



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

World Heritage

16 GA

Distribution Limited

WHC-07/16.GA/12

Paris, 15 October 2007

Original: English/French

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION

SIXTEENTH SESSION OF THE GENERAL ASSEMBLY OF STATES PARTIES TO THE CONVENTION CONCERNING THE PROTECTION OF THE WORLD CULTURAL AND NATURAL HERITAGE

Paris, UNESCO Headquarters
24 – 25 October 2007

Item 12 of the Provisional Agenda: Other business

**Protection and Management plans, conservation tools and promotion of
World Heritage properties**

SUMMARY

Following the Committee's decision (Christchurch, 2007), this document has been prepared to inform the General Assembly on Protection and Management plans of World Heritage Properties.

Draft Resolution: 16 GA 12, see section V

I. INTRODUCTION

1. By presenting nominations on the World Heritage List, States Parties pledge to conserve their future World Heritage properties and to report regularly to the World Heritage Committee on the state of conservation of these properties.
2. According to paragraph 97 of the *Operational Guidelines for the implementation of the World Heritage Convention* (2005), “All properties inscribed on the World Heritage List must have adequate long-term legislative, regulatory, institutional and/or traditional protection and management to ensure their safeguarding”. The *Operational Guidelines* further recall in paragraph 108, that ‘each property should have an appropriate management plan or other documented management system which should specify how the outstanding universal value of a property should be preserved, preferably through participatory means.’ This prerequisite is essential and must be reflected in all new nomination files.
3. The *Operational Guidelines* provide also general guidelines in terms of protection and management. As stated in paragraph 96, “Protection and management of World Heritage properties should ensure that the Outstanding Universal Value, the conditions of integrity and/or authenticity at the item of inscription are maintained or enhanced in the future”.
4. The *Operational Guidelines* acknowledge the variety of socio-cultural environments of the different World Heritage properties and state, in paragraph 110 that “a management system depends on the type, characteristics and needs of the nominated property and its cultural and natural context. Management systems may vary according to different cultural perspectives, the resources available and other factors. They may incorporate traditional practices, existing urban and regional planning instruments and other planning control mechanisms both formal and informal”.
5. It is important to clarify that what is always required for a World Heritage property is an appropriate documented management system that is the establishment at the site of an effective mechanism, or process, for maintaining its heritage values. A management plan describes, organizes this mechanism or process and provides the effective means of developing such a system documenting it and establishing a framework for implementation and review.

II. OBJECTIVES OF AN EFFECTIVE MANAGEMENT SYSTEM

6. This flexibility in the various forms of management systems does not alter their common objectives. “The purpose of a management system is to ensure the effective protection of the nominated property for present and future generations” (paragraph 109 of OG, 2005).
7. Within the context of the *Convention*, a management system is established in order to efficiently manage the World Heritage property and conserve its Outstanding Universal Value (OUV) including their integrity/authenticity. It is based on the full recognition of its OUV and other existing values as identified during the nomination process, on the identification of the physical attributes which capture and embody these values as well as the contributing intangible aspects.
8. While the main goal of a management system for a World Heritage property is the protection of its heritage values, and in particular of its OUV, it is important that conservation objectives be determined taking into account and in harmony with, other

existing development concerns and legitimate needs of local communities, to ensure its overall sustainability.

9. A management system for World Heritage properties should enable the development of responses to the different challenges to maintain the OUV of the property. It should provide a structure for analysis of complex processes and ensure that interventions are deliberately and thoughtfully designed and decided to protect the OUV in a coordinated manner. It should provide also a framework to make informed decisions, through a fully participatory process, and help to rationalize existing resources¹. Furthermore, it should permit an ongoing climate of learning for site staff, enabling a continuous and open process of review and adaptation of policies and procedures. It should allow continuous evaluations to ensure it is realistic and efficient.
10. A management system, in addition to ensuring the physical survival of the property, should facilitate to improve the understanding by inhabitants and the public in general, as well as to raise awareness on the need for protection by promoting the educational value of the property and its potential for social and economic development.

III. CHARACTERISTICS OF A MANAGEMENT SYSTEM

11. Recognizing the diversity mentioned above, common elements of an effective management system should include according to paragraph 111 and 112 of the *Operational Guidelines*:

- *“A thorough shared understanding of the property by all stakeholders;*
- *A cycle of planning, implementation, monitoring, evaluation and feedback;*
- *The involvement of partners and stakeholders;*
- *The allocation of necessary resources;*
- *Capacity building and;*
- *An accountable, transparent description of how the management systems functions.*

Effective management involves a cycle of long term and day-to-day actions to protect conserve and present the nominated property”.

