CENTRE FOR CONSERVATION AND ARCHAEOLOGY OF MONTENEGRO

EX.PO AUS
Extension of Potentiality of Adriatic UNESCO sites

Final Report:
Joint cross-border approach to sustainable management of the UNESCO World Heritage Sites on the Adriatic

Centre for Conservation and Archaeology of Montenegro

Kotor, January 2016

The Ex.PO AUS Project is co-funded by the European Union, Instrument for Pre-Accession Assistance (IPA)

Contents

About the "Final Report: Joint cross-border approach to sustainable management of the UNESCO World Heritage Sites on the Adriatic" 7

1. Introduction 8

1.1 About the EX.PO AUS project 8

1.2 The UNESCO World Heritage Sites on the Adriatic included in the EX.PO AUS project 9

1.3 Activities implemented within Working Package 3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites 11

2. Framework for the protection and management of World Heritage Sites 13

2.1 World Heritage context 13

2.2 Protection and management of World Heritage Sites 14

2.3 Management system of World Heritage Sites 15

2.4 Management planning process and management plans 17

3. Joint cross-border/ inter-Adriatic approach to sustainable development of the UNESCO World Heritage Sites 19

3.1 Basic starting points for the managing of World Heritage Sites 19

3.2 Key considerations for sustainable and effective management systems 22

3.3 Processes and activities on protection, management and sustainable development of the World Heritage Sites initiated within the EX.PO AUS project 23

3.4 Guidelines for a joint cross-border sustainable development of UNESCO World Heritage Sites 26

4. Assessment about the management planning of the UNESCO World Heritage Sites on the Adriatic 28

4.1 Development and implementation of management plans – process, lessons learnt and challenges 33

4.2 Legal and institutional framework 36

4.3 Type of management systems and key stakeholders, responsibilities, coordination between stakeholders 37

4.4 Relationship between management and conservation, restoration and maintenance 38

4.5 Relationship between management and urban and spatial planning 39

4.6 Relationship between management and development (policies, strategies, etc.) 40

4.7 Financing and funds 40

5. Seminars/workshops on preparation and implementation of management plans 42

5.1 Workshop: Old town Management Plan Development, Split, Croatia, 21 October 2013 43

5.2 Local seminar on preparation of the UNESCO site Management Plan, Piran, Slovenia, 25 October 2013 44

5.3 Workshop/Seminar: Presentation of the Management Plan of the UNESCO site of Aquileia, Italy, 26 October 2013 46

5.4 Local seminar: "Management plans of UNESCO Sites and implementation challenges, Case of Butrint", Butrint, Albania, 18-19 May 2014 48

5.5 Local seminar on "Challenges in the implementation of management plans for World Heritage Sites", Mostar, Bosnia and Herzegovina 50

5.6 Cross-border high-level training seminar on preparation and implementation of the UNESCO sites Management Plan in Adriatic region, Piran, Slovenia 52

5.7 Regional Workshop: Sustainable Management of the Adriatic UNESCO World Heritage Sites, Kotor, Montenegro 54

5.8 Additional activities 56

5.8.1 Conference in Dubrovnik, Croatia 56

5.8.2 Local seminar and workshop in Poreč, Istria 57

6. Assessing and monitoring the management effectiveness of the UNESCO World Heritage Sites on the Adriatic 58

6.1 Assessing the management effectiveness– definitions, methodologies and tools 58

6.2 IUCN's World Commission on Protected Areas (WCPA) Framework for Assessing the Management Effectiveness of Protected Areas 59

6.3 Enhancing our Heritage Toolkit- Assessing management effectiveness of natural World Heritage sites 60

6.4 World Heritage Resource Manual - Managing Cultural World Heritage 62

6.5 Proposed methodology for EX.PO AUS project 63

6.6 Monitoring in the UNESCO Periodic Reporting 64

6.7 Analysis of issues related to monitoring of EX.PO AUS sites contained in the UNESCO Periodic Reporting 64

6.7.1 Existence of a monitoring programme directed towards management needs and/or improving understanding of OUV 66

6.7.2 Using of key indicators for measuring the state of conservation to monitor how the Outstanding Universal Value of the property is maintained 67

6.7.3 The level of involvement in monitoring of different stakeholders 68

6.7.4 Implementation of recommendations arising from the World Heritage Committee 69

6.8 Analysis of tools 5 and 8 from the Enhancing our Heritage Toolkit for EX.PO AUS sites 70

6.9 Conclusions 71

7. Publication/guidelines "Management planning of UNESCO World Heritage Sites – Guidelines for the development, implementation and monitoring of management plans – with the examples of Adriatic WHSs" 74

8. Bibliography 76

9. Annex 1 - Detailed assessment of the management of the UNESCO World Heritage Sites on the Adriatic 78

9.1 Informative grid 78

9.2 Development and implementation of Management Plans - process, lessons learnt, challenges 80

9.3 General management issues 83

9.4 Legal and institutional framework 83

9.4.1 The Trulli of Alberobello 83

9.4.2 Archeological Area and the Patriarchal Basilica of Aquileia 84

9.4.3 Butrint 84

9.4.4 Old Town of Corfu 84

9.4.5 Ferrara, City of Renaissance and its Po Delta 84

9.4.6 Natural and Culturo-Historical Region of Kotor 85

9.4.7 Old Bridge area of the Old City Mostar and the Natural and Architectural Ensamble of Blagaj and Stolac 85

9.4.8 Piran cultural landscape with the salt 86

9.4.9 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč 86

9.4.10 The Early Christian Monuments of Ravenna 86

9.4.11 Historical Complex of Split with the Palace of Diocletian 87

9.4.12 Conclusions 88

9.5 Type of management systems and key stakeholders, responsibilities, coordination between stakeholders 89

9.5.1 The Trulli of Alberobello 89

9.5.2 Archeological Area and the Patriarchal Basilica of Aquileia 90

9.5.3 Butrint 90

9.5.4 Old Town of Corfu 90

9.5.5 Ferrara, City of Renaissance and its Po Delta 91

9.5.6 Natural and Culturo-Historical Region of Kotor 92

9.5.7 Old Bridge area of the Old City of Mostar 93

9.5.8 Piran cultural landscape with the salt pans of Sečovlje and Strunjan 93

9.5.9 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč 93

9.5.10 The Early Christian Monuments of Ravenna 93

9.5.11 Historical Complex of Split with the Palace of Diocletian 94

9.5.12 Conclusions 95

9.6 Relation of management with conservation, restoration and maintenance 97

9.6.1 The Trulli of Alberobello 97

9.6.2 Archeological Area and the Patriarchal Basilica of Aquileia 97

9.6.3 Butrint 98
9.6.4 Old Town of Corfu 98
9.6.5 Ferrara, City of Renaissance and its Po Delta 99
9.6.6 Natural and Culturo-Historical Region of Kotor 99
9.6.7 Piran cultural landscape with the salt pans of Sečovlje and Strunjan 99
9.6.8 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč 99
9.6.9 The Early Christian Monuments of Ravenna 100
9.6.10 Conclusions 100
9.7 Relation of management with urban and spatial planning 101
9.7.1 The Trulli of Alberobello 101
9.7.2 Archeological Area and the Patriarchal Basilica of Aquileia 101
9.7.3 Butrint 101
9.7.4 Ferrara, City of Renaissance and its Po Delta 102
9.7.5 Natural and Culturo-Historical Region of Kotor 102
9.7.6 Piran cultural landscape with the salt pans of Sečovlje and Strunjan 103
9.7.7 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč 103
9.7.8 The Early Christian Monuments of Ravenna 103
9.7.9 Conclusions 104
9.8 Relation of management with development (policies, strategies, ..) 105
9.8.1 The Trulli of Alberobello 105
9.8.2 Archeological Area and the Patriarchal Basilica of Aquileia 106
9.8.3 Butrint 106
9.8.4 Ferrara, City of Renaissance and its Po Delta 106
9.8.5 Natural and Culturo-Historical Region of Kotor 107
9.8.6 Piran cultural landscape with the salt pans of Sečovlje and Strunjan(to be confirmed) 108
9.8.7 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč 108
9.8.8 The Early Christian Monuments of Ravenna 108
9.8.9 Conclusions 109
9.9 Financing and funds 110
9.9.1 The Trulli of Alberobello 110
9.9.2 Archeological Area and the Patriarchal Basilica of Aquileia 110
9.9.3 Butrint 110
9.9.4 Old Town of Corfu 110
9.9.5 Ferrara, City of Renaissance and its Po Delta 110
9.9.6 Natural and Culturo-Historical Region of Kotor 111

