

Submission Form

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

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

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

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

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

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

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

Recognizing and rewarding best practice in management of World Heritage properties

State Party: México

Title proposed World Heritage property: Archaeological Site of Monte Albán

Brief description of the property: Inhabited by the Zapotec along 1,300 years, this ancient city formed by terraces, reservoirs, drainages, pyramidal structures and artificial mounds, was literally built on the mountain as symbol of a sacred topography. The solidity and the volume of the buildings of the city show their adaptation to a region prone to earthquakes, in which these architectural jewels were built.

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

Topics for demonstrating best management practice:	Please indicate in this column why your World Heritage property is a best practice in relation to the topic:
1. Conservation: <i>What innovative management practices or strategies are being applied in order to ensure the conservation of the Outstanding Universal Value (OUV) of the property (e.g. better resource management, restoration and rehabilitation, addressing various man-made or natural threats and challenges, etc.)?</i>	<p>Conservation and Investigation are some of the fundamental supports of the Management Plan of the Archaeological Site of Monte Albán. The main objective is the integral attention to the immovable property located in the sector open to the public, known as Main Square and adjacent buildings, as well as to those in the buffer zone, which have not been explored yet, and to the movable property preserved in the Laboratory of Archaeological Materials and Site Museum. To guarantee its conservation, permanent actions have been proposed inside a TRULY INTERDISCIPLINARY program, which includes actions such as:</p> <p>Registration and Documentation. An appropriate methodology is applied for architectural survey and photographic registrations of the works, before, during and after the maintenance interventions or restoration.</p> <p>Definition of the State of Conservation of the Immovable property. Registration and monitoring of the state conservation of each of the structures in the area open to the public is made through tags. This has the purpose of registering the state of conservation of each immovable property of the archaeological site.</p> <p>Support and Coordination of Social Service. Monte Albán has permanent calls for national</p>

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	<p>and foreign lenders of social service, of diverse professional profiles like restorers, tourist managers, architects, graphic designers, archaeologists, physical anthropologists, etc.</p> <p>Restriction of Accesses. It has been necessary to maintain some areas closed and only open them for specialized studies; others have been closed due to the erosion suffered by the constant and abundant pass of tourists. In addition, the protection infrastructure to avoid vandalism was designed with the help of architects, designers and engineers; this infrastructure has the characteristic of being reversible and does not affect the archaeological environment or the landscape.</p> <p>Architectural restoration. The medullar part of this area is the architectural restoration: the architectural survey and the records of deterioration integrate projects that take us to the specific intervention of restoration and conservation of the archaeological monuments. Many of them show uncompleted facades that are intervened to achieve the stability of the monuments, as well as to provide the visitors a better reading and presentation of each one.</p> <p>Laboratory of Archaeological Materials. This space was provided with appropriate facilities to carry out the works of reception, washing, labeling, control, registration, identification, typological classification, analysis, cataloguing and restoration of the movable property, product of explorations in the area open to the public and the buffer zone, seizures, and fortuitous findings.</p> <p>Surface tours. They are carried out periodically in the area surrounding the Main Square with the objective of locating and identify possible lootings in archaeological elements; and according to the seriousness of the looting it is programmed the rescue or salvage. They are also covered, if archaeological elements are not found, and the conditions of the tombs already registered that are far from the surveillance areas are revised.</p> <p>As part of the execution of the Management Plan of the Archaeological Site of Monte Albán, programs and specific projects have settled down since 1997 with the purpose of carrying out major intervention in any archaeological element, reason why specific projects are integrated. In these are detailed the intervention criteria as well as the necessary budgets for such a work. It is necessary to mention that these projects are scheduled according to their priority.</p>

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	<p>Among the most outstanding projects are found:</p> <ul style="list-style-type: none"> • Project for placing contention walls by means of gabions. To avoid landslides and destruction of the rear part of the M System, these contention walls were placed in the hillside W of the main hill of Monte Albán. • Project of cover for the Gallery of Dancers. A glass fiber cover was placed to protect the stones carved in situ located inside the L Building of Monte Albán. • Project of Environmental Monitoring of the Tombs 104 and 105 of Monte Albán. Inside these tombs, which contain the most important remains of mural painting in the site, thermo-hydrographs were placed for monitoring their temperature and relative humidity, and this way be able to determine preventive measures for their conservation. • Project of Seismic Monitoring to determine the structural behavior of the Archaeological Site of Monte Albán. By means of an accelerometer, telluric movements affecting the area are registered, and the most vulnerable specific spaces can be determined inside the site, in order to carry out preventive works. • Project of Registration and Documentation in 3D image of the collection of Carved Stele of Monte Albán. The important wealth of carved stones in Monte Albán is being registered with a 3D scanner. This will help to elaborate replicas, to the interpretation of the Zapotec writing and mainly to have a digital catalogue of the whole corpus of stele and carved stones of Monte Albán. • Project of Restoration for the effects of the earthquake of September 30. In 1999 Monte Albán, Mitla and Lambityeco, suffered severe affectations due to a seismic event. However, this lamentable event represented an exceptional opportunity to implement a model project, of the most important at national level, for the recovery of the archaeological heritage with the opening to the interdisciplinary participation of the national and international fields as regards conservation, restoration and management of projects of architectural restoration. <p>The execution of these projects has allowed securing the integral conservation of the immovable and movable property of the archaeological site and therefore the Outstanding</p>