12. A heritage management system should be articulated around three components: a mandate (legal or otherwise), an institutional base or framework for decision making and human and financial resources to facilitate the implementation process.
13. Because of the immense variety in World Heritage properties and their cultural contexts, a property can also be managed through a traditional management system based on community involvement and traditional knowledge systems and practices or a “Management Plan” which is a document agreed among the different stakeholders.
14. In recent decades, a thorough reflection has been undertaken on heritage management. Depending on the regions and/or periods, a Management Plan can also be called a

¹ Sources: “Conservation of Built Heritage” Course, ICCROM, 2007

“Master Plan”, a Protection Plan, a “Cultural Resource Management”, an “Archaeological Heritage Management” etc...

15. But in any case, a management system cannot be reduced to a conservation plan or a maintenance plan, nor for cultural heritage, to on-going, past or future architectural restoration projects. These actions, even if they are important, time-consuming and sometimes the most expansive constitute only one component of a management plan. In the same manner, a visitor management plan, a visitor strategy or a business plan constitute only a part of a management plan.

IV. REFERENCE PUBLICATIONS AND RESOURCE MANUALS

16. First published in 1993, the “*Management guidelines for world cultural heritage sites*” by Bernard M. Feilden and Jukka Jokilehto (ICCROM, UNESCO, ICOMOS) constitute for the professionals a reference book for cultural properties inscribed on the World Heritage List. These guidelines which “*should be conceived as a general framework and should be properly interpreted in the particular situations arising in each specific case*”² give principles for managing a property taking into account international recommendations of UNESCO and ICOMOS Charters.
17. In the field of natural heritage, there are a range of publications available to support management planning within the “Best practice Guidelines” of IUCN/WCPA at the following web address: <http://www.iucn.org/themes/wcpa/pubs/guidelines.htm>. In addition, the following publications are worth being mentioned:
 - “*Managing protected areas in the tropics*”, by John and Kathy MacKinnon, Graham Child & Jim Thorsell, IUCN, 1986
 - “*Protected area Management, Principles and Practice*” by Graeme Worboys, Michael Lockwood, Terry De Lacy, IUCN/Oxford University Press, 2001
 - “*Management Plans, Concepts and Proposals*” by Stephan Amend, Aida Giraldo, Juan Oltremari, Ramon Sanchez, Vladimir Valarezo, Edgard Yarena, IUCN/GTZ, 2003
18. Recognizing a need for more guidance to States Parties on the implementation of the *World Heritage Convention*, the World Heritage Committee welcomed at its 30th session the launching of a Series of World Heritage Resource Manuals (Decision 30 COM 9). It is proposed that these Manuals would seek to consolidate guidance on specific heritage issues, link this to the requirements of the *Convention* and the *Operational Guidelines*, and make it available in an accessible manner for practitioners and policy-makers alike.
19. A number of separate titles dedicated to management issues were agreed by the Committee at its 31st session (Decision 31 COM 21B), as follows³:
 - *Preparing Management Plans for Natural World Heritage Properties*: The IUCN draft publication is in its field-testing phase and the printing is planned for February 2008.

² “*Management guidelines for world cultural heritage sites*” by Bernard M. Feilden and Jukka Jokilehto, ICCROM, UNESCO, ICOMOS, 1993

³ See Document **WHC-07/31.COM/21B**

- *Preparing Management Plans for Cultural World Heritage Properties*: ICOMOS and ICCROM are working jointly on this publication whose finalization is planned for April 2009.
- *Management Guidelines for Cultural Landscapes*: This publication, planned for 2008, is already in preparation with the financial assistance of the Netherlands FIT.

20. In addition, with a view to provide better guidance for the site management authorities, ICCROM has undertaken a research project with financial support from the World Heritage Fund on 'Better Defining Appropriate Management Systems for World Heritage Properties'. At the end of the project, a paper will be prepared for possible publication as part of a Resources Manual or within the World Heritage Papers Series with an outline of the content as follows:

- a clarified definition of "appropriate management systems" as referred to in paragraphs 108-117 of the *Operational Guidelines*,
- examples of existing management systems being used inside and outside the World Heritage context with analysis of their strengths and weaknesses and suggestions for improvements that would ensure the effective management of the property,
- more general orientations aimed at site management authorities to better understand and utilize existing management systems at World Heritage properties and improve their effectiveness for conservation.

V. DRAFT RESOLUTION

Draft Resolution: 16 GA 11

The General Assembly,

1. Having examined Document WHC-07/16.GA/12,
2. Takes note of the information provided in the above-mentioned document;
3. Welcomes the launching of a new Series of World Heritage Resource Manuals;
4. Invites the Director-General of UNESCO to inform the General Assembly of States Parties to the World Heritage Convention, at its seventeenth session (2009), on the further activities undertaken and progress made with regard to the Series of World Heritage Resource Manuals.