9.9.7 Piran cultural landscape with the salt pans of Sečovlje and Strunjan 111
9.9.8 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč 111
9.9.9 The Early Christian Monuments of Ravenna 111
9.9.10 Historical Complex of Split with the Palace of Diocletian 111
9.9.11 Conclusions 112
10. Annex 2 - Complete Analysis of the tools 5 and 8 from the Enhancing our Heritage Toolkit conducted for EX.PO AUS sites 113
10.1 Analysis of the Tool 5 - Assessment of Management Planning 113
10.1.1 Management planning information sheet 113
10.1.2 Adequacy of Primary Planning Document 114
10.2 Analysis of the Tool 8 - Assessment of Management Processes 135
10.2.1 Management Planning Information Sheet 135
10.2.2 Assessment of Management Processes 136

About the "Final Report: Joint cross-border approach to sustainable management of the UNESCO World Heritage Sites on the Adriatic"

This "Final Report: Joint cross-border approach to sustainable management of the UNESCO World Heritage Sites on the Adriatic" has been produced within the project **EX.PO AUS (EXtension of Potentiality of Adriatic UNESCO Sites),** a cross-border project co-financed by the EU within the IPA Adriatic CBC Programme 2007–2013.

The general objective of the EX.PO AUS project is to set up a network between the UNESCO World Heritage Sites of the Adriatic Sea area (including sites on the Tentative List or those planning to apply for inclusion on this list), which will be able to develop in a cross-border context, and diffuse high-quality technical and managerial competences by means of the various public and private actors involved, with the aim of pursuing a joint long-term strategy for the sustainable development of the sites based on high levels of managerial, technological and energy-related innovation. One of the **specific objectives** of the EX.PO AUS project is **cross-border development of the concept and tools for sustainable management of UNESCO World Heritage Sites.**

A set of specific processes and activities related to the management of World Heritage Sites were implemented in the framework of ***Working Package 3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites***, coordinated by the **Centre for Conservation and Archaeology of Montenegro**.

The **activities implemented within this Working Package** include: assessing the condition of management plans and general management issues for the World Heritage Sites involved in the project; developing a joint cross-border approach to sustainable development of the UNESCO World Heritage Sites in the Adriatic area; organizing a series of nine seminars/workshops on the preparation and implementation of management plans; assessing the effectiveness of management through the drawing up and actual testing of a checklist and indicators and preparation of the publication "Management planning of UNESCO World Heritage Sites – Guidelines for the development, implementation and monitoring of management plans – with the examples of Adriatic WHSs" in the languages of all seven countries participating in the EX.PO AUS project.

Activities within the Working Package 3 were realized in cooperation between the Centre for Conservation and Archaeology of Montenegro and EXPEDITIO Centre for Sustainable Spatial Development, Kotor, Montenegro, engaged as external experts to implement these activities.

This Final Report is a result of the activities implemented within the Working Package 3.

1. Introduction

1.1 About the EX.PO AUS project

The project **EX.PO AUS** (**EX**tension of **Po**tentiality of **A**driatic **U**NESCO **S**ites) is a cross-border project co-financed by the EU within the IPA Adriatic CBC Programme 2007–2013. The project includes twelve partners from four member states of the European Union (Italy, Slovenia, Croatia and Greece) and three Eastern Adriatic states (Bosnia and Herzegovina, Montenegro and Albania) on both sides of the Adriatic Sea: the City of Dubrovnik, the Region of Istria, the City of Split, the Province of Ferrara, the Municipality of Ravenna – City Art Museum, the Municipality of Alberobello; the Aquileia Foundation, the University of Primorska – Science and Research Centre; the Centre for Conservation and Archaeology of Montenegro, the Commission for the Preservation of National Monuments, the Office of Administration and Coordination of Butrint and the Municipality of Corfu. The project duration is 36 months.

The general objective of the EX.PO AUS project is to set up a network between the UNESCO World Heritage Sites of the Adriatic Sea area (including sites on the Tentative List or those planning to apply for inclusion on this list), which will be able to develop in a cross-border context, and diffuse high-quality technical and managerial competences by means of the various public and private actors involved, with the aim of pursuing a joint long-term strategy for the sustainable development of the sites based on high levels of managerial, technological and energy-related innovation.

To achieve the project's strategic aim, the following specific objectives are being pursued:

- Cross-border development of the concept and tools for sustainable management of UNESCO World Heritage Sites;
- Cross-border improvement of knowledge, techniques and technological support via the exchange of information on best practices and techniques;
- Realization of innovative pilot actions at particular UNESCO World Heritage Sites;
- Joint valorization of Adriatic UNESCO World Heritage Sites as a whole as well as focusing on specific thematic issues, with the aim of attracting the worldwide-growing segment of tourists interested in culture and nature.

Geographical proximity, combined with the extraordinary density of outstanding cultural and natural heritage acknowledged by UNESCO, makes the cross-border approach the most appropriate one to achieve long-term results for the sustainable development of cultural heritage. UNESCO World Heritage Sites have, by definition, an international dimension going beyond national borders, so it is highly important to compare, share and transfer experience, as well as to develop new joint strategies based on territorial proximity.

1.2 The UNESCO World Heritage Sites on the Adriatic included in the EX.PO AUS project

Fernand Braudel, a French historian famous for his work on the Mediterranean, held that there is no single Mediterranean Sea but a vast, complex expanse composed of many seas. Of all the regions, he believed the Adriatic Sea to be "perhaps the most unified". Geography, politics, economics, civilization and religion all combine to make the Adriatic a homogeneous world, extending beyond the coasts of the sea. Its civilization is profoundly complex, with western and eastern influences and elements that combine to give this frontier zone its own originality.[1]

The Adriatic Sea is an area of diverse and rich natural and landscape values. The Adriatic has been a crossroads of different civilizations, the main thoroughfare for the Greeks, Romans and Venetians, so it is no wonder that valuable and diverse cultural heritage sites line the coasts of Italy, Slovenia, Croatia, Montenegro, Albania and Greece. The eastern and western Adriatic coast, from the Strait of Otranto to the northern marshes of the Po Valley, is rich in cultural layers and the remains of past cultures and valuable cultural heritage sites.

The cultural and natural heritage of the Adriatic includes a large number of sites of Outstanding Universal Value inscribed on the UNESCO World Heritage List. Currently more there are than 20 UNESCO World Heritage Sites by the Adriatic Sea. The EX.PO AUS project includes **11 sites already inscribed on the World Heritage List, two on the Tentative List and one not yet included on the Tentative List.** All these sites belong to the category of **cultural sites.**

Within the EX.PO AUS project the following **UNESCO World Heritage Sites** are participating:

1. The Trulli of Alberobello, Italy
2. The Archaeological Area and the Patriarchal Basilica of Aquileia, Italy
3. Butrint, Albania
4. The Old Town of Corfu, Greece
5. The Old City of Dubrovnik, Croatia
6. Ferrara, City of Renaissance and its Po Delta, Italy
7. The Natural and Cultural–Historical Region of Kotor, Montenegro
8. The Old Bridge Area of the Old City of Mostar, Bosnia and Herzegovina
9. The Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč, Croatia
10. The Early Christian Monuments of Ravenna, Italy
11. The Historical Complex of Split with the Palace of Diocletian, Croatia

The EX.PO AUS Project deals also with two **sites on the World Heritage Tentative List**:

12. The Natural and Architectural Ensemble of Blagaj, Bosnia and Herzegovina
13. The Natural and Architectural Ensemble of Stolac, Bosnia and Herzegovina

and one not yet included on the Tentative List:

14. The Piran cultural landscape with the saltpans of Sečovlje and Strunjan, Slovenia

[1] Braudel, F. 1949/1972. *The Mediterranean and the Mediterranean World in the Age of Philip II*

The present selection has been conditioned by the requirements of the project, on the one hand, as being representative of the overall heritage value of the region, while on the other hand, it is important to feature all geographical areas.

