

The historic center of the port city of Odesa

Nomination for inscription in the UNESCO World Heritage List

Management Plan



MINISTRY OF CULTURE AND INFORMATION POLICY OF UKRAINE

ODESA CITY COUNCIL

Nomination dossier

for inscription on the World Heritage List

The historic center of the port city of Odesa

Management Plan

2022

With the support of the Italian Government

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1.

CONCEPTUAL FRAMEWORK OF THE MANAGEMENT PLAN

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INTRODUCTION

In order to preserve the traditional nature of the environment, Resolution No. 878 of the Cabinet of Ministers of Ukraine dated July 26, 2001, included the city of Odesa in the List of Historical Populated Cities of Ukraine.

The application of the historic center of the port city of Odesa is the result of a visionary project, which started in 2001 with the Resolution No. 878 of the Cabinet of Ministers of Ukraine dated July 26, 2001, for the inclusion the city of Odesa in the List of Historical Populated Cities of Ukraine. In 2009, the site was inscribed in the preliminary list of UNESCO World Heritage Sites. Within the framework of a specific Program, aimed at preparing the historical heritage of Odesa, the urban environment and buildings located in the core of its historic center, for inscription to the list of UNESCO World Heritage Sites and the development of the relevant nomination dossier, a number of complex measures were carried out for the repair and reconstruction of engineering networks, roofs and roofing structures. Repair and restoration works on the facades of cultural heritage sites, as well as complex restoration of buildings and landscaping sites within the Central Historical Area of the city of Odesa were implemented. The development of the nomination dossier under the Program was completed at the end of 2018. In 2019, the materials are sent to the Ukrainian National Committee of ICOMOS (the International Council on Monuments and Sites) for recommendations and to the Ministry of Culture of Ukraine for consideration and approval.

In 2022, at the time of the final review of the dossier and the drafting of the Management Plan, the scenario has completely changed. Odesa is at the center of a war conflict due to the military aggression of the Russian Federation against Ukraine.

The big extent of the internal mobility of refugees who have taken refuge in Odesa, the missile attacks, the cargoes of grain on ships blocked in the port, the state of emergency leading, for example, to a review of water supplies, all these events, on the one hand, are negatively affecting the city, but on the other are strengthening the sense of identity of its citizens.

On a larger scale, the emergency is deeply changing the geopolitical assets. The conflict prompted an unprecedented acceleration to Ukraine's candidacy to join the European Union.

These huge changes have profoundly changed the meaning of the candidacy from 2009 to today. If the 2009 candidacy was part of an ordinary process, routed on a regular path, it now takes on an exceptional character: cultural heritage must be preserved more than ever, because it represents a common good and embodies the pride and the sense of identity of people.

As a reflection of this instable situation, the Management Plan must be considered as an ongoing document, which will evolve following the socio-economic and political changes that will affect the country and will adapt accordingly. For example, the action plan described here may be subject to unpredictable changes. Likewise, the hypothesized governance structure is a model that will only become fully applicable and functional at the end of the war.

At present, the management of the site will be guaranteed with the means available as well as the projects indicated in the Action Plan will only be implemented once the crisis has ceased.

CONCEPTUAL FRAMEWORK FOR THE MANAGEMENT ACTIONS

The Management Plan is a document that aims to be an operational tool to initiate some strategic policies and actions for the correct and effective management of the nominated property. The management process must start from the preservation of the exceptional values that have allowed the site to be included in the World Heritage List and, through the involvement of the various stakeholders, outline the initiatives to be taken to ensure the site's sustainable development.

To fulfill this function it is necessary to portray the Management Plan as a dynamic tool, able to interpret the processes and trends in place in the area and to identify the most relevant dynamics with respect to the conservation and enhancement objectives of the site. This dynamic approach is also recommended by UNESCO, with the proposal to overcome the "static" logic of interpreting the territory in favor of a vision that considers several factors and results of their interaction in an integrated way. The management issue, in fact, requires an effort to understand the dynamics in progress and the causes and consequences associated with them in order to enhance the strengths of the system and mitigate any negative impacts.

It is therefore essential to document the state of the territory and its evolution, classify the stakeholders and identify the concrete actions to be taken – the so-called "Action Plan". The projects must aim at



1. Conceptual framework of the Management Plan

orienting – and, if necessary, correcting – the dynamics already in place in the territory, directing them to the protection of the value of the site and to propose new ways of enhancing and knowing the nominated property.

According to this approach, the analysis of the transformation processes of the territory could be developed through some key elements, and in particular:

- the trend over time of the value of the site based on the description contained in the statement of Outstanding Universal Value;
- the evolution of the dynamics acting in the area;
- the activation of the Plan;
- the monitoring of actions, in terms of outcomes, outputs and actual implementation.

The result is a document that is useful in the management of the site, which establishes a shared path, defines a manager and sets a system of objectives and an implementation strategy for the territory as a whole. The fabric underlying the objectives and strategies must be a system capable of intercepting existing networks, acting as an economic flywheel and allowing the recovery of a common identity.

The Management Plan provides, in the first instance, the definition of the site vision. This vision implicitly responds to the need to imagine the evolution of the nominated property after registration on the World Heritage List: in a certain sense, it is what the site itself expects for the future and also represents the starting point from which to direct management policies, objectives and projects in the area. This is followed by the analysis of the context, preparatory to the definition of the criticalities and potentialities and to the definition of the objectives, fundamental for the launch of an efficient and coherent management model.

The focus is then on the Managing Body, which will take care of putting the Management Plan into practice, defining and describing the planned projects and drawing up the monitoring plan.

This process involves three categories of subjects:

- the experts / technicians who have the task of following the drafting of the Plan,

- the institutions that manage the territory, responsible for the development of strategic policies;
- the stakeholders / users who participate in defining the conditions and results of the Plan.

These elements are developed in consideration of the different needs divided among the various components, focusing on the recomposition of the problems in transversal projects and common strategic solutions. In this context, it is essential to encourage the widest possible participation in the valorisation processes. The growth of awareness about identity must become a strategic objective of the activities and management processes, also because if people perceive a property as socially useful, they will be more likely to accept its limits of use and contribute to its conservation.

CRITERIA FOR THE MANAGEMENT OF THE SITE “THE HISTORIC CENTER OF THE PORT CITY OF ODESA”

The criteria for the management of the proposed site “The historic center of the port city of Odesa” are primarily based on the presence of instruments for the protection and protection of the artefacts. The property, in fact (as fully detailed in chapter 5 of the Nomination File) is designated as Territory of the Integrated Protection Zone on the basis of the Order of the Ministry of Culture and Tourism of Ukraine dated 20.06.2008 No728 / o / 16-08.

Furthermore, most of the buildings and monuments on the nominated property territory are cultural heritage sites and are protected in compliance with the Law of Ukraine On Cultural Heritage Protection (No. 1805-III of 8 June 2000, with amendments as per the Law of Ukraine No. 2518-VI of 9 September 2010), and their territories belong to the lands of historical and cultural significance. This Law states (article No. 33) that “any activities are prohibited within the boundaries of historical and cultural preserves and/or protected historical and cultural areas that have or may have any negative impact on the state of preservation, protection or use of any cultural heritage sites or monuments”. In addition, the order of the Ministry of Culture and Tourism of Ukraine dated 20 June 2008 No. 728/o/16-08 approved the Historical and Architectural Reference Plan of Odesa.

The management of the site, therefore, is in any case bound to comply with the regulations aimed at the protection and conservation of the individual artifacts and of the whole. For all the management measures envisaged, the compatibility with the existing protection



measures must be verified as a matter of priority. For measures of an intangible nature, or for interventions relating to the use of the site, it must be verified that the expected effects are also compatible with the conservation objectives.

The exceptional situation that the city of Odesa and the whole of Ukraine must face today deserves a specific mention. Actions aimed at managing the nominated property “The historic center of the port city of Odesa” must necessarily take into account any damage caused by the war to the site. For this reason, at the end of the conflict it is planned to develop a timely monitoring of the property, in order to detect any critical situations and plan the appropriate actions to remedy them.

THE VISION FOR THE SITE “THE HISTORIC CENTER OF THE PORT CITY OF ODESA”

Since the appearance of the first settlements in this territory, the city of Odesa has been the center of attraction of people for whom freedom of will, freedom of thought and freedom of action were the main values and driving forces. Guided by these values, they have faced great distances and settled in a new and unknown place to realize their ambitions. Thus, people of different cultures, religions, traditions and languages have converged in Odesa, united by the same spirit and the same way of seeing and facing life.

As a result, the embodiment of these values is reflected in Odesa humor, Odesa cuisine, Odesa multiculturalism, dialect: the city is the cradle of a highly inclusive community, characterized by the spirit of free enterprise, for which is known all over the world.

These characteristics are also reflected in the architecture of the city, where aesthetics and functionality play equally important roles. In addition, the central buildings of the city were originally the stock exchange, theater, and club, where people expressed their values of interaction, culture, and free enterprise — in contrast to cities, where the central buildings were town halls, military fortresses, and other administrative buildings.

Unfortunately, in Soviet times, entrepreneurship was forbidden and any manifestation of freethinking was opposed by the state apparatus, which fought dissent and forced homologation according to Soviet standards.

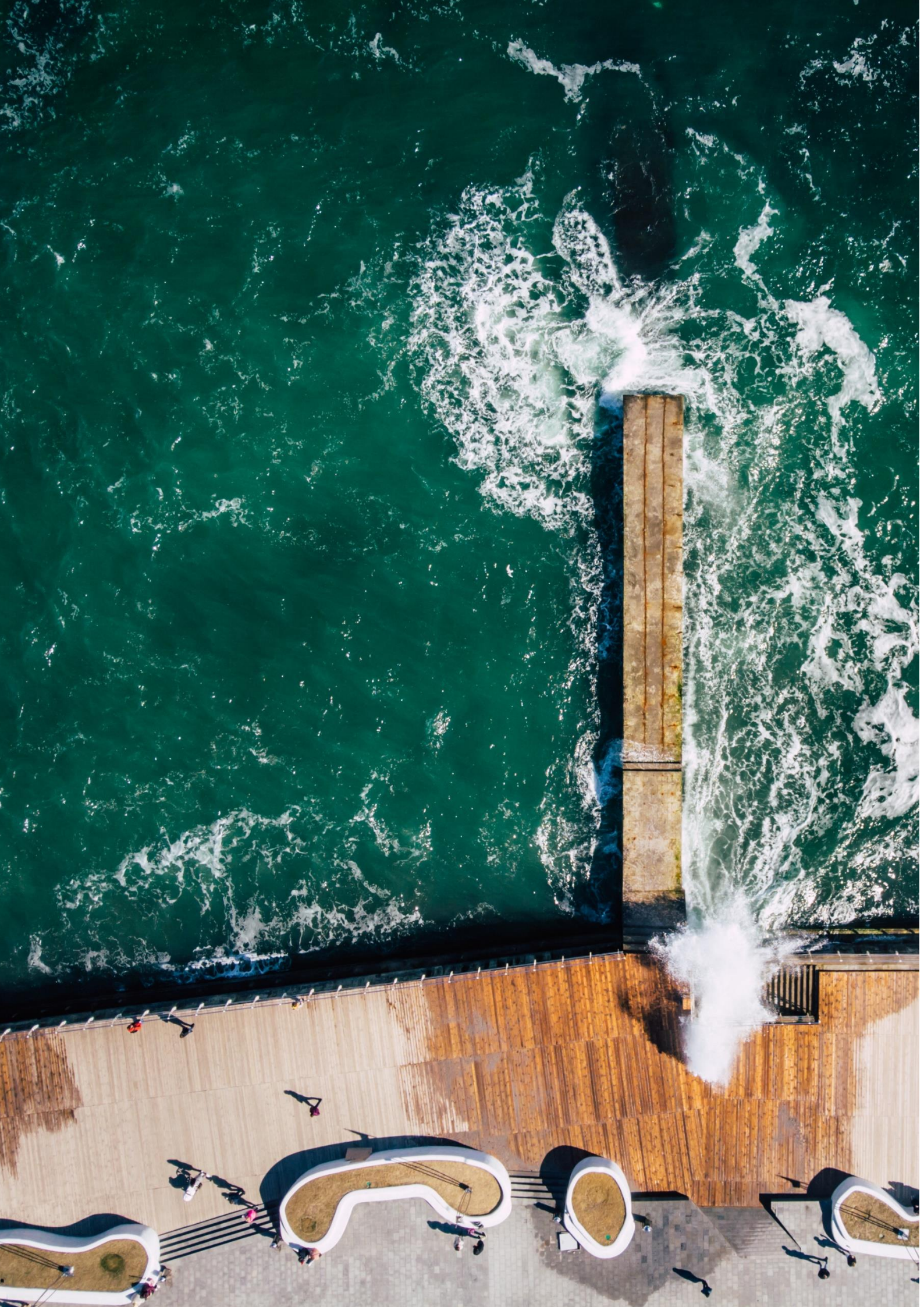
After the collapse of the Soviet Union, the spirit of freedom living in Odesa returned to live.

