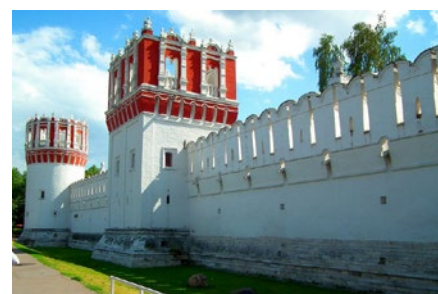
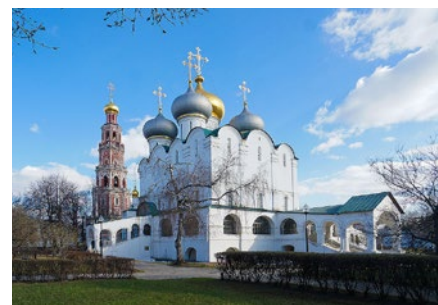
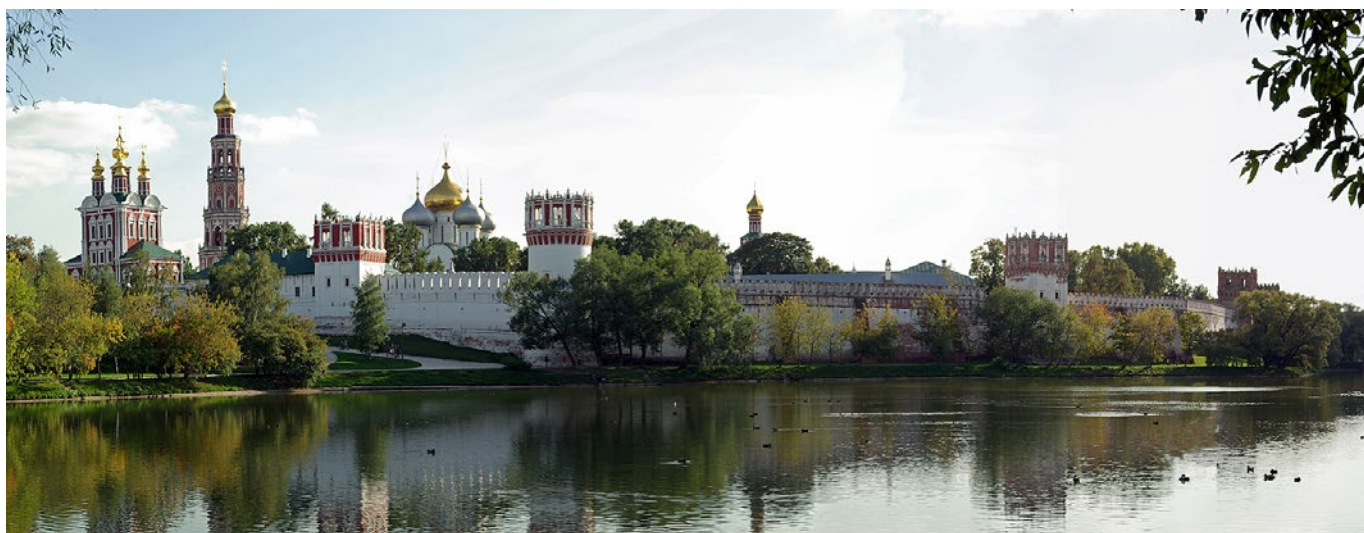
Preparers:

Lead author and compiler
Marina Dobronovskaya, Ph.D.

Author and compiler, Graphic works,
Anna Chebotareva, architect and civil engineer



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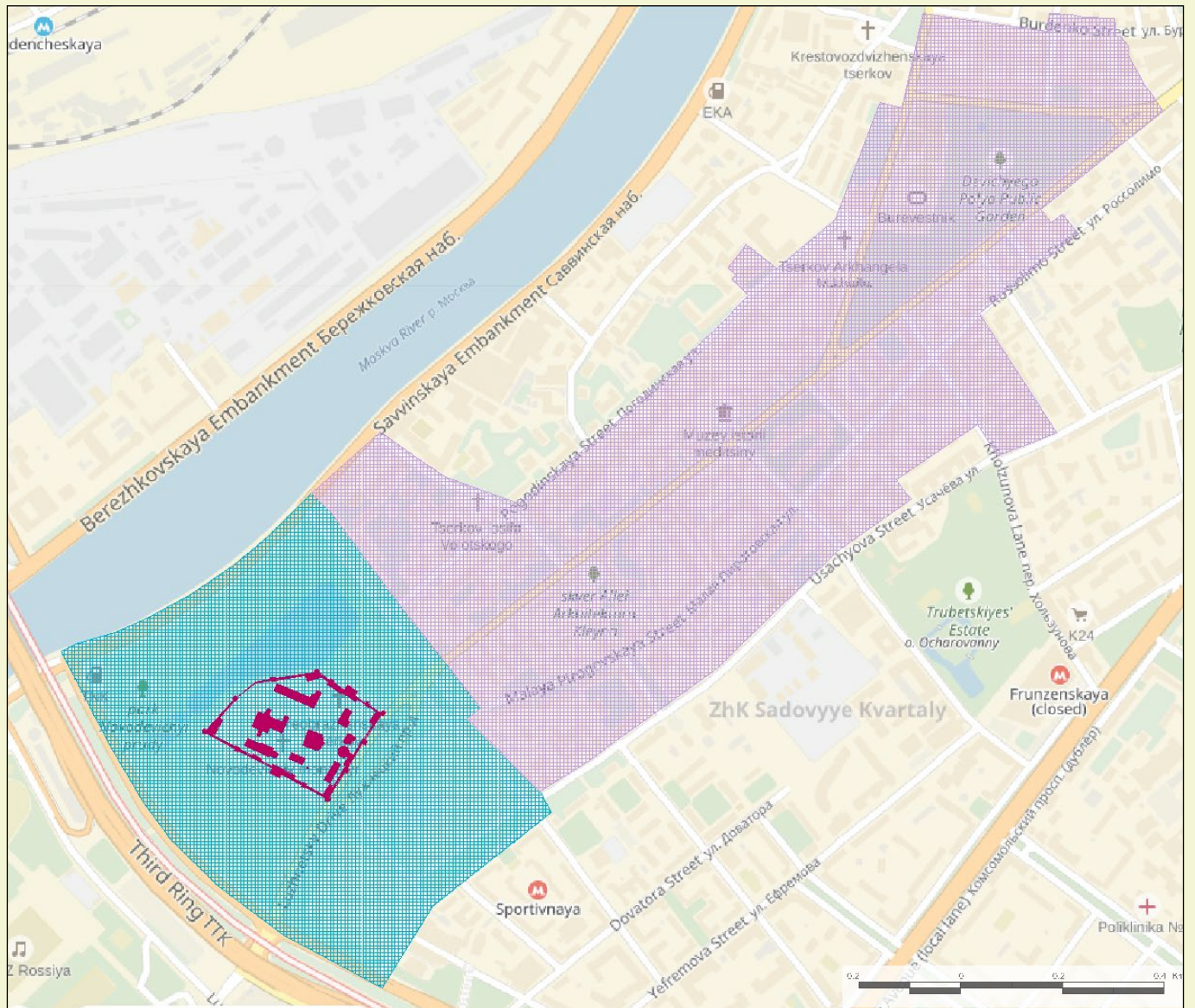


Table of Contents

Section I. Introduction

1. Statement of Outstanding Universal Value	1
2. Concept of the Management Plan	4
3. Vision Statement	5

Section II. Current State of Protection and Management

1. Institutional Framework	6
2. Legal Framework	11
2.1. General legislation of the Russian Federation	
2.2. Legal instruments for protection of the ensemble of the Novodevichy convent	
2.3. Legal instruments for protection of the buffer zone	
2.4. Legal instruments for protection of the zone of controlled development	
<i>Conclusions</i>	
3. Present State of Conservation	17
3.1. Architectural ensemble of the Novodevichy convent	
3.2. Changes in the buffer zone since 2010	
<i>Conclusions</i>	
4. Living Heritage	29
4.1. Management	
4.2. Interaction with stakeholders	
4.3. Interpretation	
4.4. Revival of traditional monastic arts and crafts	
4.5. Public outreach	
4.6. Spiritual care of the faithful	
4.7. Visitors	
<i>Conclusions</i>	
5. Policies Related to Promotion	35
6. Security and Safety	36

Section III. Development Plan

1. Objectives and Instruments of Plan Implementation	40
1.1. Objectives and tasks	
1.2. Mechanism for planning, financing, and monitoring completion of the plan	
2. Cross-planning	41
2.1. Legislation	
2.2. Preservation and maintenance of the Outstanding Universal Value of the components of the World Heritage site	
2.3. Security and safety	
2.4. Accessible environment and the safety of visitors	

- 2.5. Improvement of the grounds
- 2.6. Regulatory measures
- 2.7. Sustainable development of the buffer zone to ensure the OUV
- 2.8. Public outreach
- 2.9. Capacity Building
- 2.10. Interpretation
- 2.11. Policies related to Presentation and Promotion
- 2.12. Timeline

Section IV. Phases of Implementation

1. One-year Action Plan for 2017	58
2. Near-future Work Plan for 2018–2019	62
3. Mid-term Strategic plan for 2020–2024	65
4. Periodical actions	66
5. Long-term Strategic Plan for 2025–2036	66
List of appendices	68
List of terms	69
List of acronyms and abbreviations	70
APPENDICES	71

Section I. Introduction

The Russian Federation Ministry of Culture commissioned this Management Plan for the World Heritage Site «Ensemble of the Novodevichy Convent». It was composed in compliance with the «Operational Guidelines for the Implementation of the World Heritage Convention» and the guidelines for the management of the World Heritage¹.

¹Operational Guidelines for the Implementation of the World Heritage Convention. 78. WCH, 2015 // <http://whc.unesco.org/en/guidelines/>; Managing Cultural Heritage. Resource Manual. UNESCO / ICCROM / ICOMOS / IUCN, 2013.

1. Statement of Outstanding Universal Value (OUV)

The World Heritage Committee approved the Retrospective Statement of Outstanding Universal Value of the Novodevichy convent ensemble, and published it on the official website.

Brief Synthesis. The Novodevichy convent, in the south-western part of the historical city of Moscow, near the Moscow River, was founded by Vasily III, the Grand Prince of Moscow, in the mid-1520s. Along with religious functions, the convent also played an important role as part of the Moscow fortification system. Novodevichy was the only convent that also functioned as a defensive fortification. The Novodevichy ensemble consists of 14 premises, seven of which are churches (the Smolensky cathedral, the Assumption church near Irina Godunov's chamber, two gate churches — of the Intercession and of the Transfiguration, and the bell tower with the St. Barlaam and St. Joasaph church and two chapels). The other constructions are residential or serve as outbuildings. The convent is surrounded by mighty brick walls with twelve towers, and has two entrance gates, one on the north and one on the south side.

The Novodevichy convent stood at the center of political, cultural and religious life of Russia from the XVI through the XVIII centuries (cc.). Its history was closely bound up with the history of the reigning dynasties and major ruling figures: Ivan the Terrible, Boris Godunov, and the members of the Romanov imperial family. It was the stage for dramatic events in Russian history, such as the Time of Troubles of the early XVII c.; the struggle for the throne between the Princess Sophia Alekseevna and her brother, the future Emperor Peter the Great; and the War of 1812 against Napoleon. From the XVI through the XVII cc., the convent was a place of vows or for expelling female members of the tsars' families, and from the richest boyars and noble families of the time.

The magnificence of architectural monuments and the richness of the interiors of the Novodevichy testify to its privileged nature. The convent's ensemble represents the highest achievement of Russian architecture, fine arts and applied arts of its time. It is an outstanding example of the «Moscow Baroque» style, particular to the Russian architecture in the end of the XVII c. The distinctive features of the Moscow Baroque were centric composition of ecclesiastic

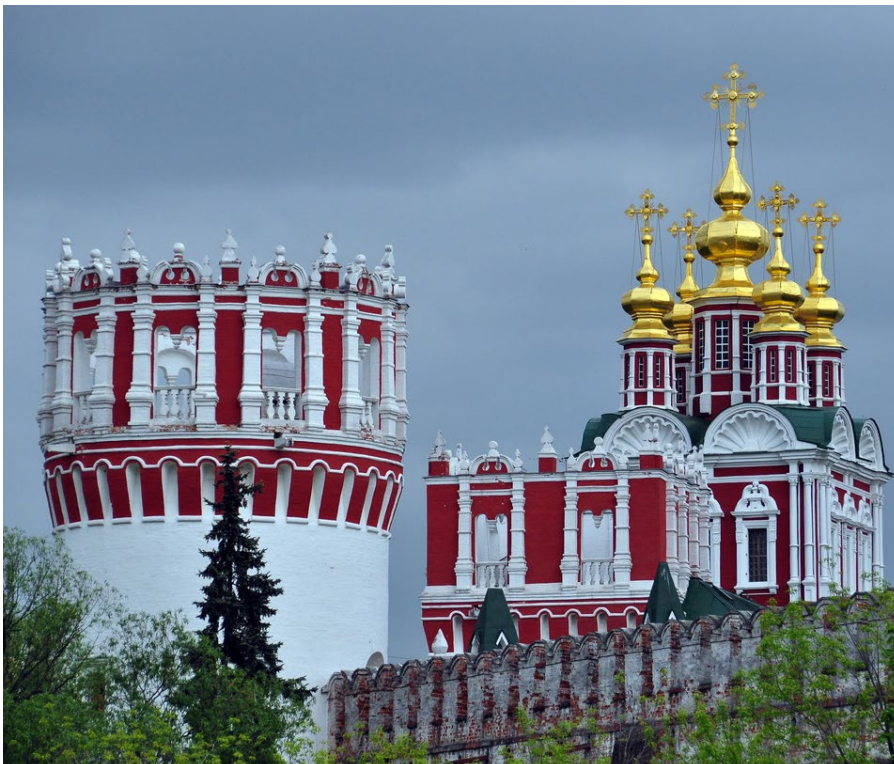
buildings, multi-tiered churches and bell towers, and use of architectural orders (columns, half-columns and pilasters) on edges, corners, doors and windows, and Baroque splendor of exterior and interior decoration. Many other ancient Moscow monastery ensembles are surrounded and hemmed in by contemporary constructions, but the Novodevichy has preserved its imposing presence within a wide and impressive landscape panorama. The Novodevichy is often referred to as a «miniature Moscow Kremlin».

The ensemble has two planning axes. The centerpiece is the Smolensky cathedral located at their intersection. It is dedicated to the miraculous icon of Our Lady of Smolensk. The cathedral was erected in 1524–1525 after the Assumption cathedral of the Moscow Kremlin. The fully preserved five-tier carved gilt iconostasis (built 1683–1685) is a great example of ancient Russian decorative and fine arts of the «Moscow Baroque» period. The interior of the cathedral is fully covered with murals made by prominent Kremlin artists from the end of the XVI c. These are unique for their high artistic quality, richness of colors and excellent state of preservation.

Among the most significant buildings of the monastery is its bell tower, constructed in 1683–1690. It is distinguished from other ancient bell towers in Russia due to its height (72 m), perfect proportions, and the elegant beauty of the exterior decor.

The famous necropolis of the Novodevichy convent dates from the XVI c. In the following centuries, it was expended as a burial site for noble families and honorable citizens. Since 1898, a new cemetery outside the southern wall became a gravesite for renowned figures of the Russian state, culture and science. It remains one of the most famous Russian burial sites.

The Novodevichy ensemble has not experienced any loss in the authenticity and integrity of its historical look over time, which distinguishes it from many other ancient Russian monastic complexes.



◀Figure 1.

View of the Novodevichy convent

Photo: <http://travelermap.ru/obekty-vsemirnogo-naslediya-yunesko-chast-37/>

Justification of criteria of the Outstanding Universal Value. The Novodevichy convent ensemble is a unique site, since it combines and showcases some of the finest achievements of ancient Russian construction techniques, fine arts, and crafts. It is the most striking example of the «Moscow Baroque» architectural style that became common in the late XVII century. In addition to the splendor of the buildings and the richness and diversification of its architectural decor, the convent has played an exceptional role in Moscow's historic landscape. (criterion i).

The Novodevichy convent is a rare example of an exceptionally well-preserved monastic complex from the XVI-XVIII centuries, with no losses and no new inclusions. The current state of the ensemble preserves its authentic layout and look (criterion iv).

Novodevichy stood at the center of political, cultural and religious life of Russia and was directly related to the Moscow Kremlin, residence of the Russian grand princes and tsar's dynasties, that is presently listed as a World Heritage Site. The convent was one of the major historical centers of Christian Orthodoxy and continues to be an active religious center, with thirty nuns. (criterion vi).

Statement of Integrity.

The Novodevichy ensemble includes all the elements and attributes required to convey its Outstanding Universal Value. Standing structures are in good condition. All the architectural forms, details of the exterior and interior decor, and construction and layout of the ensemble, embody the significance of the property. The archaeological resources, landscape features and large parts of the historical necropolis on the property also remain unharmed and are in a good state of conservation. The historical integrity of the site is the result of its use as a museum during the XX c. It has not suffered from either neglect or new construction. Protective state designations and regulations and the approval of the buffer zone secure the attributes and elements that express the Outstanding Universal Value of the property. Air pollution caused by the intensive traffic near the ensemble may have a negative effect on the property.

Statement of Authenticity.

Settings, constructions, building materials and substance, archaeological remnants, and the historic necropolis of Novodevichy have a high level of authenticity. The convent has returned to its original function of being a nunnery, which brings back the authentic spirit and feelings of the site. Churches are currently used for worship; other buildings are used either to accommodate nuns or for museum purposes. All components and functions of the convent convey the OUV.

The ensemble has undergone several conservation projects since the end of the XIX century, which did not result in any loss of authenticity. In the 1890s-1900s, architect S.K. Rodionov conducted the first conservation project. Along with I.P. Mashkov, prominent architect and connoisseur of ancient Russian architecture, he worked on frescos of the Smolensky cathedral uncovering them from oil over paintings. The ensemble's premises were restored in the second half of the XX c. The restoration was carried out under direction of the architect-preservationist, N.S. Romanov, on a high scholarly level, and was based on comprehensive field study of the monuments, and on historical-archival research. Ongoing conservation work and monitoring conducted by conservation institutions pro-

tect the authenticity of the property. Both material and intangible features of the property assuredly convey the Outstanding Universal Value.

Protection and Management Requirements.

The ensemble of the Novodevichy convent has a status of federal significance and of a «Particularly valuable cultural heritage site of the peoples of the Russian Federation». This allows the highest level of legal protection of the property. Designation of the «protection zone» (identical to the buffer zone) of the property was approved in 2014. It ensures visual integrity of the property with its historical surroundings and limits development in the buffer zone to prevent a possible negative impact on the integrity of the property and its environment. Buildings are equipped with video surveillance, and a fire and security alarm system.

The Moscow Diocese of the Russian Orthodox Church manages the site in cooperation with the RF Ministry of Culture and assists the professional institutions in monitoring, protecting and conserving the property. Prior to receiving state financing, costs of the maintenance and protection were paid by the Moscow Diocese.

The Management Plan will be an important tool for preserving the site's Outstanding Universal Value, and for coordination of all the stakeholders. Attention will be given to establishing effective partnership between state authorities and local and cultural communities, to strategic planning, to protection of the historic landscape in the buffer zone, and to developing the ensemble of the convent as a cultural and historical destination. The long-term strategy will identify protective and control measures to prevent serious threat, to reduce vulnerability and to ensure the authenticity and integrity of the ensemble. Such measures should include an effective legislation system, and interaction of all the key partners. Partners include municipal, regional, federal, non-governmental, public, religious, academic and educational institutions and foundations, and the local community. Any long-term strategy must also include resource management; innovative combination of conservation, museumification and sustainable development of the property and its buffer zone; involvement of the Ecclesiastical museum of the Moscow Diocese's activities; developing educational programs; introduction of cultural tourism and pilgrimage; and combining traditional and innovative methods of preservation and promotion of the OUV of the Novodevichy ensemble.

(See Appendix 1: Map of the World Heritage Site «Ensemble of the Novodevichy Convent» and its buffer zone)

2. Concept of the Management Plan

Managerial efforts at all levels — federal, regional, local — and of various types — state, public, religious — have either direct or indirect impact on Novodevichy. Therefore, site management is not a simple process. It is a multilayer and diverse system of interrelated and interdependent actions of many actors in legislative, economic, social, cultural and religious spheres. The management plan is a guideline identifying strategic areas for preservation, conservation, use, and management of the site. It does not replace existing plans of local, municipal and federal level, as well as plans of conservation and restoration work, but it is instrumental in bringing together the plans, and coordinating collective

efforts, of all stakeholders for effective management and protection of the property's Outstanding Universal Value.

This plan is based on information and materials collected from federal and municipal agencies. All documentation — designations and regulations, approval letters for design documentation, correspondence between agencies and institutions, memos, minutes of meetings, and other documents — are available and will be presented to stakeholders and international experts upon their request.

The plan's structure calls for specific tasks to be implemented and goals to be reached in a logical sequence and within a specific time frame. At the same time, the plan incorporates some flexibility to allow for adaptation to changes in conditions or institutions that may emerge during implementation. In other words, this plan lays out a time line for specific policies to be implemented, but it also provides a mechanism, or system, for managing the roles, spheres of influence, and interests of key institutions and communities that have a stake in the future of Novodevichy. Preparation of the plan has been carried out in several stages: collecting initial information and materials; putting together the plan; analysis of its implementation; and adjustments to the plan depending on the activities of stakeholders.

The plan consists of two major parts:

I) Current state of Protection and Management, which includes a comprehensive analysis of the current state of the site and identifies weak areas of management.

II) Plan for further development.

In accordance with the World Heritage Centre (WHC) recommendations, the Development plan defines both the actions needed in the near future and a longer-term strategic vision of management (for the next 20 years)².

The World Heritage Centre guidelines indicate that buffer zones should be an integral component of the obligations of the State Parties regarding the protection, conservation and management of World Heritage sites, as they provide sustainability and holistic perception of the properties within the environment³. Therefore, the management plan addresses both the Novodevichy ensemble and its buffer zone.

² Managing Cultural Heritage. Resource Manual. UNESCO / ICCROM / ICOMOS / IUCN, 2013. P. 124.

³ Operational Guidelines, 112.

3. Vision Statement

The goals of this management plan are: 1) to simplify management and to ensure protection of the religious feelings of the nuns' community and the spiritual heritage of the site; 2) to enhance the site's OUV attributes: its architectural forms, authentic materials, substance and structures, its role in its urban surroundings, the original purpose, tradition, and the inherent spiritual atmosphere for present and future generations; establishment of a harmonious relationship between the Novodevichy and local communities that will be beneficial for both sides; increase the visibility of the ensemble on the Moscow cultural horizon, which would correspond to its high status as an international World Heritage site.