The Trulli of Alberobello exemplify folk craftsmanship, the Ravenna churches the beauty of early Christian architecture and art. Aquileia is a Roman and early-Medieval town at the crossroads of the wider region. The Episcopal Complex of the Euphrasian Basilica in Poreč is important because of its state of preservation and durability, as is Diocletian's Palace in Split. Dubrovnik is unique for being a walled medieval town beautifully preserved in its integrity, whereas the Kotor region illustrates the interaction between coastal towns and their surroundings, as does Butrint, for all the differences in the historical and natural setting. Bosnia and Herzegovina features in the project with several different sites, the Old City of Mostar being listed by the World Heritage Centre, and Stolac, Blidinje and Blagaj making the Tentative List. The beauty and importance of Corfu resides in its layering of history, architecture, and culture. Piran, on the other hand, is set off by the harmony between the town and the humanized natural surroundings of its saltpans. This harmony is in full swing in the city of Ferrara as well.[2]

Source: EX.PO AUS project, 2013. EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites

[2] EX.PO AUS project, 2013. *EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites*

1.3 Activities implemented within Working Package 3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites

Within the EX.PO AUS project a set of specific processes and activities related to the management planning process of World Heritage Sites has been initiated within the framework of ***Working Package 3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites***, coordinated by the Centre for Conservation and Archaeology of Montenegro.

This Working Package includes the following activities:

- **Assessing the condition of management plans** and **general management issues** for the UNESCO World Heritage Sites included in the EX.PO AUS project. The assessment is based on an informative grid prepared and filled in by EX.PO AUS project partners. The analysis of this material is presented in the "Cross-border Report on Management of the UNESCO World Heritage Sites on the Adriatic", available on the EX.PO AUS project web site: www.expoaus.org.
- A series of nine **seminars/workshops on preparation and implementation of management plans** organized at the local and cross-border levels with the aim of: educating local stakeholders; sharing know-how about the preparation and implementation of management plans; sharing experience of the management planning process at both the international and regional (Adriatic) levels.
- Developing **a joint cross-border approach to sustainable development of the UNESCO World Heritage Sites in the Adriatic area,** focusing on World Heritage Site management as one of the crucial processes in the sites' protection. This joint cross-border approach: establishes the basic leading concepts, based on internationally accepted approaches and knowledge, in the protection and management of World Heritage and cultural heritage in general; it emphasizes the key considerations for sustainable and effective management systems of World Heritage Sites and proposes guidelines for a joint cross-border approach, based on the processes and activities initiated within the EX.PO AUS project. The joint cross-border approach is available on the EX.PO AUS project web site: www.expoaus.org.
- **Assessing the management effectiveness** of the UNESCO World Heritage Sites on the Adriatic through the detailing and actual testing of a checklist and indicators for effectiveness monitoring. Starting from the existing models for assessing management effectiveness, it was decided that the process of assessing of pilot areas within the EX.PO AUS project should use as a starting point the methodology developed in the "Enhancing our Heritage Toolkit – Assessing the management effectiveness of natural World Heritage Sites"[3]. Two tools from the

[3] Hockings, M., James, R., Stolton, S., Dudley, N., Mathur, V., Makombo, J., Courrau, J. and Parrish, J. (2008), Enhancing our Heritage Toolkit. Assessing management effectiveness of Natural World Heritage sites, Paris, UNESCO World Heritage Centre (World Heritage Papers 23), http://whc.unesco.org/en/series/23/.

"Enhancing our Heritage Toolkit" have been tested within the project: a questionnaire was prepared based on them, distributed to project partners and analysed. During the implementation of the project in 2014–2015, Cycle II of the UNESCO Periodic Reporting for Europe and North America was finished[4], which contains reports from the World Heritage Sites included in the EX.PO AUS project. In order to obtain a complete picture, the data on monitoring from the UNESCO Periodic Reporting was also analysed. The report "Assessing and monitoring the management effectiveness of the UNESCO World Heritage Sites on the Adriatic" is available on the EX.PO AUS project web site: www.expoaus.org.

- Producing the **publication "Management planning of the UNESCO World Heritage Sites – Guidelines for development, implementation and monitoring of management plans – with the examples of Adriatic UNESCO Sites"**. The publication is based on the results of the EX.PO AUS project, relying on international guidelines for World Heritage Site management. The publication aims to contribute to enhancing the process of management of the World Heritage Sites on the Adriatic, as well as of the sites aspiring to this status, especially through a framework for developing, implementing and monitoring management plans. The publication has been prepared in the languages of all seven countries participating in the EX.PO AUS project: Albanian, Bosnian, Croatian, Greek, Italian, Montenegrin and Slovenian, as well as English. In this way, the most advanced knowledge and guidelines on management plans will be made available to a larger number of stakeholders in the Adriatic countries.

- Preparing the **"Final Report: Joint cross-border approach to sustainable management of the UNESCO World Heritage Sites on the Adriatic"** which presents the results of all the activities realized within the *Working Package 3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites*.

[4] Accessible online at: http://whc.unesco.org/.

2. Framework for the protection and management of World Heritage Sites

2.1 World Heritage context

Heritage *is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural heritage and natural heritage are both irreplaceable sources of life and inspiration. They are our touchstones, our points of reference, our identity. What makes the concept of* ***World Heritage*** *exceptional is its universal application. World Heritage sites belong to all the peoples of the world, irrespective of the territory on which they are located.*[5]

The **United Nations Educational, Scientific and Cultural Organization (UNESCO)** adopted the **Convention concerning the Protection of World Cultural and Natural Heritage** in 1972, with the aim of *establishing an effective system of collective protection of the cultural and natural heritage of outstanding universal value, organized on a permanent basis and in accordance with modern scientific methods*[6]. By signing the Convention, the countries recognize that the sites located on their national territory, without prejudice to national sovereignty or ownership, constitute a **world heritage 'for whose protection it is the duty of the international community as a whole to cooperate'.** States and local communities have therefore a great responsibility to protect and conserve for future generations.

World Heritage Sites are inscribed on the **World Heritage List**, which includes the most outstanding cultural and natural heritage sites from all over the world and currently lists **1,031** properties. World Heritage sites are cultural heritage monuments, groups of buildings, sites and natural heritage features, geological and physiographical formations, which are of Outstanding Universal Value.

> ***Outstanding Universal Value*** *means cultural and/or natural significance which is* ***so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity.*** *As such, the permanent protection of this heritage is of the highest importance to the international community as a whole.*[7]

[5] UNESCO World Heritage Centre, 2008, *World Heritage Information Kit.*
[6] UNESCO, 1972, *Convention concerning the Protection of the World Cultural and Natural Heritage.* (World Heritage Convention).
[7] UNESCO World Heritage Centre, 2015, *Operational Guidelines for the Implementation of the World Heritage Convention* (WHC.15/01 8 July 2015).

2.2 Protection and management of World Heritage Sites

When dealing with World Heritage, through a framework set by the World Heritage Convention, the general aim is the ***"identification, protection, conservation, presentation and transmission to future generations of cultural and natural heritage"*** **of Outstanding Universal Value**.[8]

Since 2005, the requirement of sustainable management has been included in the Operational Guidelines for the Implementation of the World Heritage Convention, serving as guidance on the management of World Heritage properties.

The concept of 'management' emerged comparatively late in the forty-year history of the World Heritage Convention. However, the requirement to achieve the goals of successful management – identification, protection, conservation, presentation and transmission to future generations of heritage of Outstanding Universal Value – has been there from the outset.

Sites are added to the World Heritage List and considered to have Outstanding Universal Value if they meet:

- one or more World Heritage criteria
- conditions of integrity and authenticity
- the requirement for protection and management[9]

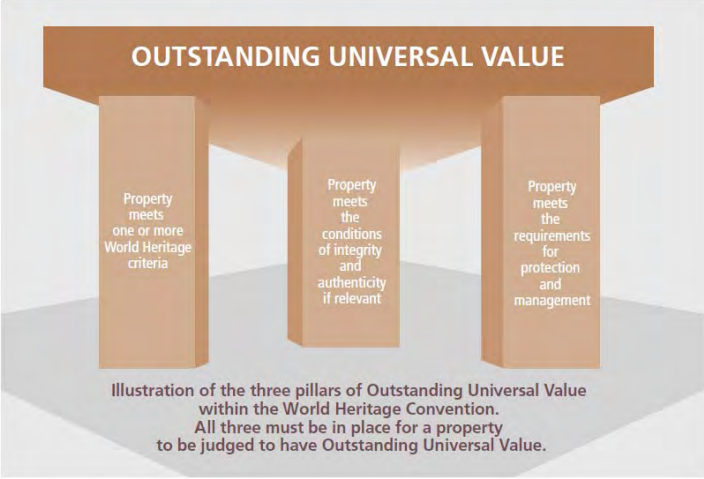


Diagram: Three pillars of Outstanding Universal Value. *Source: World Heritage Resource Manual – Managing Cultural World Heritage, UNESCO/ICCROM/ICOMOS/IUCN, 2013, p.35.*

[8] *In World Heritage Convention, Article 4, it is defined that each State Party recognizes the duty of ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage situated on its territory.*

[9] *Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC.15/01 8 July 2015, paragraphs 77–97.*

Each World Heritage property must have an adequate **protection and management system** in order to be deemed of Outstanding Universal Value.

