



Università degli studi  
di Torino



Politecnico di Torino



United Nations  
Educational, Scientific and  
Cultural Organization



in cooperation with  
UNESCO's World Heritage Centre



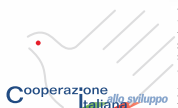
International Training Centre



Istituto Superiore sui  
Sistemi Territoriali per l'Innovazione

# Master in World Heritage at Work

## Edition 2008 - 2009





## ***BACKGROUND***

Heritage is our legacy from the past, it represents our current capital, and will be our legacy for future generations and this has been the case throughout the history of humanity. It is our social and natural imprint, which characterizes our lives, our cities and our nations. The World Heritage Convention, now in its 35th year, has been one of the most significant and successful basis for cultural and social policies that were enacted throughout the world in support of preservation and promotion of Cultural Heritage.

This Convention also aligns itself with the changes in modern society and contemporary sensibilities. Four overarching strategic goals identified by the World Heritage Committee for the future are: Credibility, Conservation, Capacity-Building and Communication.

These four goals sum up the challenges ahead:

- ensuring adequate representation for all types of cultural and natural heritage sites;
- promoting their effective conservation;
- raising the level of management and human skills for conservation;
- informing the public of the achievements and challenges ahead

These goals are closely interconnected: either they stand together or they fail as a whole.

At the confluence of these strategic goals, on one hand and sustainable local development on the other, lies the mission of training those who are concerned with the day-to-day management of these sites and the production of cultural and natural goods and services for international markets.

## ***ISSUES AND OBJECTS***

This Master Course in “World Heritage at Work” was conceptualized by the Università degli Studi di Torino (Italy) and the Politecnico di Torino in collaboration with the UNESCO World Heritage Centre. The direct participation of this international institution in the implementation of the Master is an important added value for the participants. This Master Course is intended to contribute to improved management of World Heritage Sites (WHS) through preparing managers and site practitioners to be cultural entrepreneurs, creative agents of their local systems and promoters not only of conservation but also of income generation and job creation. This course is reinforced by the collaboration with the existing Master in “Cultural Projects for Development” which is jointly organized by the International Training Centre of the ILO and the Università degli Studi di Torino, which is currently in its sixth edition.

ITC-ILO is therefore a partner in the new Master Courses and is designated as course administrator.

The “Fondazione per l’Arte della Compagnia di San Paolo”, whose domain of operations span a wide range of activities, management of museums, training and capacity-building, is involved in the Master as a design and funding partner.

ICCROM, as intergovernmental organization dedicated to the conservation of cultural heritage, and SiTI, as a non-profit association that produces research orientated towards innovation and socio-economic growth, have been associated with this initiative in the respective areas of expertise.

## ***PARTICIPANTS’ PROFILE***

The programme is intended for professionals involved in the management of a WHS and/or those who are associated with

such site activities.

The Master Course has been designed in particular for the following motivated categories of participants who are::

- already involved in projects concerning a WHS, or interested in designing and managing special projects for WHS for the future;
- motivated to design and carry out research activities to support the main tasks of the WHS;
- interested and knowledgeable about local cultures and indigenous traditions;
- capacity to dialogue both with local authorities and with the community.
- The essential Requirements for admission are a university degree (BA) as well as fluency in the English language.

## ***PROGRAMME AND VENUE***

The Master will take place from 15 June 2008 to 14 June 2009, and is divided into three cycles.

The first cycle will be conducted through a distance learning component that will start on 15 June 2008 and will end on 22 August 2008.

The second cycle, from 25 August 2008 to 19 December 2008, is a face-to-face learning period that will be held in Turin, Italy.

The first two months will be organized at the International Training Centre of the ILO and the remaining two months at the training centre recently created in the "Reggia di Venaria", an Italian WHS. The ITC-ILO campus and facilities (bank, post office, travel agency, laundry, gym, sports and recreation facilities) provide an ideal environment for studying, sharing experience and creating networks; the training period in the "Reggia di Venaria" offers a "unique" opportunity for learning in a historical site equipped with all the most modern training facilities. Class attendance is compulsory for the entire period.

The third cycle, from 12 January 2009 to 14 June 2009, will be a research and study period during which the students may attend internship activities and are expected to finalize their final dissertation.

## ***METHODOLOGY AND LEARNING ASSESSMENT***

The Master course offers a number of special features:

- integration of theory and practice;
- an interdisciplinary approach to culture as a resource for development, with emphasis on management WHS;
- emphasis on operational issues in project design and project cycle management;
- interactive presentations followed by analysis of case studies and close tutoring support.

Learning assessment: participants will be required to sit for a number of prescribed examinations during the face to face period.