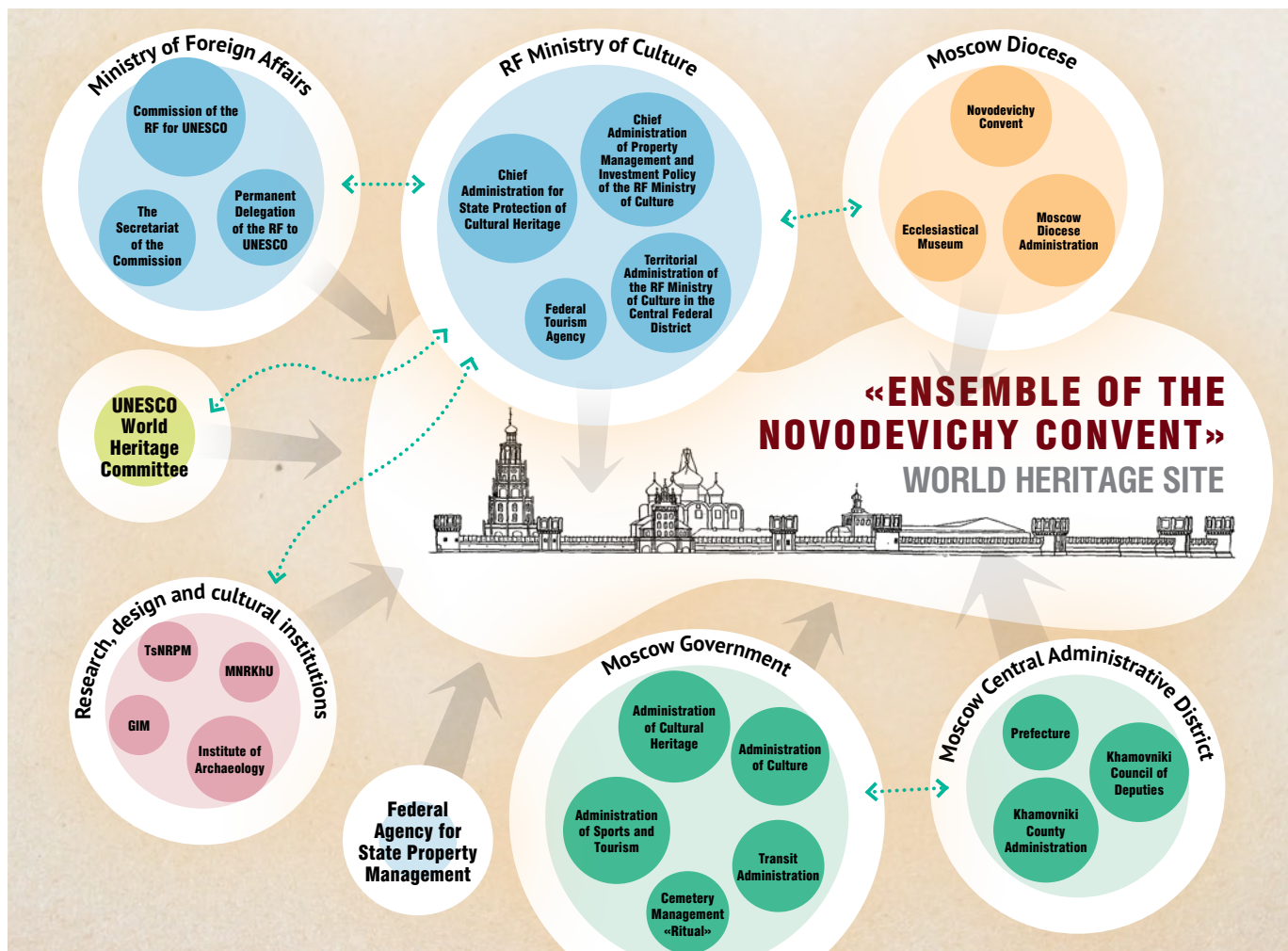
Section II. Current state of Protection and Management

1. Institutional framework

The Novodevichy ensemble is a federal possession. Lands inside the buffer zone boundaries belong almost entirely to the city of Moscow. A number of federal and municipal authorities and institutions are directly or indirectly involved in management activities of the property, which may affect its Outstanding Universal Value.

▼ Figure 2.

Major stakeholders influencing the World Heritage Site «Ensemble of the Novodevichy Convent»



Major stakeholders are:

The World Heritage Committee provides methodical guidance and consultations, identifies problem, monitors and evaluates projects, and exercises control over the OUV. The Russian Federation's obligation as a state party to the Convention Concerning the Protection of the World's Cultural and Natural Heritage (1972) is to inform the World Heritage Centre about all changes that may affect the site and its OUV.

Russian Diplomatic Agencies: Ministry of Foreign Affairs / The *Commission of the Russian Federation for UNESCO and its Secretariat* / Permanent Delegation of the RF to UNESCO are the governmental coordinating bodies that ensure communication between the Russian Federation, federal agencies, professional community, and UNESCO experts, and provides information and assistance concerning World Heritage sites⁴.

The Federal Agency for State Property Management «Rosimushchestvo» exercises powers of ownership over federal property, including the Novodevichy property. This agency formalizes contracts of loans and transfer properties, and control of use of properties; provides security and safety of properties and oversees compliance with the security requirements of the Federal Law № 384-FZ «Technical Regulations on Safety of Buildings and Structures»⁵.

The Chief Administration for State Protection of Cultural Heritage of the RF Ministry of Culture (**CASPCH**) exercises protection of the ensemble by applying legal, managerial, financial, technical and informational measures for registration, study and prevention of harm to all components of the site.

CASPCH:

- Is engaged in developing public policy, legislation and legal designations for protection of cultural heritage;
- Coordinates the stakeholders' activities in the fields of management planning, conservation and maintenance of the OUV;
- Issues technical requirement documents and permission for repair and conservation works in compliance with state and international legislation; oversees and supervises the works for quality and potential violations;
- Issues orders to eliminate violations of the design documentation;
- Coordinates efforts of the liabilities for implementation of the UNESCO World Heritage designations as the State Party;
- Exercises supervision over fulfillment of the Russian legislation and international agreements;
- Gives approval of boundaries and modes of land use and permissible development in the protection zones;
- Approves design documentation for repair, conservation, restoration and reconstruction works on cultural heritage properties including the Novodevichy convent;
- Signs documents of acceptance of completed work on cultural heritage properties⁶.

⁴ Regulation of the Commission of the Russian Federation for UNESCO (2008) // <http://www.unesco.ru/ru/?module=pages&action=view&id=28>

⁵ Order of the RF Government from 05.06.2008 № 432 «On Federal Agency for State Property Management» // <http://pravo.gov.ru/proxy/ips/?docbody=&nd=102122392>

⁶ Regulation of the Chief Administration for state protection of cultural heritage (2015). // http://mkrf.ru/upload/mkrf/mkdocs2015/07_07_2015_5.pdf

The Territorial Administration of the RF Ministry of Culture in the Central Federal District (CFD) carries out the task of monitoring and supervising:

- Carries out the tasks of monitoring, state control and supervision:
 - Over the preservation, use, and state protection of the World Heritage property;
 - Over fulfillment by the user of the protection obligations [okhrannyye obyazatel'stva];
- Issues permissions and assignments for conservation works;
- Issues injunctions:
 - To suspend excavation, construction, land reclamation and other works that may be harmful to the site of the cultural heritage property and violate its integrity and authenticity;
 - To terminate actions that may result in damage, destruction, or alteration of the cultural heritage property, as well as changing its appearance or interior;
 - To eliminate detected violations.
- Approves
 - The design documentation for the conservation of cultural heritage; Installation of information signs and boards on structures;
 - The Protection Obligations.
- Commissions and submits design documentation for protection zones of the cultural heritage sites.
- Organizes state historical and cultural assessment.

The Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture is authorized to conduct state protection of the Novodevichy ensemble; conducts procurement procedures and signs governmental contracts for reconstruction, conservation and repair, for emergency work, for development of design documentation, for implementation of authors' and technical supervision; monitors and coordinates work of the federal state unitary enterprises in the field of reconstruction and conservation, and ensures security and safety of the site⁷.

⁷ Regulation of the Chief Administration of the Property Management and Investment Policy // http://mkrf.ru/ministerstvo/departament/list.php?SECTION_ID=19312

The Moscow Diocese of the Russian Orthodox Church is the user of the Novodevichy World Heritage site, and carries out day-to-day management. Prior to 2010, the State Historical Museum (SHM) and the community of the Novodevichy convent jointly used the buildings of the ensemble. On March 22, 2010 an agreement was signed on the transfer of the entire property to the Moscow Diocese of the ROC. At the present time, three organizations of the Moscow Diocese are located on the property:

*Smolensk Mother of God Novodevichy convent (1994);
Ecclesiastical museum of the Moscow Diocese (since 2010);
Moscow Diocese Administration (since 1964).*

Also, it is the residence of Bishop Krutitsky and Kolomensky Juvenaly, head of the Moscow Diocese. Margarita, Mother Superior of the Novodevichy convent, carries out the task of managing the Novodevichy site on behalf the Moscow Diocese.

The State Historical Museum (SHM) carries out day-to-day management of the museum's collection. The Novodevichy ensemble was a branch of the SHM from the 1920s through 2010. Throughout this period over 14,000 museum objects were located at the Novodevichy complex, either on display or in storage facilities, most of them original to the convent. A large part of this collection was moved to other SHM facilities after the transfer of the ensemble to the Moscow Diocese of the ROC in 2010. However, 803 objects that were parts of the convent interiors (iconostases, chandeliers, church utensils, tiled stove and others) remained in the Novodevichy convent. These objects, including 83 items containing precious metals and precious stones, are currently in use by the Moscow Diocese and the community of the Novodevichy convent. These objects remain state property and a part of the State Museum Fund of the Russian Federation. Seven agreements were signed over these museum items that allow the Moscow Diocese to use them under monitoring by the SHM staff. Two iconostases have been currently stored at the SHM facility due to reconstruction of the church buildings, also under protection of the SHM⁸.

⁸ Memo of the Director of SHM's, October 25-27, 2016.

The Administration of Cultural Heritage (ACH) of the city of Moscow is an authorized state body assigned protection obligations for the Novodevichy property. Its duties include inspecting buildings and facilities at least once every two years, providing consultations and guidance to the user to ensure proper conservation, reviewing design documentation for reconstruction, and conservation and repair work. ACH is responsible for protection of cultural heritage sites in the buffer zone and the zone of controlled development, as well as cultural heritage sites of regional significance within the boundaries of the property (part of the necropolis, and the Hospital Chamber). Therefore, ACH's role is important in maintaining the OUV of the ensemble.

Local authorities: The Prefecture of the Central Administrative District of Moscow (CAO), Council of Deputies and Municipal Office of Khamovniki county [raion].

In 2016, jurisdiction over two parks located in the buffer zone and the zone of controlled development — Novodevichy Park and Devichy field — was transferred from the Moscow Government to CAO. The Prefecture is responsible for improvement and development of parkland including pavement, lighting, amenities, and safety, and for organizing recreation activities and social events.

Local authorities interact with local residents, and supervise municipal educational programs. They register local NGO and activists groups such as tourists unions, amateur artists, associations for local history and architecture studies etc.; monitor implementation of environmental and urban-planning laws and regulations; monitor illegal activities and use of land in the protection zones of the Novodevichy site. One of the goals of management is to create a friendly environment, from which both the site and the local community will benefit. Local administration is instrumental in achieving this goal.

«Ritual», the administration of the Novodevichy Cemetery, along with the Department of Cultural Heritage, is co-responsible for maintenance of the historic necropolis of the Novodevichy cemetery and its greenery.

TsNRPM (Central Research Restoration Design Workshops Institute) has the general commission to make designs (master-plans and detailed drawings) for architectural restoration and conservation of the components of the ensemble. It is a leading design institute in the field of architectural restoration in Russia, with a high reputation among the professional community.

In recent years, TsNRPM experts have made designs and directed restoration of the ancient premises in the Moscow Kremlin: cathedrals of the Archangel and of the Annunciation, Deposition of the Robe church, the Amusement Palace, the Patriarch's Palace. They also restored the historical look of the Saint-Basil cathedral on Red Square, the Petrovsky Palace, the Pashkov House, the Ferapontov monastery, and other equally important structures and architectural complexes in Moscow and all over Russia.

The TsNRPM has a staff of architects, conservators and designers with expertise and extensive experience in the field of architectural conservation and restoration. Forty-five specialists of the TsNRPM have an academic qualification of «restorers of the highest and the first categories in the field of restoration of immovable monuments of history and culture». They are capable of solving complex problems of technical, scientific and methodological support of both emergency and non-emergency regular restoration works. This includes the combined use of ancient and modern materials and technologies. Specialists of the TsNRPM make designs for restoration works on the basis of thorough studies of architectural monuments. Participation of the TsNRPM specialists in the restoration of the ensemble guarantees high quality of design work, qualified supervision and preservation of its Outstanding Universal Value.

MNRKhU (Interregional Scientific Art-Conservation Institute) is the contractor and executor of conservation of mural paintings and the iconostasis of Smolensky cathedral for 2017–2022. MNRKhU is the oldest and the most respected Russian institution in the field of conservation of monumental painting.

MNRKhU specialists have expertise in conservation and reconstruction of icons paintings, parquet, furniture, carvings, moldings, ceramics, sculpture, and interior and exterior gilding work. Conservation teams of the MNRHU recreated the interiors of the Alexandrovsky, Andreevsky and Georgievsky halls of the Grand Kremlin Palace, Chamber of Facets of the Novgorod Kremlin, the iconostasis of the Intercession church of the Saint Martha and Mary convent, and the Assumption cathedral in Sviyazhsk. One of the latest works of the MNRHU specialists is conservation of the murals of the Assumption cathedral in Vladimir, with the surviving fragments of frescoes, which date from the 1100s, and paintings by outstanding ancient Russian icon painters Andrei Rublev and Daniyl Cherny (early 1400s). The conservation project continued for three years and was accomplished on the highest professional level.

In August 2016, MNRHU experts were chosen to conduct conservation works of the Smolensky cathedral of the Novodevichy convent. They were appointed to perform this work in accordance with the Art. 93 of the Federal Law «On the contract system in the sphere of procurement of goods, works and services for state and municipal needs» N 44-FZ, on the basis of the Order of the Russian President # 1006 (2) from 04.25.2016. This fact confirms their highest level of expertise and experience.

Other stakeholders:

Federal Agency for Tourism of the RF Ministry of Culture Russian tourism (Ros-turizm) and the **Moscow Administration of Sports and Tourism** participate in popularization, interpretation and promotion of the Novodevichy site and create new venues and routes for tourists.

The Moscow Transit Administration affects the number of visitors through directing traffic flows, building new stations of public transportation and parking lots, and advertising ensemble in Moscow subway.

The Moscow Administration of Culture is involved in interpretation and promotion of the World Heritage Site.

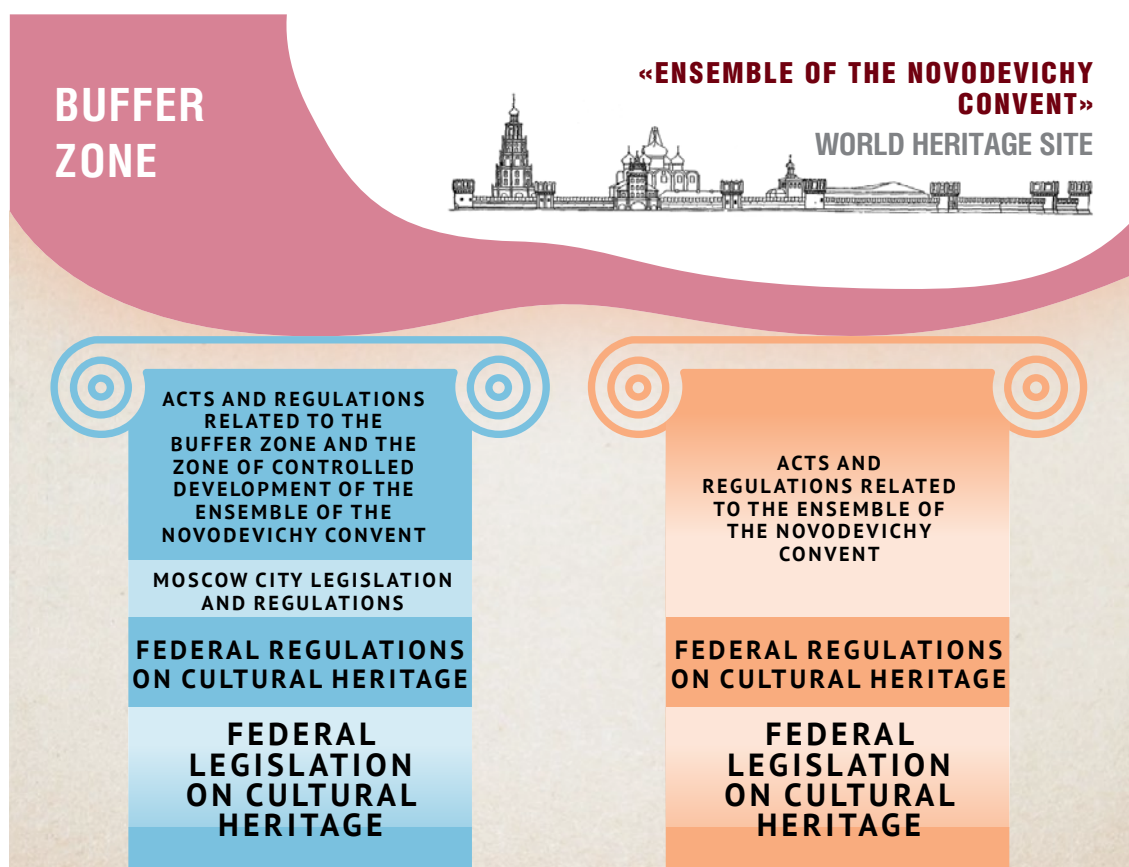
Moscow territorial offices of the Ministry of Internal Affairs and Ministry of Civil Defense and Emergency Situations carry out measures of security and safety of the facilities.

Conclusions

A number of institutions are involved in managing the Novodevichy property. Their policies may either directly or indirectly affect the Outstanding Universal Value of the site. At present, these are mainly state offices and agencies whose responsibilities are protection and preservation of cultural heritage, urban planning, urban development and environmental policy. They carry out their tasks in compliance with Russian legislation and within their duties. In order to avoid negative impact on the OUV and to ensure sustainable development of the area it is necessary to improve their communication and to engage a wider range of organizations: universities and colleges, public associations, advocacy groups for protection of cultural heritage, as well as professional preservationists, conservators, experts, and interested active citizens.

2. Legal framework

Russian legislation has provisions that apply to both the Novodevichy property and to its buffer zone. The term «buffer zone» has not been introduced into Russian laws. However there is a concept of a protection zone, which carries the same function as a buffer zone, that is, to ensure sustainability and visual integrity of the World Heritage site with its historic environment. In addition to the protection zone, a larger area is allocated, named «zone of controlled development». It is a zone designated to increase the sustainability of the cultural heritage site and to preserve view corridors by limiting the height of new constructions. The legal system of both the RF and Moscow city provides protection and maintenance of the Outstanding Universal Value of the property, and a buffer zone through a series of legislations and regulations.



► Figure 3.
Legal protection
of the World
Heritage Site
and its buffer
zone

A succinct summary includes:

2.1. State legislation and designations:

25.07.2002 Federal Law № 73-FZ «On cultural heritage sites (monuments of history and culture) of the peoples of the Russian Federation» (Art. 50) prohibits the alienation of the World Heritage properties from state ownership. This ensures their integrity, and continuity of work, on preservation (restoration and conservation). Art. 34 pt. 3 defines the procedure for elaborating protection zones and zones of controlled development for World Heritage sites. Law № 73-FZ prohibits new construction and economic development on cultural heritage sites that may violate requirements for preservation. The law identifies measures of preservation of cultural heritage. These include: conservation, repair, restoration, adaptive use, and research related to the former, design and construction work, and technical supervision (Art. 40. pt. 1). Monitoring and supervision of the technical condition, maintenance, preservation and use of cultural heritage sites are important protection tools. Monitoring, by definition, means the process of systematic observation and documentation that does not lead to direct legal consequences⁹. Unlike it, supervision involves activities for prevention, detection and suppression of violations of international and federal legislation and regulations in order to protect cultural heritage. These include the right to cease works, to rule elimination of violations, to issue injunctions to fulfill the requirements and to appeal in court to bring the perpetrators to administrative responsibility (Art. 11 of the Law № 73-FZ).

⁹ <https://ru.wikipedia.org/wiki/Мониторинг>

26.05.1996 Federal law №54-FZ «On the Museum Fund of the Russian Federation, and museums in the Russian Federation» (art. 16) regulates management of museum objects loaned to the Moscow Diocese of the ROC. In compliance with the law, the State Historical Museum (SHM) is to guaranty:

- Physical safety and security of museum collections and items;
- Registration and keeping records of museum collections and items;
- Use of museum collections and items for research, cultural, and educational purposes.

In compliance with these provisions, SHM staff monitors the state of the Novodevichy collection and interacts with the Moscow Diocese over conservation issues.

The RF Land Code also constrains business activities and establishes restrictions and protection zones for lands of historical and cultural significance.

The RF City Planning Code has special regulations for historic urban areas and cultural heritage sites.

The RF Code of Administrative Offences (Art. 7.13) sets up provisions of administrative liability for violation of the protection zones and modes of land use of the World Heritage sites in Russia that include fines equivalent to amounts from 15,000 to 92,000 EUR.

30.12.2009 Federal Law № 384-FZ «Technical Regulations on safety of buildings and structures» regulates the requirements for the safety of all activities related to buildings and structures, such as researching, studying, designing, constructing and operating. The law defines the following types of safety that must be ensured at the stages of design, construction, reconstruction and maintenance of buildings and structures:

- Mechanical safety;
- Fire safety;
- Safety during times of hazardous natural events and phenomena and (or) of anthropogenic impacts;
- Health safety of residence and temporary stay in buildings and structures;
- Safety of users of the buildings and structures;
- Accessibility of buildings and facilities for the physically challenged and other groups with limited mobility;
- Energy efficiency of buildings and structures;
- Non-intrusive impact of buildings on the environment (environmental safety)¹⁰.

Russian National Standard «Monitoring the technical condition of the cultural heritage» is a guideline for monitoring architectural heritage sites. The National Standard provides a definition of monitoring: it is a system of regular observations of a heritage site, the accumulation and processing of data, and making recommendations for preservation, maintenance, daily operations and conservation of the facilities.