Protection and management of World Heritage properties should ensure that their Outstanding Universal Value, including the conditions of integrity and/or authenticity at the time of inscription, are sustained or enhanced over time.[10]

A **management system** for cultural heritage helps to **conserve and manage** a given property or group of properties in a way that **protects heritage values**, in particular the OUV if it is a World Heritage property and, **where possible, enhances wider social, economic and environmental benefits beyond the confines of each property**. Moreover, it delivers a constructive role for cultural heritage in enhancing human development, which in the long term will bring a return, augmenting the sustainability of the cultural heritage itself.[11]

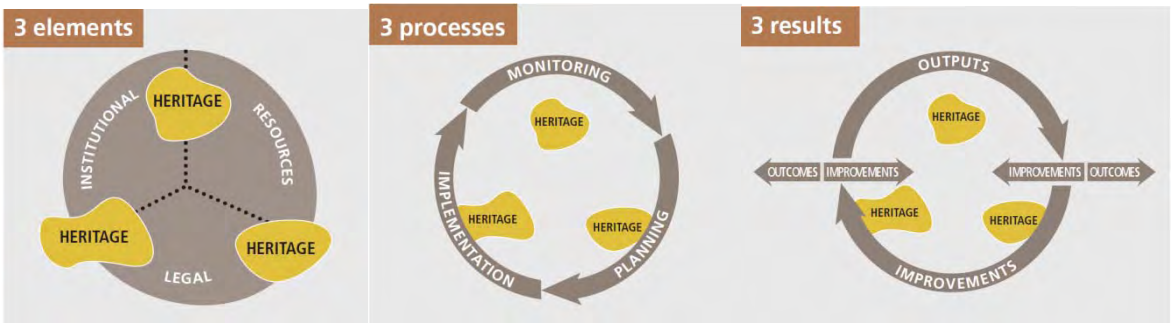
2.3 Management system of World Heritage Sites

A management system of a World Heritage Site is a system set up in order to achieve the effective protection of the heritage values of a cultural property for present and future generations. A definition and description of a management system is contained in the *World Heritage Resource Manual – Managing Cultural World Heritage*, within *Chapter 4: Defining, assessing and improving heritage management systems*[12]. In this chapter, we present the key elements described in the Resource Manual.

According to *World Heritage Resource Manual – Managing Cultural World Heritage,* there are nine components[13] that are common to all heritage management systems:

- 3 elements: Legal framework, institutional framework and resources(human, financial and intellectual) which are used to make the system operative
- 3 processes: Planning, implementation and monitoring
- 3 results: Outcomes, outputs and improvements to the management system

[10] UNESCO World Heritage Centre, 2015, *Operational Guidelines for the Implementation of the World Heritage Convention* (WHC.15/01 8 July 2015), paragraph 96.
[11] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual) .
[12] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual), Chapter 4: Defining, assessing and improving heritage management systems, p.53–121.
[13] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual), p. 53.



Diagrams: Elements of management systems. *Source: World Heritage Resource Manual – Managing Cultural World Heritage, UNESCO/ICCROM/ICOMOS/IUCN, 2013, p.54–55*

There is a **diversity of heritage management systems** that vary from country to country, and from site to site. The primary management systems for heritage at the national or regional level often have to enhance their decision-making processes in order to effectively integrate contributions from other systems.

For World Heritage Sites, **different management scenarios** are possible, depending on the type of site and its ownership:

- For properties **owned and managed exclusively by the 'primary management system',** the main institution in charge of heritage with its own resources does the planning of conservation, implementation and monitoring, as well as decision making.
- For heritage **properties with multiple owners, occupancy and ongoing uses**, such as historical centres and cultural landscapes, the decision-making process is different, and it involves governing and managing bodies, owners and users. While some decisions may be taken by individual entities, there should be a new mechanism to take joint or collective decisions.
- In most cases, there may be a **variety of entities involved in the management** of the property and the buffer zone, and the decision-making process in this scenario becomes even more complex and a new decision-making platform is a prerequisite.

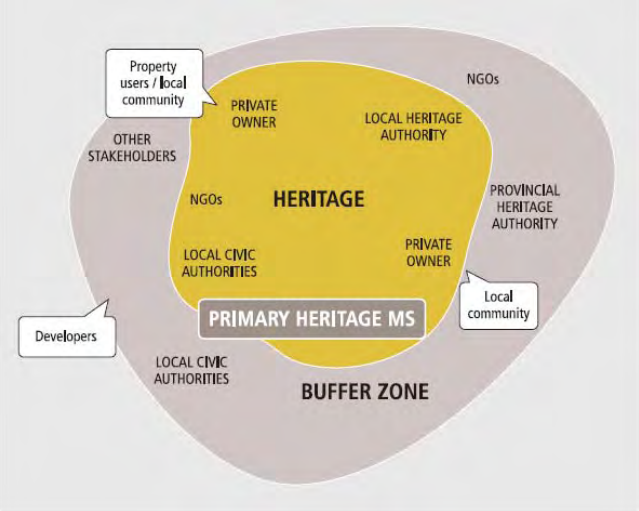
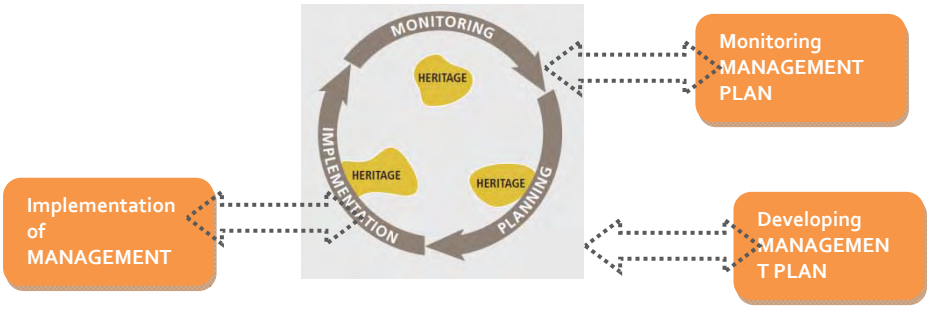


Diagram: Management scenario with a variety of entities involved. *Source: World Heritage Resource Manual – Managing Cultural World Heritage, UNESCO/ICCROM/ICOMOS/IUCN, 2013, p.57*

2.4 Management planning process and management plans

Management planning is one of the key tools for protecting cultural values and, in particular, Outstanding Universal Value within the World Heritage process. In that process the **management plan** documents in a structured way the management system(s) at a property, and it also helps to identify gaps in the existing system which, in turn, provides feedback to change or improve it.

Preparing and implementing a management plan requires contributions from all nine components of a heritage management system, and the process of **developing, implementing and monitoring of management plan** is very important.



A management plan is a tool developed through a planning phase and then used in implementation and monitoring to assist in those processes. A framework for developing, implementing and

monitoring a management plan taken from the *World Heritage Resource Manual – Managing Cultural World Heritage* is presented in the publication The "Management planning of UNESCO World Heritage Sites – Guidelines for the development, implementation and monitoring of management plans – with the examples of Adriatic WHSs", available on the EX.PO AUS project web site:www.expoaus.org.

3. Joint cross-border/ inter-Adriatic approach to sustainable development of the UNESCO World Heritage Sites

A joint cross-border approach to sustainable development of the UNESCO World Heritage Sites in the Adriatic area, developed within EX.PO AUS project, focuses on **the World Heritage Sites management,** as one of the crucial processes in the sites' protection.

This joint cross-border approach seeks to:

- establish the **basic leading concepts,** based on internationally accepted approaches and knowledge, of the protection and management of cultural heritage in general and World Heritage
- emphasize **key considerations** for sustainable and effective management systems of World Heritage Sites
- propose **guidelines** for joint cross-border approach, based on processes and activities initiated within the EX.PO AUS project

These basic leading concepts, key considerations and guidelines are intended to be used in order to enhance and refine the preparation and implementation of management plans and to contribute to effective and sustainable management process in general, with the final aim to protect the Outstanding Universal Value of the World Heritage Sites and ensure their sustainable development.