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	Universal Value of Monte Albán.	
2.	<p>Local People:</p> <p><i>What exemplary practices are you using in order to effectively address the needs of local stakeholders within the management system for the property, and enable their full and active participation?</i></p>	<p>In 1998, the Management Plan of Monte Albán was implemented as a planning mechanism of actions for the appropriate management of this important world heritage site. This working strategy allowed to know and to register the cultural and natural elements that compose the decreed archaeological area that served as base to know the different social actors that intervene inside and in the boundary of the Buffer zone. The definition of these stakeholders bore a wide anthropological work (Robles, 1996), by means of which recognized not only the social groups, but also their motivations before the cultural heritage, and the diverse ways in which they are articulated and communicate.</p> <p>This way, a constant relationship arose between the INAH and the different civil organizations, local and state government, land tenure representatives, representatives of neighborhoods and inhabitants, looking for their participation in the protection and care of the cultural heritage and ecology. This dynamics of reconciliation with the authorities of the different agrarian nuclei, neighborhoods, adjacent towns and government institutions, has allowed outlining diverse actions like the placement of the protection fence in the polygon of the archaeological site, reforestations in diverse areas of the buffer zone, support for the attention to forest fires, development of cultural <i>tequios</i> to favor the care, cleansing and support the explorations of the different archaeological sites immerse in the settlements adjacent to Monte Albán.</p> <p>This has been achieved thanks to the linking with the communities through meetings, tours and combined works with representatives of the land tenure, municipal authorities, representatives of neighborhoods, civil organizations, schools and population in general. This way have identified the different problematic and social actors that intervene around the Buffer zone; allowing to influence and to inform the diverse actors on the importance and assessment of the preservation of the cultural and natural heritage of the archaeological site of Monte Albán.</p> <p>On the other hand, as a permanent policy of the Management Plan, in the projects</p>

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	implemented in Monte Albán prevails the recruiting of local people, favoring the direct economic spill on the communities near to the archaeological site.
<p>3. Legal framework:</p> <p><i>What special measures have you taken to ensure that the legal framework for the World Heritage site is effective in maintaining the OUV of the property?</i></p>	<p>The negotiations with the adjacent communities to the archaeological site of Monte Albán have allowed strengthening the participation in the different actions undertaken with the Management Plan of the archaeological site of Monte Albán. This way, the implemented management system has encouraged the conservation of the Outstanding Universal Value of the vestiges inside and within the limits of the buffer zone of the archaeological site.</p> <p>The legal and technical management for the protection of the site known as Monte Albán involves the municipalities of Santa Cruz Xoxocotlán, Santa María Atzompa, Oaxaca de Juárez and San Pedro Ixtlahuaca in the state of Oaxaca. It embraces the unexplored area and the area open to the public visit. With the purpose of conserving integrally the cultural heritage existent in these communities, the National Institute of Anthropology and History works based primarily on the following laws: Federal Act on Archaeological, Historical and Artistic Monuments and Sites; Decree declaring Zone of Archaeological Monuments the site known as Monte Albán, located in the Municipalities of Santa María Atzompa, San Pedro Ixtlahuaca, Santa Cruz Xoxocotlán and Oaxaca de Juárez, Oaxaca; General Act on Ecological Balance and Environmental Protection; Regulation of the Ecological Balance and Environmental Protection for the Municipality of Oaxaca de Juárez.</p> <p>The heritage regulation consists on the application of a group of legal norms that have the objective of coordinating the diverse instances, whether public, private or of government, which are related to the heritage in any aspect, in order to strengthen the action and conserve integrally the cultural and natural heritage.</p> <p>In this sense, legal actions have been applied to implement these Laws. As part of these legal actions, the following legal measures are being applied:</p> <ul style="list-style-type: none"> a) Feasibility opinions b) Administrative procedures

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	<p>c) Previous inquiries d) Trials of Warranties e) Trials of Nullity f) Agreements of collaboration with: •Federal and State Authorities •Municipalities •Ejido and Communal Authorities •Representatives of neighborhoods</p> <p>This way, the conservation and preservation of the cultural and natural elements located in the buffer zone of the archaeological site of Monte Albán, decreed in 1993 and of the archaeological monuments in the boundary area are protected mainly by means of the legal protection, based on the Federal Act on Archaeological, Historical and Artistic Monuments and Sites, which stipulates that it is of public utility the investigation, protection, conservation, restoration and recovery of the monuments and areas of archaeological monuments as integral part of the cultural heritage of the Nation.</p> <p>As part this legal framework for the protection of the cultural and natural heritage of the archaeological site of Monte Albán, the laws, regulations and applicable federal, state and municipal norms are also applied, as well as the international normative dispositions for the management and conservation. It is important to mention the international documents that outline a series of concepts, describing the importance of the archaeological monuments. For such a reason, it is necessary to refer the documents that define and highlight the spirit and testimony of these works. The following are some of the documents serving as framework: The General Conference of the United Nations Educational, Scientific and Cultural Organization of 1972, The Venice Charter, Charter of Mexico in Defense of the Cultural Heritage of 1976, Declaration of Amsterdam of 1975.</p> <p>It is important to mention that as part of the policies settled down by the Management Plan of Monte Albán, there has been a daily communication with the agrarian, municipal authorities and representatives of neighborhoods, with the purpose of informing and/or let them know which is the area embracing the area of Monuments of Monte Albán; as well as the actions</p>