¹⁰ Art. 3 of the Federal Law «Technical regulation of safety of buildings and structures» № 384-FZ // http://www.consultant.ru/document/cons_doc_LAW_95720/a2fdedbff7fae1cd-2491c6346de37561cf-b9c7db/

The standard defines:

- Monitoring modes: regular (normal), urgent (in the event of unusual natural or anthropogenic impact) and automated (using automated devices);
- Types of technical conditions: good, workable, limited operability, unacceptable, urgent;
- Types of observation. These may include: landscaping and climate conditions, geotechnical conditions, the state of structures, operational conditions, environmental conditions and sanitary condition of the premises and grounds.

The regular monitoring of the World Heritage sites should be done at least once every two years. The monitoring results should be included in the design documentation for the repair and restoration work.

2.2. Legal instruments for protection of the ensemble of the Novodevichy convent:

1. The property has the status of a «Particularly valuable cultural heritage site of the peoples of the Russian Federation». The Regulations read that Particularly valuable cultural heritage sites must remain exclusively under federal jurisdiction and receive priority funding from the state budget. The Russian Federation bears full obligation to maintain and preserve such sites.

2. In addition, the property is listed as a cultural heritage site of federal significance. The RF Ministry of Culture approved boundaries of the site and modes of land use in 2011. Within those boundaries, the following are allowed:

- Preservation, conservation and repair of the layout;
- Adaptive use;
- Reconstruction without violation of OUV of structures within the property boundaries;
- Landscaping, reconstruction of engineering networks and driveways.

Not allowed: demolition of structures, any new construction, and alteration of the spatial layout.

3. The property and the buffer zone are a part of the archaeological heritage site of federal significance «Cultural layer of the «Novodevichy Sloboda (XVI-XVII cc.)»¹¹.

In compliance with Federal Law № 73-FZ, this means that archaeological excavations and conservation of found artifacts must be completed before conducting any construction.

2.3. Legal instruments for protection of the buffer zone:

According to the World Heritage Center guidelines, protection of a buffer zone and beyond plays a crucial role in preserving the visual integrity of the World Heritage site and its surroundings, and guarantees sustainability of the property. The buffer zone of the ensemble includes: residential development, «Square and park near the Novodevichy Convent» and the Novodevichy ceme-

¹¹ 20.02.1995 RF President's Order N 176 «On approval of the list of objects of historical and cultural heritage of the federal (national) significance» // http://www.consultant.ru/document/cons_doc_LAW_6176/t6101c7ee9e85b916cad57a42b3717e08043f471/; description of the boundaries of the Novodevichy Sloboda see: the 30.07.1992 Presidium of the Moscow City Council decision N 84 «On the monuments of history and culture in Moscow» // <http://www.consultant.ru/regbase/cgi/online.cgi?req=doc&base=MLAW&n=14012&dst=103643#0>

tery. It coincides with the protection zone of the ensemble. Its boundaries were approved by the RF Ministry of Culture 01.08.2014.

In the buffer zone are allowed:

- Revitalization of historical landscape and layout;
- Reconstruction of historical urban structures that do not exceed heights and footprints of previously existing ones.

Not allowed:

- Construction except for the former;
- Changes of historical spatial layout and of the ratio between open and built-up spaces;
- Overhaul and reconstruction leading to an increase of previously existing heights and sizes. Maximum percentage of allowed construction was determined for each lot and varies from zero to 40 percent.

The park adjacent to the Novodevichy convent (17.0 hectares) has protection status since 1999. All regulations for the buffer zone apply to this property. In addition, the Novodevichy Park is considered an element of the Moscow city Nature Complex (26.03.2002 Decree № 203 PP of Moscow Government). Therefore, the Park is protected in accordance with the 05.05.1999 Law of Moscow city on Protection of Greenery (art. 17). The law established a special procedure to issue permits for felling trees and shrubs.

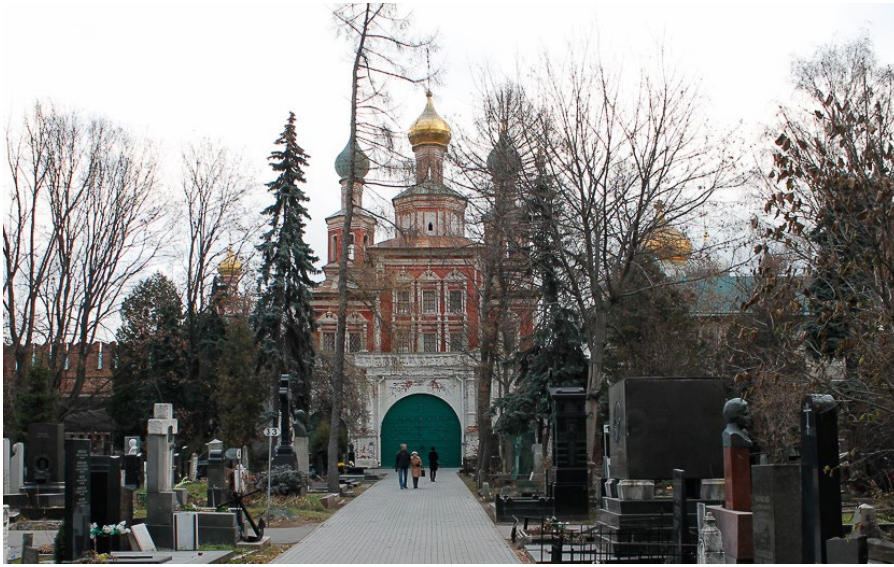
[See Appendix 1: Map of the World Heritage Site «Ensemble of the Novodevichy Convent» and its buffer zone]

Novodevichy cemetery is the most famous cemetery in Moscow. After the October Revolution of 1917, it became the burial place of top Soviet officials, high ranking military leaders, famous scientists, actors and other celebrities. In the 1930s, graves of famous pre-revolutionary writers, artists, actors were relocated here from other cemeteries. At the Novodevichy cemetery are the graves of famous writers A.P. Chekhov and MA Bulgakov; directors V.I. Nemirovich-Danchenko and S.M. Eisenstein; composers A.N. Scriabin and D.D. Shostakovich; I.V. Stalin's wife, N.S. Alliluyeva. Soviet and Russian politicians A.I. Mikoyan, A.A. Gromyko, N.S. Khrushchev, and B.N. Yeltsin were buried at the Novodevichy cemetery.

[See Appendix 2. Plan of the Novodevichy cemetery]

All regulations for the buffer zone apply to the cemetery. In addition, the old part of the cemetery, adjacent to the Novodevichy convent, is registered as a cultural heritage site of regional significance (city of Moscow). 747 graves in the cemetery are registered as cultural heritage sites (52 sites of federal significance, all others of regional significance of the city of Moscow)¹². Moscow-city laws require preservation of all the components of the cultural heritage site including the layout, composition, natural landscape, archaeological cultural layer, and the ratio between the natural and man-made environment. (City laws: G-26 «On Protection and Use of immovable monuments of history and culture» from 14.07.2000 and G-40 «On regulation of urban planning in historic areas and in the protection zones of cultural heritage sites in the city of Moscow» from 09.06.2004).

¹² Registrar of cultural heritage sites.
<http://data.mos.ru/opendata/7702155262-obekty-kulturnogo-naslediya-i-vyyavlennye-obekty-kulturnogo-naslediya/row/24345706>



◀Figure 4.

**View of the Novodevichy convent
from the Novodevichy cemetery**

Photo from the web-site <http://vzlomboy.live-journal.com/23463.html>

2.4. Legal instruments for protection of the zone of controlled development (ZCD) is a legally protected area adjacent to the buffer zone. It is used in Russian legislation, along with the protection zone, as an instrument to preserve visual sight lines of the world heritage site from remote areas. This area is protected by both federal and municipal legislation and regulations. The ZCD boundaries were approved by the RF Ministry of Culture 01.08.2014 as well as the boundaries of the protection zone.

Regulations approved by the RF Ministry of Culture stipulate restrictions for new development, overhaul and reconstruction in the ZCD. They apply to building sizes, proportions, architectural details and colors. All valuable historical structures and layouts must be preserved. Reconstruction of lost elements of the historical city fabric is permitted in the ZCD within existing dimensions.

[See Appendix 1: Map of the World Heritage Site «Ensemble of the Novodevichy Convent» and its buffer zone]

Not allowed:

- Changes of spatial layout, or in architectural elements of the main facades, roof shapes, and in the ratio between built-up and open spaces;
- Increase of existing building heights.

Several cultural heritage sites of regional significance are located in the zone of controlled development: «Pogodin's hut», Complex of the University Clinics in the Devichy Field, GA RF (State Archive of Russian Federation), RGA-DA (Russian State Archive of Ancient Acts), the 1920s settlement for the «Caoutchouc» factory workers, in the Constructivist architectural style, and the famous workers' club «Caoutchouc» (Architect K. Mel'nikov, 1920s), all with approved protection zones. All these structures are subject to regulations and restrictions established by the federal and municipal legal acts on protection and preservation of cultural heritage. This also ensures the visual integrity of the Novodevichy ensemble.

Conclusions

Legal acts of both the Russian Federation and the city of Moscow for protection and preservation of cultural heritage and greenery, land use and urban planning set out general rules that either completely prohibit or severely restrict new development, reconstruction and increase in sizes of buildings within boundaries of the buffer zone and the ZCD of the Novodevichy ensemble. In addition, a set of governmental and municipal regulations establishes rules and restrictions for each individual site of cultural heritage and its protection zones. To carry out any work on conservation, restoration, reconstruction, repair or overhaul within the boundaries of the buffer zone and the zone of controlled development requires an act of State historical-cultural assessment and special permits issued by the authorized agencies. Thus, aggregated federal and municipal regulations overlap and create an additional layer of legal protection of the material attributes that constitute the Outstanding Universal Value of the Novodevichy site: its architectural forms and original constructions, authentic building materials and substance, and historical layout and settings.

[See Appendix 3.1. and Appendix 3.2. Map of the cultural heritage sites in the buffer zone and the zone of controlled development]

3. Present State of Conservation:

3.1. Architectural ensemble of the Novodevichy convent:

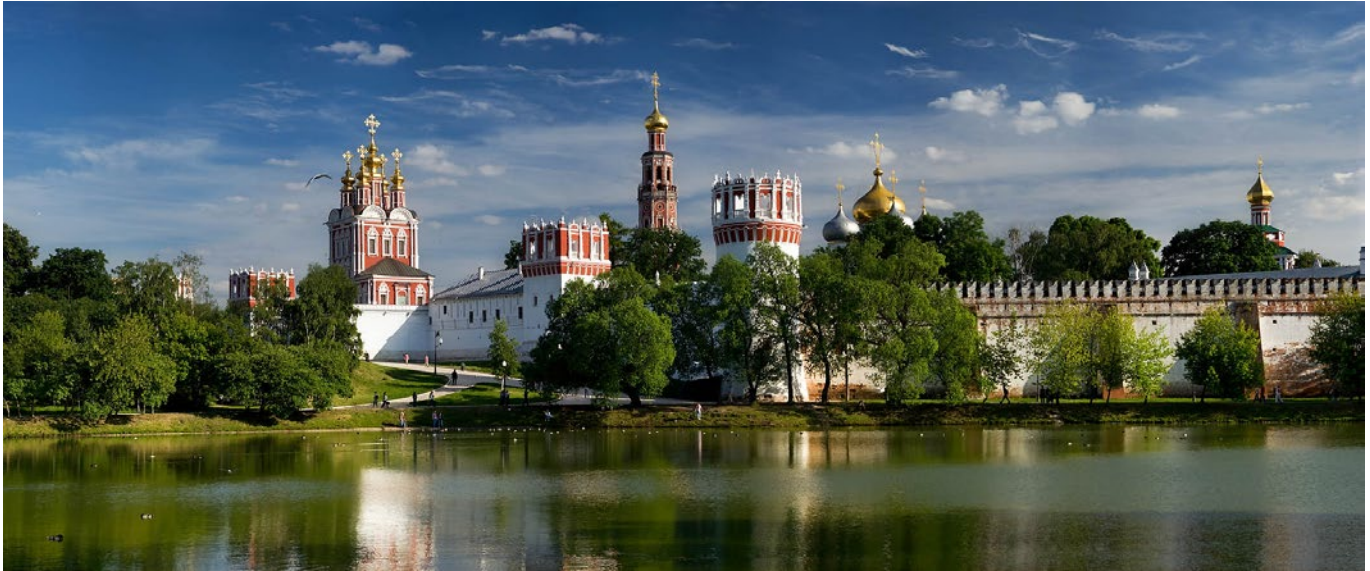
The architectural ensemble of the convent is composed of ecclesiastic and civil buildings, walls and towers. Repair and restoration work has been scheduled for most of the structures. TsNRPM, the general design institute for the ensemble, has prepared design documentation in compliance with the requirement to maintain and enhance the OUV of the ensemble. Director of the Chief Administration for State Protection of Cultural Heritage (CASPCH) V.A. Tsvetnov reinforced this point in his memorandum from 27.10.2016. It reminded the TsNRPM that if there is any potential harm to the OUV and to the authenticity of the protected property caused by misleading design or improper construction technique, the field supervision staff of the TsNRPM must take action to stop work, to prevent damage, and to immediately inform the CASPCH.

In compliance with p. 172 of the Operational Guidelines for the Implementation of the World Heritage Convention, the design documentation of all planned repair and restoration work, and the results of the State historical-cultural assessment and Assessment of the impact on the Outstanding Universal Value, will be sent to the World heritage Committee for comments and recommendations in 2017.

[See Appendix 4. Components of the ensemble of the Novodevichy convent]

Components of Outstanding Universal Value:

— **Smolensky cathedral** (1524–1525) with original frescoes and iconostasis (no heating, open only in the summer): will be closed for full conservation in 2017. The executor is the MNRKhU. Research into painting the cathedral, and developing the design documentation (DD) are underway.



▲ Figure 5.

Ensemble of the Novodevichy convent

Photo from the website <http://travelmap.ru/obekty-vsemirnogo-naslediya-yunesko-chast-37/>

— *The refectory and Irina Godunov's Chamber with St. Amvrosy Mediolansky church* (late XVI — XVII cc.): an exhibition space. In 2014–2015 the design documentation (DD) for repair and restoration work is completed and approved by the RF Ministry of Culture (letter from 19.12.2013 № 76–12.1–03). Minor repair work has begun at the request of the Moscow Diocese in compliance with RF legislation, without violating the OUV. Work is scheduled to continue in 2017.

— *Bell tower (1683–1689) and Princess Evdokia Miloslavsky's chamber* (late XVII-early XVIII cc.): closed, in preparation for restoration. The bell tower had two churches: the church of St. Barlaam and Joasaph under the bell tower, and the church of St. John the Apostle. In compliance with Russian legislation, the design documentation for the restoration of the bell tower was made and approved by the CASPCH letter from 15.03.2013 № 7–12.1–03. Preparations for repair work began in 2014 with the placement of scaffolding. The project was supposed to involve the following: restoration of foundations of the white-stone pylons; cleaning the white-stone and brick surfaces on the facade and in the interiors; paving the entrance area with white stone; door and window joinery; restoration of the metal infrastructure of the cupola; cupola gilding work. On March 16, 2015, scaffolding around the bell tower caught fire. The fire case was investigated, and offenders paid 1 million rubles in fine.

Information about the fire was sent to the World Heritage Centre (WHC). A technical report by ICOMOS recommended a detailed assessment of the damage caused by the fire. ICOMOS also recommended the preparation of design documentation to repair damage caused by the fire. It also recommended development of a risk management and disaster preparedness strategy, and an action plan for the World Heritage property. To date, repair and restoration work on the bell tower of the Novodevichy convent has not resumed. New scaffolding

was erected and more research was conducted taking into account the effects of fire. Repair and restoration work is scheduled to resume in 2017.

— ***Church of the Assumption of the Blessed Virgin Mary and Refectory***¹³ (1685–1687): functioning Orthodox Church (heated). After 2010, minor renovation was done in the refectory: the inside partitions were demolished, which returned the chamber to its original look and function.

— ***South gate and church of the Intercession of the Holy Virgin*** (1683–1688): closed for restoration. Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation (letter from 03.02.2016 № 153/2016).

— ***North gate and church of the Transfiguration of the Lord*** (1687–1688): closed for restoration. Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation (letter from 03.02.2016 № 160/2016).

— ***Princess Sophia's chamber and Guards' quarters*** (1680s): exhibition space, closed for restoration. Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation (letter from 03.02.2016 № 154/2016). Prior to the beginning of repair and restoration work the TsNRPM must submit additional materials for the design documentation on engineering and construction of walls and vaults.

— ***Lopukhinsky chamber*** (1680s,): in use by Moscow Diocese of the Russian Orthodox Church (ROS). In 2014–2015, minor renovation and restoration work was carried out at the request of the Moscow Diocese in compliance with Russian law, without violating the OUV, in order to maintain the premise in a workable condition. The following work was accomplished: cleaning of surfaces of masonry on the facades and in the interiors; whitewashing and painting walls and ceilings; repairs of joinery of door and window openings without replacing the authentic materials and construction parts. Attributes of the OUV were not altered.

¹³ Titles of some individual buildings and structures – components of the property may vary because they have not been formalized. Historical-archival research, establishing uniform titles and their approval are planned for 2018–2019



◀Figure 6.

Refectory of the Church of the Assumption after renovation

Photo from the website Tatianyn Day.
<http://www.taday.ru/text/282819.html>

— ***Mariinsky chamber*** (1680s.): in use as a tour bureau and for the nunnery: being prepared for repair and restoration work. Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation (letter from 03.02.2016 № 159/2016). Prior to repair and restoration work, the TsNRPM must submit technological diagrams of the engineering network and additional recommendations for them, and a report on the results of monitoring of deformations of structures.

— ***Choir's chamber*** (1718–1726): closed in 2016. Initial phase of repair and restoration work started in compliance with the Russian legislation. The Chief Administration for State Protection of Cultural Heritage approved the design documentation (letter from 19.12.2013 № 156/2016) and issued permission for the repair and restoration work on 12.15.2015. A contractor company, JSC «Stroyfasad», and a company to provide technical supervision, the Federal Directorate for Construction, Reconstruction and Restoration, were chosen through a standardized procurement procedure. TsNRPM will do the author's supervision. A preparatory stage of restoration work started in summer, 2016 in compliance with Russian legislation.

— ***Treasury chamber*** (late XVII — early XVIII centuries): in use by Moscow Diocese Administration. The RF Ministry of Culture approved the design documentation (letter from 15.03.2013 № 9–12.1–03). Restoration work has not begun since the premise is still in use.

— ***Hospital chamber*** (XVII c.): closed, in preparation for restoration work in compliance with Russian legislation. Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation (letter from 03.02.2016 № 159/2016). In addition, prior to restoration work, the TsNRPM must submit the results of studies on biochemical destruction, and report on the monitoring of structural deformations.

— ***Setunsky chamber*** (1680s): exhibition space. The building also houses a library. The RF Ministry of Culture approved the design documentation (letter from 15.03.2013 № 8–12.1–03). Restoration work has not begun since the premise is still in use.

— ***Filatievsky school*** (1871–1878): in use by the nun's community of the Novodevichy convent.

— ***Walls, towers and Guards' quarters*** (XVII c.): Some function currently as exhibition spaces, and some are closed in preparation for repair and restoration work in compliance with Russian legislation. The RF Ministry of Culture and the Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation of the ensemble's walls (Ministry of Culture's letter from 15.03.2013 № 8–12.1–03, and the Administration's letters from 3.2.2016 № 146, 151, 157 and 158/2016). Scaffolding was installed on the south wall. For the northern wall TsNRPM must provide technological recommendations for restoration work. For the eastern wall TsNRPM must submit additional technological recommendations and report on the

monitoring of the deformations. For the Nikolsky Tower additional design documentation must be submitted for the doors and windows joinery and for the water drainage. For Tsaritsynskaya Tower additional technological schemes and recommendations for the restoration work as well as for the doors and windows joinery must be allocated.

— **Chamber at Shvalnaya tower** (1680s): closed, undergoing renovation and restoration work in compliance with legislation, without violating the OUV. Administration of the RF Ministry of Culture for the Central Federal District approved the design documentation (letter from 03.02.2016 № 156/2016). Prior to repair and restoration work, TsNRPM must submit additional materials on engineering and technological research, recommendations for conservation of fragments of paintings and solutions for access to the attic.

— **The Princes Volkonsky tomb** (1830): in preparation for repair and restoration work in compliance with Russian legislation.

— **The Prokhorovs' tomb** (1911): in preparation for repair and restoration work in compliance with Russian legislation.

Constant monitoring is carried out to identify the technical state of threats to the construction of the edifices. While preparing the Management Plan, Anna Chebotareva, engineer, went to the site for observation and evaluation of the state of the structures and facilities in the autumn of 2016. The evaluation results are shown in the table below:

##	Element	State	Title of a threatened element	Measures
1	Foundations	Foundations of buildings were not tested. Observation shows workable condition: small cracks in masonry on the facades are apparent, which may be the results of possible settling.	Parts of walls between towers: Nikolskaya, Io-asafovskaya and Shvalnaya	Plaster beacons were installed on cracked walls in 2013 to track the cracks
2	Wall caps and blinds	Wall caps have architectural décor (multi-layered brick belt), plastered or lined with white stone plinth. In a number of buildings, this décor is not prominent. Condition of the decor ranges from satisfactory to state of emergency in some areas. Narrow asphalt pavements that surround the outside of the refectory are in a bad shape; there are cracks in the junction of the walkways near the cap, resulting in atmospheric moisture penetrating to the structure of the foundation. Due to poor pavement of the walkway area, and poorly made waterproofing, parts of the wall caps have leakage.	Refectory at the Assumption church, the Intercession gate church	Preservation plan was elaborated. Funding allocated for repair and restoration work and for improvement of grounds.**

##	Element	State	Title of a threatened element	Measures
3	Exterior walls	Flowerbeds were arranged in unacceptable proximity to buildings, which adversely affect the condition of the lower parts of the walls. There are areas (Chambers facades, joints of apses and main volumes of buildings) affected by fungus and mold. These may be caused by physical deterioration or water-proofing or blocked drainage. Plaster layer is partially lost	Refectory at the Assumption church, Irina Godunov's chamber, Smolensky cathedral	Preservation plan was elaborated. Funding allocated for repair and restoration work and for improvement of grounds.**
4	Roof (rafters, sheathing, roofing, gutters and downspouts)	Roofs vary: in some premises there are span-roofs. In other areas, gables merge into increasingly hipped or three-lobed roof (apse of the Assumption church); or roofs with mezzanines. In the Smolensky cathedral, the roof is complex with zakomaras (arched tops of the walls), covered with checked galvanized steel. The Volkonsky's Tomb is completed with a dome. A number of buildings have roof windows. All roofs are in good shape. Rafters were not observed		
5	Cupolas and tents	Chimneys are topped with tall chimney caps in the shape of small towers with tent tops. These are in acceptable shape. Cupolas' shapes vary: helmet, onion, faceted cupolas, spiers with decorative belts; small cupolas on high cylinder drums. Several cupolas are gilded.		
6	Exterior décor	Décor varies from simple on the walls to more complicated lace-like on churches and towers. Condition of this décor ranges from workable to emergency. Architectural elements of the cornice, columns on high pedestals, elegant window trims of the refectory, the second floor of the Lopukhinsky Chamber, both gate churches, and the arkature belts of the wall tops are in acceptable condition. Insignificant losses of a plaster layer were found. All structures are plastered and painted mostly in two colors, red-brick and white. A large number of buildings in the ensemble were built in the Moscow Baroque architectural style		Design documentation is prepared and restoration works scheduled
7	Staircases and porches	Shapes and materials of stairs and porches vary: white stone ones with brick inserts; internal wooden and inside-wall stairs; and ceremonial white-stone stairs above crawling arches. Condition varies from limited use to acceptable. There is some loss on the steps, and minor losses to the railings. The outdoor porches have visible deformations of lower steps, which likely indicate the possibility of settling		
8	Door and window openings and their joinery	All windows have joinery, occasionally with forged grids. Their condition varies from limited use to acceptable		

Paintings: murals (frescos) are components of the Outstanding Universal Value of the ensemble along with the architectural structures. Paintings are in satisfactory condition. Temperature and humidity conditions (THC) of frescoes have been constantly monitored. In 2017–2024, full conservation of all the murals is planned. The iconostasis of the Smolensky cathedral and churches of the Assumption and of the Descent of the Holy Spirit require conservation. Funding has been allocated.