Today, more than ever in modern times, these values are again under threat. Protecting, preserving and cultivating values for future generations has become the principal task of this generation.

The materialistic part of these values is reflected in the existing urban landscape, architectural ensembles, architectural monuments, and planning solutions for the construction of the city, which give Odesa citizens the opportunity to reinterpret the past and present.

The preservation, protection, and development of the center of Odesa, under the protection of UNESCO, will become the basis for the future development of the entire city and region as a center of attraction for freedom-loving, ingenious, enterprising representatives of various cultures and nationalities, who are always welcome in Odesa, regardless of whether they came here to live or as tourists.

For the successful management of the UNESCO-protected city center, management approaches will reflect OUV and the values that form the core of Odesa society: free entrepreneurship, inclusiveness, competition of ideas, and multiculturalism.





2.

THE HISTORIC CENTER OF THE PORT CITY OF ODESA

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LOCATION AND BOUNDARIES OF THE SITE

The nominated property is the territory of the historic center of the city of Odesa, planned and built in the first half of the XIX century under the leadership of the Duke de Richelieu and Prince M. Vorontsov. It is located in the coastal part of the city, and covers the territory defined by Prymorska, Preobrazhenska, Hretska (excluding Hretska Square) and Polsky uzvis streets.

The nominated 80.3-hectare property includes the preserved coastal area and building blocks of the former Porto Franco.

The border runs along Preobrazhenska Str. (including the boulevard in the area from Nekrasova Lane to Zhvanetsky Boulevard), along the northern edge of the plateau on the upper edge of the slope to Gogol Str., turns north and goes along the Stairs to Prymorska Str., and then along Prymorska Str. to Mytna Square, turns to the south-west and passes along Polsky uzvis Str., turns to the west and passes along the border of the household, located at the address Polsky uzvis Str., 10/Kaczynski Str., 5, turns south, passes along Polska Str., turns west and passes along Hretska Str., bypasses Hretska Square along Chervonyi Lane, Derybasivska Str., and Vice-Admiral Zhukov Lane, returns to and runs along Hretska Str. back to Preobrazhenska Str.

This area is an urban structure with architectural elements of various historical and cultural value and a different degree of preservation. The area features architectural ensemble formations such as: the ensemble of buildings of Prymorsky Boulevard; Dumska Square; Vorontsov Palace; Katerynynska Square, Potemkin Stairs; and the building of the Odesa Opera House. The nominated territory also includes separate objects of cultural heritage of different types of national and local significance, along with considerable and ordinary historic buildings.

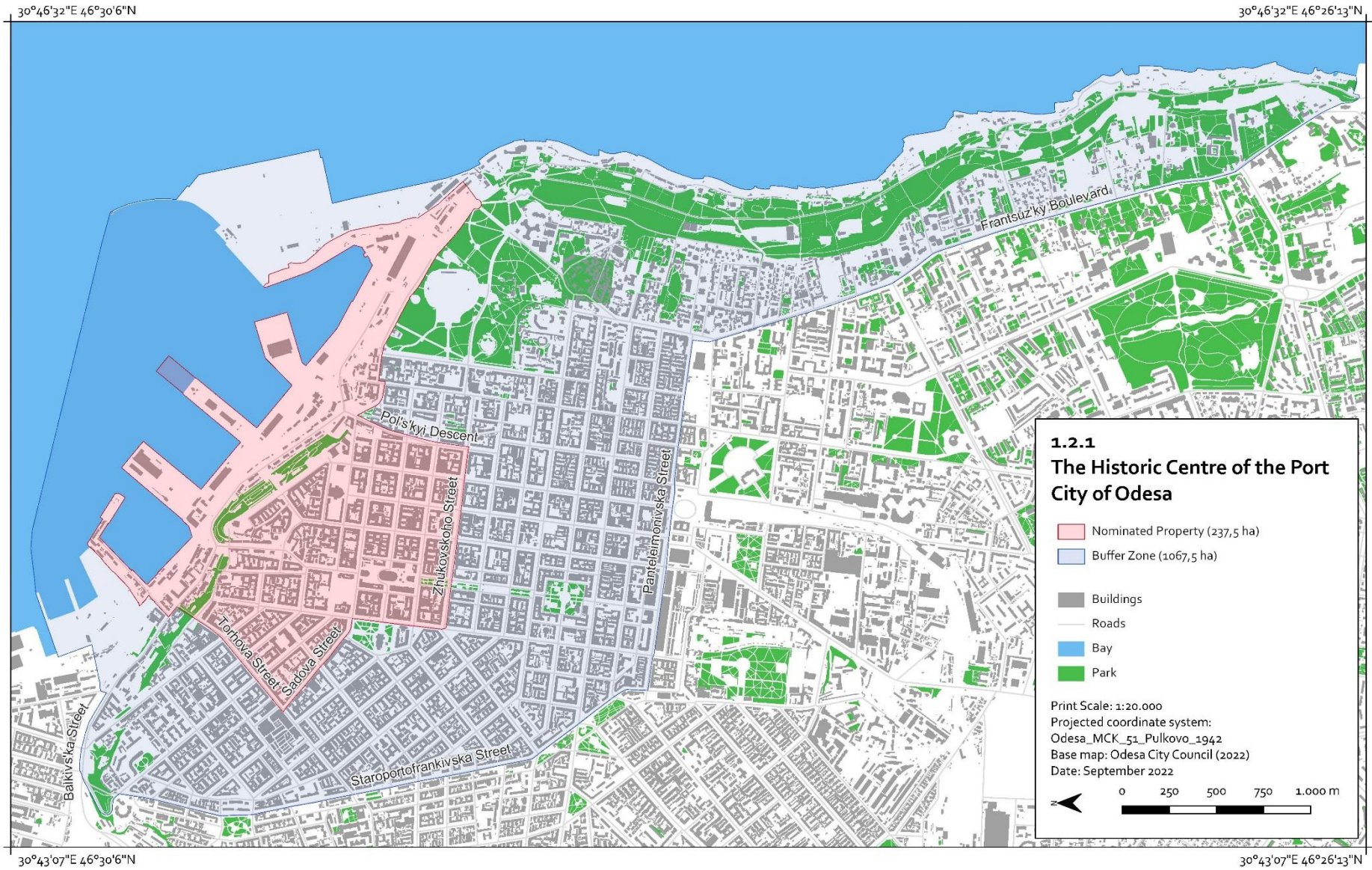


Figure 1. Nominated property and its buffer zone



2. The historic center of the port city of Odesa



Figure 2. Nominated property

PROPOSED STATEMENT OF OUTSTANDING UNIVERSAL VALUE

The historic center of the port city of Odesa in Ukraine represents an architectural ensemble that provides a unique example of a newly founded city built in the late 18th century on the north-western shore of the Black Sea. It was conceived as a trade gateway, and this was the driving force behind its development as one of the most important trading ports in the world in the period between the late 18th century and the first half of the 19th century.

The nominated property developed homogeneously, according to a plan that ideally echoed the late Renaissance concept of the 'ideal city' and represents a unique phenomenon in European cultural and urban planning history in which foreign architects had the first and last word in official urban planning.

The historical centre of Odesa has numerous well-preserved historical buildings, designed by renowned architects and engineers, and constitutes an integral historical ensemble. Such urban phenomenon also demonstrates a rare type of historical development of a multinational classicist settlement, where different cultural traditions of Bulgarians, Greeks, Armenians, Jews, Italians, Moldovans, Poles, Russians, Romanians, Tatars, and Ukrainians merged into one social and cultural environment.

Justification for Criteria

Criterion (ii): *exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design*

The historic center of Odesa shows an important exchange of human values in the Eurasian area representing a fragment of Late Renaissance Western European civilization on the desert coast of the Northwest Black Sea. The establishment of the Free Port area triggered rapid development of the city, which quickly became a well-integrated cultural melting pot due to its vibrant commercial activities and economic and political freedoms. In this frame, Odesa embodied the result of the efforts, well-thought-out and properly planned decisions of the "man-colonizer" of the New Age.

At the end of the XVIII – first half of the XIX centuries Odesa became one of the main transshipment points for the Mediterranean and Black



2. The historic center of the port city of Odesa

Sea trade; a huge number of jobs and unrivalled cheapness attracted a lot of representatives of various professions and strata of society to Odesa from different ethnic groups.

As a result, urban environment of the port city of Odesa has developed under the influence of many cultures: Ukrainians, Poles, Greeks, Jews, Italians, Armenians, Karaites, Bulgarians, French, Moldovans, and other peoples. This determined its urban composition, which was originally formed according to the best examples of European architecture of various styles, such as classicism, empire, historicity, eclecticism, and later modernism.

Criterion (iv): *is an outstanding example of a type of building, architectural or technological ensemble, or landscape that illustrates a significant stage (s) in human history.*

The historic center of Odesa is an outstanding example of a newly founded town built in accordance with the laws of proportions and symmetry in the norms of classicism, that bears witness to the period of industrial revolution in Central and Eastern Europe (late XVIII - early XIX century), and the formation of a market economy integrated into international trade.

The port city of Odesa is the implementation of a clear engineering plan with the effective use of the topography, reflecting climatic conditions and the entrepreneurial orientation of the city. It resulted in the formation of one of the most significant port commercial gates in the world, which represents a largely homogeneous, complete historic ensemble of the 19th century.

In the period from 1794 to 1854, Odesa was one of the few “new cities” in Europe with an extremely fast pace of development due to a combination of reasons of a geographical, ethnic, political, and economic nature.

PRESENT STATE OF CONSERVATION

The property of the historic center of the port city of Odesa is in a very good state of conservation. Some critical aspects can be found on a general level, which however do not impair the state of conservation of the property as a whole. All historical and contemporary protective and preventive landslide measures maintain their integrity and

effectiveness despite the differences in time of their construction and design.

To assess the current state of the nominated property, the history of its foundation and the further transfer of ownership should be taken into account. Until 1917, almost all the property had been in private ownership and only some parts had belonged to the state. After the revolution of 1917 and the establishment of Soviet power, all private possessions were expropriated from the rightful owners and given to the state under state ownership. Thus, it was subsequently distributed among various ministries and departments of the USSR. Following the collapse of the Soviet Union, property ownership was partially returned to private individuals, but to a greater extent it remained under the jurisdiction of various state bodies such as the Ministry of Culture, the Ministry of Internal Affairs, the Ministry of Finance, the Ministry of Health, the Regional Council, and the City Council. A comprehensive and complete monitoring of the property's condition has never been carried out due to the very different systems of using this property, divergent financing, and varying degrees of importance for the owners of specific objects. There has never been a central coordinating body for these purposes. This should constitute of the main tasks of the governing body in the future.

Due to the fact that comprehensive monitoring has never been carried out, at the moment it is impossible to draw an accurate conclusion about the condition of the entire property. In the meantime, we can say that quite a few objects have been restored and are in good condition. As a result of visual inspection, the presented property is stated to be in conditions varying from good to dilapidated state.

According to the report of the ECOSTROY organization, which conducted the inspection in 2019, 25% of the nominated property is in good condition, 50% in satisfactory, 20% in unsatisfactory and about 5% in emergency condition.

The objects of the inspection are multi-storey buildings (from 1 to 4 floors) with basements and unused attics, in some cases with attic floors at the level of the attic space. Individual buildings consist of outbuildings (of facade; courtyard right-handed, left-handed, and opposite types). In general, the inspected buildings have different configurations in terms of plans and spatial planning solutions. In some cases, the outbuildings form a closed rectangle with the courtyard.



In terms of design in general, the objects of the inspection are frameless buildings with load-bearing longitudinal and transverse walls. Spatial rigidity, strength, stability and geometric invariance of buildings are provided by a system of load-bearing longitudinal and transverse walls mainly made of masonry of sawdust shell stone, less often of ceramic bricks, which support the floor elements that form hard in their plane disks.

The technical condition of the above-mentioned inspected buildings and structures was established by visual inspection, taking into account the requirements of current regulations, given the available archival materials, as well as previously performed inspections. The results of the inspection show that the degree of damage and physical wear of structures, parts, and elements of buildings differ. In general, the technical condition of buildings and structures is in the range from “good” to “dilapidated” (emergency).

Most of the buildings on the nominated property are constructed of an environmentally friendly material called shell rock. It keeps the building warm in winter and cool in summer and has fire-resistant and noise-reducing properties. It is a light material with a sufficient margin of strength. The porous structure of the stone makes it a perfect natural filter. Depending on the level of humidity, the properties of the shell rock may vary. First of all, this affects its strength, which noticeably decreases if the stone gets wet. In addition, most deposits are characterized by rock heterogeneity. It is worth paying attention to this fact since the density of non-homogeneous material differs, which, in turn, can lead to destruction. Frost resistance is considerably reduced in the presence of cracks and pores in the material. Thus, all the mentioned properties of shell rock must be taken into account when operating buildings made of this material in order to prevent its destruction.