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	<p>carried out for the protection of the cultural and natural heritage. This formal presentation is made when each change of representatives of authority occurs, with the purpose of seeking for strategies that cooperate with the integral conservation of Monte Albán.</p> <p>One of the fundamental actions of the Management Plan of Monte Albán is the execution of the Program of Salvage and Archaeological Rescue. The salvage and the archaeological rescue have become fundamental instruments for the investigation and conservation of the cultural heritage. It is a mechanism of intergovernmental coordination reconciling the development of the basic infrastructure of the municipalities and communities with the recovery of the heritage.</p> <p>In this sense, this Investigation Program has as general objectives the conservation and protection of the archaeological monuments that exist inside and in the boundaries with the buffer zone of the Area of Archaeological Monuments of Monte Albán, which are in serious risk of alteration or total destruction due to the different land uses existing around the archaeological site, as they are the agricultural, extractive, tourist and residential.</p> <p>The intended works likewise seek to contribute to the knowledge of the origin and cultural development of the ancient prehispanic Zapotec city or sites located around it; to emphasize priorities of protection and restoration of areas or monuments inside and outside the core zone and to allow us a better application of the laws that regulate the protection of the cultural heritage.</p> <p>For these reasons, the exact implementation of the Federal, State, Municipal legal instruments and international norms have allowed the implementation of specific actions to guarantee the certainty and the protection of the polygon of the archaeological site of Monte Albán. Likewise, the application of the technical tools, such as the development of rescue and archaeological salvage has allowed to safeguard and to interpret the existent archaeological heritage in the different areas of the archaeological site, thus fostering the conservation of the Outstanding Universal Value.</p>
4. Boundaries: <i>What innovative ways of dealing with the</i>	<p>According to the Decree that declares the site known as Monte Albán, Area of Archaeological Monuments, published in the Official Gazette of the Federation on December 7 and 14 of 1993 and the inscription of the Historic Centre of the City of Oaxaca de Juárez and the</p>

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<p><i>boundaries of the property, including for management of the buffer zone do you have in place, to effectively manage the site and protect its OUV?</i></p>	<p>Archaeological Site of Monte Albán in the World Heritage List of the UNESCO on December 11 of 1987, in which Monte Albán is considered as a site with outstanding universal value that shall be conserved with its original components, committing the Mexican society and government instances to its protection for benefit of the humanity. This archaeological site comprises a 2078 hectares polygon, embracing the municipalities of Santa Cruz Xoxocotlán, Oaxaca de Juárez, Santa María Atzompa and San Pedro Ixtlahuaca, marking its limits with 66 vertexes established by geographical coordinates and physical markers installed by the INAH in 1993.</p> <p>This way, by means of setting of the management plan and the linking with other government departments related to the protection of the polygon of Monte Albán, strategies were sought to solve the problem of the urban growth inside the buffer zone. Inside these strategies was the establishment of a physical barrier within the limits of the polygon leaving outside the existent settlements and that clearly points out the archaeological territory of Monte Albán. The alternative was the placement of a fence and the reforestation of the 40 lineal km of the polygon or the combination of both.</p> <p>The proposal in which outlined to place the fence in the rear part of population's irregular nuclei and on the line of the polygon where there were no constructions was finally executed and jointly outlined with the community and agrarian nucleus the importance of the placement and conservation of the fence of protection of the archaeological site of Monte Albán. In 2003 began to place the protection fence, placing by the end of that year a total of 29 km that represented 80% of the total. During the subsequent years continued with the corresponding management to complete the protection fence. At present, 35 km have been placed. It is important to mention that today continue the negotiations with the agrarian authorities of the municipalities of Santa Cruz Xoxocotlán and Santa María Atzompa (Agency of Los Ibáñez) for placing the protection fence around the entire buffer zone of the archaeological site of Monte Albán.</p> <p>The placement of the protection fence in the polygon of Monte Albán was agreed with each of the agrarian nuclei immerse in the land tenure of the archaeological site of Monte Albán. This has been possible thanks to the signature of agreements and minutes of agreements</p>

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	<p>and collaboration where settles down the placement, the care and protection of the fence. This action ensures the permanency of the fence, but mainly ensures the participation of the agrarian nuclei, the inhabitants and people in general in actions for the integral conservation of Monte Albán. On the other hand, actions of common agreement consolidate for the protection of the cultural and natural heritage of Monte Albán. Without any doubt, the placement of the protection fence has made possible to control the growth of irregular settlements inside the polygon, and this way has jointly settled down the legal actions for an integral protection of the polygon of the archaeological site of Monte Albán.</p> <p>On the other hand, establishing the fence has propitiated a substantial change as for the relationships with the communities, in such a way that the limits of Monte Albán is no longer a problem, but an opportunity of mutual understanding. This has allowed defining the limits but has also consolidated the protection of the Outstanding Universal Value that led to the recognition as World Heritage.</p>
5. Sustainable finance: <i>What effective strategies have you developed and implemented to assure adequate and sustainable financial resources for implementing the management measures required to maintain the site's OUV?</i>	<p>The Archaeological Site of Monte Albán was managed from 1998 to 2004 under the outline of self-generated income in terms of economic resources, that is to say, a part of the income collected through the box offices remained in the area to cover its basic expenses. However, now it has an Annual budget authorized by the INAH to pay the salaries of the personnel of the Management Plan, as for the Basic expense that covers the development of the activities programmed in the different workspaces like Conservation, Maintenance, Security, Diffusion, Buffer zone, Documentation Centre and Administration.</p> <p>After the analyses and diagnoses carried out, the Management Plan of the Archaeological Site of Monte Albán established programs and projects with a series of priority actions in favor of the conservation of the site. Derived from this analysis has been presented a growth in the affluence of visitors to the site and as consequence the increase in the collection of income. This generates more expenses in the maintenance of the Unit of Services (Restrooms, Ecological Restrooms, Parking and Box office). For the above mentioned, the good use of the resources of the Archaeological Site (Human resources, Financial and Material) is very important.</p>