A request was made to the MNRKhU to provide information on the current state of research and preparations for conservation of the murals of the Smolensky cathedral for use in the management plan.

Site and grounds: There is a tour desk, church shop that also sells souvenirs and guidebooks, and visitors restrooms on the site. Temporary storage facilities and garages were constructed for the duration of the ongoing repair and restoration work. Some walkways need repair due to construction.

In general, infrastructure and landscaping are in a satisfactory state. Improvement of the grounds and landscape are planned for 2017–2019.

Monitoring and supervision: The Moscow Territorial Office for the Central Federal District (CFO) inspects the Novodevichy site on a regular basis, in agreement with the Moscow Diocese of the ROC. During the year 2016, 16 oversight actions took place. Based on the results, two orders were issued: to conduct emergency repairs on the Smolensky cathedral edifice, and to clean the ensemble grounds.

MNRKhU conservators and specialists of the Ecclesiastical museum of the Moscow Diocese monitor murals and paintings. The State Historical Museum (SHM) staff monitors items of the Russian Federation Museum Fund on the property, in coordination with the Moscow Diocese.



► Figure 7.

View of the Setunsky Guards' quarters

Photo by authors. September, 2016

Conclusions

The ensemble buildings have remained for centuries without any apparent serious deformations caused by subsidence. There are no obvious defects in the foundations. This leads to a positive conclusion about their working condition. The following measures were taken in order to eliminate any unacceptable load-bearing on structures: a full engineering inspection of all load-bearing structures and some foundations using soundings and pits; a study of strength characteristics of the construction materials of the load-bearing structures that are in a pre-emergency state. Improvement of the grounds will be carried out to maintain the functional and careful use of the architectural structures, and to protect the OUV, taking into account the safety and comfort of visitors and accessibility for the physically challenged.

3.2. Changes in the buffer zone since 2010

(See Appendix 5. Changes in the buffer zone since 2010)

Church of the Beheading of John the Baptist: This was commissioned by the Moscow Diocese and built in 2014–2016 in memory of the church of the same name that had existed in the area before 1812. In June, 2014, the administration of CAO district held public hearings, jointly with the Moscow Diocese, on the proposed construction project. Local residents, deputies of the municipal county Khamovniki, nun's community, and representatives of local institutions attended the hearings.



The results of the public hearings were published¹⁴. Moscow architect Ilya Utkin made a design for the church. The height of the proposed church has been reduced by half from the height of the original church (20 m instead of 40 m) in order not to block the view of the Novodevichy ensemble. Since the ancient church was originally located on the roadway of the present-day Luzhnetsky Lane, it was impossible to have the

◀Figure 8.

Church of the Beheading of John the Baptist

Photo by authors. November, 2016

¹⁴ Minutes of public hearings from 17.06.2014 № 661.// http://cao.mos.ru/upload/iblock/93c/pr_17062014_16.pdf

church re-built exactly at the same place. The construction lot was moved a bit farther from the convent's walls, on the boulevard of the Luzhnetsky Lane. In compliance with Moscow-city legislation, the Moscow Government allocated a lot (0.89 hectares) for the construction¹⁵. A group of archaeologists from the Institute of Archeology of the Russian Academy of Sciences (RAS), under supervision of L.A. Belyaev, PhD, senior researcher, conducted archaeological excavation on the site. The research results were published and a report on findings was formalized. Archeologists came to the conclusion that the first church on this site was built in the middle of the XVI century. The adjacent land was used as a parish cemetery. Archaeological work has received a positive assessment from the state historical-cultural experts¹⁶.

In compliance with requirements for protection of World Heritage sites, all project materials were sent to the ICOMOS for review. ICOMOS executed a technical assessment, which did not object to the construction of the memorial church in Luzhnetsky Lane, since its height would not exceed the height of the surrounding trees, and the new construction would not threaten the OUV of the World Heritage site. In its conclusion, ICOMOS noted as a positive factor that an attempt to replicate the original church was not done. It recommended that the new construction incorporate results of the archaeological research, which are described below.

Construction of the church of the Beheading of John the Baptist was accomplished in 2016. According to the recommendations of ICOMOS, the archaeological museum will be arranged in the crypt of the church. The cultural layer in the area of the Novodevichy convent is one of the oldest and the best preserved in Moscow. At the excavation, 289 individual findings were collected: coins, ecclesiastical objects, remnants of interior decoration, crucifixes, household items, pottery fragments and tiles. The proposed archaeological exhibition will include some of those findings along with forensic facial reconstructions of historical figures related to the convent, based on their remains. To date, facial reconstruction of Russian Tsarina Irina Godunov was made, who lived five years (1598–1603) in the convent. Archaeologists and anthropologists from the Institute of Archaeology of the Russian Academy of Science work on this project. Opening of the archaeological museum is scheduled for 2017.

Gas station TNK № 83 on the corner of Khamovniki Val Street and Novodevichy embankment was built without the consent of the Chief Administration for State Protection of Cultural Heritage. The gas station does not violate the OUV of the Novodevichy ensemble because it is located at a distance.

However, it may have a negative effect on the OUV because potentially it may cause fire. The 2014 periodical report on the state of the World heritage site listed the gas station as a potential threat to the property. The Chief Administration continuously monitors property related to the gas station.

¹⁵ Belyaev, S.G. Shulaev, S.B. Grigoryan. Research of the Novodevichy Convent // Archaeological discoveries- 2010-2013. M., 2015. P. 138; L.A. Belyaev, S.B. Grigoryan, A.V. Rasskazova, N.I. Savelyev, S.G. Shulaev (IA RAS). Excavation of the site of the Church of the Beheading of John the Baptist on the Novodevichy settlement. Report. 2015; The act of the state historical and cultural examination. 09/22/2015. Comp.: A.G. Veksler, V.A. Berkovich, A.L. Batalov

¹⁶ 10.09.2014 Moscow Government Decision № 525-ПП.



▲ Figure 9.

View of the gas station from the Khamovnichesky Val Street

Photo from the website www.map.yandex.ru



▲ Figure 10.

View of the empty lot, Luzhnetsky Lane, 15

Photo by authors. September, 2016

Empty lot, Luzhnetsky Lane, 15. A three-story children's hospital was demolished in recent years. A proposed project for the area was to build a hotel — entertainment center (five-story, 20500 square meters).

After the approval boundaries of the protection zone in 2014 the project of the hotel was dropped. According to information received as of 01.11.2016 from the Moscow Committee for Realization of Investment Projects, Moskomstroyinvest, a decision was made to choose an alternative site for the hotel. In October, 2016 the Russian Government made a decision on construction of an exhibition center — a branch of the State Historical Museum (SHM) in the buffer zone to accommodate collections of paintings and decorative arts of the Novodevichy convent. It is possible that the lot will be allocated to the State Historical Museum for construction of a new exhibition center.



▲ Figure 11.

View of the building on the 10-Letya Oktyabrya Street, 5

Photo form the site www.map.yandex.ru

10-letya Oktyabrya Street, 5: Overhaul of the buildings in the surrounding area. According to the Moskomstroyinvest, the building is scheduled for reconstruction. In compliance with regulations on protection of the buffer zone, no additional volume will be added. Underground space will be developed to add a parking garage.

► Figure 12.

View of the building on the Luzhnetsky Lane, 25

Photo by authors



Luzhnetsky Lane, 25: A shopping center «Berezka Luzhniki» will be renovated in the same manner. According to Moskomstrojinvest, the underground floor will be reconstructed for a parking garage. No above-ground construction will be added.

The ground area of the building will not change (1,700 sq. m.). The project complies with the regulations on protection and modes of land use in the buffer zone approved by the RF Ministry of Culture in 2014. In 2015, the Town-planning and Land-use Commission of Moscow recognized the building as dissonant with the environment. It ruled on lowering the elevation of the building in case of renovation from 12 m to 10.4 m.

Novodevichy Cemetery: In 2016, within the Moscow Municipal Program «Development of municipal engineering infrastructure and energy saving», the Moscow city government allocated funding to conduct work at the cemetery. Water, sewage and electricity lines of the Novodevichy Cemetery were connected to the centralized city system. Public facilities of the cemetery were also reconstructed. This was done as a part of the larger ongoing project of modernizing utilities and engineering infrastructure of the property and the buffer zone of the World Heritage site. The Moscow Administration of Cultural Heritage conducts a long-term project of repair, restoration and maintenance of gravestones listed as cultural heritage sites of regional significance. Improvements made to the cemetery in recent years have had a positive affect on the Outstanding Universal Value of the site since they have made the cemetery more attractive for tourists.

Project «My Street»: The Moscow Government launched this project of beautification of Moscow streets in 2014. In 2016, Novodevichy Val St., Luzhnetsky Lane and Novodevichy embankment in the buffer zone underwent reconstruction and beatification. This included:

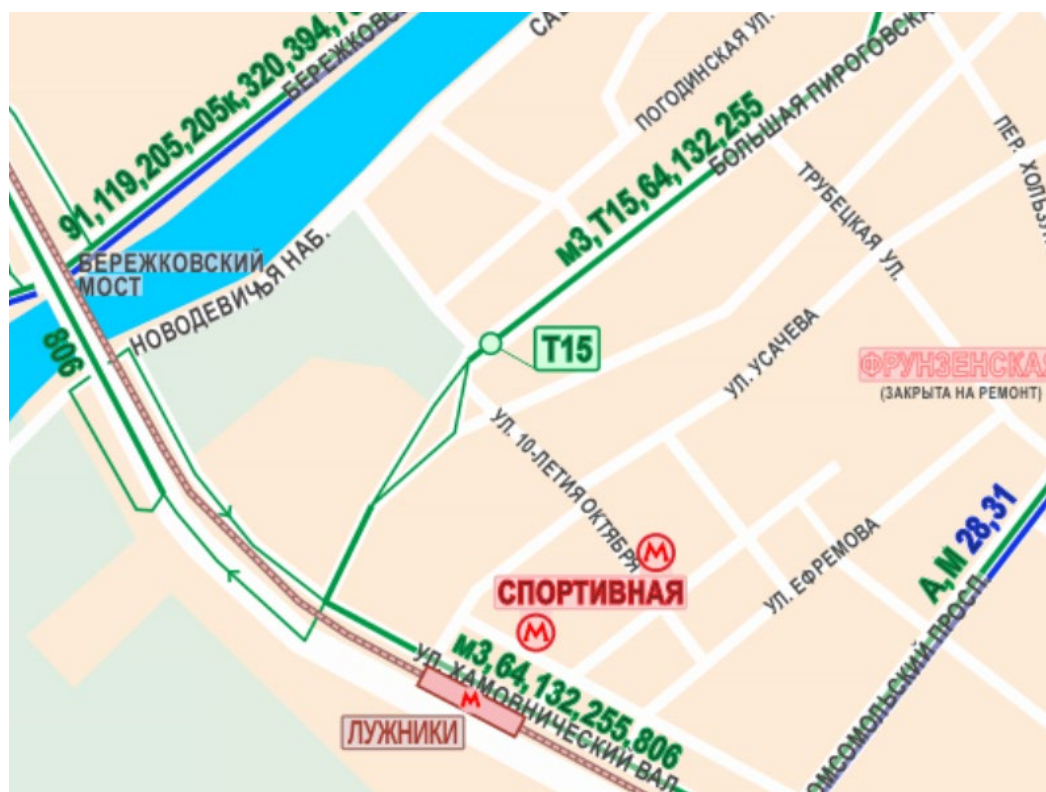
- Widening pedestrian walkways;
- Installing new light posts (184), benches (149), and trash cans (197);
- Paving sidewalks, making granite-stone curbs.

Two parking lots, one for 15 cars, and one for 11 tour buses were installed on the Novodevichy embankment. Seven hundred meters of walkways and twenty-six bicycle parking spaces were made. A 15-minute parking lot was designed with three spaces to drop off tourists from tour buses. Its construction is postponed because of the temporary structures on the square in front of the ensemble. Facades of 19 buildings near the Novodevichy convent were renovated. Eight buildings have architectural and artistic illumination. Above-ground cables and wires were moved to the underground cable sewers, which improved the visual perception of the ensemble of the convent and had a positive effect on the Outstanding Universal Value of the World Heritage site.

[See Appendix 6.1 and Appendix 6.2. Design of parking lots in the buffer zone]

At the time of the project, 1,6 hectares of lawns were improved, 2,4 thousand trees and shrubs planted. One of the purposes of the beautification project «My Street» in the buffer zone was to visually connect through unified design the green areas around the Novodevichy convent with public parks of the Luzhniki Sport Complex and the Neskuchny Garden, Gorky Park, and «Muzeon» on the other side of the Moscow River¹⁷.

¹⁷ Moscow Mayor official site. <https://www.mos.ru/mayor/themes/5051/2952050>



◀Figure 13.

Map of public transport routes in the area of the World Heritage site

Photo from the website
<http://transportmap.ru/moscowtransport.html>

Public transportation provides easy access to the Novodevichy ensemble. A direct subway line connects the site to the Moscow center. It takes ten minutes to reach Sportivnaya station from the Moscow Kremlin by subway. The convent is a five-minute walk from the Sportivnaya subway station. Near the convent, there is a stop of above-ground public transport. Several bus and trolleybus routes (15, 5, 64, 255), metro and the Central Moscow Ring (CMR), provide easy access to the convent from various areas of Moscow. In 2016, Station Luzhniki of the CMR railroad was opened, also within walking distance of the convent. CMR is a large-scale project of the Moscow Government to restore and use for passenger transportation a historical ring railway, built at the beginning of the XX c. The resumption of the route of the historic railway and the opening of the Luzhniki station near the border of the buffer zone of the Novodevichy convent not only creates additional convenience for tourists, but also contributes to the revival of the historic atmosphere of the place.

Currently, there are no signs for the Novodevichy ensemble at public transport stops. In December 2016, The Chief Administration for State Protection of Cultural Heritage (CASPCH) sent a request to the Moscow Transit Administration to install signs and informational boards at stations and stops near the convent. Arrangements for this will be made in 2017.

Hotels and eating places: A sufficient number of restaurants and cafes exist within the boundaries of the buffer zone: Cafe «Dove», «Mint», «Mama Zoya» and the restaurant «At Pirosmeni». On the way from the Sportivnaya metro station to the ensemble there are also a few coffee shops and fast food restaurants. Two hotels, «Arena» and «Youth», are located near the two entrances to the subway station Sportivnaya, within working distance from the ensemble.

Conclusions

Changes in the buffer zone that occurred in recent years, have not violated the integrity and authenticity of the convent ensemble. They were carried out in a professional manner, with consideration for the OUV of the property, and in compliance with legislation of both the Russian Federation and the city of Moscow. They have led to the improvement of the infrastructure around the convent and have contributed to the Outstanding Universal Value. Thus, the improvement and beautification of recreational space of the Novodevichy park in the buffer zone attracts more local residents. Moving the parking lots away from the convent walls allows a better view of the ensemble and reduces the negative effect of pollution on the OUV. In the next years, creating a cluster out of the projected Archaeological museum, SHM exhibition center, and of the Novodevichy ensemble itself, will create great opportunities for visitors and for further development of the area.

4. Living heritage

After transfer of the convent ensemble to the Moscow Diocese, it was returned to its original function as a female monastic cloister. This means revival of intangible attributes of the Outstanding Universal Value of the ensemble: the traditional way of life, old crafts, and a spirit of place. The World Heritage Centre's guidelines consider preserving these important aspects of the Outstanding Universal Value as a benefit for society. The Novodevichy convent fulfills that part of the OUV since the monastic culture now in place at Novodevichy has re-created a spirit of tranquility and peace characteristic of sacred sites.

4.1. Management

The Moscow Diocese manages the property on a day-to-day basis, combining traditional Orthodox approaches to management with modern approaches, recommended by the World Heritage Committee. Operational management of the ensemble is based on the RF Law № 73-FZ on cultural Heritage. Article 47.3 requires users to ensure the safety and intact appearance of cultural heritage sites, and prohibits activities that may worsen its state.

In July 2010, the head of Moscow Diocese, Bishop Juvenaly signed 28 «protection obligations» [okhrannye obyazatel'stva] for all the structures located on the property. These obligations state that the user:

- Has no right to change either the external or the internal appearance of structures, to use alternative construction materials, or to install additional stationary sanitary and thermal equipment;
- May carry out repair work only according to designs approved by the official state body of protection;
- Must report accidents or damage;
- Must maintain structures in a good condition.

▼Figure 14.

Nuns in the convent

Photo from the website Tatianyn Den.
www.taday.ru



[See Appendix 7. List of buildings and structures, for which the obligations and acts of technical state were signed]

All the obligations have Acts of technical state (Certificates of acceptance), which describe the physical state of the structures at the moment of transfer. These Acts serve as a basis for monitoring changes that occur to the architectural monuments over time.

The nun's community embodies the OUV. That community is dedicated to spirituality in daily life, but also to the maintenance of the convent as a historical and material embodiment of that spirituality. As residents of the convent, the nun's community informs authorities about damage caused by broken utilities, leaking pipes, weather conditions, and other causes of physical deterioration. The nun's community constantly monitors physical conditions of buildings, monumental painting, and decorative and applied arts, and interacts with the leadership and staff of the State Historical Museum and Chief Administration for state protection of cultural heritage (CASPCH). The Mother Superior, Margarita, is the Director of the Ecclesiastical museum, and a representative of the Moscow Diocese. When necessary, she represents the Diocese to state officials, and she is instrumental in deciding all issues that concern the convent.

When needed, specialists of the Ecclesiastical museum prepare applications for restoration and submit these to the RF Ministry of Culture to have restoration projects included in the Federal Target Program (FTP) «Culture of Russia 2012–2018». In 2016, as part of the federal program, requests have been submitted for the following repair and restoration works:

Type of the repair and restoration work	Approximate dates of works
Reconstruction of the iconostasis, the first tier of the bell tower, jointly with SHM	2017
Restoration of chambers at Chebotarnaya tower	2018
Replication of the iconostasis, Pokrovsky church over the south gate	2018
Restoration of the iconostasis, church of the Transfiguration over the north gate	2018
Restoration of the refectory at the Assumption church	2018–2019
Restoration of the Chebotarnaya tower, Filatevsky school, The Volkonskys' tomb	2018
Restoration of the Setunsky Guards' quarters	2017
Restoration of the east wall	2017
Reconstruction of engineering infrastructure	2017
Installation of storm sewage and drainage	2017
Improvement of grounds	2018
Archaeological support for the restoration work	2017–2018
Replication of the iconostasis, Amvrosievsky church	2018

4.2. Interaction with stakeholders

The Moscow Diocese of the Russian Orthodox Church cooperates with all the stakeholders. One of the recent examples of such cooperation involved the project to create a cultural cluster, made up of the property itself, the SHM and the

Archaeological museum of the Moscow Diocese. It was developed by the joint efforts of the RF Ministry of Culture, the Moscow Diocese, SHM and Moscow Government. The recent congress «World Heritage of the CIS countries: challenges, problems, solutions» (25–27.10.2016) also involved a high level of interaction between the Moscow Diocese and stakeholders. In the congress' resolution, its participants recommended to apply to UNESCO to recognize the Novodevichy convent for «Sharing best practices in World Heritage management», as an example of the effective sustainable development of a World heritage site.

4.3. Interpretation

Exhibitions. From 2011 through 2015 Ecclesiastical museum has organized five exhibitions:

Title	Periods	Number of Visitors*
Mother Superior Seraphima (1914–1999).	2014–currently	
The Diocese, yesterday and today (dedicated to the revival of church life of Moscow Diocese after 1991)	2012	
1812 in the fate of Russia and the Novodevichy convent	2012–currently	
«Dignify my soul, the Virgin Most Pure» [collection of 80 Mother of God icons from Moscow Novodevichy convent]	2012–currently	
«Flaming Tongues of Grace» [collection of 50 icons from the first quarter of the XVIII c., from the church of the Holy Spirit Descent of the Novodevichy convent]	2011–2015	

From 2017 on, no new exhibitions are planned in connection with preparation of buildings for restoration work. Current exhibitions will not be closed. They will be moved from one venue to another as restoration work progresses.

* Will be added upon receiving information from the Moscow Diocese

The Ecclesiastical museum has published several books:

- Novodevichy convent. Guidebook. [Novodevichiy monastyr'. Putevoditel']. Moscow: Moscow Novodevichy Convent 2014.
- Mother Superior Seraphima Cherny. Memoirs of the nun Seraphima Grechina. [Igumeniya Serafima Chornaya. Vospominaniya skhimonakhini Serafimy [Grechinoy]]. Moscow: Our Lady of Smolensk Novodevichy Convent / Publishing House «Art Kitchen», 2014. — 248 p.
- Pictorial Embroidery. Materials of the Seminar-Exhibition «Basics of Ecclesiastical Embroidery. Experience of Transferring Ancient Traditions in the Ecclesiastical Arts». [Litseyoye shit'ye. Materialy vystavki-konferentsii «Osnovy tserkovnoy vyshivki. Opyt peredachi drevnikh traditsiy v tserkovnom iskusstve»]. 2013 Moscow: Moskovsky Novodevichy Convent 2014.
- Pictorial Embroidery. Proceedings of the Seminar «Ancient and Modern Traditions of Gold Embroidery Art. Methods of Teaching of the Ecclesiastical Embroidery, Held at the Novodevichy Convent, May 17, 2012». [Litseyoye shit'ye. Materialy seminar «Drevniye i sovremennyye traditsii zolotozhivnogo iskusstva. Metodika prepodavaniya tserkovnoy vyshivki», proshedshego v Novodevich'yem monastyre 17 maya 2012 g.]. Moscow: Moskovsky Novodevichy Convent, 2013.