3.1 Basic starting points for the managing of World Heritage Sites

When dealing with the protection and management of cultural heritage in general it is important to have starting points that rely on basic principles in this field. Most of those basic principles are already established in internationally accepted approaches and knowledge. Some of the key issues for managing World Heritage are contained in one of the most recent documents developed by

UNESCO/ICCROM/ICOMOS/IUCN –the *World Heritage Resource Manual – Managing Cultural World Heritage*[14].

We cite some of the starting points recognized in *Chapter 2: Context – managing cultural heritage* from this *Resource Manual*[15], which we regard as key for the World Heritage management:

- **Placing World Heritage concerns in a broader framework**
  It is important to have as a starting point the **expanding concept of heritage** and the increased importance given to how heritage places relate to their **complex context**. Heritage places cannot be regarded as separate from development activities, isolated from social changes that are occurring, or separate from the concerns of the communities. Heritage places are places where **social and cultural factors** have been and continue to be important in shaping them.

  The wider scope of heritage nowadays has led to many more players or stakeholders being involved in its management. It is essential that the heritage bodies work with other stakeholders as far as possible to develop and implement an agreed vision and policies for managing each heritage place within its broader physical and social context.

Diagram 1: The result of heritage management if viewed solely as a question of custodianship and guardianship

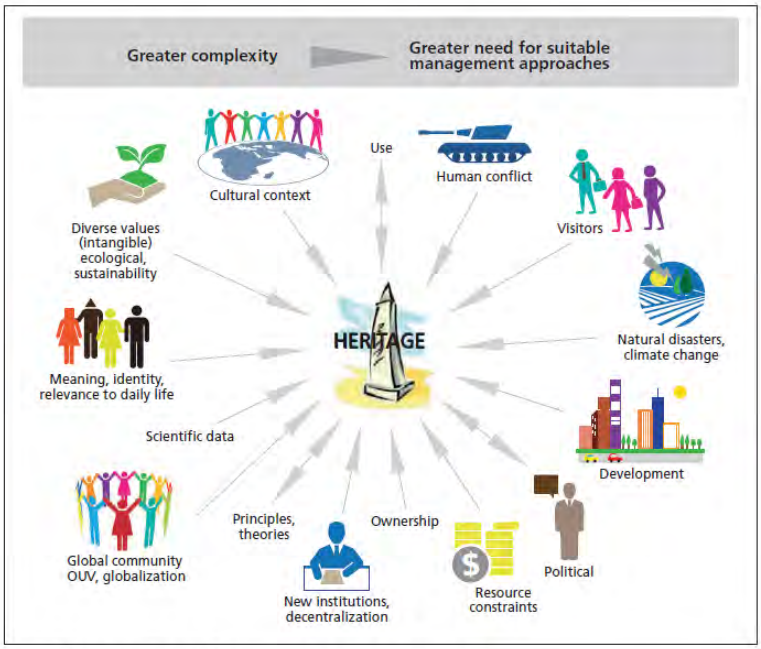


Diagram 2: Some examples of old and new issues in heritage management

Source: World Heritage Resource Manual – Managing Cultural World Heritage, UNESCO/ICCROM/ICOMOS/IUCN, 2013, p.14–15.

- **The role of cultural heritage in sustainable development**

[14] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual).
[15] Extract from UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual), Chapter 2: Context – managing cultural heritage, p.12–28.

Cultural heritage, including World Heritage, can play an important and active role in sustainable development. Cultural heritage itself is a **part of the environmental/cultural resources** that should be protected and transmitted to future generations to guarantee their development. On the other hand, there is a significant **contribution that heritage and heritage conservation can make to the environmental, social and economic dimensions** of sustainable development.

- **The values-led approach to conservation and management of heritage**
  The values-led approach is a response to the recognition of the increasing complexity of heritage. It promotes the assessment of the significance of a place – based on the values attributed by all stakeholders (not only by the experts) and the use of a Statement of Significance as a basis for developing conservation and management strategies.

- **Managing a changing historical environment**
  The management of the historical environment is the management of change. The aim must be the continuing sustainable use of sites in their context and setting, while keeping and, if possible, reusing what is important from the past, while protecting the OUV of the property. As a consequence, management must also change to accommodate the views of others and the interests of those who live and work in an area.

- **An inclusive approach – participatory approach to management**
  Increased participation is necessary to address a greater complexity that requires advances in management practice. Management approaches must accommodate the shift to a wider, more inclusive approach to heritage management and to a greater emphasis on community engagement.

  *A **participatory approach** to management is being promoted in various sectors but particularly in the heritage sector, given the perception of heritage as the shared property of communities and a factor in ensuring the sustainability of those communities. The ownership of a heritage property may be widely diverse, particularly in urban areas or cultural landscapes. This is even more important for World Heritage properties where the identification of OUV implies even broader obligations and ownership, with heritage perceived as the collective property of humankind as a whole, involving an international element in management.*[16]

  Participatory approach in the management of World Heritage Sites was promoted through the EX.PO AUS project and also used in the implementation of different activities, by involving different stakeholders.

[16] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage*, Paris, UNESCO World Heritage Centre (World Heritage Resource Manual).

3.2 Key considerations for sustainable and effective management systems

A **management system** for each site is shaped by varying cultural perspectives, by the resources available and by other factors. A management system needs to be regularly reviewed and updated to respond to changes to the properties, their setting and the management system itself.

There are number of **issues** that need to be taken into consideration, in order to have sustainable and effective management systems. Some of those issues, which are highlighted in the *World Heritage Resource Manual – Managing Cultural World Heritage*, are[17]:

- ***Embracing diversity**: Each heritage management system will be, to some extent, unique because of being shaped by the specific needs of the heritage in its care, the cultural context and wider social, economic and environmental factors. In the case of World Heritage, see the Operational Guidelines (OG paragraph 110).*
- ***Clarity and coordination**: A management system is cyclical, evaluating its process and achievements, so as to adjust its ongoing activities and to inform the next cycle. Interacting with other management systems or their components, it provides a coordinated and effective management outcome with regard to the values of the heritage and, in the case of World Heritage, the OUV.*
- ***Risk preparedness**: A management system needs to be sufficiently flexible to deal with unforeseeable events, such as natural disasters or fluctuations in the financial or human resources available to it.*
- ***A participatory approach**: A shared understanding of the property and its significance by all stakeholders and their involvement in management processes can radically change how the functions of a management system are discharged. It makes heritage processes more responsive and delivers outputs and outcomes that are better aligned with the actual needs of the property and its stakeholders. It also promotes a constructive role for heritage to contribute to society and to sustainable development.*
- ***The role of heritage in sustainable development**: Establishing an active role for heritage in sustainable development delivers numerous reciprocal benefits, enabling the management system to balance the different and competing needs more effectively, and to locate new forms of support, which are likely to reinforce the heritage values.*

A responsive, effective and complete heritage management system should also be able to meet the additional requirements that the World Heritage system imposes on it, including compliance with the reporting processes and decisions of the World Heritage Committee.

There are also **additional considerations**[18]**:**

- *The need to develop a **shared and realistic vision** for the medium- to long-term future of the property that could be shared with the international community.*

[17] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual), p. 60.
[18] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage,* Paris, UNESCO World Heritage Centre (World Heritage Resource Manual), p. 62.

- *The need to **address the management changes and challenges** that could arise from being added to the World Heritage List. For example, the implications of a possible increase in visitor numbers due to listing need to be understood and planned for, as must the greater commitment to site interpretation and visitors' facilities.*
- *The need for new or **improved tools for greater management effectiveness** and improved results when countries opt to use existing institutions and resources to implement new management actions associated with World Heritage listing of a cultural property.*
- *The need to integrate new management strategies for World Heritage properties sometimes leads to **new management structures** being introduced. These might form a separate unit within existing institutions and/or be a project-based implementation team or a site-specific institution with its own mandate and resources.*[19]

3.3 Processes and activities on protection, management and sustainable development of the World Heritage Sites initiated within the EX.PO AUS project

Within the EX.PO AUS project different **processes and activities** contributing to protection, management and sustainable development of the World Heritage Sites have been initiated:

- **Joint presentation and promotion of values of the UNESCO World Heritage Sites** in the Adriatic area, through:
  - A project **brochure** in English and all project partners' languages
  - Multilingual project **website** [www.expoaus.org] - portal to all online resources about the UNESCO World Heritage Sites of Adriatic
- Specific activities related to **promotion of individual World Heritage Sites**: a photo monograph, a multimedia DVD, leaflets, postcards, an international conference
- **Awareness raising** about the values of UNESCO World Heritage Sites through: a website, publications, a photographic campaign, a media presentation,...
- **Researches and knowledge sharing** of the **protection of cultural heritage** and **specific segments of cultural heritage**:
  - Architectural decoration, with a focus on mosaics
  - Archaeological sites
  - Dry-stone constructions
  - Vernacular architecture

[19] UNESCO, ICCROM, ICOMOS and IUCN, 2013, *Managing Cultural World Heritage*, Paris, UNESCO World Heritage Centre (World Heritage Resource Manual)..