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	<p>On the other hand, considering the continuous growth as for the scope of the Management Plan of the Archaeological Site of Monte Albán, it is important to point out that the Direction, in attention to these necessities, carries out constant management works with Foundations and Organisms external to the INAH, among which can be mentioned the following:</p> <ul style="list-style-type: none"> • World Heritage Fund (UNESCO). The support consisted on the allocation of resources for the purchase of equipment against fires. • World Monuments Fund. Provided funds to equip the laboratories of ceramic and carved stones. • Ambassadors Fund. Funds for Equipment of the Documentation Centre of the Archaeological Site of Monte Albán. • Alfredo Harp Helú Foundation. Provided funds for the construction of the modules of ceramic laboratory and carved stones and cellars for tools and materials. • Government of Japan. Equipment for the archaeological site, such as digital cameras, 3D scanner, accelerometer, vehicles. • National Park Service. Sister program: Mesa Verde, Paquimé, Monte Albán. • Government of the State of Oaxaca, General Government Secretariat. Dialogue and Management with the Direction of Roads and Runways of Oaxaca for the Infrastructure and fence around the buffer zone of Monte Albán • Secretariat of Social Development (SEDESOL). Benefitted the archaeological site of Monte Albán through the Program of Temporary Employment (PET) and with the Habitat Program, for the equipment of the Monumental Site of Atzompa. • Secretariat of Agricultural and Forest Development (SEDAF). Provision of endemic plants for the reforestation of the archaeological site of Monte Albán, and tools for the combat of forest fires. • Tequio Cultural por Monte Albán: Francisco Toledo y Rodolfo Morales, support for reforestations, cleansing of highway areas. <p>The above-mentioned with the aim of obtaining the contribution of Resources from Third persons; which are utilized in the best possible way.</p> <p>Ensuring the allocation of financial resources for the archaeological site of Monte Albán also</p>

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	ensures the correct preservation of the heritage and therefore, the permanence of the Outstanding Universal Value of Monte Albán.
<p>6. Staffing training and development:</p> <p><i>What approaches and strategies have you developed and implemented to assure that the human resources are adequate to manage the World Heritage property?</i></p>	<p>After the analyses and diagnoses elaborated for the integration and later on the execution of the Management Plan of Monte Albán, programs and projects were established with a series of high-priority actions in favor of the conservation of the site. Therefore, a continuous outline formalized in which diverse strategies, activities and processes are planned and executed to implement the management plan. The development of the activities is secured by means of the representative areas for the management of the site, which are:</p> <ul style="list-style-type: none"> ▪ Area of Administration, Maintenance and Services. ▪ Security area. ▪ Area of Conservation Investigation. ▪ Legal area and Buffer zone of Monte Albán. ▪ Area of Diffusion and Educational Services. ▪ Centre of Documentation and Investigation on the Management of Archaeological World Heritage Sites. ▪ Special events. ▪ Administrative area. <p>To cover the objectives and goals there is a specialized and qualified staff in the diverse action fields foreseen in the management plan. This staff consists of 65 workers, of which two support the Director and Administrator, 36 for projects (6 responsible of area, 31 support workers) and 27 are base employees (day and night custodians, educational advisors and a technician in museography).</p> <p>It is important to point out that the responsible of areas are specialists in the fields of archaeology, anthropology, history, architecture, biology, law, administration and design. However, continuous specialization is required by means of training to the personnel with the purpose of having the elements and proper tools for the integral conservation of Monte Albán. In sense, the Centre of Documentation and Investigation on the Management of</p>

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	<p>Archaeological World Heritage Sites performs as the space dedicated to establish the courses, workshops, scheduled seminars for training the personnel assigned to the Archaeological Site of Monte Albán. In this sense, the following courses - workshops have been carried out:</p> <ul style="list-style-type: none"> • Graduate course in Management of Cultural Resources. • Course - Workshop on Documentation Systems and Inventories of Cultural Resources in World Heritage Sites. • Course - Workshop on Permanent Programs for the Management of Archaeological World Heritage Sites. • Course - Workshop on Documentation Systems in Digital Photography, Conventional Photography and Systems of Three-dimensional Capture. <p>On the other hand, in 2007 was signed an agreement of collaboration for the implementation of a Sister Program of Archaeological Parks between the Archaeological Site of Monte Albán (Mexico) and the National Park of Mesa Verde (USA). In this program were also mated the archaeological sites of Monte Albán, Oaxaca and Paquimé, Chihuahua, with the National Park of Mesa Verde of the United States, which in turn is Sister site with the Mayan site of El Caracol, Belize. Among the so many objectives defined for the program is found the training of the staffs of each archaeological site. This training resides in acquiring practical theoretical knowledge on the management of the cultural and natural resources of the archaeological sites.</p> <p>Undoubtedly, training and development of the personnel is a fundamental part in the creation of a specialized staff for the management of an archaeological site, this lays the foundation for the planning and the implementation of strategies and correct actions to guarantee the integral conservation of the cultural and natural heritage of the archaeological site of Monte Albán, maintaining the Outstanding Universal Value.</p>