- Moscow Novodevichy Convent. For the 500th Anniversary of the Foundation. [Moskovskiy Novodevichiy monastyr'. K 500-letiyu osnovaniya.] Comp. A.L. Batalov, L.A. Belyaev. Moscow, 2012. — 550 p.
- Reverend Elena Moskovskaya: Life. Spiritual Grammar. [Prepodobnaya Yelena Moskovskaya: Zhitiye. Dukhovnaya gramota]. Moscow: Moskovsky Novodevichy Convent 2009.

4.4. Revival of traditional monastic arts and crafts

Two convent's workshops reopened in the 1990s. They are headed by nuns. Here nuns revive religious art:

Pictorial and goldwork embroidery: These were practiced in the convent since the XVI c. Sisters and professional staff participate in exhibitions and conferences, study old techniques, research the best vintage embroidery patterns, and conduct research in museum depositories.

Iconography: The main task of the icon-painting-restoration workshop is the replenishment and preservation of icons at the convent. The artists copy ancient icons, develop new iconography, study and interpret well-known iconographic examples, and do conservation of old icons that are not a part of the Museum Fund of the Russian Federation.

▼ Figure 15.

Pictorial and goldwork embroidery workshop

Photo from the website <http://ubrus.ru/node/10884>



4.5. Public outreach

The Ecclesiastical museum regularly gives free tours of the ensemble for orphans, students of special boarding schools, Sunday schools, and the faithful from other parishes. Often the visitors are invited to have tea in the convent's refectory.

Statistics of these tours were requested from the Moscow Diocese to use in the Management plan.

Work with students:

— Each summer the Moscow Diocese arranges plein air gatherings for art schools, colleges and universities. During the few days of the gatherings, students paint views of the Novodevichy convent. The Diocese provides cultural programs, and gives tours of the Novodevichy ensemble for young artists. Participants come from different schools and institutions: Moscow Architectural Institute, Stroganov Moscow State Academy for Arts and Industry, and others.

— Every year, students of the Moscow Architectural Institute do architectural drawings and documentation of historical structures on

►Figure 16.

Tea-drinking in the convent's refectory after the tour given for the parishioners of the St. Tatiana church at the Moscow State University

Photo from the website Tatianyn day. <http://www.today.ru/text/1364327.html>



the site as summer internships. Information was requested on these events to use in the Management Plan.

— Sunday School at the Novodevichy convent exists since 1989. It has four children's groups and one adult group. The curriculum includes the history of the New and Old Testament, Church history, fundamentals of Orthodox worship, hagiography, Christian ethics, and church singing. There are creativity and art lessons for children. At Christmas and Easter, students and their parents perform plays and give concerts. Several times a year students with their parents take pilgrimages tours to holy places.

— The Moscow Diocese public library was founded in 2014. It is located in the Setunsky Guards' Quarters. The library has books and magazines of spiritual content. Alphabetical, thematic and electronic catalogs are available. The basis of the library is the collection that Bishop Juvenaly gave from his personal library. The library organizes thematic exhibitions of literature. There is a reading room, and readers may also check out the books. The library is open to all.

— The pictorial embroidery and goldwork workshop of the Novodevichy has free courses open to the public. The only condition for participation is that every student has to leave his or her first embroidery in the monastery. These works are kept in the museum storage and occasionally have been exhibited at the convent's venues. The workshop has a page on the social network site, VK (VKontakte), where it shares knowledge about gold embroidery art. Both the icon workshop and the embroidery workshop provide open lessons for the general public on occasions such as conferences and exhibitions.

More information about the workshops' activities was requested from the Moscow Diocese to use in the Management plan.



▲ Figure 17.

High-ranking guests visiting Novodevichy convent

Photos from the website of the Novodevichy convent. <https://ndm-museum.ru/>; <http://www.mepar.ru/news/23/01/2012/12053/>

The Moscow Diocese, with the assistance of the Prefecture of the Central Administrative District (CAO) of Moscow and of the Foundation for Revival of Culture and Traditions of the Small Towns of Russia, organizes series of concerts of classical and sacred music in the church of the Assumption of the convent. In total, ten concerts were organized since 2012. The most recent concert featured the soloist singer of the Bolshoi Theatre, V.A. Matorin and the choir of the Moscow Diocese. It was held 27.11.2016.

The Ecclesiastical museum organizes guided tours of the ensemble with a visit to the monastery workshops for Russian and foreign distinguished guests. In November 2011, Queen Paola of Belgium visited the monastery and the workshops. On 19 June 2014, a tour was held for the Crown Prince of Liechtenstein Alois Philipp Maria, who was on a working visit in Moscow. Since 2010, presidents of the Swiss Confederation, the Republic of Singapore, the Czech Republic, the heads of other states have visited the convent.

4.6. The spiritual care of the faithful: The zone of influence of the Novodevichy site incorporates the Moscow City Clinical Hospital № 61, where a chapel, and since 2010, a church of the St. Panteleimon, was established. The Novodevichy convent initiated creation of the hospital chapel in the 1990s. Since then, the convent's representatives have worked closely with the Committee on Relations with Religious Organizations of Moscow and the leadership of the Clinical Hospital № 61, with the support of the county council Khamovniki and the Foundation for Revival of Culture and Traditions of the Small Towns of Russia in order to establish this church. St. Panteleimon church is subordinated to the Novodevichy convent. The Novodevichy's nuns and priests provide spiritual assistance and comfort to the patients and medical personnel. Sisters bear obedience of duties in the hospital's departments, and provide catechetical talks to patients. Once a week,

one of the sisters of the monastery makes the rounds visiting all the patients.

4.7. Visitors

According to the Moscow Administration of Sports and Tourism, 80 percent of all visitors to the Novodevichy convent are organized tourists groups. Accordingly, the Ecclesiastical museum has a tour bureau with three employees. Either professional staffers or the nuns give tours, depending on the audience. Regular tours include sightseeing of the monastery, and a visit to the exhibitions or one of the churches (the Smolensky cathedral in the summer, Uspensky church in winter). In addition to the museum's staff, outside guides and guide-interpreters may give tours with accreditation from the Ecclesiastical museum. The tour bureau of the Ecclesiastical museum also receives organized groups of tourists through travel agencies. These tours are mostly thematic: «The Decembrists in Moscow», «Moscow Tsarinas and Princesses», «Moscow in the war of 1812», «Monasteries-fortresses» and others. In total, the museum collaborates with about 50 travel agencies. The tour bureau keeps statistics about visitors by categories: students, children, retirees, foreign tourists, pilgrims. Pilgrims make up a large share of visitors — about 3,000 people per month. Pilgrimage tours are organized through the pilgrimage service of the ROC, «Radonezh», and other tour operators. All organized tour groups pay an entrance fee.

Since 1945, worship services have been held in the Assumption church of the Novodevichy convent. Numerous Orthodox believers flock to the convent on religious holidays. Their flow increased after 2012, after the revered icon of the Iversky Mother of God returned to the site from a museum. Counting of the faithful attending the services is not conducted.

Conclusions

The Moscow Diocese of the Russian Orthodox Church and the community of the Novodevichy convent successfully cope with the task of maintaining and enhancing the Outstanding Universal Value of the property. Management is conducted in all major areas: conservation and restoration; interpretation; education; communication with stakeholders.

Return of the Novodevichy convent to its original confessional purpose has transferred the site into the category of «living heritage». Restoration of the atmosphere of high spirituality, resumption of a traditional way of life, revitalization of traditional arts and crafts and preservation and conservation of the material objects are equally important aspects of preserving and enhancing the OUV of the ensemble. According to the World Heritage Centre research, they contribute to sustainable development and increase the capacity of the cultural site and its positive influence on the society.

5. Policies Related to Promotion:

Activities related to the promotion of Novodevichy are at a low level.

Museum staff maintains the website of both the convent and the Ecclesiastical museum. <https://ndm-museum.ru/>

The site announces news and the events held at the convent, information on protection measures and conservation of cultural heritage, and information for visitors; there are links to the websites of the Russian Orthodox Church (ROC), the World Heritage Centre and UNESCO. A page in English will be developed in 2017.

The National Tourist Portal russia.travel has a brief description of the Novodevichy ensemble.

The Moscow Tourism Portal has a description of a tour route of the ensemble and the surrounding area. <http://www.travel2moscow.com/what/routes/route181.html>

Photo-blog “Cities of Russia” has a detailed description of the architectural ensemble of the convent and its shrines with excellent photographs.

(<http://rus-towns.ru/moskva-novodevichij-monastyr/>)

Peshegrad — a hikers’ internet-community has an article on the history of the Novodevichy convent with photographs (<http://peshegrad.ru/articles/novodevichij-monastyr-progulka-skvoz-vjeka>)

Information about the Novodevichy ensemble is available on other websites devoted to travel, tourist routs and Christian shrines. Most of the articles are in Russian and do not mention that the ensemble is a World Heritage site.

Conclusions

Novodevichy convent, a bright example of the ancient-Russian architecture and one of the oldest Russian convents, is well known to tourists. However, its cultural potential has not been fully realized. There is no information on the websites mentioned above, or on other websites, that the ensemble is a UNESCO World Heritage site. Promotion of the site on the tourist market needs considerable improvement and a thought-out and comprehensive program of action. For this purpose, the Moscow Diocese hired a manager of information and education. In 2017, analysis of tourist potential of the Novodevichy ensemble is planned with the assistance of the Administration of Sports and Tourism of the City of Moscow, the Yu. Senkevich Moscow State Institute of Tourism Industry, and volunteer organizations. Based on the analysis, development of the tourist activities will be planned for 2017–2024.

6. Security and safety:

In compliance with Russian legislation, the Department of Interior affairs of the Khamovniki county of Moscow (local police department) carries out the task of security protection of the site. In addition, Private Security (PSB) (a unit of the National Guard of Russia) has two 24-hours posts and one twelve-hour post on the site. Rosimushchestvo, the agency managing state property, allocates funding for the PSB.

To date, all the facilities have been equipped with operating electronic security systems: access video surveillance and fire alarm signals. Museum venues and museum storage facilities have additional features such as motion sensors. Factors are summarized in the table below:

Name		Impact	Origin
Buildings and Development	Housing	+ — ?	↓
	Commercial development	— ?	↓
	Interpretative and visitation facilities	+ ?	↔
Transportation Infrastructure	Ground transport infrastructure	— + ✓	↓
	Effects arising from use of transportation infrastructure	+ ✓	↓ ↔
Services Infrastructures	Local utilities	✓	↔
Pollution	Air pollution	— ✓	↓ ↔
Local conditions affecting physical fabric	Wind	— ✓	↓
	Relative humidity	— ✓	↓
	Temperature	— ✓	↓
	Dust	— ✓	↓
	Water (rain/water table)	— ✓	↓
Social/cultural uses of heritage	Ritual / spiritual / religious and associative uses	+ ✓	↓ ↔
	Society's valuing of heritage	+ ✓	↓
	Impacts of tourism /visitor/ recreation	+ — ?	↔
Other human activities	Illegal activities	— ?	↓ ↔
	Deliberate destruction of heritage	— ?	↓
Climate change and severe weather events	Storms	— ?	↓
Management and institutional factors	Low impact research /monitoring activities	+ ✓	↓ ↔
	Management activities	+ ✓	↓ ↔

Legend:

Current ✓ Negative — Potential ? Positive + Inside ↔ Outside ↓

A risk management and disaster preparedness plan does not exist, since the disaster risk is considered minimal in the climatic zone of Moscow. The main threat to the ensemble is the possibility of fire. The Khamovniki department of the Moscow Administration of the Ministry of Emergency Situations monitors and inspects the site for compliance with fire codes. The last inspection was conducted in October, 2016. The Novodevichy convent's structures are classified as having significant fire risk. The person responsible for the fire safety is the appointed commandant of the ensemble. He provides training of the nuns and personnel for fire safety. The Federal Law № 123-FZ «Technical Regulations for fire safety requirements» (art. 78) states that such buildings as architectural monuments require custom-designed «Special Technical Conditions» (STC) that specify a set of necessary engineering and organizational measures to ensure fire safety.

In December 2016, a memo was sent to the Rosimushchestvo, the federal agency responsible for safety and security of the World Heritage site, with a request to schedule the commission of the STC.

A high percentage of visitors to the ensemble are groups that come to the site through the local centers of social service. These are elderly people. For those no facilities are provided. Currently, because of the on-going restoration, no benches are available on the site. Steep stairs, slippery and icy steps, and absence of railings may present a threat for the elderly and for children. The ensemble is not yet accessible for visitors with limited mobility.

Conclusions

Analysis of all aspects of the current state of the Novodevichy site leads to the following conclusions:

1. The Outstanding Universal Value of the property was enhanced over the past decade due to improvements in the buffer zone. All the material attributes of the property — its architectural forms and details, original constructions, building materials and substance — are kept well preserved. After the transfer of the ensemble to the Moscow Diocese the intangible attributes of the OUV — spiritual atmosphere, traditional way of life, the ancient monastic occupations and crafts — have been revitalized. The buffer zone has undergone significant improvements: boundaries and modes of land use and development of the buffer zone and the zone controlled development were approved; surrounding streets and parks of the Novodevichy convent were re-landscaped; modernization of engineering networks and utilities of the Novodevichy cemetery was done; a new rail-road station was opened. These positive factors increase the attractiveness of the property for tourists.

2. Issues of conservation, restoration, preservation and legislative support of the Novodevichy ensemble have been a constant priority of the Russian Government and federal and municipal bodies for protection of cultural heritage. Monitoring of the conditions of all structures and paintings and of restoration progress, as well as technical supervision, have been carried out on a regular basis and at a high professional level. There is no threat to the Outstanding Universal Value of the property.

3. Funding has been allocated from the state budget and from the Moscow-city budget also on a regular basis.

4. The weakness of management is the lack of a systematic approach, namely:

- Lack of cooperation among the state and municipal bodies on the issues of planning and urban policy in protection zones;
- Poor involvement of the local community in the activities that would be mutually beneficial for the World Heritage site and for the society;
- Lack of historical interpretation and of information about the Novodevichy ensemble as a World Heritage site;
- Lack of amenities for visitors;
- Insufficient measures to promote the World Heritage site on the domestic and foreign tourist market. These weaknesses will be addressed in the Development Plan for the World Heritage site.

Section III. Development plan

1. Objectives and Instruments of Plan Implementation:

1.1. Objectives and tasks. Based on analysis of the current state of the site, and the definition of the Outstanding Universal Value of the ensemble, with respect to the religious life of the Orthodox community at the Novodevichy convent, the strategic objectives of management are as follows:

- Preserving and enhancing the outstanding universal value of the ensemble;
- Turning it into a major tourist and cultural destination of Moscow;
- Development of interaction and a mutually beneficial relationship between the World Heritage site and the urban community.

To achieve these objectives it is necessary to fulfill the following tasks:

- To complete restoration of the architectural ensemble;
- To complete restoration and conservation of murals and paintings;
- To complete museumification and conservation of the facilities and objects, and their preparation for museum display;
- To improve grounds and landscaping on the property and in the buffer zone;
- To provide access for physically challenged visitors;
- To develop cultural and educational activities;
- To arrange better communication between the stakeholders;
- To improve public involvement.
- The Moscow Diocese of the Russian Orthodox Church will continue day-to-day managing the World Heritage site according to the directions described in Section II.

1.2. Mechanism for planning, financing, and monitoring completion of the plan:

Planning for the development of the World Heritage Site for the period up to 2024 is grounded in the following governmental acts:

a) Order of the RF Government from 25.10.2016 N 2241-r on approval of the complex of conservation measures to preserve the historical appearance of the Novodevichy ensemble, and to ensure the state budget allocations in preparation for the 500-year anniversary of the convent. The complex of measures includes guidelines for organization; preservation and reconstruction; improvement of activities within the buffer zone; safety measures; cultural and educational activities;

b) Order of the RF President from 05.24.2016 N 1006 (1) considering the ensemble of the Novodevichy convent:

- Modernization of engineering network and infrastructure and energy-saving;
- Development of historical and cultural potential of the property;

c) Order of the RF President from 04.04.2016 571 (p.2b) on fulfilling the requirements of practical guidance of the World Heritage Center in implementing the 1972 World Heritage Convention.

Obligations to fulfill these government decisions lie with the federal government and the Government of Moscow.

The Russian government has ruled that the funding of all work of preserving, maintaining and enhancing the Outstanding Universal Value of the Novodevichy property and of sustainable development of the buffer zone will be allocated from two sources:

- The budget of the Federal Government and
- The budget of the city of Moscow.

The Moscow Diocese of Russian Orthodox Church will be funding some public events.

According to Regulations on the «Particularly Valuable Cultural Heritage Site of the Peoples of the RF» funding for 2017–2019 will be defined by the Law «On the Federal Budget for 2017, and the planning period of 2018 and 2019». A bill was submitted to the State Duma (legislative body) of the Russian Federation. It reads that the financing of all work will be allocated through the Federal Target Program «Development of Culture and Tourism for 2013 — 2020». For the years 2017–2019, financing is 2 billion rubles, or about \$ 3.3 million. Within these funds, the precise amount for each year may be adjusted. Financing from the Moscow-city budget is also subject to annual qualification when developing annual budgets for the city of Moscow. Longer-term financing (beyond 2019) for preservation, and for preparing the anniversary of the Novodevichy convent, will be allocated by the Ministry of Finance, based on the RF legislation

The following agencies exercise control over implementing the Management Plan:

- a)** The federal and municipal agencies are to submit quarterly reports on the fulfillment of planned actions and activities to the RF Ministry of Culture.
- b)** The Ministry of Culture is required to submit annual reports on the implementation of the plan to the Russian Government.
- c)** The Chief Administration for State Protection of Cultural Heritage, RF Ministry of Culture, coordinates communication and planning efforts of all stakeholders (CROSS-PLANNING).

2. Cross-planning

A number of institutions at all levels are involved in planning and implementation. These plans are overlapping and inter-dependent. Therefore, for the purpose of the Management Plan, the process of coordination and adjustment of planning by all stakeholders is called Cross-planning.

Stakeholders conduct planning in the following areas:

2.1. Legislation

Amendments to the Law № 73-FZ «On objects of cultural heritage of the peoples of the Russian Federation». To bring Russian legislation in line with international standards, new sections will be introduced into the federal law N 73:

«*The territory of the World Cultural Heritage site*»,
«*The buffer zone of the World Cultural Heritage*», and
«*Assessment of the impact of the planned works on the Outstanding Universal Value of the World Cultural Heritage site*».

The amendments bill includes executive measures for public authorities to ensure compliance with international obligations arising from the 1972 «Convention Concerning the Protection of the World's Cultural and Natural Heritage». The bill will be submitted to the RF State Duma before January 1, 2017. The amendments will assure better protection and management of the World heritage sites in the Russian Federation.

Executors

Chief Administration for State Protection of Cultural Heritage of the RF Ministry of Culture (CASPCH)

Regulatory Department of the RF Ministry of Culture

2.2. Preservation and maintenance of the Outstanding Universal Value of the components of the World Heritage site:

Restoration of architectural monuments (28 of federal significance, and one of regional significance). TsNRPM has prepared design documentation for most of the structures. The design was approved by the RF Ministry of Culture, and the Administration of the RF Ministry of Culture in the Central Federal District. Permission was issued to begin designing the documentation for conservation and restoration of the Smolensky cathedral, Filatevsky school and two tombs on the property. The following types of restoration work will be undertaken on all the components of the ensemble during 2017–2024:

- a) Strengthening and restoration of the foundations;
- b) Conservation of the facades;
- c) Replacement of roof coverings;
- d) Replacement of joinery of window and door openings;
- e) Restoration and repair of interior decoration of the premises with the simultaneous installation of low-voltage network of access control systems, motion detectors, fire alarms, automated monitors of temperature and humidity conditions (if necessary);
- f) Replacement of existing and installation of new engineering systems in buildings (air conditioning, sewer and running water lines and heating).

Repair and restoration work will be carried out without disturbing the attributes of the Outstanding Universal Value of the property. Measures of control and supervision on the part of the authorized bodies for protection of cultural heritage will guarantee preservation of original architectural forms, designs, decor and materials. Control and supervision will ensure preservation of the OUV at all stages of repair and restoration progress. The sequence of work is shown in the following table:

1				
Institution	Chief Administration for State Protection of Cultural Heritage (CASPCH)			
Type of work	Issues permits for research on investigating the structure of buildings using pits and soundings			
2				
Institution	Central Research Restoration Design workshops Institute (TsNRPM)			
Type of work	Does research and makes design documentation (DD)			
3				
Institution	CASPCH & Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture			
Type of work	Puts together Technical Requirement Document and announces procurement contests for repair and restoration work	Announces procurement contest for technical supervision of the repair and restoration work	Issues permits for repair and restoration work	
4				
Institution	Contractor — the winner of the contest to execute the repair and restoration work	Institution — the winner of the contest to execute the technical supervision	TsNRPM	Administration of the RF Ministry of Culture in the Central Federal District
Type of work	Restoration and repair work	Technical supervision of repair and restoration works	Supervision of repair and restoration works	Supervision of repair and restoration works
5				
Institution	CASPCH & Administration of the RF Ministry of Culture in the Central Federal District			
Type of work	Control of repair and restoration work	Control over technical supervision	Approval of work and signing certificates of acceptance	

Design documentation does not suggest replication of lost elements or changes of spatial characteristics of buildings and structures. Replacing roofing and joinery of window and door openings does not lead to a loss of the OUV attributes since the existing roofing materials and joinery already were replaced several times over the centuries (the last time in the 1970-s). Design documentation for the reconstruction of these elements was developed on the basis of field studies, historical and archival research, historical images, and the study of analogous premises. Replacement of roofs will be made with preservation of existing shapes, designs and heights.

Restoration of 24 tombstones — monuments of cultural heritage of regional significance.

Researching, documenting and identifying tombstones on the property that have not been listed in the RF Register of Cultural Heritage (41 monuments). Restoration of the gravestones mentioned above (number will be specified after the research since not all the gravestones may be registered as cultural heritage objects):

Executors

Chief Administration for State Protection of Cultural Heritage (CASPCH)

Administration of Cultural Heritage (ACH) of the city of Moscow

Territorial Administration of the RF Ministry of Culture in the Central Federal District

Central Research Restoration Design workshops Institute

Fine arts conservation:

Conservation of monumental paintings and frescos of the Smolensky cathedral. Information on scheduled research and treatment was requested from the MNRKhU to be used in the Development Plan.

The iconostases of the Smolensky cathedral, the church of the Assumption, the church of the Descent of the Holy Spirit, the church of the Transfiguration, and of the Amvrosievsky church will be reconstructed. For ecclesiastical purposes, the iconostases of St. Sophia and St. Prochorus chapels [pridel] in the Smolensky cathedral and at the first tier of the bell tower will be replicated.