RISKS AND ISSUES AFFECTING THE SITE

Development pressures and management response

The technogenic factors related to the nominated property should include the impacts of modern construction and urban communications, as well as economic activities of the local population, including those that lead to environmental changes. Most of the buildings on the nominated property are constructed of an environmentally friendly material called shell rock. It keeps the building warm in winter and cool in summer and has fire-resistant and

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Environmental pressures, natural disasters and risk preparedness

Factors such as coastal erosion and landslides, heavy rains, as well as the destructive impact of the root systems of trees and shrubs, and environmental pollution from car exhaust gases should be attributed to the environmental impact on the nominated property.

Storm drainage systems

When it rains heavily enough, the drainage systems cannot cope with a large amount of storm water, which leads to sewage water entering the basements of houses. This can cause the formation of fungi and a decrease in the load-bearing capacity of parts of the buildings. The storm drainage system needs modernization.

Landslide erosion along the coast

Landslide erosion at this nominated property could primarily threaten Prymorsky Boulevard and the Potemkin Stairs. It is necessary to monitor the technical condition of the retaining walls and the ventilation system located under the Potemkin Stairs.

However, the arrangement of Istanbul Park and Greek Square led to the strengthening of the slope under Prymorsky Boulevard.

Tree root systems

Large trees that have an underdeveloped root system due to the specifics of the soil may be uprooted during heavy rains and gusts of wind. Falling of large tree fragments is also possible, with balconies



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being most often destroyed. It is necessary to establish the appropriate work of utility services.

Earthquake threat

The immediate danger is the low seismic resistance of the housing stock in the city center. Over the past two hundred years, Odesa has experienced eight earthquakes of varying magnitude, two of which (in 1802 and 1940) were seven-magnitude. Shell stone houses in the center of Odesa survived, but the next earthquake could cause significant damage. Unauthorized redevelopment and demolition of load-bearing walls weaken their load-bearing capacity. It is necessary to monitor the seismic resistance of buildings.

Ignition of dry grass

Since Odesa is in the steppe zone, in mid-summer the grass in the parks, where there is no watering, dries out, which significantly increases the risk of fire. To avoid burning dry grass, it is necessary, if necessary, to install irrigation systems. Furthermore, global climate change — abnormally high air temperatures in summer and abnormally low in winter with high relative humidity and increased rainfall — has a negative impact on the retaining properties of buildings and structures.

Effects of climate change and pollution

The shell rock, as construction stone, is not very solid; it is porous and easily absorbs moisture. An important factor in shortening the exploitation period of historical buildings is the complex temperature and humidity regime of the city of Odesa. In the cold (autumn-winter) period of the year, temperature parameters are characterized by frequent up and down changes with increased air humidity. At the same time, the direction and strength of the wind also fluctuate. As a result, in winter, moisture gets into not only the smallest cracks of the external finished layers but also in the thickness of load-bearing walls, destroying them from the inside. Every time the temperature drops below zero, this moisture freezes, gradually breaking the structure of the shell. Such difficult climatic conditions have a detrimental effect on strength of structural elements of buildings and structures, as well as on the integrity of external architectural decor.

In addition to the objective reasons for the decline in the operational qualities of historical buildings, there are also subjective reasons, such as the attitude of residents and owners of historical buildings (mainly

residential) to the places in which they live. Long-term low-quality service level of residential buildings by housing and communal utility services, resident paternalism, lack of interest in the fate of public spaces outside their own apartment, and low level of civil society development resulted in the gradual decline of architectural objects, deterioration of their aesthetic appearance, and an increase in repair and restoration costs.

Visitation, other human activities and sustainable use

Factors of anthropogenic origin that affect the condition of the object include the load on the part of tourists and city residents.

Anthropogenic impact

The effects of modern building and urban communications development, as well as the economic activities of the local population, including those resulting in environmental changes, should be attributed to anthropogenic impact on the nominated property.

The nominated property is under strong pressure from construction companies. To solve this problem, the city council will draw up a new general plan for the development of the city immediately after the war. Construction will be restricted in the buffer zone, with the permitted height of buildings being strictly limited.

In any case, the problems are of a general nature and cannot be solved point-by-point without the establishment of a full-fledged body that is responsible for the entire property.

Tourism

Taking into account the fact that the nominated property is represented by the historic center of the city of Odesa, it is available for free tourist visits.

Tourist infrastructure is a necessary condition for the development of recreational resources and the evolution of the tourist industry. Its peculiarity is that it serves tourists and the local population; therefore, its development contributes to the tourist development of the territory and improves the living conditions of the local residents. Besides, tourism infrastructure creates a large number of jobs.

Tourist infrastructure can be divided into the following large blocks:



2. The historic center of the port city of Odesa

- - transport services;
- - utility systems;
- - trade and household services;
- - telecommunications;
- - accommodation and food services.

Places of accommodation for tourists within the framework of the tourist infrastructure include hotels and private guesthouses. Odesa boasts a large number of hotels, boarding houses, recreation centres and sanatoriums.

In general, the tourism sector is a priority direction for the development of the regional economy and does not threaten the nominated property.

Existing parking spaces for tourist transport do not meet the needs of the nominated property, which negatively affects the number of visitors. The issue of traffic and parking is challenging. The equipped parking lots on the territory are extremely small in size and cannot accommodate the vehicles of most visitors.

Driving through the central streets of the city in the so-called “rush hours” is also related to problematic issues, since the capacity of the roads is not designed for such a number of vehicles and they cannot cope with the flow of cars. As a result, traffic jams are formed, which strictly limits the access of vehicles to the city center and the nominated property.

In order to solve this problem, the Odesa City Council elaborated and began to implement a strategy for the development of urban electric transport and sustainable mobility. Before the war, a lot was done in this sphere: bicycle paths and paths for micro-electric transport appeared; the number of trams and trolleybuses increased. New routes are planned, taking into account the development of tourism.

Vandalism

The acts of vandalism recorded in recent years (painted walls, stolen copper parts, chipped small architectural forms, etc.) are not large-scale and seem to be sporadic, but indicate the need to improve the existing security system.

War

On February 24, 2022, the Russian invasion of Ukraine broke out. The country is currently in a bloody and destructive war.

At present, the cultural heritage is in danger of being destroyed or severely damaged as a result of hostilities.

The risks of destruction or significant damage to cultural heritage sites can be divided into two groups:

- The dangers of direct missile strikes, air strikes, and other forms of hostilities on the historic city center, where the majority of these objects are located.
- Risks of damage and destruction of cultural heritage sites during hostilities, even at their considerable distance from the territory of the historic center, which is nominated for inclusion in the World Heritage List. These risks are due to the unsatisfactory technical condition of such facilities, which for many years of operation, despite the systematic repair and restoration work of various kinds, have significantly lost their original performance due to systemic anthropogenic factors. In the case of even remote combat, such buildings can be easily destroyed by a shock wave of relatively low power.

Taking into account all the above mentioned factors, it can be stated that the inclusion of the historic center of Odesa in the World Heritage List is an urgent and necessary measure that will preserve for mankind outstanding examples of world architecture located in Odesa.

STRATEGIES AND MEANS TO PROTECT THE SITE

The territory will be managed by a legal entity governed by public law, which will be managed by the Board of Directors in accordance with paragraph 5e of Section 5. Of the nomination form (Schematic representation). The Department of Cultural Heritage Protection of the Odesa City Council undertakes responsibility for the protection and preservation of cultural heritage sites and compliance with monument protection legislation in urban planning activities.

The first action to be undertaken before planning any management action will be the final analysis of war damage. Since the beginning of the war, a damage analysis has already been carried out. The methodology and the results of this campaign are already described in the Nomination Form and synthetically reported below.



Post-event Change Detection Analysis

Concerning the current emergency in Ukraine and, in particular, the importance of the strategic position of the Odesa Port City for the Black Sea Grain Initiative signed among Ukraine, Russia, Turkey, and the United Nations on 22/07/2022; Odesa sea trade port was targeted and hit by the missiles on 23/07/2022 as per the reports of the Ukrainian officials and international media. Therefore, a change detection analysis using very high-resolution satellite imagery was performed to evaluate possible direct (vertical) and indirect (lateral or secondary, triggered by the blast effects) damages in the Nominated Property and the Buffer Zone containing the Odesa Port. In this analysis, the Computer Assisted Photo-Interpretation methodology allows for examining and comparing the pre-event and post-event optical satellite images in Table 1.

Table 1. List of Very High Resolution Satellite Imagery used for the post-event change detection analysis

Motivation of the satellite imagery used for the analysis	Very High Resolution (VHR) Satellite Imagery	Time Stamp of the VHR Satellite Imagery
Pre-event situational analysis	Pleiades-1B	08/11/2020
Pre-event situational analysis	ESRI World Imagery	20/07/2021
Post-event change detection analysis	Worldview-2	31/07/2022 ¹

The post-event change detection analysis with the VHR satellite imagery was initially intended to be complemented by the traditional media and social media reports. Nevertheless, the contradictory nature of the news and press releases from different media resources concerning the impacted locations and the functionality of the structures involved impeded such integration.

The analysis of the area that lies within the extents of Nominated Property and the Buffer Zone. It has been performed by “Polygons”; and shows that there are four possibly damaged/damaged sites. The result of this analysis is the Change Detection Map (Figure 5).

Polygon 1. Detection of possible damage to the port structure with textural and pattern changes, with moderate confidence. No active

¹ The first available cloud-free, optical, VHR satellite imagery following the 23/07/2022 Odesa Port attack.

flames or smoke traces were detected as the time gap from the Odesa Port attack to the reception of the first cloud-free satellite imagery concerns eight days (23/07/2022-31/07/2022).

The change detection analysis with the VHR satellite data for Polygon 1 is supported by the ground-validated data provided by Ukrainian officials from the Odesa City Council on 25/07/2022. Polygon 1 is demonstrated as a "Ground Validated Damaged Site".

Polygon 2. Detection of possible damage to the port structure with textural and pattern changes, with lower confidence due to the low radiometric quality of the post-event imagery.

The change detection analysis with the VHR satellite data for Polygon 2 is not supported by the ground-validated data provided by the Odesa City Council officials. The further ground proof was impossible to acquire due to current on-site conditions and the general public's non-accessibility of the Odesa Port, as reported during the teleconferences held in July and August 2022. Polygon 2 is classified as a "Possibly Damaged Site.

Polygons 3 and 4. Polygons 3 and 4 correspond to the "Ground-Validated, Mostly Laterally Damaged Historical Points of Interest" and refer to Vorontsov Palace (Figure 3) and Odesa Fine Arts Museum (Figure 4), respectively. They were not subjected to direct, structural, vertical damage; thus, the vertical change detection analysis could not draw any conclusions. Nevertheless, both the structures have had slight lateral damages (including breakage of glass windows) due to the induced blast effect, as stated by the Odesa City Council officials during the teleconferences held in July and August 2022. Odesa Fine Arts Museum was reported to have also partial damage on the glass rooftop. The analysis was supported by the on-site photographs, which were then used both on the Change Detection Map and in the dossier with the courtesy of the Odesa City Council.

The analysis did not reveal any severe structural damages; however, slight lateral ones were present with the breakage of windows.

Similar lateral damage patterns with Vorontsov Palace were also present in the Odesa Fine Arts Museum. In addition, the analysis revealed partial damage to the glass rooftop.