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	<pre> graph TD INAH[Instituto Nacional de Antropología e Historia] --> CINAH[Centro INAH, Oaxaca] CINAH --> ZAMA[Zona Arqueológica de Monte Albán] ZAMA --- Director[Director, Zona Arqueológica y Museo de Sitio] Director --- AA[Área Administrativa Administrador 7 apoyos administrativos] Director --- AS[Área de Seguridad Jefe de Seguridad 7 apoyos de seguridad] Director --- AM[Área de Mantenimiento Jefe de Mantenimiento 7 apoyos para mantenimiento en sitio y museo] Director --- AC[Área de Conservación Jefe de Conservación e Investigación 7 apoyos trabajos de Conservación e Investigación] Director --- AJ[Área Jurídica Responsable del Jurídico] Director --- AD[Área de Difusión y Servicios Educativos 3 Apoyos, área de difusión] Director --- CD[Centro de Documentación Responsable] AC --- PD[Polígono de Vigilancia Jefe del Polígono, 1 Apoyo, vigilancia] PD --- EE[Eventos Especiales] </pre>
7. Sustainable development: <i>What are the effective mechanisms in place to ensure that resource use permitted in and around the World Heritage site is sustainable and does not impact negatively on OUV?</i>	<p>The adequate use of the natural resources both in the interior as in the boundary with the Buffer zone of the Archaeological Site of Monte Albán is achieved thanks to the linking with Federal, Municipal and State Government departments such as Secretariat of Environment and Natural Resources (SEMARNAT), National Forest Commission (CONAFORT), Secretariat of Agricultural, Forest Development and Fisheries (SEDAFP) and the Direction of Sustainable Environment.</p> <p>The different working tables developed with these departments allow not only controlling and regulating the use of the natural resources, but allow carrying out actions to improve the visual aspect and to manage the existent natural resources. Some of these are reforestation with endemic plants, garbage collection, prevention and combat of forest fires, separation of garbage, compost preparation; same that serves for the reproduction of endemic plants of Monte Albán. This way, in the archaeological site of Monte Albán implemented a nursery to reproduce the endemic plants with which reforest the different areas of the archaeological site.</p> <p>As part of the priority actions in the archaeological site, diverse programs and projects have been implemented for the use and management of solid waste and wastewaters. In this sense, through the implementation of the management plan could integrate infrastructure and equipment to support the management of wastewaters. Today, the archaeological site has a wastewater treatment plant that yields as final process 5000 daily liters of drinking</p>

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	<p>water, which are used for watering the endemic plants in the nursery of the archaeological site, in such a way that profit the water resulting from the treatment processes.</p> <p>It is important to mention that as part of the implementation of infrastructure in the archaeological site, arose the necessity of installing equipment and adequate adaptations for the access of disabled people. As part of this program, a solar elevator and access ramps were installed. All the equipment installed in the archaeological site of Monte Albán is completely reversible reason why it does not affect the integrity of the cultural and natural heritage, and allows the access to the core zone, allowing the visit, knowledge and assessment of the cultural heritage of Monte Albán.</p> <p>All these works and actions are achieved thanks to the linking with the communities and the agreements achieved for the preservation and conservation of the resources that allow maintaining the Outstanding Universal Value of Monte Albán.</p>
8. Education and interpretation programmes: <p><i>How do the education, interpretation and awareness programmes you have developed and implemented significantly enhance the understanding of OUV of the site among stakeholders?</i></p>	<p>The Diffusion of the Cultural Heritage is one of the main tasks of the National Institute of Anthropology and History. By means of diverse strategies, we bring near the public the results of the investigations carried out by the specialists in the different fields of study: archaeology, history, ethnography, linguistics, and restoration among others. The importance of the cultural development of Monte Albán is exposed by means of talks, conferences, round-tables, temporary exhibitions, and book publication, edition of triptychs, brochures and posters.</p> <p>The archaeological site of Monte Albán through its Management Plan has implemented from 1997 diffusion actions focused toward the potential publics from the communities near to the site and of the interior of the state: students, artisans, civil organizations, community museums, artists and citizens in general.</p> <p>The Site Museum of the Archaeological Site of Monte Albán, the space where one can consent to the information and knowledge on the interpretation and assessment of the cultural development of the Zapotec culture in Monte Albán. The Site Museum opened its doors on November of 1994 and it consists of a 1200 m² exhibition area, spatially divided in six areas of permanent exhibition and a hall adapted to receive temporary exhibitions. From</p>

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	<p>the Site Museum, activities of the following programs are coordinated: 1 - Program of Diffusion, 2 - Program of Temporary Exhibitions, 3 - Program of Educational Services, 4 - Program "World Heritage in Young Hands", 5 - Link with the Net of Community Museums.</p> <p>Temporary exhibitions. The Program of Temporary Exhibitions was implemented with the objective of giving diffusion to the works of recent investigation in the fields of archaeology, ethnography and history, besides offering to the visitors another element of knowledge in their visit to the Site Museum. In a same way, part of the permanent wealth has been requested by the National Coordination of Museums and Exhibitions to be integrated to the projects of national and international exhibitions.</p> <p>Program of Educational Services. The archaeological site of Monte Albán has a great acceptance inside the elementary, secondary and high school sectors, reason why the affluence of school public is permanent during the whole year. Through the area of Educational Services, we have devoted to the task of assisting the biggest possible quantity of students by means of the implementation of programmed guided visits. In them, the students receive information about the Archaeological Site and the Site Museum according to their academic degree, with a clear language and of easy understanding, in such a way that the students understand the result of the scientific investigations and the importance of conserving this Zapotec city.</p> <p>From 1997 to the date, more than 1,300,000 school visitors, together with their professors and family parent committees have benefitted with this program. As part of the benefits provided by the Area of Educational Services of Monte Albán, there is also an audiovisual room where the importance and the cultural value of the Zapotec culture of Monte Albán is reaffirmed, and also expose the importance of conserving and protecting it.</p> <p>Voluntary custodians: Children and youths conserving the heritage (World Heritage in Young Hands). With a whistle as unique working tool and a badge that identifies them as voluntary custodians, the children of the towns near Monte Albán lend their valuable support in the tasks of protection of the most visited archaeological site in the state of Oaxaca. This activity, coordinated by the Area of Educational Services of the archaeological site of Monte Albán, has been developed in the framework of the Educational Program of the World Heritage</p>