Development of the concept of museumification and conservation of the structures and museum items: preparing for the museum displays the Smolensk cathedral, the bell tower, the gate churches of the Intercession and of the Transfiguration, Irina Godunov's chamber, and towers and fragments of walls. A list of components for the museum displays will be refined after completing research:

[See Appendix 6. Components of the ensemble of the Novodevichy convent]

Executors

Interregional Administration of Art Research and Restoration (Institute)

State Historical Museum (SHM)

Institute of Archaeology of the Russian Academy of Science

Ecclesiastical museum of the Moscow Diocese

Reconstruction of the engineering network and infrastructure:

Connecting water, sewage and electricity lines of the ensemble to the centralized city system will be done with simultaneous archaeological fieldwork. Several structures, including a few towers, are equipped with heating radiators, but heating is still not possible since the premises are not connected to the main line. Therefore, large-scale work of modernizing the engineering systems is scheduled. Upgrading utilities will reduce the risk of human-made accidents. The transfer of the overhead cables and wires to underground cable sewers will increase the integrity and improve the visual perception of the architectural ensemble of the convent. This will have a positive effect on the Outstanding Universal Value. TsNRPM has designed the reconstruction of the engineering network.

Executors

Federal Agency for State Property Management «Rosimushchestvo»

Territorial Administration of the RF Ministry of Culture in the Central Federal District

Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture

Moscow Administration of Cultural Heritage (ACH)

Institute of Archaeology of the Russian Academy of Science

2.3. Security and safety

Additional posts of the Private Security of the National Guard of Russia (PSB) will be installed. Security Passport of the property will be commissioned, including a risk management and disaster preparedness plan. «Special Technical Conditions» (STC) to meet fire codes will be commissioned in compliance with the Federal Law № 123-FZ (Art. 78). Installation of electronic security equipment will be done after completion of the restoration and conservation work.

Executors

Federal Agency for State Property Management «Rosimushchestvo»

National Guard of Russia

Moscow Main Administration of Internal Affairs

Moscow Administration of the RF Ministry of Emergency Situations

2.4. Accessible environment and the safety of visitors.

In 2012, the Russian Federation ratified the international Convention on the Rights of Persons with Disabilities. Russian legislation has been brought into line with international standards in 2013–2014. In compliance with the Convention, the following measures are planned at the World Heritage site:

To examine the property and the buffer zone for assessment of accessibility by physically challenged visitors;

To commission an Accessibility Passport, which would include an analysis of current conditions and recommendations.

The design documentation that already was approved will be supplemented with sections on access for visitors with disabilities. These sections will be developed for the following buildings and structures of the World Heritage property:

- Northern and eastern walls;
- Nikolskaya Tower;
- Tsaritsynskaya Tower;
- Church of the Transfiguration over the north gate;
- Church of the Intercession over the southern gate;

- Chamber of Princess Mary Alekseevna;
- Chamber at Shvalnaya tower;
- Guards' quarters at Nikolskaya tower;
- Quarters at Chebotarnaya tower;
- Guards' quarters at Naprudnaya tower;
- The Guards hut at the north gate.

To provide accessibility, the following measures will be taken:

- To have the Novodevichy ensemble included in the RF Federal Target Program «Accessible Environment» for 2011 — 2020 (Sub-program «Ensuring the accessibility of the priority facilities and services in the priority areas of life to persons with disabilities, and other low mobility groups»);
- To include equipment of buildings and grounds in the technical requirements documents for designs. These include: equipment for restrooms, ramps, automatic door openers, tactile paths for the visually impaired and tactile signs, parking spaces for the disabled at the entrance;
- To equip the churches with navigation for physically challenged parishioners;
- To install anti-slip stairs and graspable hand railings;
- To provide navigation to public transit stations and stops;
- To organize a volunteer group to assist physically challenged visitors.

The accessibility equipment will be installed only in places where it is possible without violation of the OUV of the World Heritage site.

Executors

Department of Disability Affairs of the RF Ministry of Labor and Social Welfare

Administration of Sports and Tourism

Synodal Charity Department of the Russian Orthodox Church

Moscow Diocese of the Russian Orthodox Church

2.5. Improvement of the grounds

Walkways will be repaved after reconstruction of the engineering systems. Their historical layout will be kept.

Also planned:

- Carrying out research of the historical landscape of the convent for possible reconstruction of the historical apple orchard;
- General plan for grounds improvement will be revised, taking into consideration ongoing and planned archaeological studies of the necropolis and of visitors' accessibility and safety requirements;
- Tourist flows will be organized in a way that does not disturb the monastic way of life of the residents;

Lights, benches and drainage channels will be installed;
Temporary structures such as garages and storages will be dismantled.

Executors

Chief Administration for State Protection of Cultural Heritage (CASPCH)

Moscow Administration of Cultural Heritage (ACH)

Moscow Diocese of the Russian Orthodox Church

State Historical Museum (SHM)

2.6. Regulatory measures

The Novodevichy ensemble is an object of cultural heritage of federal importance. Nevertheless, before 2010, the regional body, the Moscow Administration of Cultural Heritage, exercised authority for the state protection of the Novodevichy ensemble. Russian legislation allows this option when monuments of both federal and regional significance are located on the property. Therefore, at the time of the transfer of the ensemble to the Moscow Diocese of the Russian Orthodox Church, in 2010, the head of the Moscow Administration of Cultural Heritage of Moscow signed the protection obligations. The 2009 Decree, № 759-p, of the Russian Government (as amended on 18.05.2011) included the Novodevichy property in the list of cultural heritage sites of federal importance, the state protection of which the RF Ministry of Culture must carry out. Thus, it is necessary to re-constitute the protection obligations from the regional to the federal level. This task will be accomplished before 2020. Re-formalizing the protection obligations will have a positive effect on preservation of the attributes of the ensemble's OUV since it will involve verification of the current state of buildings and structures and filling out new acts of technical state.

Historical-archival research and verification of titles of the premises and structural components of the World Heritage site is to be accomplished in 2018–2019. This work is necessary because currently existing discrepancies create confusion.

Currently, the existing engineering systems at the property do not have proper documentation, that is, it is not clear which organization carries out their management and maintenance. After connection of the electricity networks, heating and water supply to the city lines (planned for 2017) they will be transferred under supervision of the Moscow Administration of Fuel and Energy Sector. This will have a positive effect on the preservation of the OUV of the ensemble because it will reduce the risk of harmful anthropogenic impacts and ensure quick response in case of an emergency situation.

Executors

Chief Administration for State Protection of Cultural Heritage (CASPCH)

Moscow Administration of Cultural Heritage (ACH)

2.7. Sustainable development of the buffer zone to ensure the OUV

Construction is planned for a new building for the State Historical Museum exhibition center. It is to be clustered with the Novodevichy property and the Archaeological museum of the St. John church in Luzhnetsky Lane. The design for the building will be commissioned through the procurement procedure in compliance with RF legislation, and in compliance with the approved regulations of land use in the buffer zone. Public discussion of the project will be held. An assessment of impact of the new construction on the OUV will be made. Materials will be sent to the World Heritage Centre for recommendations and technical assessment.

The SHM exhibition center will consist of an exhibition space, a storage facility, a tourist information center, a conference room, an eating and leisure area, and a souvenir shop. For the first time in Russia, a museum exposition dedicated to the history of Russian Orthodox Church will be created. It will include the Novodevichy collection along with other museum collections of the State Historical Museum. The exhibition center will create new opportunities for interpretation, education, and enhancing the OUV of the Novodevichy ensemble.

In the immediate vicinity of the buffer zone, a so-called Archive Town is located — a complex of central state archives that keep documents of ancient and modern history of Russia, including records and ancient drawings of the Novodevichy convent (State Archive of the Russian Federation GARF, Russian State Archive of Ancient Acts RGADA, Russian State Archive of Economy RGAE). The Archive Town is located in a historical architectural complex built in the 1930s. GARF has a status of a particularly valuable site of cultural heritage of the RF peoples. RGADA is a cultural heritage site of regional significance. The exhibition hall of the Archive Town regularly hosts exhibitions on history of the Russian state in collaboration with the RF leading museums: the State Hermitage, the State Historical Museum and others. This neighborhood creates the possibility to combine the proposed cluster of the SHM, the Novodevichy ensemble and the Archaeological museum of the St. John church with the Archive Town into a larger cultural and research cluster. This, in turn, will create new opportunities for scientific interpretation of the UNESCO World heritage site.

Other improvements planned in the buffer zone:

- Reconstruction of the engineering systems and infrastructure;
- Connecting water, sewage and electricity lines in the buffer zone to the centralized city system with simultaneous archaeological fieldwork;
- Preservation of greenery in the buffer zone: felling dying greenery and trimming overgrown trees and shrubs that pose a threat to the architectural structures of the ensemble. (Park and Cemetery);
- Installation of signs and information boards on the way from public transit points;

- Installation of a tourist information center near the ensemble;
- Arranging parking lots for the vehicles of the Moscow Diocese, and dismantling the temporary garages on the property.

Executors

Chief Administration for State Protection of Cultural Heritage (CASPCH)

Territorial Administration of the RF Ministry of Culture in the Central Federal District

Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture

Moscow Administration of Cultural Heritage (ACH)

Administration of Sports and Tourism

Moscow Diocese of the Russian Orthodox Church

State Historical Museum (SHM)

Prefecture of the Central Administrative District of Moscow (CAO)

Council of Deputies and Municipal Office of Khamovniki county

«Ritual», the administration of the Novodevichy Cemetery

2.8. Public outreach

The World Heritage Center states that interaction of the World Heritage site and the local community is a necessary condition for sustainable development of the area. The peculiarity of Moscow as a huge metropolis is that there is very little connection of local residents with each other or with their neighborhood. Usually people work, study and entertain outside their neighborhoods. In addition, the buffer zone of the Novodevichy ensemble is mainly non-residential: there are only six apartment blocks in the buffer zone. The number of local residents is small. Therefore, a virtual zone was created and added beyond the buffer zone, conventionally named a «zone of influence» of the World Heritage site. It includes the nearby residential areas. The zone of influence has no legal status and was created exclusively for the purpose of this Management Plan as a basis for planning interaction with local residents.

In addition to the public outreach activities that are already well established (see Section II, 4), the Moscow Diocese along with the Chief Administration for the State Protection of Cultural Heritage and the Moscow Administration of Cultural Heritage is planning to begin the process of gradual involvement of local residents in the activities related to the World Heritage site. These include:

- To use courtyard information boards in the zone of influence to inform residents about news and events;

(See Appendix 8. Ensemble of the Novodevichy convent with buffer zone and local community area)

- To arrange a presentation of the Management Plan to the local community;
- To arrange public discussions of the development projects;
- To involve local residents in the improvement of the grounds in the buffer zone;
- To connect the buffer zone and the zone of influence through a unified design of common spaces, benches, information stands, street signs and lighting;
- To provide information about the World Heritage site in public, educational, and cultural organizations of the zone of influence and the Khamovniki county.

Executors

Prefecture of the Central Administrative District of Moscow (CAO)

Council of Deputies and Municipal Office of Khamovniki county

Moscow Diocese of Russian Orthodox Church

2.9. Capacity Building

The World Heritage Centre recommends that state parties develop national capacity-building strategies. In the Russian Federation, such a strategy has not yet been developed. Nevertheless, there is a system of professional training and education, whose work and expertise is compatible with international standards. Some of these include:

- Research institutes of the Russian Academy of Sciences and the Ministry of Culture (D. Likhachev Institute of Heritage, Institute of Archaeology, Institute of Art History and others);
- Professional associations of architects, restorers, art and architectural historians (nationwide and local levels);
- Internationally recognized institutions of higher education for professional training (Moscow Architectural Institute, Moscow State University, Stroganov Moscow State University of Arts and Industry, Institute of Art Restoration, and others);
- Colleges (College of Architecture, Design and Re-engineering CADR 26, Polytechnic College, and others);
- Advocacy organizations for historic preservation and protection of cultural heritage (VOOPIK — All-Russian Society for Protection of Monuments of History and Culture, Arhnadzor);
- Volunteer organizations.

Capacity building at the micro-level of the Novodevichy site includes:

Use of professionals with relevant expertise, education and experience:

a) The TsNRPM provides designs for restoration and reconstruction on the site. It is a prominent institution in the field of architectural restoration. Its specialists have elaborated designs for restoration of the St. Basil cathedral on

Red Square, the New Jerusalem and the Spaso-Andronikov monasteries, the Moscow Conservatory and other important sites.

b) The MNRKhU is the oldest Russian institution for conservation of frescos and murals. Its specialists have carried out conservation of the most ancient, valuable and complicated objects. For example, they were engaged in conservation treatments of interiors in the Grand Kremlin Palace and the Church of Deposition of the Robe of the Moscow Kremlin.

c) Outside consultants for the Novodevichy site are world renown scholars, authors of monographs, state experts on architectural and archaeological heritage: A. Batalov, L. Belyaev, D. Shvidkovsky and others.

The Russian Ministry of Culture provides funding for many conferences, training seminars, round tables, symposia, and cultural forums, with participation of international experts, for professionals working in the field of preservation of World Heritage sites. These training events are a valuable source for improvement of professional knowledge.

a) The Moscow Diocese co-hosted a number of those conferences at the Novodevichy convent. Mother Superior Margarita of the Novodevichy convent has participated in most of these events. She has given a number of talks on management for the World Heritage sites and presented her concept of a management plan, which she elaborated in compliance with the requirements of the World Heritage Center.

b) Employees of the Ecclesiastical museum attend conferences and seminars related to restoration and conservation of immovable and movable objects of cultural and religious heritage.

c) The Moscow Diocese and the Novodevichy convent organized two conferences on pictorial embroidery and gold-work art (2012 and 2013). The Second Scientific and Practical Conference «Fundamentals of church embroidery. Experi-



▲ Figure 18.

Archaeologist L. Belyaev, director of SHM A. Levykin, nun Sister Evdokia and others are at the archaeological findings on the property

Photo from the website Tatyana Day. <http://www.taday.ru/text/282819.html>



► Figure 19.

Mother Superior Margarita giving a talk at a conference. Photo from the website of the Novodevichy convent

Photo <https://ndm-museum.ru/ndm/news/83-management-planning-workshop-world-heritage-karelia-6-8-nov-2014.html>

ence of the transmission of ancient traditions in the ecclesiastical art» drew well over 150 participants: artists, practitioners, teachers, and embroidery conservators from different regions of Russia and Ukraine. The conference was accompanied by an exhibition of contemporary pictorial embroidery and workshops.

(See Appendix 9. List of Mother Superior Margarita's talks and of the conferences attended by the employees of the Ecclesiastical museum)

Only qualified guides and guide-interpreters conduct tours of the Novodevichy ensemble. They must have accreditation from the Ecclesiastical museum of the Moscow Diocese. Professional staff of the tour bureau of the museum teaches classes and gives exams to the guides. Accreditations are issued for five years. Guides and guide-interpreters who work with foreign tourists must be members of the Moscow Association of Guides-interpreters, guides and tour managers. Since 2010, about 1,000 people received the right to give tours of the Novodevichy Monastery. Preparation of the guides will continue. This ensures high-quality service for tourists.

The effort of engaging a wider community of local residents in the life of the World Heritage site is planned (see. P. III, 2.8)

Engaging young people is a necessary part of successful capacity building. They should be able to work in a team with experienced professionals. This will be achieved through participation of students and active youth in the life of the World Heritage site. The following is planned:

- To involve the Moscow Volunteer tourist center. The Volunteer Center is affiliated with the Yu. Senkevich Moscow State Institute of Tourism Industry. It recruits university students for volunteer programs. Students study foreign languages and the history of Moscow, and receive special training in communicating with tourists. Then the volunteers work at tourist-information centers (TIC) at the most important tourist destinations of Moscow. A pilot TIC near the Novodevichy will be launched in summer 2017.
- To organize a contest among students of the Moscow State University of Printing Arts for the best logo design and branded literature.
- To engage students of the Moscow College of Architecture, Design and Reengineering N 26 and the Moscow Polytechnic College, who study restoration of stonework. They will participate in repair and restoration work at the Novodevichy convent on the basis of summer internships and volunteering.
- Students of the Moscow Architectural Institute already participate in documenting and drawing of the Novodevichy convent through summer internships. This collaboration will be expanded. Designing an exhibition center near the World Heritage site will be included in the 2017/2018 curriculum of the Moscow Architectural Institute.
- The Moscow State Pedagogical University is located in the area of influence of Novodevichy. It is one of the oldest Moscow educational institutions with strong traditions in Humanities. Its students study Russian history, management, foreign languages, and arts. It is planned to contact the university and to begin cooperation with the purpose of developing cultural and educational projects for the zone of influence.

Bringing together professionals, students, local residents living both on the site (nun's community) and in the zone of influence, volunteers will create a vital atmosphere and continuity of professional development.

Executors

RF Ministry of Culture

Moscow Administration of Cultural Heritage (ACH)

Moscow Administration of Sports and Tourism

State Historical Museum (SHM)

Moscow Volunteer tourist center

Moscow Diocese of the Russian Orthodox Church

Moscow Architectural Institute

State University of Printing Arts

Ecclesiastical museum of the Moscow Diocese

2.10. Interpretation

The Ecclesiastical museum does not plan any new in-house exhibitions in the next years because of the ongoing reconstruction project. Therefore, the exhibition dedicated to history of the Novodevichy convent will be organized in other Moscow museums. These include:

- Museum of Moscow (jointly with A.V. Shchusev Museum of Architecture): Exhibition on the convent's history during the Soviet period, with a memorial display devoted to P.D. Baranovsky and D.P. Sukhov. They both were architects, preservationists and strong advocates for protection of architectural heritage. Both had apartments at the Novodevichy convent from the 1930s through the 1980s;
- State Historical Museum (SHM): an exhibition of the history of the Russian Orthodox Church based on the museum's collection of items from the Novodevichy. After 2020, the SHM will be developing plans for exhibits at the new venue near the ensemble;
- For the 500th anniversary (2024), the Ecclesiastical museum of the Moscow Diocese will host an exhibit of documents and art works dedicated to the Novodevichy convent, from archival and museum collections.

The RF Ministry of Culture and the Moscow Diocese will develop a plan for publication of scholarly and popular books on the Novodevichy convent for the period 2020–2024. Proposed topics include the traditional way of life of the monastic cloister, life and spiritual work of historical figures associated with the

convent, and important historical events, which the convent has witnessed over five centuries:

Executors
RF Ministry of Culture
Museum of Moscow
State Historical Museum (SHM)
Ecclesiastical museum of the Moscow Diocese
State Archive of Russian Federation

2.11. Policies related to Presentation and Promotion

The purpose of promotional activities is to make the World Heritage site better recognized in the country and abroad. The promotion strategy should take into consideration the religious feeling and the way of life of the nun's community, which by definition is not seeking publicity. This also depends on state funding. Strategies related to presentation and promotion need to address the following:

- Logo design; unified design for on-site informational boards and signs and printed materials: booklets, posters, calendars, and a line of branded souvenirs.
- Information about the World Heritage site in public transit, hotels, airports, railroad stations (posters, booklets).
- Presentation of the World Heritage site at the domestic and international events related to tourism: fairs, conferences and workshops.
- Creating groups in social networks; use of SMM technologies to attract audience; online distribution of PR-information.
- Development of new tour routes and educational programs for targeted groups.
- Public events in the buffer zone and off-site: festivals, fairs and concerts.

Demographic and social analysis of visitation is imperative for defining the target audience. According to the information of the Moscow Department of Sports and Tourism and the tour bureau of the Ecclesiastical museum, the elderly make up a significant number of visitors. They come with organized groups of foreign tourists, pilgrims, and visitors from the local centers of social welfare. Visitation research will be carried out by the Volunteer Tourist Center with the assistance of the Moscow Department of Sports and Tourism in the next years. However, even the now-available data leads to the conclusion that for sustainable development it is necessary to diversify visitation. Promotion strategy should focus on the involvement of children and youth audience.

Beginning in 2020, the development of a coherent strategy of presentation and promotion will take place for the 500th anniversary of the convent. Howev-

er, a lot of promotional features have already been included in the stakeholders' management plans on the federal and regional levels. These are summarized in Part III of the Development Plan.

Executors
Federal Tourism Agency of the RF Ministry of Culture
Moscow Administration of Sports and Tourism
Moscow Transit Administration
Administration of Cultural Heritage (ACH) of the city of Moscow
Moscow Diocese of the Russian Orthodox Church

2.12. Timeline

The planning process has been completed in interaction with major stakeholders. Meetings were held to coordinate cross-planning activities. Table Timeline of meetings (held and planned):

WHEN	WHO	FOR WHAT
23.06.2016	Chief Administration for State Protection of Cultural Heritage (CASPCH), TsNRPM, Research Restoration Institute Tsentrrestavratsia	On issues of restoration
24.08.2016	Moscow Administration of Cultural Heritage (ACH), CASPCH, representatives of the Moscow Government, Moscow Diocese, TsNRPM	On the Complex of conservation measures to preserve the historical appearance of Novodevichy
25.10.2016	Moscow Chief Archeologist, head of the Promotion Department (ACH), head of the Moscow Volunteer Tourist Center, group for preparation of the management plan (working group)	On developing volunteer program, establishing summer Tourist information center, new tour route
28.10.2016	Administration of the RF Ministry of Culture in the Central Federal District of the RF Ministry of Culture, working group	On planned repair and restoration work
30.10.2016	Moscow Diocese of the Russian Orthodox Church, CASPCH, working group	On the Management plan for Novodevichy
01.11.2016	Director of the SHM and the working group	On the SHM collections in Novodevichy, planned exhibit center in the buffer zone
08.11.2016	Representatives of the Moscow State University of Printing Arts, working group	On the contest for logo, brochures and other promotional materials
09.11.2016	Representatives of the Moscow Diocese of the Russian Orthodox Church and Ecclesiastical museum, CASPCH, working group	On the Management plan for the site

WHEN	WHO	FOR WHAT
16.11.2016	Representatives of the CASPCH, «Expert Centre» Academy of Architectural Heritage», working group	On the Management plan for the site
01.12.2016	Representatives of the Institute of Archaeology of the Russian Academy of Science, working group	On archaeological research in the buffer zone
02.12.2016	Representatives of the administration of Sports and Tourism, working group	On plans related to developing tourism for 2017–2019
05.12.2016	Representatives of the Scientific and Methodological Council for Cultural Heritage, Ministry of Culture of the Russian Federation, working group	On planning the coordination of efforts of professionals in the period of restoration work (Capacity building)
09.12.2016	Representative of the «Mosgorpark» Directorate, working group	On planning street exhibitions and social and cultural events in Moscow parks related to Novodevichy.
29.12.2016	CASPCH, working group	On the progress of elaborating the Management Plan
19.01.2017	Rector of the Moscow Architectural Institute (MarKhl), working group	On the curriculum: to include designing the exhibition center near the Novodevichy in the 2017/2018 curriculum. Scheduled.
Jan 2017	Representatives of the Museum of Moscow, working group	On organizing an exhibit about the Novodevichy in the museums. Planned. Date to be confirmed
Feb 2017	Director of the SHM and the working group	On planning related to the construction of the SHM exhibition center near the Novodevichy. Planned. Date to be confirmed
Feb 2017	Representatives of the Moscow Transit Administration	On plans for designing and installing signs related to the World Heritage site in the Moscow Transit system for 2017–2019. Planned. Date to be confirmed
Feb 2017	Moscow Diocese of the Russian Orthodox Church, CASPCH, Council of Deputies and Municipal Office of Khamovniki county	On development of activities to engage residents of the Novodevichy area of influence. Planned. Date to be confirmed

In addition, the following memos were sent:

November, 2016

To M.Sh. Khusnullin, Deputy Mayor of Moscow city for urban policy and development: a request considering planned development in the buffer zone. Response received.