- **Knowledge enhancing and sharing** through: thematic working groups, workshops and conferences related to different specific topics: architectural decoration, dry-stone constructions, vernacular architecture, energy efficiency, management plans, etc.
- **Enhancing knowledge base** about cultural heritage and World Heritage Sites of Adriatic, through: a publication on the World Heritage Sites of Adriatic, enlarging a database of mosaics, a website dedicated to the archaeological sites, publications and monographs about individual WHS, a publication about dry-stone constructions and vernacular architecture
- Developing **new tools for protection of cultural heritage**, such as a **Self-assessment card for archaeological sites**
- Special focus on the **energy efficiency in the World Heritage Sites**, through realization of four pilot projects dealing with this issue, organizing a conference and preparing a publication
- **Pilot project with concrete activities on improving energy efficiency** at four World Heritage Sites
- **Pilot project with concrete activities on restoration** of cultural properties at five World Heritage Sites, including restoration of vernacular architecture
- Specific activities related to protection and **revitalization of vernacular architecture**(mills): preparing a project design, restoration works, a publication, a workshop
- Specific activities related to **protection of dry-stone constructions**: a publication, a conference, concrete restoration activities on dry-stone constructions
- Specific activities related to **preparation of nomination for World Heritage List:** preparation of documents, an online database, a guide book, a management plan, a scientific meeting, a publication
- **Disseminating the results of the pilot project activities, experience and knowledge sharing,** through a cross-border seminar and publication
- Analyzing a relation between **tourism and cultural heritage**, through: Quantitative and qualitative surveys on the tourism streams, Investigation on the European and international cultural tourism market
- **Joint touristic promotion** of UNESCO World Heritage Sites on the Adriatic, through: a high professional DVD on the UNESCO Sites of the Adriatic and design and promotion of inter-Adriatic tourist packages "UNESCO sites of the Adriatic" (including an e-booklet)
- **Dissemination** of the results of project activities, and promotion of values of WHS, especially through contact with the **media** and: developing a communication strategy, organizing press conferences, providing regular information to media, ..

Within the EX.PO AUS project **a set of specific processes and activities related to management planning process of World Heritage Sites**, in the framework of *WP3 - Cross-border Sustainable Management of the Adriatic UNESCO Sites*, has also been initiated:

- **Assessing the condition of Management plans** for the UNESCO World Heritage Sites on the Adriatic. The assessment was made on the basis of an informative grid prepared and completed by the EX.PO AUS project partners[20].

- Together with assessing the condition of management plans an **assessment of general management issues** was conducted, referring primary to: a legal and institutional framework, the type of management system, the key stakeholders, financing and funds. Furthermore, the **relation of management to conservation, restoration and maintenance, urban and spatial planning and development** was analyzed.

- A series of nine **seminars/workshops on preparation and implementation of the management plans** was organized at the local and cross-border level with the aim to: educate local stakeholders, share the know-how about the preparation and implementation of management plans achieved by the leading areas, share experience of the management planning process both at the international and regional (Adriatic) level.

- Elaboration and concrete testing of a check **list and indicators to monitor the effectiveness of the management process**. A template with indicators was formed and an analysis conducted after the project partners provided information. The starting point was a methodology developed in World Heritage Paper 23 - Enhancing our Heritage Toolkit /Assessing management effectiveness of natural World Heritage. Furthermore, an analysis of data on the World Heritage sites monitoring, from a Periodic Reporting conducted by the World Heritage Center was used.

- **Publication about management plans** in **all project partners' languages** with a summary in English will be produced and distributed.

- A **final report** of all the activities related to management of the UNESCO World Heritage Sites on the Adriatic, with all detailed analyses of specific sites treated within the EX.PO AUS project, will be prepared and published in pdf format on the project website

- Preparation of this **Joint cross-border/inter-Adriatic approach to sustainable development of the UNESCO World Heritage Sites**

[20] Out of 14 heritage sites included in the EX.PO AUS project, 11 of which are already on the World Heritage List and 3 on the Tentative List, 9 have a Management plan. At seven World Heritage Sites, the Management plan has been implemented, while at two of them, it has not been implemented yet. A Management plan is in the phase of development at three sites, while there are two sites that have not started the process yet.

3.4 Guidelines for a joint cross-border sustainable development of UNESCO World Heritage Sites

A joint cross-border approach to protection and management of the UNESCO World Heritage Sites in the Adriatic region can greatly contribute to strengthening the region's sustainable development capabilities.

Following the processes and activities initiated within the EX.PO AUS project some **general basic guidelines** emerged that should be **further maintained and enhanced in the future**:

- Continue placing the **protection and management of World Heritage at the heart of overall development strategies** of the Adriatic area
- Strengthening and increasing **collaboration and partnership – a network of UNESCO World Heritage Sites in the Adriatic region**
- Developing and enhancing **cooperation between different actors** dealing with protection and management of World Heritage Sites at national and cross-border level
- Fostering **participatory process** in managing the World Heritage Sites, through involving all the stakeholders in all the phases of process, especially local communities
- Fostering **experience sharing** of **protection and management** of the UNESCO World Heritage Sites in the Adriatic area and wider
- Fostering **knowledge sharing** of different aspects of **heritage identification, protection, conservation, promotion and management** in the Adriatic area and wider
- Fostering and enhancing joint **capacity building activities targeting institutions and organizations** in the cross-border region dealing with protection and management of World Heritage Sites
- Fostering **joint awareness raising campaigns and activities** in the cross-border area focusing on Outstanding Universal Value of World Heritage Sites, and the overall value of Adriatic area
- Continue enhancing **joint touristic promotion** of World Heritage Sites in the Adriatic area, through different activities
- Continue promoting the **long term impacts of World Heritage Sites on economic development and social cohesion**
- Continue contributing to **enhancing the economic impact of World Heritage Sites** in the cross-border area
- Fostering **further research with application of innovative technologies** on the contribution of heritage to sustainable development of the cross-border area
- Developing **joint cross-border project applications and implementing projects** related to protection and management of World Heritage Sites in the Adriatic area

Activities initiated within the EX.PO AUS *WP3 - Cross-border Sustainable Management of the Adriatic UNESCO Sites* resulted in the following basic **guidelines about management planning of the UNESCO World Heritage Sites on the Adriatic that should be maintained and enhanced in the future:**

- Fostering **monitoring of the state of management plans preparation and implementation** for World Heritage Sites in the Adriatic area, through developed tools like informative grid
- Fostering **preparation of management plans for all the World Heritage Sites in the Adriatic area**
- Fostering **participatory process** in managing the World Heritage Sites, through involving all the stakeholders, especially local communities, in all the phases of preparation, implementation and monitoring of management plans
- Fostering **regular updating, monitoring and implementation of the existing management plans** for the World Heritage Sites in the Adriatic area
- Enhancing management systems of the World Heritage Sites in the Adriatic area, **experience and knowledge exchange and sharing**, through **workshops, seminars, conferences and trainings on national and cross-border level**
- Enhancing management systems of the World Heritage Sites in the Adriatic area, through **joint initiatives, activities and projects** on management of the sites and management plans preparation and implementation
- Contribute to enhancing **efficient implementation of management plans** for the World Heritage Sites in the Adriatic area through **different specific activities**
- Continue with the activities on **monitoring the effectiveness of the management process** of World Heritage Sites in the Adriatic area, along with a regular **updating of a list of indicators**

4. Assessment about the management planning of the UNESCO World Heritage Sites on the Adriatic

Within the Working Package 3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites an assessment of the state of management plans and general management issues was implemented.