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	<p>Centre of UNESCO "World Heritage in Young Hands" which is guided to develop innovating educational focuses to support the conservation of the World Heritage, giving the students the possibility of learning more about the cultural and natural sites of outstanding universal value inscribed in the World Heritage List.</p> <p>This program has allowed to know the inhabitants of the towns surrounding Monte Albán, and to establish a contact that takes us to work jointly for the defense and care of the site. It is important to know what the cultural heritage, buildings, means for each community, with which events or meanings they identify. On our side, as responsible for the conservation, to identify their strengths, their capacities and deficiencies, with the purpose of designing and establishing strategies and actions that lead truly to the conservation of Monte Albán.</p> <p>This way, to the date we have had the resolved participation of approximately 700 children and young students from communities near to the Buffer zone of Monte Albán such as San Martín Mexicapan, Santa María Atzompa, Santa Cruz Xoxocotlán, Santiago Suchilquitongo, Santa Ana del Valle and the city of Oaxaca de Juárez, which have been integrated during the last fourteen years in the works of custody of the area open to the public and Site Museum, mainly in the periods of vacations in which the affluence of visitors is extraordinary. As payment for the support received in the activities of custody of Monte Albán, the technical personnel of the archaeological site, in coordination with the Site Museum, prepare the Workshop of Archaeology for Children, leaving in them a message about the vulnerability of the archaeological heritage, everything through games and the coexistence with those responsible for the conservation of the prehispanic monuments.</p> <p>Collaboration with the Community Museums. Since 1998, the Management Plan of Monte Albán through its Diffusion area established diverse activities of collaboration with some Community Museums, which have benefited with the itinerancy of temporary exhibitions generated in the framework of the Round Tables of Monte Albán, donations of pedagogic material, museography, cleaning of collections, curator work, classification and inventory of collections and the participation of technical personnel in the cycles of conferences organized by them. Likewise, the Community Museums are the means through which children and youths can participate in the Program World Heritage in Young Hands and to support as</p>

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	<p>Voluntary Custodians in Monte Albán.</p> <p>Use of the World Heritage emblem. Monte Albán is a World Heritage site and it has become a site identified through the official emblem of this cause. On the other hand, the emblem opens the doors to a direct and near relationship with other places sharing the world heritage status, as well as it offers bigger possibilities of access to economic supports in the competition for the financing coming from foundations, NGOs and governments. In the case of the Educational Services, the Management Plan of Monte Albán adopted the Program World Heritage in Young Hands, and with it the use of the logo denominated "Patrimonito" that is the stylization of the World Heritage emblem transformed into an infant, derived of the so-called international program.</p> <p>Without any doubt, the creation of the Centre of Documentation and Investigation on the Management of the World Heritage Sites was an adequate strategy in the framework of the academic works in the Management Plan of Monte Albán. It leaves from the necessity of having a centre specialized in documentation and investigation of the aspects of conservation of archaeological sites, especially those declared world heritage, without removing with it the possibility that other sites benefit with the same. The Documentation Centre has two Broad Purposes:</p> <ul style="list-style-type: none"> • The investigation on the forms of approaching the planning of the preservation, considering strategies and policies of national and international levels. • The Training on the management and diffusion of the information to improve the protection and image of the archaeological World Heritage sites and other archaeological resources. <p>In this sense, starting from December of 2002, we have devoted to organize in coordination with the INAH World Heritage Direction and the National Coordination of INAH Centres, three course-workshops with the following themes:</p> <ul style="list-style-type: none"> • Graduate Course in Management of Cultural Resources. • Course - Workshop on Documentation Systems and Inventories of Cultural

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	<p>Resources in World Heritage Sites.</p> <ul style="list-style-type: none"> • Course - Workshop on Permanent Programs for the Management of Archaeological World Heritage Sites. • Course - Workshop on Documentation Systems in Digital Photography, Conventional Photography and Systems of Three-dimensional Capture. <p>Starting from 1998 this coordination is outlined inside the Management Plan scheme of the Archaeological Site of Monte Albán, which began with the Organization of the First Round Table that in turn is part of the Academic Project of Round Tables, coordinated by the Technical Secretariat of the INAH.</p> <p>The Round Tables of Monte Albán arise as an initiative of the Technical Secretariat of the INAH to settle down, by means of academic forums, the advances on the investigations about the site carried out by specialists. This project began in 1998 with the first edition of the Round Tables of Monte Albán.</p> <p>The dynamics of the academic forum was based on the presentation of papers by the investigators, besides establishing a series of collateral activities inside the event. In this sense, the academic support was established forming a Scientific Committee with investigators specialized in the study of Monte Albán, which determine the thematic to develop in each edition.</p> <p>The First Round Table of Monte Albán was held in June of 1998 with the central topic: "Processes of Change and Conceptualization of Time". In June of 2000 took place the Second Edition with the Topic: "Society and Archaeological Heritage in the Valley of Oaxaca". The third edition was held in June of 2002 having as central topic: "Political Structures in the Ancient Oaxaca." The Fourth edition was held in June of 2004 with the thematic "Bases of the Social Complexity in Oaxaca". The Fifth edition was held in September of 2009 developing the Topic "Monte Albán in the Regional and Disciplinary Crossroad", and the last Round Table of Monte Albán was held in June of 2011 with the Topic "Prehispanic and Contemporary Cultural Diversity in Oaxaca".</p>