To K.P. Timofeev, Chair of the Moscow Committee for Realization of Investment Projects, Moskomstroyinvest: a request considering planned development in the buffer zone. Response received.

To RF Federal Tourism Agency, Rosturizm: request to include Novodevichy in federal plans for tourism development. Response received.

January 2016

To Bishop Juvenaly, head of the Moscow Diocese requesting information about tours, workshops and students internships.

To MNRKhU: requesting information about the accomplished and scheduled research of frescos and paintings and a schedule of conservation treatment for 2017–2024.

To Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture

To Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture: request to commission the Security Passport and the Special Technical Conditions related to fire protection.

Section IV. Timeframe for Planning

Based on the objectives of the management of a world heritage site and public funding of its features, the Novodevichy convent management plan is divided into the following stages:

1. Immediate action program for 2017 (Action Plan)
2. Work Plan for 2018–2019.
3. Medium-Term Plan (2020–2024.).
4. Periodic Actions
5. Long-term Plan (2025–2036).

1. One-year Action Plan for 2017:

The purpose of the first two plans (in 2017 and 2018–2019.) is to establish a management system based on the constant interaction of stakeholders.

All activities listed in this plan are confirmed by the stakeholders; funding is allocated:

#	Work Type	Chief Executors
1.	RESTORATION	
	Cathedral of the Smolensk Icon of the Mother of God (Smolensky cathedral): restoration work, iconostases: restoration work, preparation of project documentation	Chief Administration for State Protection of Cultural Heritage (CASPCH)
	Nykolskaya tower with chapel: restoration work; Iconostases: preparation of design documentation	« (the same)
	Tsaritsynskaya tower: restoration work	«
	Choir's chamber: restoration work	«
	Bell tower and iconostasis on the first level: restoration work	«
	Mariinsky chamber: restoration work	«
	Guards' quarters [Streletskaya Karaulnya] at Nikolskaya tower: restoration work	«
	Guards' quarters [Streletskaya Karaulnya] at Naprudnaya tower: restoration work	«
	Hospital chamber: restoration work	«
	Guards' hut at the north gate: restoration work	CASPCH, ACH

#	Work Type	Chief Executors
	Iosafovskaya tower: restoration work	«
	East wall: restoration work	«
	Refectory and Tsarina Irina Godunov's chamber with St. Ambrose church: restoration work	«
	19 gravestones: restoration work	«
	Shvalnaya tower: preparation of design documentation	«
	Chebotarnaya tower: preparation of design documentation	«
	Filatevsky school: preparation of design documentation	«
	Princes Volkonsky's tomb: preparation of design documentation	«
	The Prokhorovs' tomb and chapel: preparation of design documentation	«
	Setunskaya Guards' quarters: preparation of design documentation	«
	South wall: preparation of design documentation	«
	North wall: preparation of design documentation	«
	Preparing the Assessment of the impact of future restoration works on the Outstanding Universal Value of the property	ACH
2.	RECONSTRUCTION OF ENGINEERING SYSTEMS AND IMPROVEMENT	
	Reconstruction of the engineering system at the property	CASPCH
	Installation of storm sewage and drainage at the property	«
	Reconstruction of the engineering system in the buffer zone	ACH
	Archaeological support of the of the reconstruction work	«
	Transfer of the engineering system to supervision by the Moscow Administration of Fuel and Energy Sector.	CASPCH, Moscow Administration of Fuel and Energy Sector.
3.	SECURITY AND SAFETY OF THE PROPERTY	
	Developing the Security Passport	Federal Agency for State Property Management «Rosimushchestvo»
4.	ACCESSIBLE ENVIRONMENT	
	Assessment of the accessibility to the property for physically challenged visitors	Moscow Administration of Sports and Tourism

#	Work Type	Chief Executors
	Arranging parking spaces for handicapped people	Moscow Transit Administration
5.	IMPROVEMENT	
	Arranging short-term parking spaces to drop off tourists from tour buses (15 min.)	Moscow Transit Administration
	Preservation of greenery in the buffer zone (felling and trimming trees and shrubs)	Moscow Administration of utilities, communal service and improvement
	Developing design documentation for reconstruction of the Novodevichy ponds	Prefecture of the Central Administrative District of Moscow city
6.	INTERPRETATION	
	Opening the Archaeological museum in the crypt of the St. John church in Luzhnetsky Lane	Ecclesiastical museum of the Moscow Diocese, ACH
	Developing a concept of an exhibit dedicated to the Novodevichy convent	Museum of Moscow
7.	TOURISTS SERVICES	
	Including the Novodevichy convent in the Moscow tour program «Outing to the city»	ACH, VOOPIK
	Including the Novodevichy convent in the federal tour program «Shrines of Russia»	Federal Tourism Agency of the RF Ministry of Culture
	Including the Novodevichy convent in the all-Russian catalog of pilgrimage tours	«
	Elaboration of the design and launching a pilot project of a mobile tourist-information center	Administration of Sports and Tourism, Yu. Senkevich Moscow State Institute of Tourism Industry
	Developing a tour of the convent with visiting the workshops for designated visitors	Ecclesiastical museum of the Moscow Diocese
8.	PUBLIC OUTREACH	
	Presentations of the Management Plan to the local community, stakeholders and international experts	Moscow Diocese of the Russian Orthodox Church, CASPCH
	Meeting with the representatives of the Khamovniki county for developing a plan of interaction with local residents	Moscow Diocese of the Russian Orthodox Church

#	Work Type	Chief Executors
	Setting up a «Conservation Clinic» (free public events providing consultations on icons conservation treatment) in the convent's workshop	«
	Continuing conducting events and activities established in the previous years	«
9.	CAPACITY BUILDING	
	Summer internship for students of the College KADR 26 and Polytechnic College — stonework conservators	Moscow Diocese of the Russian Orthodox Church, ACH
10.	BUILDING A MUSEUM CLUSTER	
	Formalizing a lot for construction	Federal Agency for State Property Management «Rosimushchestvo», SHM
11.	PRESENTATION AND PROMOTION	
	Designing and installing signs at the entrances of the subway station Sportivnaya and Central Moscow Ring station Luzhnikiy	Moscow Transit Administration
	Exhibit at the subway station «Vystavochnaya» of the Moscow subway	Moscow Subway Administration
	Issuing a limited edition of Moscow Subway passes (600 000 pcs.) with the image of Novodevichy	«
	Open contest for the best design of a sign for the Novodevichy	CASPCH
	Developing a list of multimedia literature to be produced and of the technical requirements document for its production	Administration of Sports and Tourism
	Photo-exhibits in Moscow parks	«Mosgorpark» Directorate of the ACH
	Developing a page in English on the website	Ecclesiastical museum of the Moscow Diocese
	Creating pages in social networks VKontakte, Facebook, and Instagram	«

2. Near-future Work Plan for 2018–2019:

#	Work Type	Chief Executors
1.	RESTORATION	
	Cathedral of the Smolensk Icon of the Mother of God and iconostases: restoration work	Chief Administration for State Protection of Cultural Heritage (CASPCH)
	Iconostases of Nikolskaya	« (the same)
	Guards' quarters [Streletskaya Karaulnya] at Chebotarnaya tower: restoration work	«
	Gate church of the Intercession and iconostasis: restoration work	«
	Gate church of the Transfiguration and iconostasis: restoration work	«
	Iosafovskaya tower: restoration work	«
	Shvalnaya tower: restoration work	«
	South wall: restoration work	«
	East wall: restoration work	«
	Chebotarnaya tower: restoration work	«
	Filatevsky school: restoration work	«
	The Princes Volkonsky's tomb: restoration work	«
	The Prokhorovs' tomb and chapel: restoration work	«
	Treasury chamber: restoration work	«
	Church of the Assumption, with refectory: preparation of the design documentation, and iconostases: preparation of the design documentation, restoration work	«
	Iconostasis of the St. Ambrose church: preparation of the design documentation, restoration work	«
	Iconostasis of the church of the Descent of the Holy Spirit: preparation of the design documentation	«

#	Work Type	Chief Executors
	Conducting State Historical-Cultural Assessment of 41 grave-stones to list in the RF Register of Cultural Heritage	Moscow Administration of Cultural Heritage (ACH)
	Restoration of the newly listed gravestones (the exact number will be specified after the registration)	«
	Re-formalizing the Protection Obligations over the property from the regional to the federal level	CASPCH, ACH
	Historical-archival research and formalizing the titles of the components of the World Heritage site	CASPCH
2.	SECURITY AND SAFETY OF THE PROPERTY	
	Developing «Special Technical Conditions» (STC) of fire safety	Rosimushchestvo
3.	ACCESSIBLE ENVIRONMENT	
	Developing an Accessibility Passport	Moscow Administration of Sports and Tourism
	Developing the Accessible design for the property	CASPCH, Moscow Diocese of the Russian Orthodox Church
4.	IMPROVEMENT	
	Improvement of the grounds in compliance with the design documentation, lighting and benches, paving walkways, preserving the historical layout of the walkways	CASPCH
	Archaeological support of the reconstruction work	ACH
	Reconstruction of two parking lots at the Novodevichy embankment	Moscow Transit Administration
5.	INTERPRETATION	
	Exhibition on the convent's history in the Soviet period, with a memorial display devoted to celebrated architects and preservationists P.D. Baranovsky and D.P. Sukhov	Museum of Moscow , A.V. Shchusev Museum of Architecture
	Developing a concept of an exhibition of history of the Russian Orthodox Church based on the museum collection of items from the Novodevichy convent	State Historical Museum (SHM)
6.	TOURISTS SERVICES	
	Including visit to the World Heritage site in a program of the annual Moscow International Council on the Cultural Heritage	ACH
	Including the property in the Federal Target Program «Development of Culture and Tourism for 2013 - 2020»	Federal Tourism Agency of the RF Ministry of Culture

#	Work Type	Chief Executors
	Designing an observation spot	CASPCH, Ecclesiastical museum of the Moscow Diocese
7.	PUBLIC OUTREACH	
	Continue conducting events and activities established in the previous years	Ecclesiastical museum of the Moscow Diocese
8.	CAPACITY BUILDING	
	Continue conducting events and activities established in the previous years	ACH, Moscow Diocese of the Russian Orthodox Church
	Including the designing of an exhibition center near the World Heritage site in the 2017/2018 students curriculum of the Moscow Architectural Institute	Moscow Architectural Institute
	Developing volunteer programs in areas of reconstruction, tour guiding, assistance to physically challenged visitors	Moscow Administration of Sports and Tourism, Administration of Disability Affairs of the RF Ministry of Labor and Social Welfare, Moscow Volunteer Tourist Center, Moscow Diocese of the Russian Orthodox Church
9.	BUILDING A MUSEUM CLUSTER	
	Developing technical requirements document for the design and contracting procurement of the design and building of the SHM exhibition center	State Historical Museum (SHM), Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture
	Public discussion of the project of the design for the SHM exhibition center	Ministry of Culture, SHM, Prefecture of CAO, Council of Deputies and Municipal Office of Khamovniki county
10.	PRESENTATION AND PROMOTION	
	Exhibition at the subway station Vystavochnaya	Moscow Transit Administration
	Photo exhibits, exhibit of art works from the plein air summer sessions, exhibit of students' designs of the SHM exhibition center	«Mosgorpark», ACH
	Contest among students of the Moscow State University of Printing Arts for the best logo design and tourist promotional literature (brochures, posters, calendars etc.)	Moscow State University of Printing Arts, Moscow Administration of Sports and Tourism
	Production of multimedia literature	Moscow Administration of Sports and Tourism
	Publishing promotional literature	Ministry of Culture, Moscow Diocese of the Russian Orthodox Church

#	Work Type	Chief Executors
	Designing a subway train dedicated to the Novodevichy	«Mosgorpark» Directorate of the ACH
	Presentation of the World Heritage site at cultural forums, sessions of the UNESCO World Heritage Centre, tourist exhibitions and fairs	Federal Tourism Agency of the RF Ministry of Culture, CASPCH
	Including the site in the promotional and cultural events of the Commission of the Russian Federation for UNESCO	Ministry of Culture, Commission of the Russian Federation for UNESCO
	Public social events connected to the city of Moscow cultural festivals and celebrations: Moscow city Day, Cultural Heritage Day and International Museum Day	Prefecture of the Central Administrative District of Moscow (CAO), Council of Deputies and Municipal Office of Khamovniki county, ACH
	Increasing the presence of the site on the Internet (on the website and in the social networks VK, Facebook and Instagram): creating virtual interactive exhibits, quests, and group maintenance	Ecclesiastical Museum of the Moscow Diocese

3. Mid-term Strategic Plan for 2020–2024:

The purpose of this plan is to continue incomplete activities listed in the previous plans and to fulfill the Order of the RF Government № 2241-r on the preservation of historical look and preparing for the 500th anniversary of the Novodevichy convent:

Work Type	Main Executor
RESTORATION	
Cathedral of the Smolensk Icon of the Mother of God and central iconostasis: restoration work	Chief Administration for State Protection of Cultural Heritage (CASPCH)
Church of the Assumption with a refectory and iconostases: restoration work	«
ACCESSIBLE ENVIRONMENT	
Installation of the accessibility equipment on the property (grounds and constructions) in compliance with preservation of the OUV	CASPCH, Russian Orthodox Church
INTERPRETATION	
Museumification and preparation for the museum display of the components of the ensemble: Smolensky cathedral, bell tower, gate church of the Intercession, gate church of the Transfiguration, Irina Godunov's chamber, towers and fragments of walls	«
Exhibition on history of the Russian Orthodox Church based on the collection of items from the Novodevichy convent at the SHM main venue	State Historical Museum (SHM)

Work Type	Main Executor
Book publications for the 500th anniversary of the Novodevichy convent	Ministry of Culture, Moscow Diocese of the Russian Orthodox Church, SHM
PUBLIC OUTREACH & PROMOTION	
Continue events and activities established in the previous years	«
Developing a comprehensive plan for celebration of the 500th anniversary of the Novodevichy convent	« Plan will be developed after 2020
BUILDING A MUSEUM CLUSTER	
Constructing the building	SHM, Chief Administration of Property Management and Investment Policy of the RF Ministry of Culture
Developing a concept of the museum display of the SHM exhibition center	SHM
Conservation and preparation of the SHM collection from the Novodevichy convent for the display	SHM

4. Periodic actions:

- Monitoring the physical state of the structures on the site in compliance with the RF legislation.
- Supervision of compliance of repair and restoration work with federal legislation on safety of buildings and structures (See II, 2.1).
- Technical Supervision of the repair and restoration work.
- Monitoring completion of the Order of the RF Government from 25.10.2016 № 2241-r on approval of the Complex of conservation measures to preserve the historical appearance of the Novodevichy ensemble, and to ensure state budget allocations in preparation for the 500-year anniversary of the convent.
- Periodical correction of the Management Plan in accordance with the recommendations of the World Heritage Center and new goals that may emerge over time.
- Maintenance of police and guards posts in compliance with the security requirements of the property.
- Training emergency-situations preparedness of the residents and employees at the property.
- Other actions of this kind.

5. Long-term Strategic Plan for 2025–2036

The main purpose of the long-term plan after completing restoration work (2024) will be:

- To continue preservation and enhancement of the Outstanding Universal Value of the Novodevichy ensemble for present and future generations. This will be done in respect of

religious feelings of the nuns' community, and in compliance with the vision statement;

- To maintain and extend communication and cooperation of the stakeholders to a higher level;
- To maintain the visibility of the Novodevichy ensemble on the Moscow cultural horizon.

Another task will be to increase educational and scholarly activities. During repair and restoration work (2017–2024), the possibilities to develop new educational programs will be limited. It is planned that, by 2024, the date of celebration of the 500th anniversary of the Novodevichy convent, all the restoration and conservation work will be completed, and the museum venues within the property open. The Exhibition Centre of the State Historical Museum (SHM) will be finished and a cultural and research cluster will be established in the buffer zone. Completion of these tasks will be prerequisite for then developing cultural, educational, and scholarly activities jointly with the professional staff of the SHM and other institutions. These activities may include:

- Developing educational and training programs;
- Organizing daily summer camps for school students;
- Organizing workshops and seminars for teachers and college / university students in the fields of architectural history, history of religions, arts and crafts, archeology, art restoration and architecture;
- Involving students and professionals in deeper study and interpretive history of Novodevichy in the context of Russian history;
- Organizing conferences and cultural events. To do this, after 2024, the management system needs to be adjusted to the conditions of the time.

List of appendices

<i>Appendix 1</i>	Map of the World Heritage Site «Ensemble of the Novodevichy Convent» and its buffer zone
<i>Appendix 2</i>	Plan of the Novodevichy cemetery
<i>Appendix 3.1</i>	Map of the cultural heritage sites in the buffer zone and the zone of controlled development
<i>Appendix 3.2</i>	Map of the cultural heritage sites in the buffer zone and the zone of controlled development.)
<i>Appendix 4</i>	Components of the ensemble of the Novodevichy convent
<i>Appendix 5</i>	Changes in the buffer zone since 2010
<i>Appendix 6.1</i>	Design of parking lots in the buffer zone
<i>Appendix 6.2</i>	Design of parking lots in the buffer zone
<i>Appendix 7</i>	List of buildings and structures, for which the obligations and acts of technical state were signed
<i>Appendix 8</i>	Ensemble of the Novodevichy convent with buffer zone and local community area
<i>Appendix 9</i>	List of Mother Superior Margarita's talks and of the conferences attended by the employees of the Ecclesiastical museum

List of terms

Act of technical state [*akt tekhnicheskogo sostoyaniya*] — document describing current physical conditions of buildings structures

Author's supervision [*avtorskiy nadzor*] — supervision of repair, restoration and conservation work by the authors of the Design documentation

Certificate of acceptance [*akt priyemki*] — document that all parties sign after work is accomplished and examined

Design documentation [*proyektnaya dokumentatsiya*] — set of maps, architectural drawings, reports on research results, explications and other necessary documentation for contracting any restoration, reconstruction and conservation work

Protection obligations [*okhrannyye obyazatel'stva*] — document that describes in detail physical conditions of the property, and that is signed by both a user and an authorized preservation agency

Protection zone [*okhrannaya zona*] — zone adjacent to a cultural heritage property analogues to a buffer zone of a World Heritage Site

State historical-cultural assessment [*gosudarstvennaya istoriko-kul'turnaya ekspertiza*] — assessment of possible impact on a cultural heritage property that may be caused by proposed repair, restoration and conservation works or new development

Technical requirement document [*tekhnicheskoye zadaniye*] — assignment describing all technical characteristics and requirements for prospective design, restoration, conservation or new construction

Technical supervision [*tekhnicheskii nadzor*] — supervision of restoration or conservation works in progress by an outside institution

Zone of controlled development [*zona reguliruyemoy zastroйки*] — zone adjacent to the Protection zone with restricted modes of new development and reconstruction, designed to provide more sustainability and protection of view corridors of a cultural heritage site.