The assessment was based on an informative grid prepared and filled in by the EX.PO AUS project partners. The analysis of this material is presented in the "Cross-Border Report on Management of the UNESCO World Heritage Sites on the Adriatic", available onthe EX.PO AUS project web site: www.expoaus.org.

This chapter presents the key results from the assessment of the state of management plans and general management issues, while a detailed assessment is contained in Annex 1.

There are **14 sites** included in the EX.PO AUS project. Eleven of them are on the UNESCO World Heritage List; two are on the Tentative List, and one is in the process of being added to the Tentative List.

Based on the information provided in the informative grid these sites represent **different types of cultural heritage sites**:

- **Archaeological areas** (the Archaeological Area and the Patriarchal Basilica of Aquileia, Butrint)
- **Single monuments and complexes** (the Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč)
- **Assemblies of single monuments** (the Early-Christian Monuments of Ravenna – that consist of eight single monuments)
- **Segments of urban areas** (the Trulli of Alberobello, Old Town of Corfu, Old Bridge area of the Old City of Mostar)
- **Urban areas** (the Historical Complex of Split with the Palace of Diocletian)
- **Urban areas and landscape** (the Old City of Dubrovnik, with the extension of Lokrum Island)
- **Natural and Architectural Ensembles** (the Natural and Architectural Ensemble of Blagaj, the Natural and Architectural Ensemble of Stolac)
- **Natural and Cultural-Historical Region** (Natural and Cultural-Historical Region of Kotor)
- **Cultural landscapes** (Ferrara, City of Renaissance and its Po Delta, the Piran cultural landscape with the saltpans of Sečovlje and Strunjan)

As for the **time of inscription on the World Heritage List,** the EX.PO AUS project includes various sites, from those inscribed early in the 1970s, the majority in the 1990s and after 2000, to those that have not been included on either the World Heritage or Tentative List.

- The sites inscribed in the **1970s** (**three** sites: the Old City of Dubrovnik; the Historical Complex of Split with the Palace of Diocletian; the Natural and Cultural-Historical Region of Kotor)
- The sites inscribed in the **1990s** (**six** sites: the Trulli of Alberobello; the Archaeological Area and the Patriarchal Basilica of Aquileia; Butrint; Ferrara, City of Renaissance and its Po Delta; the Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč; the Early-Christian Monuments of Ravenna)
- The sites inscribed **after 2000** (**two** sites: the Old Bridge area of the Old City of Mostar; the Old Town of Corfu)
- The sites inscribed on the Tentative List (**two** sites since 2007: the Natural and Architectural Ensemble of Blagaj, the Natural and Architectural Ensemble of Stolac)
- The site **not yet included on the Tentative List**: the Piran cultural landscape with the saltpans of Sečovlje and Strunjan, for which the application documentation for the Tentative List will be collected during the project

Table1. Indentification of UNESCO sites within the project

	Site name	Country	Type of the site	Inscription on the World Heritage List	Year of inscription	Criteria
1.	**The Trulli of Alberobello**	Italy	Urban area	Yes	1996	3,4,5
2.	**Archaeological Area and the Patriarchal Basilica of Aquileia**	Italy	Urban, archaeological area	Yes	1998	3,4,6
3.	**Butrint**	Albania	Archaeological landscape	Yes	1992	3
4.	**Old Town of Corfu**	Greece	The Old and New Fortresses; Urban Plan and Roads; Open Spaces, Squares and Parks; Buildings; Cultural Characteristics	Yes	2007	4
5.	**Old City of Dubrovnik, Lokrum Island**	Croatia	Urban centre, cultural and landscape	Yes	1979, 1994 island	1,3,4
6.	**Ferrara, City of Renaissance and its Po Delta**	Italy	Cultural landscape	Yes	1995-1999	2,3,4,5, 6
7.	**Natural and Cultural-Historical Region of Kotor**	Montenegro	Natural and Cultural-Historical Region (cultural landscape)	Yes	1979	1,2,3,4
8.	**Old Bridge area of the Old City of Mostar**	Bosnia and Herzegovina	National monument -Historical urban area	Yes	2005	6
9.	**The Natural and Architectural Ensemble of Blagaj**		Natural and architectural ensemble	On the Tentative List (2007)		
10.	**The Natural and Architectural Ensemble of Stolac**					
11.	**Piran cultural landscape with the saltpans of Sečovlje and Strunjan*(to be confirmed)***	Slovenia	Cultural landscape with rural and urban components	No		
12.	**Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč**	Croatia	Single monument	Yes	1997	2,3,4
13.	**The Early-Christian Monuments of Ravenna**(The Basilica of San Vitale, the Mausoleum of Galla Placidia, the Neonian Baptistry, The Arian Baptistery, The Archiepiscopal Chapel, the Basilica of Sant' Apollinare Nuovo, the Mausoleum of Theodoric, Basilica of Sant' Apollinare in Classe)	Italy	Eight single monuments	Yes	1996	1,2,3,4
14.	**Historical Complex of Split with the Palace of Diocletian**	Croatia	Urban area	Yes	1979	2,3,4

Management plans of the sites included in the EX.PO AUS project – current state

The sites included in the EX.PO AUS project are in different stages as far as their management plans are concerned. The presented analysis of the management plans condition is based on the informative grid filed in by the project partners.

Table2. Management plan condition at the sites included in the project (Information form 2013)

	Site name	Year of inscription on WHL	Management plan (MP) status					Year of MP adoption
			MP does not exist		MP exists			
			MP does not exist	MP is in the phase of development	MP has not yet been implemented	MP is being implemented	MP is implemented and updated regularly	
1.	The Trulli of Alberobello	1996				x		2010
2.	Archaeological Area and the Patriarchal Basilica of Aquileia	1998		x				-
3.	Butrint	1992					x	2012
4.	Old Town of Corfu	2007				x		2005
5.	Old City of Dubrovnik, Lokrum Island	1979, 1994	x					-
6.	Ferrara, City of Renaissance and its Po Delta	1995-1999					x	2011
7.	Natural and Cultural-Historical Region of Kotor	1979				x*		2011
8.	Old Bridge area of the Old City of Mostar	2005				x		2005
9.	Natural and Architectural Ensemble of Blagaj	-		x				-
10.	The Natural and Architectural Ensemble of Stolac	-	x					-
11.	Piran cultural landscape with the saltpans of Sečovlje and Strunjan *(to be confirmed)*	-				x*		2011*
12.	Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč	1997		x				-
13.	Early-Christian Monuments of Ravenna	1996				x		2005
14.	Historical Complex of Split with the Palace of Diocletian	1979			x*			-.....
	TOTAL (14)		2	3	1	6	2	

Out of the**11 sites that are on the World Heritage List**only one does not have a management plan and has not yet started preparations (Old City of Dubrovnik)[21].

At two sites their management plans are in the phase of development and will be finished by the end of the project (the Archaeological Area and the Patriarchal Basilica of Aquileia and the Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč[22]).

The management plan for the Historical Complex of Split with the Palace of Diocletian has been drafted but not adopted yet. At present, the Plan is being revised.

Four sites have and implement their management plans (The Trulli of Alberobello, Old Town of Corfu, Old Bridge area of the Old City of Mostar, The Early Christian Monuments of Ravenna), while the management plan for the Natural and Culturo-Historical Region of Kotorhas only been partly implemented. At two sites management plans are implemented and updated regularly (Ferrara City of Renaissance and its Po Delta, Butrint).

None of the **three sites not included on the World Heritage List** have management plans. For the Natural and Architectural Ensemble of Stolac, the development of a management planhas not yet begun, while for the Natural and Architectural Ensemble of Blagaj,the plan is underway. The Piran cultural landscape with the saltpans of Sečovlje and Strunjan has a management plan for part of the area planned to be nominated for the Tentative List, a ten-year management plan for the Landscape Park of the Sečovelje saltpans (2011–2021), but not for the whole area.

Information about the status of management plans of the sites was collected in 2013, while, in 2015, Dubrovnik began with the preparation of the management plan and the management plan for Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč was completed.

[21] Information form 2013. In meanwhile, Dubrovnik began with the preparation of the management plan in 2015

[22] Management plan for Episcopal Complex of the Euphrasian Basilica in the Historical Centre of Poreč completed in 2015

4.1 Development and implementation of management plans – process, lessons learnt and challenges

In the part of the informative grid related to management plans, there were two questions about the experiences during the development, updating and implementation of management plans (process, positive and negative aspects, challenges, lessons learnt). This part of the informative grid was completed by the sites that have management plans.