2. The historic center of the port city of Odesa

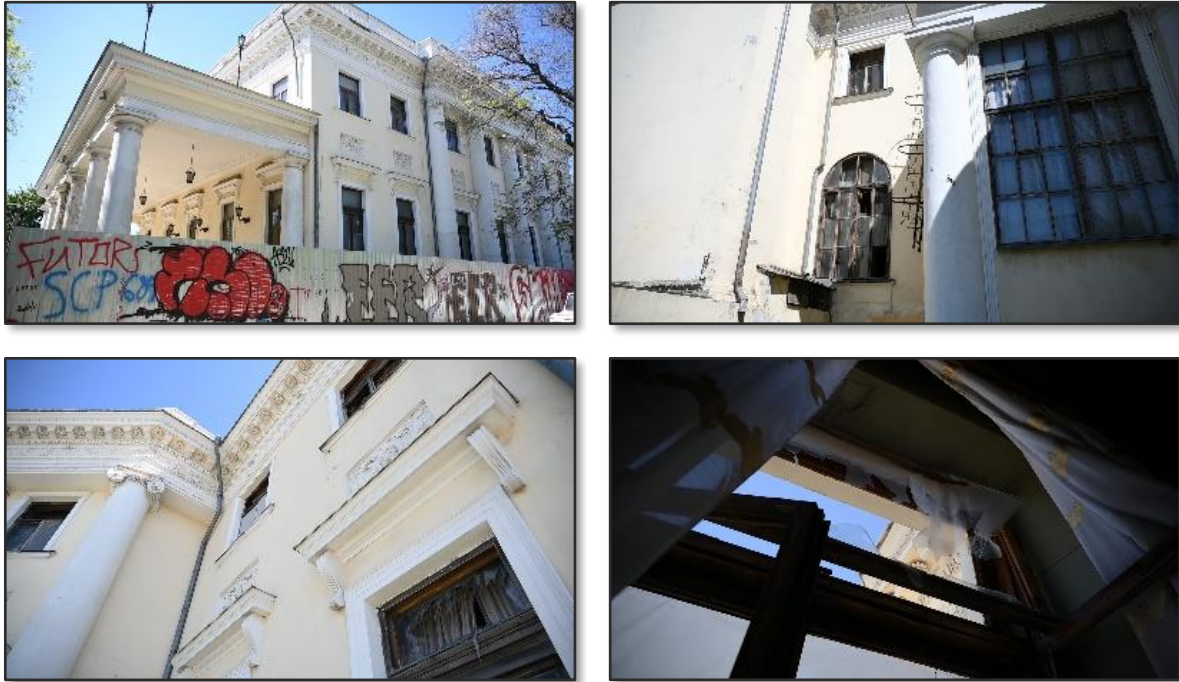


Figure 3. Visible lateral damage presence on the Vorontsov Palace (Credit: Odesa City Council, 2022)

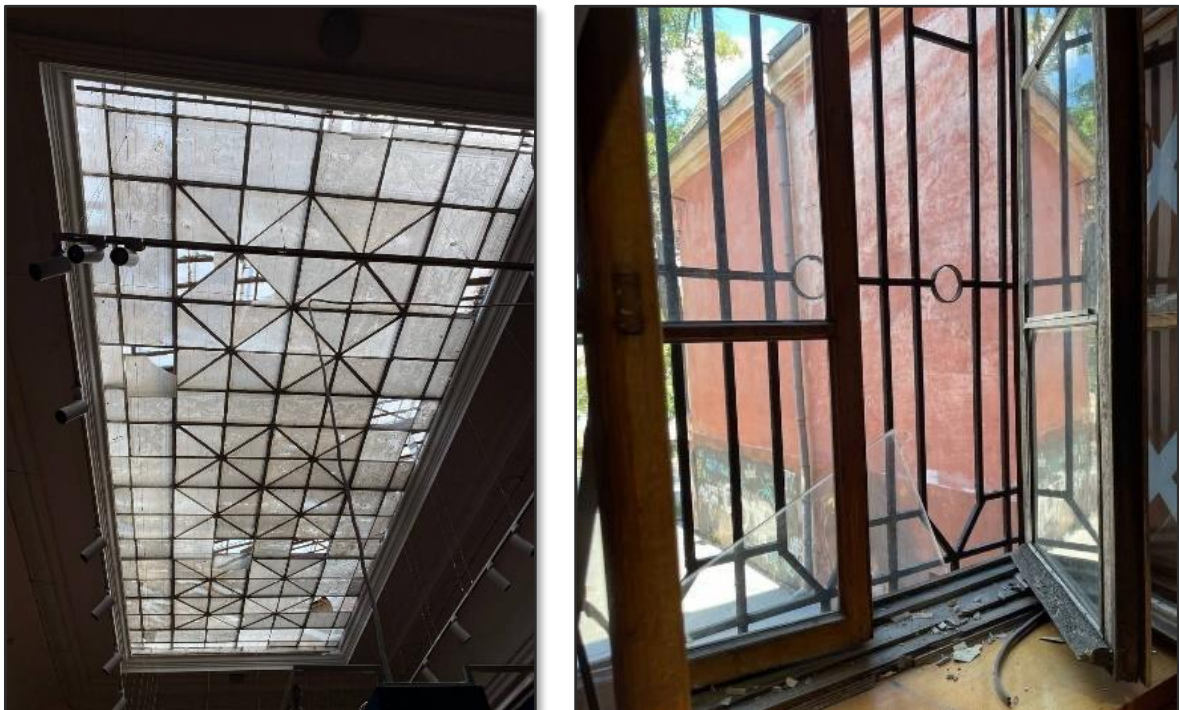


Figure 4. Visible damage presence on the Odesa Fine Arts Museum (Credit: Odesa City Council, 2022)



Figure 5. The Change Detection Map (post-event analysis as of 31/07/2022)

THE PRESENT MANAGEMENT OF THE SITE

The current management of the cultural heritage inscribed in the area of the named property lacks a systematic and centralized approach. In fact, property of the buildings and monuments of the nominated area “Historic center of the port city of Odesa” is divided in varying percentages among public and private.

State property can have different owners: Ministry of Culture, Ministry of Health, Ministry of Internal Affairs, State Property Fund, Odesa City Municipality, and Odesa Regional Council.

Private property can be owned by a single physical or legal entity, or by a group of legal entities (for example, the private property of building residents).

This makes the management very diversified and unmethodical, as different rules apply depending on the ownership of the asset.

For this reason, the governance structure that is intended to be planned for the management of the site, provides for the creation of a central body, which will have the task and powers of interacting with



2. The historic center of the port city of Odesa

the various state and municipal bodies, as well as with private owners, in a centralized and organized manner.





3.

ACTION PLAN

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METHODOLOGY

The UNESCO World Heritage refers to its five C's, which constitute the "strategic objectives" of the World Heritage Convention: Credibility, Conservation, Capacity-building, Communication and Communities. In 2002, at the 26th session of the World Heritage Committee held in Budapest, the Budapest Declaration was issued, inviting all partners to support the World Heritage Program by promoting key strategic objectives known as the "Four C's":

- strengthen the **Credibility** of the World Heritage List, as a representative and geographically balanced testimony of cultural and natural properties of outstanding universal value,
- ensure the effective **Conservation** of World Heritage properties,
- promote the development of effective **Capacity-building** measures, including assistance for preparing the nomination of properties to the World Heritage List, for the understanding and implementation of the World Heritage Convention and related instruments,
- increase public awareness, involvement and support for World Heritage through **Communication**,
- enhance the role of **Communities** in the implementation of the World Heritage Convention².

Credibility

The first "C" refers to the credibility of the World Heritage Convention and the World Heritage List. The Convention enjoys great popularity within the international community, so much so that, to date, 194 States parties have acceded to the Convention. Given its widespread diffusion, it is necessary that its ratification be not only symbolic but imply, on the part of the States that adhere to it, the sharing of the principles that animate it, so that it represents a powerful and effective instrument for the protection of exceptional natural and universal cultural heritage. Credibility therefore refers to the credibility of institutions in establishing effective and stable forms of cooperation that work together to ensure compliance with the principles of the Convention.

Furthermore, since the World Heritage List is certainly the most visible expression of the Convention, it needs to be "balanced" in

² The issue of "Communities" was not included in the Budapest Declaration but was added later

terms of both regional representation and cultural and natural categories.

Conservation

The conservation of World Heritage properties represents one of the most important tasks for the overall preservation of the Outstanding Universal Value (OUV) of World Heritage sites. The conservation of the OUV must be pursued through adequate long-term protection and management measures, which includes legislative, regulatory, institutional initiatives and is expressed through a management system or a management plan that is able to make the conservation objectives with the use of heritage and sustainable development.

Capacity building

The World Heritage Committee considers as extremely important to promote the development of effective capacity building measures in States Parties. To achieve this, the World Heritage Committee has developed its global training strategy, which reflects the high level of expertise and the multidisciplinary approach required for the protection, conservation and presentation of world heritage.

“The primary goal of the Global Training Strategy is to ensure that necessary skills are developed by a wide range of actors for better implementation of the Convention. In order to avoid overlap and effectively implement the Strategy, the Committee will ensure links to other initiatives such as the Global Strategy for a Representative, Balanced and Credible World Heritage List and Periodic Reporting”³.

The Committee annually reviews relevant training issues, assesses training needs and makes recommendations for future training initiatives. For the inscribed sites, the “capacity building” theme must be interpreted in the sense of guaranteeing constant capacity building processes relevant to the site’s conservation objectives.

Communication

Communication is an essential tool for promoting and disseminating the meaning of World Heritage. Through communication, the values and quality of World Heritage properties should be understood at all levels: international, national, regional and local; and at level of

³ Source: United Nations Educational, Scientific and Cultural Organisation, Intergovernmental Committee for the Protection of the World Cultural and Natural Heritage, Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 12/01, July 2012



owners, local communities, investors and other stakeholders. Communication must serve to share information between stakeholders and disseminate “best practices”, to improve coordination of activities and strategies, and to enable dialogue between authorities (national and local) with civil society in relation to the management and future of world heritage. An important aspect is the sensitization of local communities and the general public.

Communities

The fifth “C”, added in 2007, refers to the important role of communities in supporting, managing, promoting and developing sites on the World Heritage List. Local communities of world heritage sites must be recognized as key players in the process of identifying, managing and sustainably developing an asset. The involvement of local communities must be based on constructive dialogue and must allow all interested parties to express themselves and have the opportunity to contribute to the decision-making process. Furthermore, it must have the objective of leading to mutual understanding and collaboration between all stakeholders involved in the protection and development of world heritage sites. An appropriate approach to the management of World Heritage sites should be the establishment of an efficient participatory system.

PAST AND CURRENT PROJECTS RELATED TO THE MANAGEMENT OF THE PROPERTY

The site “Historic Center of the Port City of Odesa” has been inscribed on the UNESCO WH Tentative List on 2009. Since then, many projects aimed at the conservation and revitalization of the site have been put in place, to pursue the objectives set out in the *Convention Concerning the Protection of the World Cultural and Natural Heritage* for the sites inscribed to the List and to prepare the area for the WHL application process. A list of the main of these projects, with the relative concise description of objectives and results, is reported in Table 2.

Table 2. Past projects undertaken in Odesa and related to the goals of the Convention

Name	Description	Owner of the project	Outputs	Results obtained	Timing	5C
City target program of inclusion inscription of the central historical part of the buildings of Odesa in the UNESCO World Heritage List for 2013-2015 (approved by the decision of the Odesa City Council dated April 16, 2013 No. 3313-IV);	<p>“Odesa is a unique object of national culture, architecture, and urban planning. The urban environment was formed under the influence of many national cultures. Outstanding national and foreign architects participated in the creation of a unique urban planning ensemble in its historical part.</p> <p>In order to preserve the traditional nature of the environment, Resolution No. 878 of the Cabinet of Ministers of Ukraine dated July 26, 2001, included the city of Odesa in the List of Historical Populated Cities of Ukraine. Moreover, in 2009, the historic center of Odesa was inscribed in the tentative list of UNESCO World Heritage Sites.</p> <p>The main task of the program to inscribe the central historic part of the buildings of Odesa in the UNESCO World Heritage List is to create conditions for the organizational, legal, financial, and economic protection of cultural heritage in the interests of the dynamic socio-economic, cultural, and spiritual development of the city. The program was developed with the aim of preserving the most valuable historical buildings, architectural ensembles, individual complexes, and monuments of the historical core of the central part of the city; monuments and complexes (including historical buildings that are not monuments and background buildings) located in the historical areas of the city. The program is aimed at preparing the historic part of the buildings of Odesa, the urban environment, and buildings located in the core of the</p>	Department for the Protection of Cultural Heritage Objects of the Odesa City Council	<ul style="list-style-type: none"> - restoration of facades and roofs of 27 landmark buildings was carried out; - complex measures for the repair and restoration of the monument of urban planning and architecture of national importance, the Prymorsky (Giant, Potemkin) Stairs, were carried out; - the belvedere-colonnade, i.e. the part of the Vorontsov Palace complex (located at Vorontsov lane, 2), was restored; - the architectural monument “The House of Rusov” was restored after the fire, with adaptation to a public building (Sadova Str., 21); - a comprehensive restoration of the architectural monument on Derybasivska Str. 4 was carried out; - the Mansion of Manuk-Bey (Gogogl Str., 15) was renovated; - the House (of Novikov) in Richelievskaya Str., 4 was restored; - a major repair of the memorial complex, the “Alley of Glory” in the central park of culture and recreation named after T.G. Shevchenko, was conducted; - the sidewalks along Richelievskaya Str. (in the section from Langeronivskaya Str. to Uspenska Str.) were repaired; - a major repair of Preobrazhenska (in the section from Zhukovsky Str. to 	Ensuring conditions for the preservation of the historical buildings of the city of Odesa, world-famous monuments of architecture and urban planning; increasing and effectively involving the intellectual and economic potential of the city in the field of resource protection. Due to the Program, measures were taken to preserve many historical monuments in Odesa; repair and restoration works were carried out on cultural heritage sites in the central historical part of the city. 2015 witnessed the completion of three stages, launched as part of the Program, dedicated to the development of the nomination dossier in terms of determining the state of preservation of the nominated property and factors affecting the property, namely: field studies of the technical state of preservation of the nominated property components; identification of potential threats, man-made loads, etc.; and photo-fixation of monuments.	2013-2022	Conservation