Each student will have to present an initial cultural idea or project related to a WHS. This activity will be developed from the early days of the programme and will be refined as the training progresses. The final dissertation will be evaluated based on the quality of the proposed project and the participants' ability to demonstrate retention and utilization of the programme's methodological and theoretical inputs.

Upon successful completion of the aforementioned requirements, the participants will be awarded a joint 1st level specialization Master's Diploma from the Università degli Studi di Torino and the Politecnico di Torino.

# ***STRUCTURE***

The structure and duration of the Modules is the follows:

- Module I°: will take place from 15 June 2008 to 22 August;
- Module II°: will take place from August 25 to August 30;
- Modules III°, IV° and V°: from 1 September to 19 December 2008;
- Module VI°: from 12 January 2009 to 14 June 2009.

## **Modules I° - Distance Learning**

The first module is introductory in nature. Module I° uses the methodology of distance learning, and is a tutor-assisted period designed to provide the expected heterogeneous group of participants with the necessary grounding in the learning disciplines of the course.

## **Modules II° - Programme Overview. The Institutional and Regulatory Framework**

This module will introduce students to the significance and variety of WHS, as well as the institutional and regulatory framework that governs their selection and upkeep. Particular attention will be devoted to the role of International Agencies that deal with cultural programmes including presentation of the relevant UNESCO Conventions on Culture and Nature.

## **Modules III° - Heritage and Economic Development**

This module will introduce the participants to the economic analysis of UNESCO's cultural and natural heritage sites.

The specific topics are:

- The value chain of cultural and natural sites;
- Cultural capital and the theory of development;
- The cultural economy of cities and heritage sites;
- The role of culture on local development;
- The economics of WH natural sites;
- Cultural and natural districts, property rights and sustainable economic development;
- Governance and cultural policies in cultural/creative industries;
- Special issues on Heritage Governance countries;
- Micro firms and local entrepreneurship;
- Gender-related economics;
- International organizations and cultural projects;
- Culture and natural resources as strategic engines for local development;
- The cultural economy of historic urban centers and natural sites.

## **Module IV° . - Cultural and Environmental Policies**

This module is divided into two parts:

### **1.The Economic, Social, Institutional and Legal Considerations that are the pillars of a site policy. This deals with:**

- Public budgeting and cultural projects;
- The economics of private/public partnerships;
- Non-profit organizations and their role in cultural and natural sectors;
- Evaluation of public policies;
- Economic evaluation of cultural and natural goods;
- Contingent valuation methods;
- Benefit transfer methods.



## **2.The Principal Cultural Sectors that come into play in cultural and natural World Heritage Sites. This deals with:**

- National Parks and Protected areas;
- Management of museums, monuments and archaeological sites;
- The performing arts;
- Creative and Cultural industries;
- The economics of cultural tourism;
- Environmental policies and cultural landscape.

## **Module V° . - Planning and Management for World Heritage Sites**

This module explores the competences needed for planning, management and evaluation of WHS. The Site Management Plans play a crucial role in ensuring effective conservation and enhancement, in the framework of the sustainable development of the territories. This module is divided into three principal parts:

### **1. Sites Planning - Analysis, Policy Tools, Strategic and Management Planning. This deals with:**

- Knowledge for planning;
- Landscape analysis and evaluation;
- Strategic planning.

### **2. Management Tools. This deals with:**

- Strategic Management and Marketing of sites;
- Finance and control;
- Management of technical resources;
- Stakeholders analyses and the institutional environment.

### **3. Monitoring and Strategic Assessment. This deals with:**

- Co-management;
- Monitoring;
- Strategic assessment.

### **Module VI° . - Home research and study**

This module will allow the students to further elaborate on their projects and prepare their final dissertation.

### ***STUDY VISITS***

A number of study visits will be organized in order to analyze cultural projects currently being implemented by local governments and nonprofit institutions in various regions of Italy. Special on-site workshops during the study visits will provide the participants with "hands-on" experience that will reinforce the concepts and skills they have newly acquired.

## ***FEES AND APPLICATIONS***

The tuition fees is EURO 5500.

Thanks to the financial contribution of "Fondazione per l'Arte della Compagnia di San Paolo" and Italian Ministry of Foreign Affairs, a substantial number of scholarships are available for participants, especially those from developing and transition countries.

Candidates who are interested should duly fill in an application form (which is available on the web page) and submit it by e-mail or fax no later than 31 May 2008.

For further information about the Master Course, the availability of scholarships and for all other communications, please contact the course secretariat:

International Training Centre of the ILO

Postgraduate and Master's Programmes

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