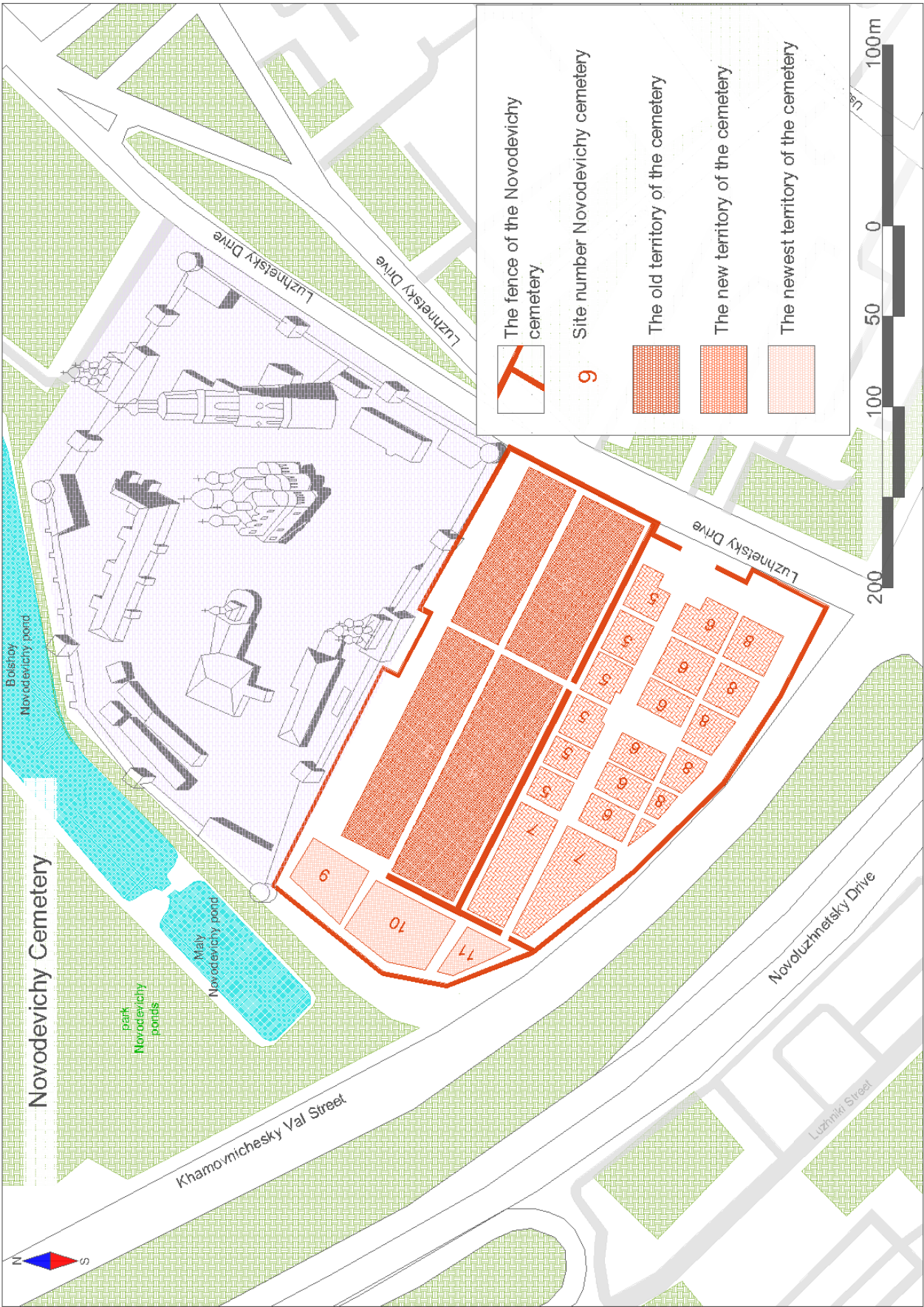
List of acronyms and abbreviations

ACH	Administration of Cultural Heritage of the city of Moscow
CAO	Central Administrative District of Moscow
CASPCH	Chief Administration for State Protection of Cultural Heritage of the RF Ministry of Culture
CFD	Central Federal District
CIS	Commonwealth of Independent States
CMR	Central Moscow Railroad Ring
FTP	Federal Target Program
GA RF	State Archive of the Russian Federation
MNRKhU	Interregional Scientific Art-Conservation Institute
Moskomstroyinvest	Moscow Committee for Realization of Investment Projects
NGO	Non-Governmental Organization
OUV	Outstanding Universal Value
RAS	Russian Academy of Sciences
RGADA	Russian State Archive of Ancient Acts
RGAE	Russian State Archive of Economy RGAE
ROC	Russian Orthodox Church
Rosimushchestvo	Federal Agency for State Property Management
Rostourism	Federal Agency for Tourism of the RF Ministry of Culture
SHM	State Historical Museum
STC	Special Technical Conditions
TsNRPM	Central Research Restoration Design Workshops Institute
VOOPIK	All-Russian Society for Protection of Monuments of History and Culture
WHS	World Heritage Site
ZCD	zone of controlled development

Ensemble of the Novodevichy Convent



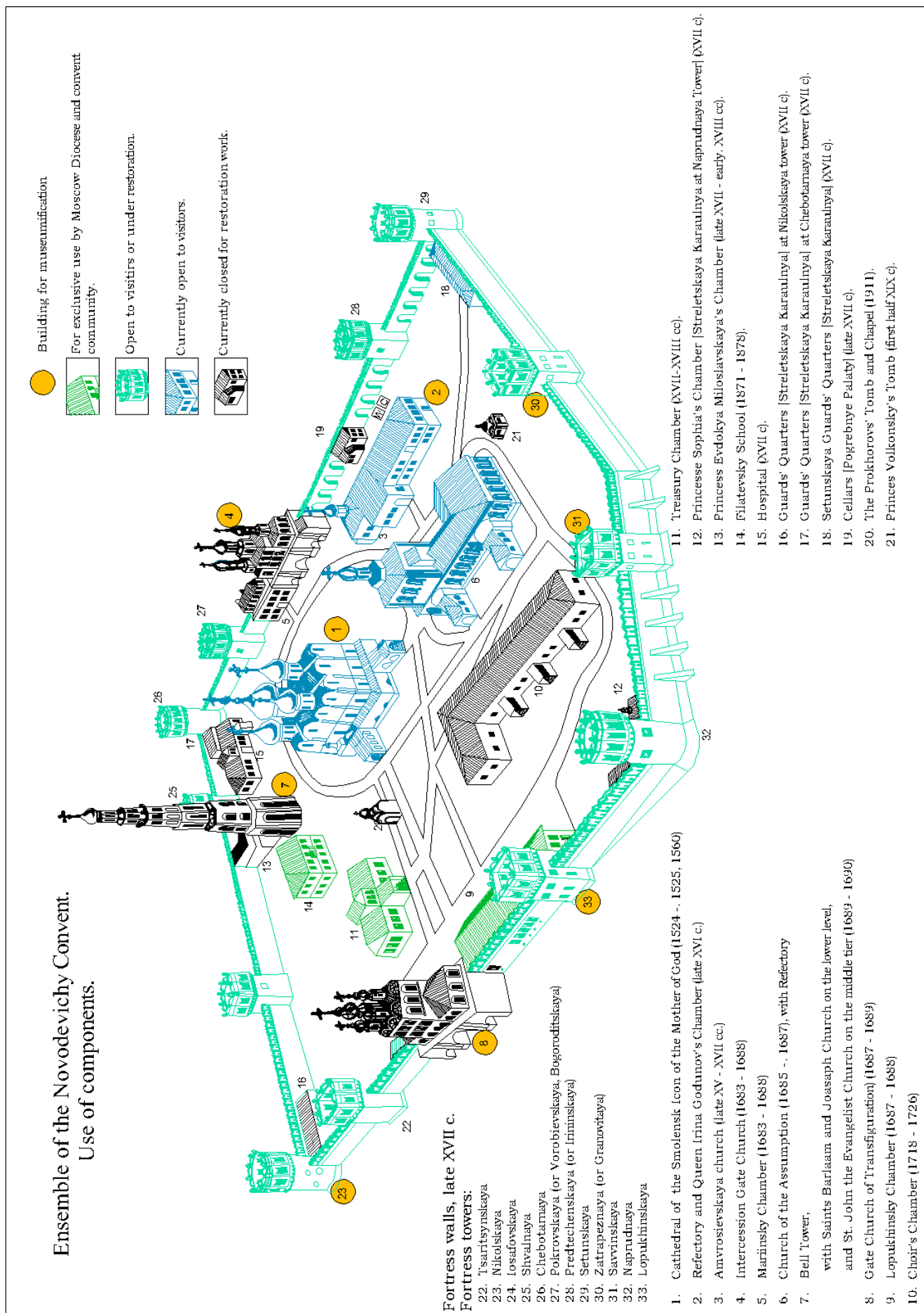
Appendix 2: Plan of the Novodevichy cemetery



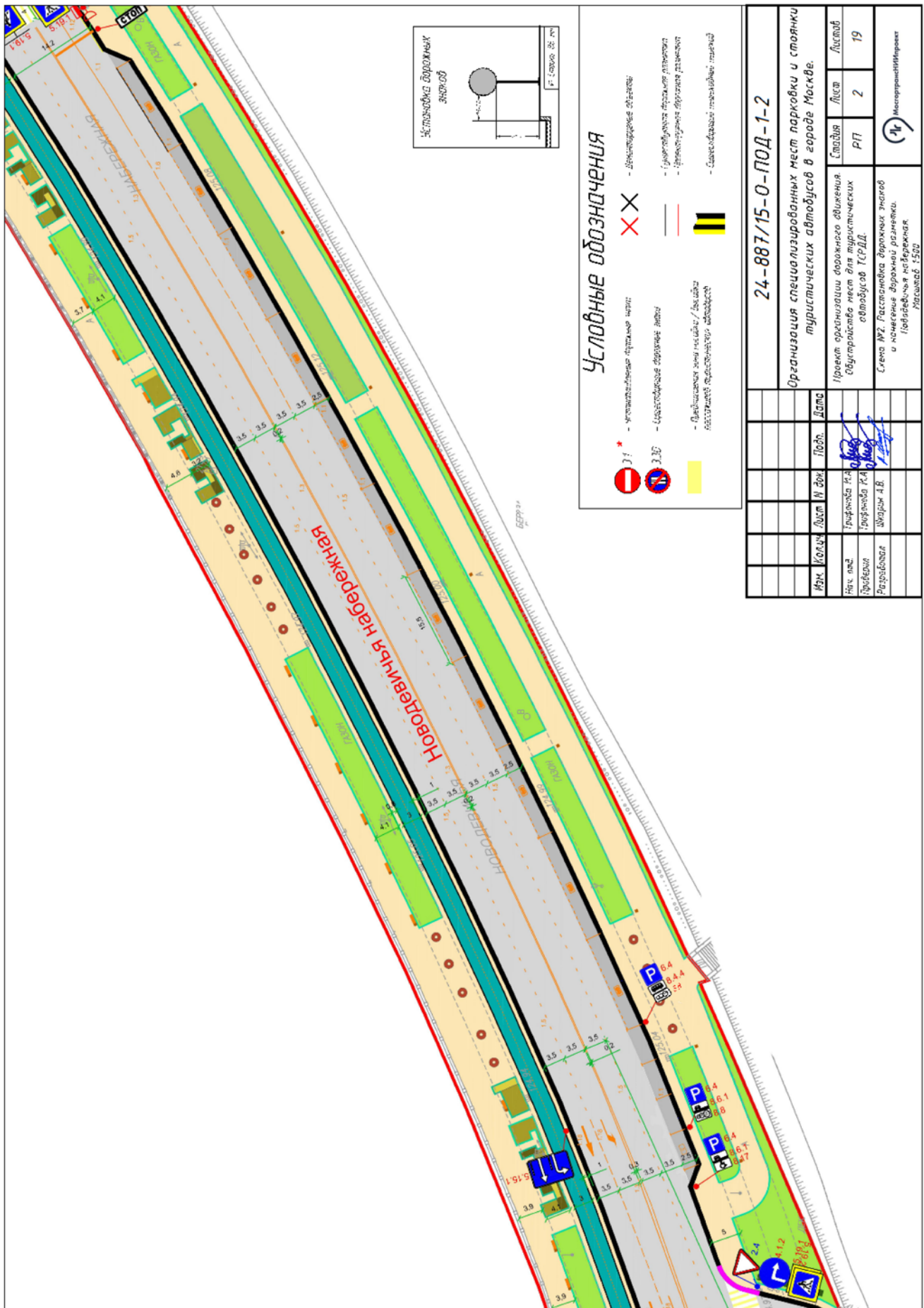
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Appendix 3.2: Map of the cultural heritage sites in the buffer zone and the zone of controlled development

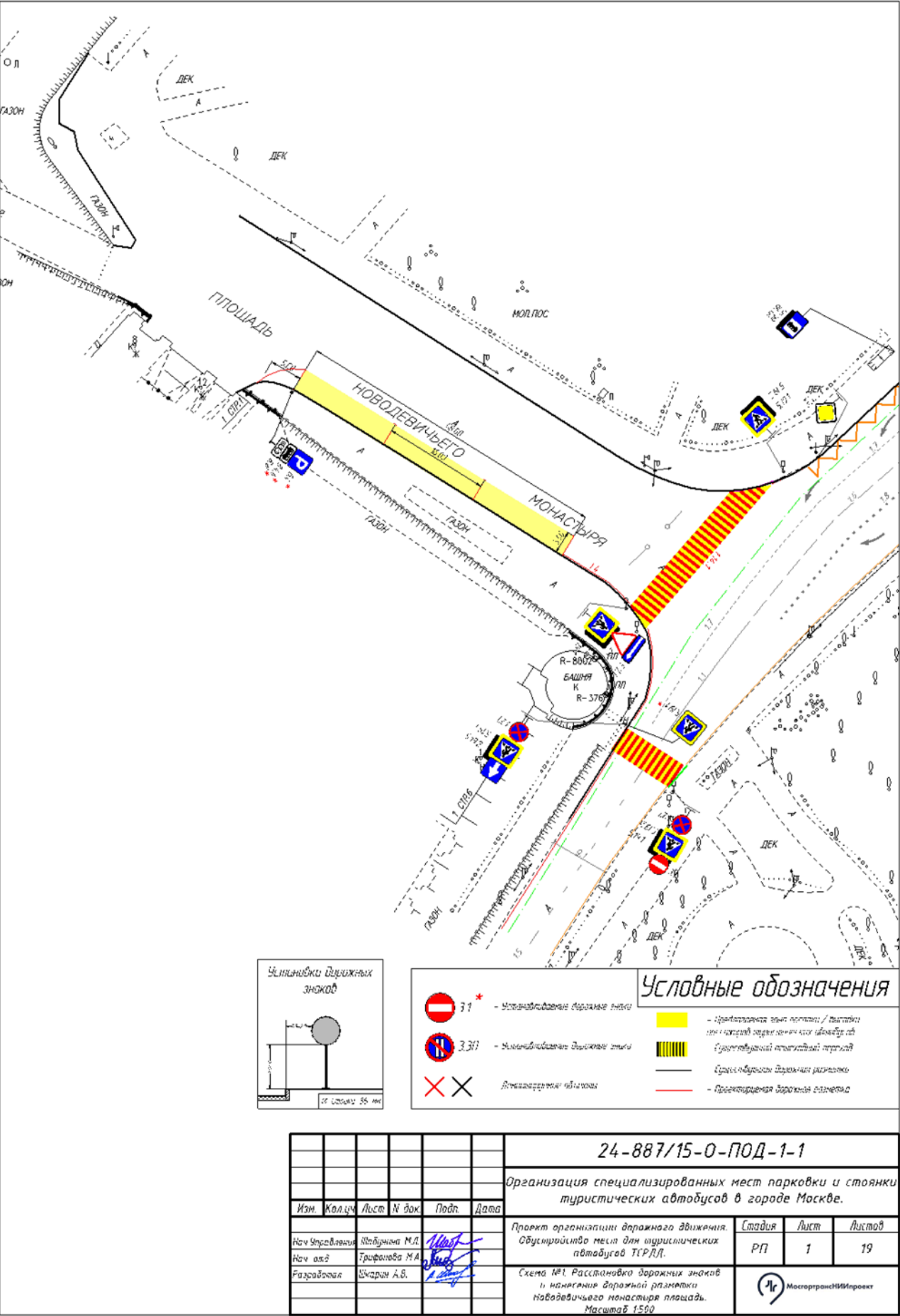








Appendix 6.2: Design of parking lots in the buffer zone

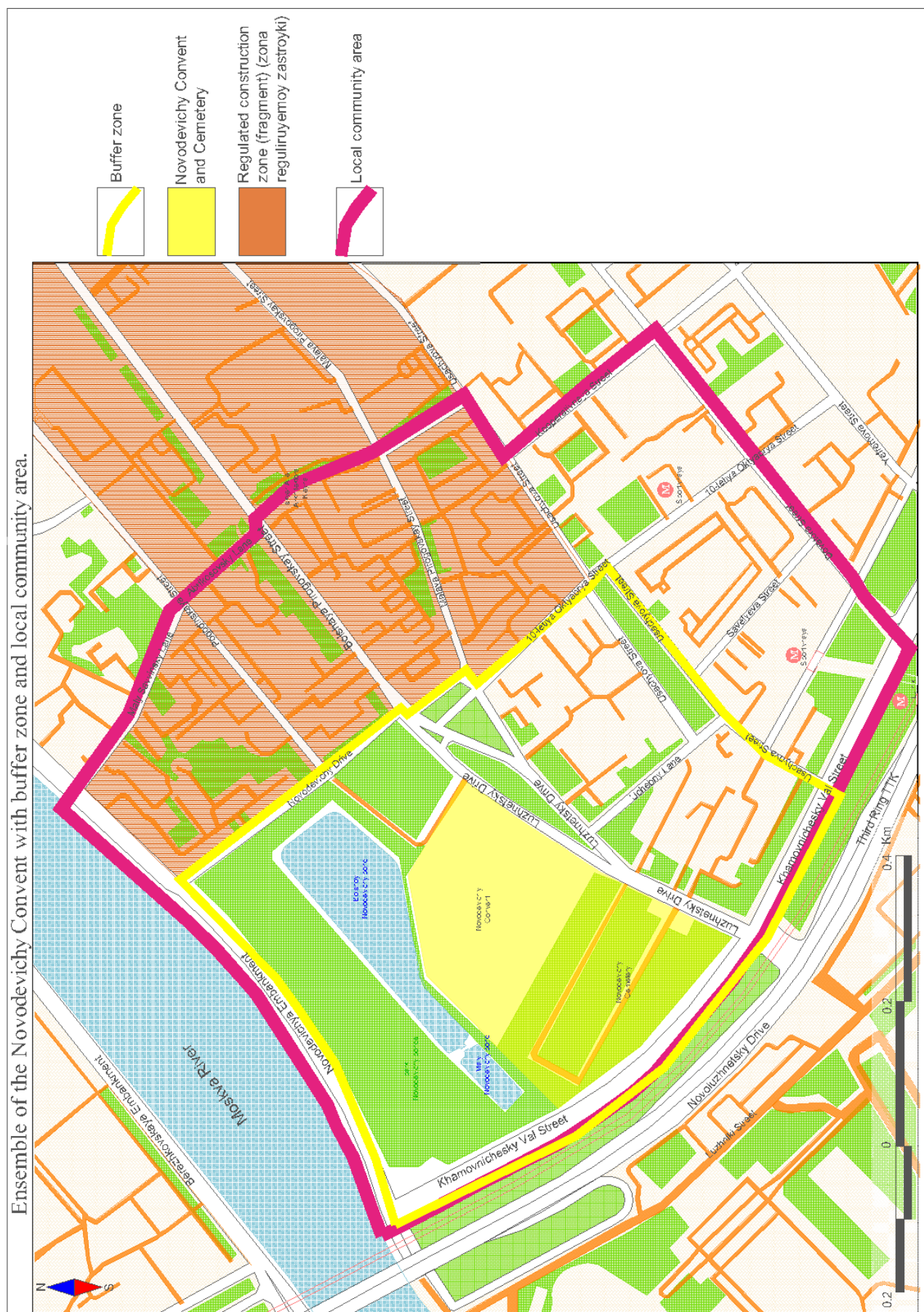


Appendix 7: List of buildings and structures, for which the obligations and acts of technical state were signed¹

Zatrapeznaya tower	Zatrapeznaya bashnya
Fortification wall	Krepostnaya stena
Choir's Chamber	Pevcheskiye palaty
Evdokia Lopukhina' Chamber	Palaty Yevdokii Lopukhinoy
Naprudnaya Tower	Naprudnaya bashnya
Savvinskaya Tower	Savvinskaya bashnya
The refectory	Trapeznaya
Setun'skaya tower with a Guards' Quoter ²	Setun'skaya bashnya i karaul'nya
Predtechenskaya Tower	Predtechenskaya bashnya
Irina Godunov's Chamber with Amvrosievsky church	Palaty Iriny Godunovoy s Amvroseyevskoy tserkov'yu
Outbuildings at the south wall	Sluzhebnaya postroyka u yuzhnoy steny
Church of the Intercession on the southern gate	Pokrovskaya tserkov' nad yuzhnymi vorotami
Chamber of Princess Maria Alekseevna	Palaty tsarevny Marii Alekseyevny
Pokrovskaya tower	Pokrovskaya bashnya
Chebotarnaya Tower	Chebotarnaya bashnya
Hospital wards	Bol'nichnyye palaty
Shvalnaya Tower	Shval'naya bashnya
Chamber at Shvalnaya tower	Korpus u Shval'noy bashni
Bell Tower	Kolokol'nya
Convent's School	Monastyrskaya shkola
Ioasafovskaya Tower	Ioasafovskaya bashnya
Nikolskaya tower with a Guards' Quoter	Nikol'skaya bashnya, streletsкая karaul'nya u Nikol'skoy bashni
Smolensky Cathedral	Smolenskiy sobor
Tsaritsynskaya Tower	Tsaritsynskaya bashnya
Gatehouse at the north gate	Storozhka u severnykh vorot
Church of the Transfiguration over the north gate	Preobrazhenskaya tserkov' nad severnymi vorotami

¹ Titles of some individual buildings and structures – components of the property may vary from those used in the Management Plan because they have not been formalized. Historical-archival research, establishing uniform titles and their approval are planned for 2018-2019.

² # 8 and # 22 both each lists two buildings. In total, protection obligations were signed for 28 buildings.



Appendix 9: List of Mother Superior Margarita's talks and of the conferences attended by the employees of the Ecclesiastical museum

1.

15–16.05.2013. International Seminar for representatives of religious organizations - members of World Heritage sites;

2.

6–8.11.2013. World Heritage management planning. Seminar. (Petrozavodsk);

3–4.

9–10.12.2013 and 21–23.05.2014. Two seminars for representatives of organizations engaged in the management and use of world heritage sites World Heritage Site «Management and periodical reporting». D.S. Likhachev Research Institute of Cultural and Natural Heritage. (Moscow);

5.

29–31.10.2014. International Research Workshop of the CIS and Baltic countries «Integration approach to the management of World Heritage Sites» (Minsk);

8–9.10.2015. «Monuments of Russian cultural heritage. Problems of preservation and learning». Conference dedicated to the 25th anniversary of the inclusion of the first Russian sites in the UNESCO World Heritage List. Mother Superior introduced her model of management plans for ensembles;

6.

14–16.12.2015. IV International Cultural Forum dedicated to the UNESCO 70th anniversary (Saint-Petersburg);

7.

9–10.06.2016. «Defining the attributes of outstanding universal value of World Heritage sites (in the context of the World Heritage site management plans development)» (St. Petersburg);

8.

25–27.10.2016. International Congress «World Heritage of the CIS countries: Challenges, Problems and Solutions» (Moscow, Novodevichy Convent, and Moscow Kremlin). Mother Superior gave a presentation on the interaction of state bodies for cultural heritage protection and the Moscow Diocese of the Russian Orthodox Church in order to preserve the OUV of the ensemble of the Novodevichy Convent.

Conferences and seminars on issues of preservation of objects of religious art.

1.

22.10.2014. Seminar «Technologies of optimizing air quality while maintaining the cultural values» at the State Research Institute of Restoration (GosNIIR) (Moscow). M. Shimanova from the Ecclesiastical Museum of the Moscow Diocese participated;

2.

14–15.11.2014. International Scientific-Practical Conference «Historical-cultural and spiritual heritage of Sviyazhsk» (Kazan). Deputy director of the Ecclesiastical Museum of the Moscow Diocese Ya.Yu. Romanenkova participated;

3.

26–28.11.2014. International Scientific-Practical Conference «Saving cultural heritage. Research and restoration» (Saint-Petersburg). M. Shimanova from the Ecclesiastical Museum of the Moscow Diocese participated;

4.

03.12.2014. Round Tables: «Preservation of cultural heritage in emergency situations and liquidation of their consequences» and Preparation of documentation for certification» (GosNIIR, Moscow). M. Shimanova from the Ecclesiastical Museum of the Moscow Diocese participated;

5.

05.23.2016. Round table on the problems of preservation of religious art at the Russian State University for the Humanities (RGGU, Moscow). Mother Superior Margarita gave a talk «Experience of the Moscow Diocese of the Russian Orthodox Church in implementation of an integrated approach to conservation of particularly valuable objects of federal importance and of UNESCO World Heritage Site ‘Ensemble of the Novodevichy Convent’».

World Heritage Site
«Ensemble of the Novodevichy Convent»

MANAGEMENT PLAN

2017–2036

Preparers:

Marina Dobronovskaya
Anna Chebotareva

Moscow, 2017

LTD «Expert Centre» of the Academy of Architectural Heritage»
119285, g. Moskva, 2nd Mosfil'movskiy per., 5