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	<p>In addition, as part of the academic activities carried out in the framework of execution of the Management Plan of Monte Albán. Every year is carried out the celebration of the Anniversary of the Declaration of Monte Albán as World Heritage. As part of this event, there is presence of State, Municipal authorities, authorities of the INAH and diverse international organizations that are devoted to the care and the conservation of the cultural heritage.</p> <p>The diffusion, education and interpretation constitute fundamental components for the management of the site, since they spread the importance and transcendence of the Zapotec culture that settled down in Monte Albán, allowing visitors, communities and public in general to know the wealth of the Outstanding Universal Value that was recognized and that was base of the appointment as World Heritage.</p>
9. Tourism and interpretation: <i>What innovative plans have you designed and successfully implemented to ensure that visitor management does not negatively impact on the maintenance of the property's OUV?</i>	<p>Through the Management Plan of Monte Albán, a series of innovating proposals has been made, conceived on one hand to give answer to the new necessities and conditions of conservation of the archaeological site and on the other to foment the assessment and awareness-raising for the preservation of the cultural and natural heritage.</p> <p>One is to enhance the different monumental areas of the archaeological site of Monte Albán with the purpose of communicating to the surrounding communities the importance of taking care and conserving the cultural heritage, but also of fostering and beginning the development of alternative areas of visit. This considering that ensembles of great interest like Atzompa and Cerro del Gallo are monumental components of the archaeological site that have already been protected with the fence around a protection perimeter, and the legal conditions (agreements) are being generated to guarantee their enhancement. Now, the Archaeological Project of the Monumental Ensemble of Atzompa is being developed with the purpose of influencing social and economically the great potter sector of the community of Atzompa.</p> <p>The other necessity is the attention to the demand of the tourism sector toward propitiating new "attractions" of the archaeological site that justify a longer stay in Oaxaca and therefore more economic spills. Therefore, a series of alternatives has intended for evening and night</p>

Topics for demonstrating best management practice:	Please indicate in this column why your World Heritage property is a best practice in relation to the topic:
	<p>visits to the site, focused on aspects like the natural components that represent enormous educational and recreational resources of high quality and null impact upon the values of Integrity and Authenticity. These resources still represent opportunities to boost little known values of the site. In this sense organized the event Night of Stars where the main objective is the observation of the stars and the implication of the cosmos in the life of the prehispanic cultures. This visit was conceived on the base of the landscape resources and the scientific knowledge of disciplines complementary to the archaeology.</p> <p>The good management and use of a World Heritage Site like Monte Albán. It is important to visualize actions to short, medium and long terms with the purpose of identify the conservation conditions, as well as the current and future necessities of the archaeological site with the firm objective of guaranteeing the integral conservation of the Outstanding Universal Value of Monte Albán.</p>
Additional comments:	
<p>Brief description/ summary of the best practice, including a statement on how it can be useful for other sites (max.600 words)</p> <p>The Management Plan of the Archaeological Site of Monte Albán has contributed to the innovation of strategies and actions for the integral conservation of the cultural and natural heritage of the archaeological site. The following are listed:</p> <ul style="list-style-type: none"> • Area of Maintenance and Services. <ul style="list-style-type: none"> ✓ Maintenance Program of the Archaeological Site, Site Museum of Monte Albán. ✓ Waste Waters Treatment Plant. ✓ Nursery for the reproduction endemic plants in the archaeological site. ✓ Compost of organic waste for the reproduction of endemic plants. ✓ Operation Infrastructure: Ecological restrooms in the archaeological site. ✓ Infrastructure of accessibility. Solar elevator and access ramps. • Area Security. <ul style="list-style-type: none"> ✓ Establishment of a Security area. ✓ Program of Attention to Fires in the Buffer zone of the Archaeological Site of Monte Albán. ✓ Program of Attention to the Visitors of the Archaeological Site of Monte Albán. 	

- ✓ Training Program for Forest Fires, First Aids and Prevention of Natural Disasters.
- ✓ Program of Security and Prevention of Disasters of the Archaeological Site of Monte Albán.
- ✓ Equipment to combat forest fires in the archaeological site.
- ✓ Equipment against fire in the Site Museum, camp and unit of services.

- **Area of Conservation and Investigation.**

- ✓ Project Placement of Contention Walls with the help of gabions.
- ✓ Project of Cover for the Gallery of Dancers.
- ✓ Management of Natural Resources Program.
- ✓ Emergent Project of Conservation, Earthquake 1999.
- ✓ Program of Environmental Monitoring of the tombs 104 and 105 of Monte Albán.
- ✓ Program of Seismic Monitoring to determine the structural behavior of the archaeological site of Monte Albán.
- ✓ Project of Archaeological Rescue of the Monumental Ensemble of Atzompa.
- ✓ Program of Registration and Documentation in 3D image of the collection of Carved Stele of Monte Albán.
- ✓ Project of Rescue of Cultural Landscapes.
- ✓ Program Laboratory of Archaeological Materials of the Archaeological Site of Monte Albán.
- ✓ Program of Minor Maintenance of the Immovable Property of the Archaeological Site of Monte Albán.
- ✓ Emergent Program in Monuments affected by the rains in the Archaeological Site of Monte Albán. (J Building and Juego de Pelota).
- ✓ Project for the Integral Conservation of the Building I.
- ✓ Archaeological Project Sistema 7 Venado, Archaeological Site of Monte Albán.
- ✓ Program of signaling and interpretation of the Archaeological Site of Monte Albán.
- ✓ Infrastructure for the Conservation of the Immovable Property: Ramps, stairways, delimiters.