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	historic center of Odesa for nomination to the UNESCO World Heritage List.		Sadova Str. and from Sadova Str. to Sofiivska Str.) was carried out;			
City target program "Nomination of the historical heritage of Odesa to the UNESCO World Heritage List" for 2016-2018 (approved by the decision of the Odesa City Council of June 30, 2016 No. 776-VII);	<p>Within the framework of the specified programs, a number of complex measures were carried out for the repair and reconstruction of engineering networks, roofs and roofing structures, emergency and repair and restoration works on the facades of cultural heritage sites, as well as complex restoration of buildings and landscaping sites within the Central Historical Area of the city of Odesa.</p> <p>The implementation of the Program was aimed at preparing the historical heritage of Odesa, the urban environment and buildings located in the core of its historic center, for inscription to the UNESCO World Heritage List and the development of the relevant nomination dossier.</p>	Department for the Protection of Cultural Heritage Objects of the Odesa City Council	<ul style="list-style-type: none"> - Vorontsov lane was capitally renovated; - work on the overhaul of the Marinesko Uzvis Descent has begun; - a capital repair in Sofiivska Str. is being carried out; - the capital repair of the territory improvement elements along the square named after Zhanna Lyaburb (Zhvanetsky Boulevard) is being finished; - comprehensive restoration of the monument of national importance "Old Stock Exchange" is being carried out (sq. Dumska, 1); - works on the restoration of 15 historical buildings are in process; - 73 objects from historical buildings are being designed for restoration; • - improvement of the territory of the Istanbul and Greek parks was completed. 	Measures were taken to ensure the preservation of the city's central historical buildings and the preparation of the urban environment, including buildings and structures, monuments located in the core of the historic center of Odesa and the buffer zone, for inscription on the UNESCO World Heritage List.	2013-2022	Conservation
				During the implementation of the Program, the conditions for the preservation of architectural ensembles and individual complexes and monuments of the historical core of the central part of the city, the most valuable historical buildings, world-famous monuments of architecture and urban planning, and monumental art, and their popularization at the global level have been ensured. Measures aimed at preserving and restoring lost parts of monuments; renovating individual architectural elements; historical stucco decor by carrying out restoration, repair, and renovation works were also carried out, which ensured the preservation of cultural heritage sites of national and local significance; valuable historical buildings.		
				The scientific and project documentation "Nomination Dossier for Inscription on the UNESCO World Heritage List" has been developed within the framework of the Program.		

				<p>Implementation of the Program's activity on the development of the nomination dossier was carried out in 2016–2018 by stipulating annual contracts with the association of citizens "Institute of Cultural Heritage" of the All-Ukrainian Council for the Protection of Cultural Heritage of Ukraine (Kyiv) for the development of the nomination dossier for the inscription of the historical centre of Odesa on the UNESCO World Heritage List. The development of the nomination dossier under the Program was completed at the end of 2018. There was a report on the completion of the work on the preparation of the nomination dossier with its presentation to the media on December 14, 2018, at the final seminar "Preservation of the historical building area of the central part of the city of Odesa by its inscription on the UNESCO World Heritage List". An official review of the nomination dossier was carried out in 2019. After processing the nomination file by the official reviewer, the materials are sent to the Ukrainian National Committee of ICOMOS (the International Council on Monuments and Sites) for recommendations and to the Ministry of Culture of Ukraine for consideration and approval.</p>		
City Comprehensive Program for the Preservation and Development of	The implementation of the Program was aimed at taking comprehensive measures to preserve the historic environment of the city, valuable historical buildings, especially in the core of the historic center of Odesa, where a	Department for the Protection of Cultural Heritage		The implementation of the Program has resulted in preserving the historical buildings of the central part of the city, restoring its authentic appearance, preserving valuable	2013-2022	



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<p>the Historic Center of Odesa for 2019-2021 (approved by the decision of the Odesa City Council dated January 30, 2019 No. 4199-VII);</p>	<p>significant number of monuments and sites of cultural heritage are located, increasing the level of city improvement and further development of the historic city center. Given the restrictions due to CoViD 19 epidemiological period of 2020–2021, part of the Program’s activities have not been implemented and there is a need for their implementation in the future. In order to continue the implementation of the necessary measures regarding the possibility of carrying out further repair and restoration works on historical sites in the central part of the city, the City Target Program for the Preservation of Cultural Heritage Sites in the Territory of the Central Historic Area of the City of Odesa for 2022-2024 was developed and approved by the decision of the Executive Committee of the Odesa City Council dated April 5, 2022 No. 43.</p>	<p>Objects of the Odesa City Council</p>		<p>elements of monuments and the historic environment of the city of Odesa, improving the quality of life in the city, increasing the level of improvement and tourist attractiveness of the Odesa historical environment.</p> <p>Within the framework of the Program, during the years 2019–2021, it was planned to carry out repair and renovation works of facades and roofs of buildings in the historic part of the city of Odesa. These works concern 212 historical sites that are currently at the following stages of completion:</p> <ul style="list-style-type: none"> - works completed at 23 sites; - works in progress (at the stage of completion) at 6 sites; - nd development of the scientific project documentation in progress or completed for 67 objects; - work not started on 116 objects (most of them are included in the new programme). <p>A major repair of Vorontsov Lane was carried out, in particular with a capital repair of engineering networks and restoration of the hard surface of the roadway and sidewalks.</p> <p>Measures to improve Mykhailo Zhvanetsky Boulevard in Odesa were taken. In particular, works on the capital repair of elements of the improvement of the area of the boulevard along the square from the building in Preobrazhenska Str., 2-a to the building in Sofiivska Str., 3 were carried out.</p>		
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				Implementation of the Program contributed to increasing the city's tourist potential, creating an attractive urban public and tourist space, and shaping the image of Odesa as the most beautiful historical tourist city in Europe with a well-preserved cultural heritage.		
The city target program for the preservation of cultural heritage sites in the territory of the Central Historic Area of the city of Odesa for 2022–2024 (approved by the decision of the Executive Committee of the Odesa City Council dated April 5, 2022 No. 43).	Prosecution of the previous programs for the preservation of cultural heritage sites in the territory of the Historical Center of Odesa	Department for the Protection of Cultural Heritage Objects of the Odesa City Council		in progress	2013-2022	
Comprehensive Program for the Construction and Development of the Social and Engineering Infrastructure of the City of Odesa for 2017–2019 in the City of Odesa Comprehensive Program for the Construction and Development of the Social and	Renewal of the social infrastructure of the city in the central part of Odesa	Odesa City Council	<ul style="list-style-type: none"> - capital repair work of 5 buildings of the City Clinical Infectious Disease Hospital located at the address: Odesa, Pasteur Str., 5/7; - renovation of the school building No. 122 with the improvement of the territory (Staroportofrankivska Str., 45); - completion of the capital repair of the Marinesko Uzvis Descent; - capital repair of the Sofiivska Street; - completed renovation of Preobrazhenska (in the section from Panteleimonivska Str. to Novoschipny Ryad Str.); 	Ensuring the conditions for the further preservation of the city historical buildings and world-famous architectural and urban planning monuments; improving the quality of life in the city; increasing the level of improvement of the city of Odesa and the tourist attraction of the historical environment of the city center	2017-2023	Conservation



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Engineering Infrastructure of the City of Odesa for 2020-2023 in the City of Odesa			<ul style="list-style-type: none"> - repair and restoration works of the Valikhov "M" building, which constitutes a part of the municipal institution "City Clinical Infectious Disease Hospital", and the capital repair of the building to accommodate the children's department of the hospital, located at the address: Odesa, Pasteur Str., 5/7; - works in progress on the restoration of the school on Uspenska Str., 20; - works in progress on the capital repair of the Devolanivsky Uzvis Descent, with the replacement of the sewage collector, restoration of the carriageway and landscaping. 			
City target program for the development of town planning and other documentation of city-wide importance in Odesa	Priority provision of updated urban planning documentation, developed in accordance with modern requirements, and its use in the urban planning cadastre system	Odesa City Council	Preparatory work on amendments to the General Plan of Odesa was carried out; the development of the project of correction of the "Historical-architectural reference plan, project of protection zones, and definition of boundaries of historical areas" approved by the order of the Ministry of Culture and Tourism of Ukraine dated 06.20.2008 No. 728/0/16-08 is in progress.	Constant updating and use of integrated data on the spatial development of the city territory	2019-2020	Coordination
City program "Equality"	Ensuring equal conditions for comfortable living of all the layers of the city's population	Odesa City Council	The capital repair of the Odesa Specialized Secondary School No. 75, located in the central part of Odesa at the address: Sadova Str. 4, was carried out.	in progress	2016- to date	Communities
City target program for the development of tourism in Odesa	Increase in the competitiveness of the city in the field of tourism, preservation and rational use of the historical, cultural, and natural potential of the city.	Odesa City Council	Development of interactive QR-plates installed on architectural monuments, landmarks, and display sites in the central part of the city of Odesa.	in progress	2015- to date	Communication
City target program for the development of	Increase in the specific ratio of electric transport in urban passenger transportation	Odesa City Council	Updating the rolling stock of electric transport, reducing the level of environmental pollution in the resort city of Odesa	Priority development of electric transport in Odesa	2013 - to date	Conservation?

electric transport in Odesa						
City target program of cultural development in Odesa	Application of the best experience of European cities in the development of a successful local community using the resources of cultural diversity	Odesa City Council	The Intercultural Strategy of the city of Odesa was developed as a road map for determining directions and measures for the coming years.	in progress	2019- to date	Communities
City target program for the development of international cooperation and marketing in the territory of the city of Odesa for 2020-2022	Increase in the international authority of the city of Odesa, the level of awareness of the international community about the city and its comprehensive potential	Odesa City Council	Since 2009, the city of Odesa has been a member of the International Organization "The League of Historical Cities". Cooperation with the LHC, whose activities are aimed at preserving historical and cultural heritage and the interaction of practitioners in its protection, continues.	strengthening of a positive image and further development of international cooperation in various spheres of public life;	2020-2022	Communication
Covenant of Mayors for Climate & Energy	Reduction of greenhouse gas emissions by at least 30% by 2030, due to the development of the "green economy" and improvement of the quality of life	Odesa City Council	In 2015–2020, the consumption of various types of energy decreased by 25% due to the development of the urban electric transport system, optimization of the urban road infrastructure, modernization of lighting, implementation of energy-efficient measures in buildings and structures, and the transition to alternative energy sources. An action plan for sustainable energy development until 2030 is being developed, which includes 155 projects.	Preservation of the state of the atmosphere, which has a positive effect on the preservation and non-destruction of the architectural heritage included in the central and buffer zones.	2015-2020	Conservation
City target program for the protection and improvement of the natural environment of Odesa	Implementation at the local level of state policy in the field of environmental protection; conduction of engineering and geological researches for carrying out current repairs under residential buildings, promotion of environmental protection;	Odesa City Council	Constant monitoring of atmospheric air and pollutants; measures were taken to clarify the engineering and geological conditions regarding the assessment of the geological environment on the condition of the foundations of residential buildings and the impact on the load-bearing structures of buildings at some addresses in the historic center of the	in progress	2000 - to date	Conservation



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			city; holding the annual Odesa International Ecological Festival.			
The concept of the creation and operation of the priority development zone on the filtration fields in the city of Odesa	<ul style="list-style-type: none"> - Determination of the principles of creation, development and operation of the priority development zone on the territory of the filtration fields in the city of Odesa as one of the effective tools for the activation of entrepreneurship, investment and innovation activities, increasing employment and renovation of depressed areas of the city; - UAH 2-3 billion of investments into the city's economy; - creation of more than 5,000 new jobs; - increase in additional funds to the Odesa budget by 2-4% annually; 	Odesa City Council	Familiarization with the experience of the free economic zones of Klaipeda (Republic of Lithuania), Ningbo (PRC), Constanta (Romania), Gdańsk (Poland); the preparation of documentation for the allocation of the land plot has begun (Decision of the Odesa City Council dated 31.07.2019 No. 4888-VII "On the development of a detailed plan of the territory from the Ring Road to the overpass of the Odesa Sea Port with the construction of a road in the city of Odesa"); preliminary calculations were made for planning the capacities of the engineering infrastructure of the pilot project	in progress	2020-2030	Coordination

As can be seen from the table, the projects mainly concern the restoration of historic buildings located within the historic center of the city of Odesa. Many efforts have also been made to improve the accessibility of the site to residents and tourists, and to promote cultural development and environmental protection.

For reasons deriving from the current war situation in the country, the projects that had not yet been completed are currently suspended and, at the end of the war, could be the starting points from which to resume the management of the site with a view to pursuing the objectives of the Convention.

FUTURE ACTIONS FOR THE MANAGEMENT OF THE PROPERTY

The candidacy of the site “The historic center of the port city of Odesa” is prepared and presented in an extremely delicate and critical historical moment for the city and for the country. The outbreak of the war interrupted the activities in progress and led to an emergency reorganization which, currently, does not allow us to predict with certainty what activities will be undertaken when the war is over.

The current emergency situation, however, will necessarily affect the post-war period, starting with the necessary recognition of the damage caused by military actions and the consequent planning of the restoration and restoration operations of the real estate assets. Equally, interventions aimed at restoring social cohesion and cultural revitalization of the urban context will prove to be of extreme importance.

At the moment, however, it is not possible to hypothesize either a possible list of activities to be undertaken or a reference time horizon.

Below, therefore, a series of programs and projects are proposed that the City of Odesa intended to implement before the war and which, following the post-war recovery actions, could be the starting point for returning to normality once that the conflict will have ceased.

Credibility plan

To foster the credibility of the future UNESCO site, a new single managing body will be established with the aim to coordinate all stakeholders and target groups located within the boundaries of the buffer and main zones included in the UNESCO World Heritage List. The newly established body will report to the Ministry of Culture and



Odesa City Council. It will be managed by a supervisory board and a board of directors.

Conservation plan

The first and most important project of the new governing body is a complete and thorough monitoring of all objects located in the buffer and main zones. It shall be ordered by the Ministry of Culture and the City Council and executed by a third-party customer, with priority given to the Odesa Academy of Civil Engineering and Architecture or another higher education institution specializing in this field. It will provide the best scientific justification for the project. The new governing body will be the project's coordinator and owner.

A plan for repairs, restoration, and current operation of each object will be developed based on the monitoring. Plans for the subsequent monitoring of each object will also be drawn up.

After the war, it is planned to develop a new master plan for the city, which will take into account the UNESCO main and buffer zones. The new master plan will be developed according to the new city development strategy.

The Odesa port development project will be implemented after the war due to the growing importance of port infrastructure for economic recovery.

The new project is aimed at changing and managing tourist routes and adjusting storytelling as well as visual images for tourists into a common narrative; and it leads to an increase in the potential and preservation of OUV.

The Odesa Business Club will be the customer of the project. Its task is to describe the history of each architectural monument so that it can be used by the businesses located in these buildings.

Capacity building plan

Capacity-building projects related to the development of urban electric transport have been launched before the war and will be continued when the war is over.

Community engagement plan

The community engagement will be one of the core objectives that will be pursued after the war. For this aim, many projects are already planned.

The first and foremost is the elaboration and adoption of a new strategy for the development of the city on the basis of already created concepts targeted into the future through our history. Historically, Odesa has been the capital of business, humour, and multiculturalism, and we plan to develop this as much as possible.

- 1) Elaboration of a strategy based on an already created concept: "to the future through our history."
- 2) The inclusion of entrepreneurship, economics, and innovation lessons in all municipal elementary schools.
- 3) Children's start-up accelerators and festivals
- 4) The creation of an MBA program at Odesa University. Attracting students from all over the world with an emphasis on the indigenous representatives of the peoples who have historically lived in Odesa.

Creation of conditions for the emergence of festivals of ethnic cultures in Odesa and the Odesa region.

Communication plan

One of the directors in the new governing body will be the PR manager.

The conference in Lugano identified the countries that will participate in the post-war reconstruction of Ukraine. France and Switzerland were chosen for Odesa and the Odesa region. To improve communications with potential investors, donors, patrons, universities, and civil society, a project will be implemented on the formation of a cultural representation of the city of Odesa in these countries, as well as premises will be provided for the formation of similar representation offices of these countries in Odesa. The customers are the city council and the new governing body.

The project "Lessons of Odesa's History" in municipal schools will be extended. The customer is the Department of Education of the City Council.

A new museum of Odesa business will be opened.





4.

GOVERNANCE PROFILE

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CURRENT SITUATION

For an overview of the current management of the site, please refer to paragraph "The present management of the site", in Chapter 1 "The historic center of the port city of Odesa"

STAKEHOLDERS

Stakeholders directly or indirectly interested in the nominated property management can be divided into 3 groups, as follows:

1. Group A: stakeholders directly involved in the project: Odesa City Council, Department of Cultural Heritage Protection, legal entity for project management, contractors.
2. Group B: stakeholders at the level of communities affected by the project: local private sector, civil society organizations, non-governmental organizations, and internally displaced people initiatives, community leaders, e.g., tourist services - educational institutions - development management companies - foreign tourists - domestic tourists - cultural unions and associations.
3. Group C: government-level stakeholders who have an impact on Ukraine's progress towards its goals

The Governance structure developed for the management of the site, - illustrated in paragraph 5.e Property management plan or other management system and detailed in the Management Plan-, provides for the creation of a Board of Directors, made up of 10 members appointed by an Executive director, which is in charge of the development of strategies related to the management of the nominated property. Given the heterogeneity of tasks and responsibilities of its members, the Board of Directors will be responsible, inter alia, to collect data on stakeholder groups, as well as to examine and expand the list of stakeholders during the entire process of implementation.

A key role in defining stakeholder groups will be played in particular by the Director of Cluster Policies, also a member of the Board of Directors, who will be responsible for defining the main stakeholders of the relevant structure.

Although the stakeholder engagement process will be integrated into each stage of project implementation, at this very stage of emergency crisis, regular involvement of stakeholders and rights holders in the

management of nominated property cannot be guaranteed, in particular, when regarding public consultations and hearings.

FUTURE GOVERNANCE STRUCTURE

To ensure the correct implementation of the nominated property Management Plan and to guarantee a regular transmission of information at two levels, from the strategic institutional level (TOP) to citizenship (BOTTOM) and vice versa, a **managerial structure** has been created, reflecting the vision of giving voice to a plurality of subjects from the cultural tourism and educational, business, volunteering and non-profit world, which embody the entrepreneurial, inclusive and multicultural spirit of the city (Figure 6).

This **managerial structure** is based on the principles of:

- participation and involvement of stakeholders
- inclusion of citizenship in a participatory approach
- consensus and gender balance represented in the decision-making bodies
- internationalization.

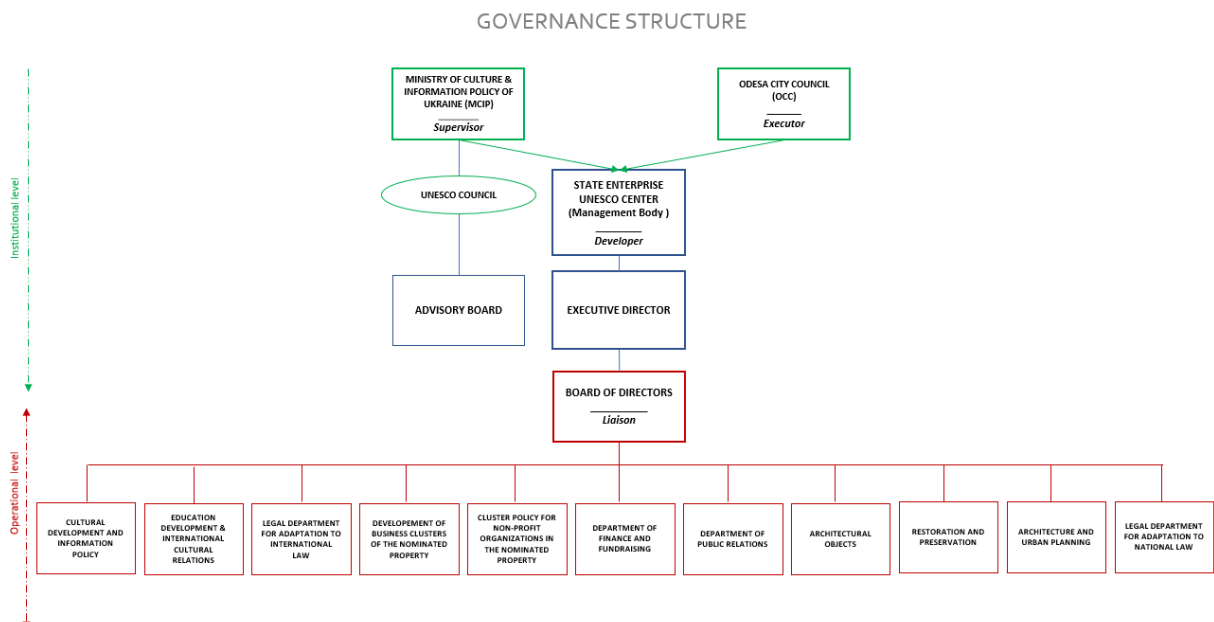


Figure 6. Managerial structure

This governance structure is centred on the UNESCO State Enterprise Odesa Center (hereinafter - the Management Body), a new body that will be co-founded by MCIP (Ministry of Culture and Information



Policy of Ukraine-MCIP) and Odesa City Council (OCC) and will be responsible for the implementation of the Management Plan. The Management body has not been established yet: its establishment is under discussion.

The Management Body will act through an Executive Director, who has the task of appointing a Board of Directors. It is in charge of the implementation of the Management Plan.

The Board of Directors is in charge of development of strategies related to the management of the nominated property. It represents stakeholders and citizens and operates on different levels: educational, cultural, legal, financial, non-profit, entrepreneurial level.

The Board Directors remains in charge for 5 years. It meets regularly every 3 months.

An Advisory Board, a collegial body in charge monitoring and evaluating the implementation progress of the Management Plan, is approved through a competitive selection carried out by the UNESCO Council (under the MCIP).

The advisory board selection is carried out every 3 years and might be extended for the next term. it meets every 6 months.

UNESCO State Enterprise Odesa Center - The Management Body

Hinged in this triangular structure composed by MCIP, OCC and MB itself, the Management Body acts as a to the nominated property and ensures compliance with the state policy in the field of cultural heritage protection.

The Management Body is responsible for the implementation of the Management Plan. It acts through an Executive Director, appointed by the Mayor on the basis of a competition and agreed with the Minister of Culture and advisory board.

It ensures:

1. implementation of the measures provided for in the Management Plan of the world heritage site and other measures required for the preservation and protection of the outstanding universal value of the world heritage site;

2. implementation of measures to prevent damage and destruction of the world heritage site, as well as to eliminate current or potential threats to the world heritage site's outstanding universal value;
3. supervision of the performance of any work on the world heritage site, its territory, and in the buffer zone and informing the Ministry of Culture and Information Policy of Ukraine about the threat to the outstanding universal value of the world heritage site in the manner established by the central executive body, which ensures the formation of state policy in the field of cultural heritage protection;
4. monitoring the state of the world heritage site preservation;
5. monitoring the implementation of decisions made by the UNESCO World Heritage Committee;
6. ensuring the conduct of scientific research into the world heritage site's outstanding universal value, as well as the development of criteria for its use;
7. creation and submission for approval to the central executive body, which ensures the formation of state policy in the field of cultural heritage protection, and changes to the world heritage site management plan;
8. formation of an application for providing international assistance to a world heritage site;
9. participation in the implementation of educational programs to popularize the world heritage site;
10. collaboration in the field of world heritage site protection with individuals and legal entities, as well as international intergovernmental and non-governmental organizations;
11. annual reporting to the central executive body (Ministry of Culture and advisory board) that implements state policy in the field of cultural heritage protection on the state of preservation of the world heritage site, the state of implementation of the world heritage site's management plan, and ensuring the implementation of the Convention and UNESCO World Heritage Committee decisions;
12. providing conclusions to scientific and project documentation on conservation, restoration, rehabilitation, museification, repair, and adaptation at the world heritage site, its territory, and buffer zone area regarding the impact of such works on the world heritage site's outstanding universal value;
13. providing conclusions to the scientific project documentation of urban planning, architectural and landscape transformations, remedial, road works, and earthworks on



4. Governance profile

the world heritage site, its territory, and the buffer zone in terms of their impact on the world heritage site's outstanding universal value;

14. providing conclusions on the possibility of conducting archaeological explorations, excavations, and other earthworks on the territory of the world heritage site and in its buffer zone.

The conclusions of the world heritage site's management body, as specified in clauses 12, 13, and 14 of the first section of this article, shall be mandatory when carrying out the relevant works.

The Management Body will be organically integrated into the existing structure of the local self-government bodies and state authorities responsible for the protection of cultural heritage. Therefore, in the exercise of its functions, it will interact with various governing bodies. (Figure 7).