- **Legal Area and Buffer Zone of Monte Albán.**

- ✓ Establishment of the Legal Area of Monte Albán.
- ✓ Program of Rescues and Salvage of the Buffer Zone of Monte Albán.
- ✓ Program of Reforestation in the Area of Archaeological Monuments and Buffer zone.
- ✓ Program of Social Linking. Social, government actors and academics for the protection and integral conservation of Monte Albán.
- ✓ Project of Perimeter fence of the Buffer zone of the Archaeological Site of Monte Albán.

- **Area of Diffusion and Educational Services.**

- ✓ Program of Temporary Exhibitions. 28 exhibitions.

- ✓ Program of Round Tables of Monte Albán. Six Round Tables
- ✓ Program of Educational Services.
- ✓ Programs of Voluntary Custodians: Children and youths conserving the heritage (World Heritage in Young Hands).
- ✓ Anniversaries of the Archaeological Site of Monte Albán as World Heritage. 15 anniversaries.
- ✓ Social Service Program. Academic institutions: National School of Conservation, Restoration and Museography, National School of Anthropology and History, Universidad Veracruzana, Autonomous University of Zacatecas, Autonomous University of the State of Mexico, Autonomous University of Guadalajara, Autonomous University of Yucatan, Autonomous University "Benito Juárez" of Oaxaca, Universidad Mesoamérica of the City of Oaxaca, Technological Institute of Oaxaca, University of Montreal, University of Argentina, University of Bonn, University of Leiden,
- ✓ Development of 44 Special Events. Academic and of diffusion.
- ✓ Presentation of 63 lectures in international and national congresses.
- ✓ Development of 18 publications of diffusion, spread and scientific.
- ✓ Presentation of 31 technical reports of the Management Plan of the Archaeological Site of Monte Albán.

- **Centre of Documentation and Investigation on the Management of Archaeological World Heritage Sites.**

- ✓ Program of documental exchange with Academic Institutions: ICCROM, CIESAS, National Park Service, UNESCO, INAH
- ✓ Graduate Course in Management of Cultural Resources.
- ✓ Course - Workshop on Documentation Systems and Inventories of Cultural Resources in World Heritage Sites.
- ✓ Course - Workshop on Permanent Programs for the Management of Archaeological World Heritage Sites.
- ✓ Course - Workshop on Documentation Systems in Digital Photography, Conventional Photography and Systems of Three-dimensional Capture.

- **Administrative area.**

- ✓ Establishment of the Self-generated Resources 1998-2004. (INAH)
- ✓ Establishment of the Basic expense of the Archaeological Site of Monte Albán. (INAH).
- ✓ Establishment of the Project Management Plan of the Archaeological Site of Monte Albán. (INAH).

- **Obtained Funds**

- ✓ Emergent Fund of the World Heritage (UNESCO), Firefight Equipment
- ✓ World Monuments Fund, Equipment for laboratories
- ✓ Ambassadors Fund. Equipment for the Documentation Centre
- ✓ Alfredo Harp Helú Foundation. Construction of Modules for laboratories and cellars
- ✓ Tequio cultural por Monte Albán: Francisco Toledo y Rodolfo Morales. Reforestations, Cleansing of highway areas

- ✓ Government of Japan, Vehicles, computation equipment, cameras, technology
- ✓ National Park Service, Sister Program: Mesa Verde, Paquime, Monte Albán
- ✓ State Government of Oaxaca, General Government Secretariat. Dialogue and Management with the Direction of Roads and Runways of Oaxaca. Infrastructure and fence around the Polygon of Monte Albán
- ✓ SEDESOL, Program of Temporary Employment (PET)
- ✓ SEDAF: Supply of plants, combat of fires

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



Panoramic of Tomb 7 of Monte Albán: Archive of the Archaeological Site of Monte Albán:
Photography: Miguel Angel Cruz González, INAH, 2011.



Panoramic from the South of the Main Square of Monte Albán. Archive of the Archaeological Site of Monte Albán: Photography: Miguel Angel Cruz González, INAH: 2011.



General view of the M System and L Building (Dancers). Archive of the Archaeological Site of Monte Albán: Photography: Miguel Angel Cruz González, INAH: 2011.



View of the Sunken Patio, North Platform and Main Square. Archive of the Archaeological Site of Monte Albán: 2011.



View of the VG Group, North Platform. Archive of the Archaeological Site of Monte Albán:
Photography; Miguel Angel Cruz González, INAH: 2011.



Dancer sculpture (L Building-Gallery of Dancers).
Archive of the Archaeological Site of Monte Albán:
Photography; Miguel Angel Cruz González, INAH:
2011.



View of the System IV, Main Square. Archive of the Archaeological Site of Monte Albán,
INAH: 2006.



View of the X Building, Northwest end of the North Platform. Archive of the Archaeological Site of Monte Albán, INAH: 2006.



View of the Juego de Pelota, Main Square. Archive of the Archaeological Site of Monte Albán, INAH: 2006.



View of the J Building (Observatory), Main Square. Archive of the Archaeological Site of Monte Albán, INAH: 2006.