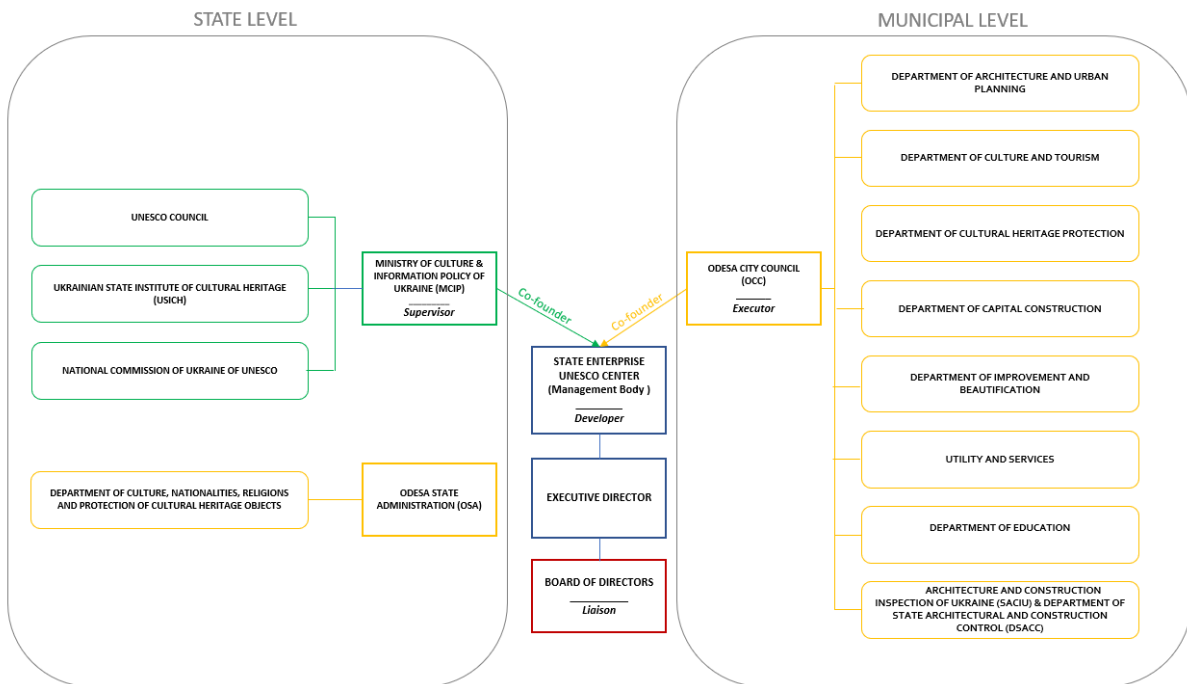


Figure 7. Interaction of the Management Body with governing bodies

The powers of a number of bodies from the moment of formation of the governing body shall be exercised within the scope of protection zones of the world cultural heritage site, taking into account the powers of the Body.

At the state level, the Management Body interacts both directly and indirectly with the following bodies:

- Ministry of Culture and Information Policy (MCPI), acting through UNESCO Council and Ukrainian State Institute of Cultural Heritage (USICH)
- National Commission of Ukraine of UNESCO (under Ministry of Foreign Affairs)
- Department of Culture, Nationalities, Religions and Protection of Cultural Heritage Objects (Odesa State Administration).

At the municipal level, the Management Body interacts both directly and indirectly with eight bodies under control of the Odesa City Council (OCC):

1. Department of Architecture and Urban Planning of the OCC;
2. Department of Culture and Tourism of OCC;
3. Department of Cultural Heritage Protection of OCC;
4. Department of Capital Construction of OCC;
5. Department of Improvement and Beautification of OCC;
6. Utility Services of UCC;
7. Department of Education of OCC;
8. State Architecture and Construction Inspection of Ukraine (SACIU) & Department of State Architectural and Construction Control (DSACC).

The following tables aim to illustrate the relationships between the Management Body and the government bodies at the state level (Table 3) and at the municipal level (Table 4) and to provide an overview of the main tasks and powers of each listed body.



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Table 3. Interaction between the Management Body and the government bodies at the State level

GOVERNING BODIES AT STATE LEVEL	MINISTRY OF CULTURE AND INFORMATION POLICY UNESCO Council Ukrainian State Institute of Cultural Heritage (USICH)	NATIONAL COMMISSION OF UKRAINE OF UNESCO (UNDER MINISTRY OF FOREIGN AFFAIRS)	DEPARTMENT OF CULTURE, NATIONALITIES, RELIGIONS AND PROTECTION OF CULTURAL HERITAGE OBJECTS (ODESA STATE ADMINISTRATION)
DEFINITION	The MCIP structure involves special bodies for the implementation of its power regarding the protection of UNESCO cultural heritage: <ul style="list-style-type: none"> • UNESCO Council • Ukrainian State Institute of Cultural Heritage (USICH) 	It is a permanent interdepartmental body under the Ministry of Foreign Affairs of Ukraine, established to ensure Ukraine's participation in UNESCO activities, based on Ukraine's international undertakings as a UNESCO member.	Body under the Odesa State Administration for the implementation of state and regional programs in the field of cultural development and protection of cultural heritage
POWERS	<p>supervises the implementation of the Law of Ukraine "On the Protection of Cultural Heritage" and other normative legal acts on the protection of cultural heritage formation and implementation of state policy in the field of protection of cultural monuments</p> <p>nominates UNESCO cultural heritage site</p> <p>approves management plans for world heritage sites and monitors their implementation</p> <p>determines recommendations for the formation of a Management Plan for world heritage sites</p> <p>establishes or defines the management bodies of the world heritage sites</p> <p>approves the composition of the supervisory board submission to the Cabinet of Ministers of Ukraine of a proposal to include objects of cultural heritage of national importance in the State Register of Immovable Monuments of Ukraine and amendments to it regarding monuments of national importance</p>	<p>coordinates and promotes the activities of ministries, other central executive bodies, organizations and institutions related to their participation in UNESCO programs and international cooperation within the framework of UNESCO.</p> <p>determines the priority directions of cooperation with UNESCO and develops the national policy of Ukraine's participation in UNESCO</p> <p>submits proposals to the Cabinet of Ministers of Ukraine regarding the provision in the State Budget of Ukraine of funds for the financing of activities related to Ukraine's participation in UNESCO</p> <p>develops plans and main areas of participation in UNESCO's program activities based on the proposals of interested state bodies, institutions, and organizations, and ensures the implementation of these plans</p> <p>organizes and carries out national and international events in Ukraine under the guidance of UNESCO</p> <p>develops and makes proposals to program documents and the UNESCO budget in order to reflect national interests and needs; encourages ministries, other central executive bodies, institutions, organizations and individual specialists to participate in the development, evaluation, and implementation of UNESCO programs</p>	<p>implements the state policy in the field of culture, protection of cultural heritage objects</p> <p>approves of urban planning decisions regarding objects of protection under the protection agreement with the owners of individual architectural monuments</p> <p>draws up accounting documentation for cultural heritage sites</p> <p>ensures protection of cultural heritage objects from destruction, ruination, or damage</p> <p>prepares and transfers to MCIP scientific documentation with descriptions and recordings of objects of cultural heritage, and in the case of granting permission, for its transfer, dismantling of elements that constitute cultural value, for the purpose of their preservation</p> <p>Informs MCPI about damage, destruction, threat potential threat of damage, destruction of monuments of cultural heritage.</p> <p>carries out inspection activity regarding the compliance by individuals and legal entities with the norms of legislation in the field of protection of cultural heritage objects and the application of sanctions for violation of the requirements of the Law of Ukraine "On Protection of Cultural Heritage"</p> <p>establishes the mode of use of monuments of cultural heritage of local importance, their territory, protection zones.</p>
INTERACTION WITH MB	DIRECT	INDIRECT	DIRECT
TYPE OF INTERACTION	Directly involved in the formation of the MB and governance structure	National Commission of Ukraine of UNESCO is not directly related to the formation and activity of the MB, but act as an intermediary in the interaction of national bodies and UNESCO governing bodies	Direct interaction with the MB

Table 4. Interaction between Management Body and governing bodies at municipal level

GOVERNING BODIES AT MUNICIPAL LEVEL	DEPT. OF ARCHITECTURE AND URBAN PLANNING	DEPT. OF CULTURE AND TOURISM	DEPT. OF CULTURAL HERITAGE PROTECTION	DEPT. OF CAPITAL CONSTRUCTION	DEPT. OF IMPROVEMENT AND BEAUTIFICATION	UTILITY SERVICES	SACIU DSACC
MAIN TASKS	Restrictions on urban planning activities in the protection zone of the world heritage site. Organization of cultural heritage protection in the city.	Development and preservation of the city's history.	Preservation and use of cultural heritage in the territory of the city of Odesa. Control over compliance with legislation in the field of cultural heritage protection in the territory of the city of Odesa	Capital construction, reconstruction, and repair of objects, including those of cultural purpose	Permits, control and supervision of the development of facilities, including those located within the protection of world heritage sites	Control over the enterprises that manage the utility services of the city	State architectural and construction control bodies, which are empowered with control and supervisory powers to inspect urban planning objects (including those belonging to world heritage protection sites).
POWERS	monitors compliance with the legislation of Ukraine, state standards, norms, and rules in the field of urban planning, improvement, and protection of cultural heritage objects provides urban planning entities with conditions and restrictions containing a complex of planning and architectural requirements for design and construction regarding the floor plan and density of land plot development, setbacks of buildings and structures from red lines; land plot boundaries; their beautification and landscaping;	Ensures the implementation of state policy in the field of culture on the territory of the city of Odesa elaboration of projects of local cultural development programs and their submission to the Odesa City Council for approval Contributes to the preservation and reproduction of the historical environment of the city, the perpetuation of the memory of significant events and outstanding personalities	carries out control over the use of real estate objects of all forms of ownership, which are objects of cultural heritage, including newly discovered sites or objects located within the complex protection zone, monument protection zones, and historical areas, as well as ensuring compliance with the regime of their use provides measures to protect cultural heritage sites from the threat of destruction, ruination, or damage. develops security measures for monuments of local importance and their territories	stipulates contracts for construction, restoration, and repair with subcontractors. Performs technical supervision of the activities of subcontractors and, by creating a corresponding commission, determines the state of readiness of such objects for operation	Conducts inspections of compliance by legal entities and individuals with the legislation in the field of improvement of settlements and the Rules of improvement of the territory of the city of Odesa. Takes measures, in accordance with current legislation, to halt works that are carried out arbitrarily and violate the city's state of improvement Coordinates and controls the actions of executive bodies of the City Council, utility enterprises, institutions, and organizations created by it in the field of public works.	Control over the enterprises that manage the utility services of the city in the fields of: -Property management, architecture, geology, geodesy, hydrometeorology -Outdoor lighting, electrical networks, lighting installations, transformation and transmission of electricity production, transportation and supply of thermal energy -intake, purification and supply of water -provision of landscaping, maintenance and cultivation of green spaces -construction and changes in	Halting of construction works issuance of restrictive orders applying to the court for the purpose of compensation for damage and bringing objects into compliance.



4. Governance profile

	other requirements for construction sites, taking into account the legislation on the protection of cultural heritage		in the event of a threat of their damage or destruction due to the action of natural factors or carrying out any work			the types of road surface, exits, sidewalks, parking spaces	
INTERACTION WITH MB	INDIRECT	INDIRECT	DIRECT	INDIRECT Construction customer and undertakes to coordinate its actions with the Management Body and MCIP in the part of works on the monuments of world heritage sites' protection	INDIRECT	INDIRECT Activities of the Enterprises listed above, require the approval of the MB	INDIRECT

The Advisory Board

The governance structure provides for an Advisory Board, a collegial body, the composition of which is approved by MCIP. It is made up of six independent members and five experts.

The independence of the Advisory Board is ensured by the election to the Advisory Board of independent members who do not hold elected positions, are not officials of state authorities and/or local self-government bodies and are free from any material interests or relations with the management body of the world heritage site, which may jeopardize the adoption of an objective decision.

The decision to announce the competition shall be made by the Ministry of Culture.

The competitive selection is carried out by the UNESCO Council (under the MCIP) within 30 working days. The beginning of the competitive selection is considered the date when the UNESCO Council meeting for consideration of the applications of candidates and the documents attached is scheduled. If necessary, by the decision of the Ministry of Culture, the competitive selection can be extended for a period not exceeding 15 working days, with the introduction of appropriate changes in the announcement of the competitive selection. The competitive selection is considered to have ended from the date of the Ministry of Culture's decision to approve the rating of the participants in the competitive selection.

The Advisory board is responsible for monitoring the implementation of the Management Plan and is also in charge of approving reports prepared by the Management Body.

The main tasks of the Advisory Board of the world heritage site are:

- a) monitoring and evaluating the implementation progress of the Management Plan of the world heritage site;
- b) review and update of the management plan of the world heritage site and submission of proposals for changes to the management body of such a site;
- c) Operational guidelines for the implementation of the World Heritage Convention. The board of directors is in charge of creating operational guidelines, while the advisory board is in charge to approve it. The operational guidelines will be created after war, because it is impossible now;
- d) approval of the annual report on the state of conservation of the world heritage site and the report on the implementation of the world heritage site's management plan;
- e) making recommendations on organizational, personnel, design, and financial measures to protect the world heritage site;
- f) resolving conflicts between the world heritage site's development and preservation needs.

The Board of Directors

The Board of Directors, which is appointed by an Executive Director, who reports directly to the Management Body, is in charge of the development of strategies related to the management of the nominated property.

It is the body that, on the one hand, represents the stakeholders directly or indirectly involved in the management of the site or in any case influenced by it and, on the other hand, dialogues with citizens by promoting a participatory governance. The board of Directors is a fundamental body for the correct management of the site, that can be considered as a bridge between the institutional bodies and the operational activities on the territory.

The Board of Directors is made up 10 of members (Figure 8):



4. Governance profile

- 1) Director of Cultural Development and information Policy: supervises the fulfilment of the obligations undertaken towards the Ministry of Culture and Information;
- 2) Director of Education Development and International Cultural Relations: directs a working group on the development, elaboration and implementation of educational projects in the UNESCO area. It involves international experts; also, this director is in charge of developing and preservation multiculturalism. I mean all the contacts and interactions with the motherlands of the peoples who live in Odesa. study and popularization different types of local cultures in the schools also.
- 3) Director of the Legal Department for Adaptation to International Law: monitors compliance with international legislation on the conservation of cultural heritage;
- 4) Director for the Development of Business Clusters located in the Territory of the nominated property: directs working groups - community council on a voluntary basis- for the development of tourism and related business. It is a community council on a voluntary basis;
- 5) Director of Cluster Policy for non- profit Organizations located in the Territory of the nominated property: directs working groups on the development. NGO Public council.
- 6) Director of the Department of Finance and Fundraising: defines funding strategies for the nominated property. Including working with all of owners of properties.
- 7) Director of the Department of Public Relations: directs public relations and the involvement of NGOs and other stakeholder groups. He/she is committed to creating a positive image among potential employees, tourism and migrants.
- 8) Director of Issues of Architectural Objects, Restoration and Preservation: he/she is in charge of creating a plan for monitoring and restoration of heritage sites, setting the task for the executive branch. He/she involves scientists and scientific institutions for cooperation with ICOMOS;
- 9) Director for Architecture and Urban Planning: he/she is in charge of creation of a strategy plan for the urban planning of the nominated property. He/she is committed to inclusiveness, interest of local residents, tourist routes and transport on the basis of public council and interaction with stakeholder clusters, setting the task for the executive branch. He/she involves scientists and scientific institutions for cooperation with ICOMOS;

- 10) Director of the Legal Department for the Adaptation to National Law: provides legal support for the Adaptation to National Law on the conservation of cultural heritage. given the very intricate system of ownership and financing of various objects, this is one of the main and most difficult tasks. It is necessary to coordinate monitoring and conservation plans with a large number of ministries, departments, regional administrations, private owners, and so on.

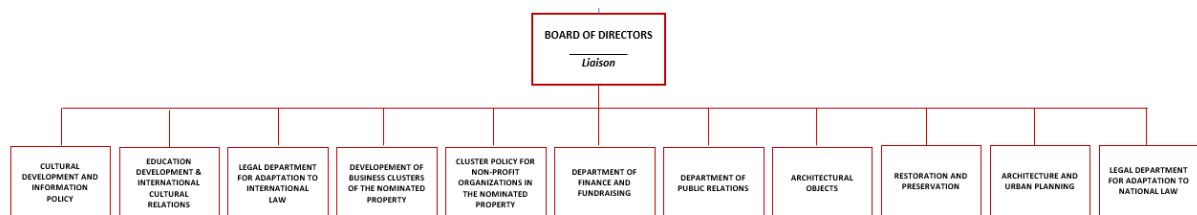


Figure 8. The Board of Directors

The heterogeneity of the tasks is aimed at guaranteeing the interests of a plurality of subjects and representing the all the differentiated groups of stakeholders. It acts as a bridge of the Governance structure between the institutional level and the operational level. It has the task, in a bottom-up approach, to collect the interests of citizens and stakeholders and report to the decision-making bodies and, in a top-down approach, to apply the strategies developed by the relevant bodies in the field of cultural heritage protection.

The requirements for the required qualifications, experience, and key skills are defined as follows:

The Executive Director must have relevant higher education, at least 5 years of managerial experience and experience in board management.

The Director of Cultural Development at the local level must have relevant higher education and experience in working in international organisations for the management of cultural facilities. The Director of Cultural Development at the international level must be a citizen of Ukraine (optional), have a higher education and relevant experience in managing similar cultural facilities abroad.

The Director of Architectural Objects must possess the relevant qualifications as an architect or restorer and have relevant experience.



4. Governance profile

The Director of Architecture and Urban Planning must be an international expert and a non-citizen of Ukraine. He or she must have international qualifications and relevant experience in designing urban space in the area where UNESCO-listed sites are located.

The Director of the Legal Department for Adaptation to National Legislation must have higher education and relevant qualifications.

The Director of the Legal Department for Adaptation to International Law must be an international expert and a non-citizen of Ukraine with relevant experience in the management of objects included in the UNESCO list.

The Director of the Department of Finance and Fundraising must have the necessary qualifications at the national level with experience in commercial budgeting, grant and/or international projects, and budgetary institutions.

The Director of Development of Business Clusters located on the territory of the nominated property must be a representative of the business community (official business association) located on the territory of the nominated property and have relevant qualifications.





5.

MONITORING THE MANAGEMENT PLAN

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MONITORING METHODOLOGY

The monitoring and evaluation plan has the objective of checking the effective implementation of the management plan and evaluating the coordination mechanisms for its implementation in order to assess its effectiveness.

The monitoring and evaluation plan considers two levels: that of the individual projects of the Management Plan and that of the overall strategy of the plan. The observation of the phenomena related to each project and the state of implementation of the projects aims to provide information on the effective implementation of the Management Plan: at this level the **output indicators** are used, which measure the concrete products of the projects, their consistency with respect to what was expected and, therefore, the degree of internal effectiveness of the Management Plan.

The monitoring and evaluation at the strategy level, on the other hand, have the purpose of verifying over time the correspondence between the strategic lines and the objectives of the Management Plan with respect to the needs identified and to direct, if necessary, the updating of the plan. Two types of indicators are used in this monitoring level:

- **outcome indicators**, which measure changes in the behaviour of project beneficiaries,
- **impact indicators**, which explain the results of policies related to conservation, accessibility and use, capacity building, community involvement and communication promoted in the Management Plan.

The two levels are therefore complementary, feed each other and contribute synergistically to the achievement of the following objectives:

1. to create a survey system that constitutes an updated information basis for a better management of resources;
2. to define clear objectives not only for the output but also for the result;
3. to connect the monitoring system to the strategy and make them mutually dependent;
4. to develop a virtuous circle of monitoring, evaluation, feedback and review of the strategy;
5. to assign responsibilities and define the times for the implementation of monitoring;

6. to provide stakeholders with an immediately usable system;
7. to guide the involved actors on the use of the most appropriate tools for the information needs of the case;
8. to communicate objectives and results inside and outside the organization, and their performance from a benchmarking perspective in case some indicators are common to several organizations.

According to this approach:

- the output indicators are indicative per project;
- the effects at the level of results are recorded for each Action Plan;
- the effects at the level of impact are measured in the sustainable development policies summarized in the Culture 2030 framework | World Heritage Center indicators.

The starting point for the construction of the indicators relates to the four thematic dimensions provided by the World Heritage Center: to ensure a high level of consistency with respect to the themes of the site "The historic center of the port city of Odesa" it will be necessary to contextualize the indicators.

Furthermore, in defining the monitoring and evaluation plan, it is appropriate to take into account the indications in relation to periodic reporting.

Periodic Reporting is a requirement of the World Heritage Convention. It is a global conservation monitoring activity, based on a process of self-reporting at the national government level and at the World Heritage property level. The reporting is carried out by filling in an online questionnaire. Periodic Reporting is one of two World Heritage monitoring mechanisms at the international level.

The information gathered during the Periodic Reporting exercise contributes, among other things, to:

- assess the state of conservation of World Heritage properties;
- assess the application of the World Heritage Convention by States Parties;
- determine whether the Outstanding Universal Value (OUV) of the World Heritage properties has been maintained over time;



5. Monitoring the management plan

- help to solve outstanding problems and issues through an informed decision-making process;
- provide a decision-making tool for States Parties, national institutions, the World Heritage Committee and the World Heritage Centre;
- facilitate the formulation of strategies for reinforcing the capacities of States Parties and for developing more sustainable conservation mechanisms for their World Heritage properties;
- raise awareness about the World Heritage Convention, in particular about the importance of OUV and the concepts of authenticity/integrity⁴.

Periodic reporting therefore represents a crucial moment for all sites registered on the World Heritage List. For the site “The historic center of the port city of Odesa” this moment will be particularly delicate because it will represent an opportunity to systematize and share information with the States Parties relating to any damage caused by the ongoing war on the nominated property.

It will therefore be extremely important, when defining a credible project framework compatible with the site’s conservation objectives, to outline a monitoring plan which, in addition to the objectives and the state of implementation of the project, also includes some of the indicators provided for in the scope of Periodic Reporting.

For the purpose of evaluating the results, the proposed indicators will be evaluated two years from the eventual registration in the World Heritage List, while for the purpose of evaluating the impacts, the proposed indicators will be evaluated in two different moments: just starting, immediately the registration in the World Heritage List, to measure the initial situation and after five years to detect all the changes on the recipients, on the urban and natural context.

MONITORING INDICATORS

The indicators already identified in the Nomination Form and relating to the monitoring of the state of conservation of the site are proposed below (Table 5).

The site monitoring and evaluation plan “The historic center of the port city of Odesa” will be set up when defining the projects for the

⁴ Source: Periodic Reporting, A Handbook for Site Managers. The World Heritage Convention, Third Cycle of Periodic Reporting, 2018-2024

protection and enhancement of the site, at the end of the war, in line with the methodology described in the previous paragraph.

Table 5. Monitoring indicators

Indicator	Periodicity	Location of Records
Monitoring of the preservation of monuments, as well as the state of their restoration within the nominated property; architectural structures; objects of monumental art; archeological sites; emergency, priority, planned restoration and conservation works	Annually	Archive of the Department for the Protection of Cultural Heritage of the Odesa City Council
Monitoring of observance of scientific methods applied within the nominated property: restoration works on monuments	Annually	Archive of the Department for the Protection of Cultural Heritage of the Odesa City Council
Monitoring of activity of natural and anthropogenic factors of destruction and risks within the nominated property: seismic activity, groundwater, engineering communications, vegetation, load from visitors	Annually	Archive of the Department for the Protection of Cultural Heritage of the Odesa City Council
Monitoring of the effectiveness of measures for the protection and improvement of the nominated property	Annually	Archive of the Department for the Protection of Cultural Heritage of the Odesa City Council
Monitoring of the state of modern construction and preservation of visual disclosure within the buffer zone: preservation of historical planning, compliance with the regimes of the buffer zone, measures to identify and account for cultural heritage sites; measures for the development of accounting documentation	Annually	Archive of the Department for the Protection of Cultural Heritage of the Odesa City Council

Data on “zero points” (reported on the Chapter 4 of the Nomination Form) will need to be compared with the state of conservation of the property at the moment of the first monitoring session, in order to create repeatable and comparable measurements over time.



5. Monitoring the management plan

Once all the data from the various fact-finding exercises has been collected, it will be necessary to analyse it and identify the system's strengths (to be enhanced) and weaknesses (to be managed and/or mitigated).

It could be useful to orient the actions to be undertaken after the monitoring in the direction of resolving the most problematic situations first, also taking into account the budget that will be available for the possible reconstruction.

ADMINISTRATIVE ARRANGEMENTS FOR MONITORING PROPERTY

It is necessary to establish a working group involving international experts to monitor the condition of monuments on the territory of the nominated property at the Department for the Protection of Cultural Heritage of the Odesa City Council.

CREDITS

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Support for images and photos

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Cover cap. 2 "Lanzheron Beach" (view from above, detail)" by Alexey Acepovsky, Yuri Filonenko, Dmitry Moiseev, GN Consulting Agency

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Cover cap. 5 "Profitable house of A.P. Russov (fragment) in Sadova Street" by Alexey Acepovsky, Yuri Filonenko, Dmitry Moiseev, GN Consulting Agency

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