Some of the **key topics** recognized in the process of development of management plans are:

- There are **different models of preparation** of management plans that include different phases and entail the involvement of different stakeholders. These models depend on the legal and institutional framework of the country, type of site, specific characteristics of the site and the local context, etc.
    - *For the implementation of the management plan of the site, a **steering committee** made up of people responsible for the site **mandated a technical group** that wrote the management plan and then monitored its implementation. Currently the technical group has prepared a general long-term profile, within which it would be possible to foresee individual actions to implement the usability of the site, its protection and proper preservation. (Ferarra)*
    - *The management plan was drawn up on the initiative of the Municipality of Corfu and the Corfu Branch of the Technical Chamber of Greece. The preliminary preparation of the management plan was entrusted to **two architects**, who drew up the first draft on the basis of the data concerning the Property and their own wide experience. That first draft of the management plan was **submitted to select committees** of the two bodies responsible for its preparation and was then revised and expanded. Once it had been accepted, it was **presented to the local community** and sent to the Ministry of Culture (Directorate of Byzantine and Postbyzantine Antiquities), to other parties involved in the management of the site and to the Regional Authority of the Ionian Islands and the Prefecture of Corfu for their assent. Finally, **after widespread consultation and discussion, it was approved** by the Municipal Council in 2005. (Corfu)*
    - *The process of the management plan development was realized in two phases (2006–7 and 2011). It was led by the Regional Institute for Cultural Heritage Protection in Kotor and the Ministry of Culture of Montenegro. In order to draw up a draft management plan the following bodies were formed: a **Coordination Team** (9 members), **Working Group** (22 members) composed of representatives of the relevant state and local institutions, media, non-governmental organizations and an **Advisory Body** (5 members) composed of prominent individuals in the fields of science, education and culture. In the second phase, when it was necessary to detail the draft management plan in accordance with the suggestions provided by the UNESCO, a Working Group (16 members) was formed composed of representatives of the relevant state and local authorities and institutions, faculties, Municipality of Kotor and the NGO sector. In addition, two ICOMOS experts were involved in the process as expert consultants, as well as representatives of the Municipalities of Tivat and Herceg Novi for the part of the plan regarding the Kotor Region's buffer zone. The process of development of the management plan included the following activities: training of staff, presentation of*

experiences of developing the management plan, a study tour, as well as a workshop in order to formulate a Draft Statement of Outstanding Universal Value. (Kotor)

- In the process of preparation of management plans**, the involvement of stakeholders in the process** proved to be very important
    - *The process of preparation of the management plan has **provided numerous initiatives** to ensure **adequate information and participation of citizens and of all the parties concerned** by the developments and the direct effects of the plan; **public meetings** were held to present the project and also work tables, with the involvement of administrators, technicians, operators of the sectors concerned. The management plan started to take shape even from the considerations, the reflections and the awareness established in the course of these meetings and comparisons with the institutional and non-institutional actors, during which it always pursued research of expectations, solutions and strategies.(Alberobello)*
    - *In order to make the plan sustainable, it is very important to **achieve a consensus**. That is why a series of round tables for different stakeholders interested in issues regarding the city's historical core need to be organized. (Split)*
    - *It is important to inform and engage the public in the process of creating the management plan through different activities. (Kotor)*

- **Data and information gathering** is very important in the initial phase of preparation of a management plan**,** and it can be challenging when the necessary material has not been collected or when there are several previously developed plans that need to be integrated into the current one
    - *It is a challenge to use the existing material, especially if several management plans have been previously developed (Butrint)*
    - *In cases when there is no available information and data, this made the process of development of the plan difficult. However, the documentation collected and compiled during the process of management plan creation has been very useful for subsequent activities. (Kotor)*
- During the process of creation of the management plan**,** in the phase of condition assessment or development of proposals **different useful tools can be used,** such as a SWOT analysis or a logical framework development.
    - *In order to present opportunities for development of the site and to support the identification of all those actions that are necessary to achieve the objectives of protection and enhancement identified by UNESCO, a SWOT analysis can be useful, considering the strengths and weaknesses inside the site, and recognizing the opportunities and threats. (Alberobello)*
    - *The development of a Logical Framework of the management plan proved to be very useful because it connected the key recognized topics, factors, aims, priority tasks, guidelines, measures and regimes of protection and activities. (Kotor)*
- For the complex sites that have both **cultural and natural values,** it is a challenge to deal with both in a management plan and to come up with an integrated plan.
    - *The main challenge in preparing a management plan for the site that has cultural and natural values/properties was to cover all the issues, as well as to prepare an Integrated Management Plan (Butrint)*
- As a strategic document for managing World Heritage Sites**,** a management plan is linked with different aspects of the site's development and can become a **political issue**.

- *The management plan has become a political issue because these discussions about the plan were used as a platform to criticize not only the overall situation in the old city core, but also the inability of the local government to cope with the problems of running the city in general, and the lack of adequate democratic procedures in making strategic decisions. (Split)*

Analysing the process of **implementation of a management plan,** some of the sites recognized the following as important to share:

- The management becomes very **complex** when sites are complex and large**,** especially when many actors are involved
  - *The vastness of the territory that characterizes the site and the amount of parties involved make its management particularly complex. The mode implemented until now was inspired by general coordination, leaving the direct management of the assets to single, territorially competent subjects. (Ferarra)*
- There are **different models** for the implementation of a management plan that proved to be good**,** some of which entail the forming of separate management agencies.
  - *The Agency was founded in order to carry out professional and other affairs in the field of regional planning, heritage protection, the proper preservation of the properties in the UNESCO protected zone, the implementation of the management plan, drafting proposals and development plans, and cooperation with all levels of government – state, federal, cantonal and city. (Mostar)*
- A management plan in the phase of implementation can be an important **planning framework,** as well as important means for **raising funds for the implementation**.
  - *The preparation of the management plan has had a strong impact in terms of the planning framework. Today the municipality of Alberobello is participating in numerous calls for funding, also thanks to a continuous technical accompaniment (Alberobello)*
- A management plan in the phase of implementation can also serve as a **significant framework for the involvement of the community and other stakeholders** in the implementation.
  - *Today there is a strong involvement by the community in the projects both in terms of planning activity and of active participation in the projects. (Alberobello)*
- A management plan can be an important document for the **development of other comprehensive strategies** related to the World Heritage Site.
  - *In the strategy adopted by the Municipality of Corfu for sustainable urban development, three main strategies are in direct synergy with the Old Town's management plan:*
    - *The Strategy of Sustainable Development*
    - *The Strategy of Total Quality*
    - *The Strategy of Citizens' Active Participation*

    All the above strategies are the Municipality's tools for its approach to the achievement of local development objectives, but also to the implementation of the Old Town's management plan. (Corfu)
- Following an analysis of the management plan implementation**,** some **topics can be defined that are important for the updating of the plans i**n the next phase.
  - In the case of Ravenna**,** the following **guidelines for the updating process** were recognized:

- *In-depth analysis of the first edition of the management plan, even in a comparative manner with other documents produced at national and international level, highlighting those which could be the missing links or not fully developed, and all other documents produced by the various operators of the Site of Ravenna that would be useful for the development of the second edition;*
- *Development of thematic meetings with the various operators of the site (Municipality of Ravenna, the Superintendence for Architectural Heritage and Landscape for the provinces of Ravenna, Ferrara, Forlì–Cesena and Rimini, the Archdiocese of Ravenna–Cervia, the Regional Directorate for Cultural Heritage and Landscape of the Emilia–Romagna Region), with the aim, on one hand, to identify the cognitive elements relevant to the activity described in the preceding paragraph and, secondly, to gain additional insights useful analysis to develop a revision of the document in question, as referred to in the next step;*
- *Development of methodologies, guidelines or legislative instruments to establish a system of indicators used to monitor the overall performance of the UNESCO site, by all the various operators, but with particular reference to the activities conducted by the Municipality of Ravenna, in its capacity as coordinator of the plan. (Ravenna*)

4.2 Legal and institutional framework

The legal and institutional frameworks for managing cultural heritage differ in different countries, and they also depend on the type of site.

The **most common elements of** a **legal framework** are:

- National and regional laws governing cultural heritage protection
- Supplementary legislation from other fields: governing natural and environmental protection, spatial planning and construction of buildings, etc.
- Different regulations at the regional, provincial and municipal levels
- International regulations (for example: the UNESCO 1972 World Heritage Convention) including regulations at the European level (such as Natura 2000 and Ramsar, when the sites also have natural values)
- In some cases there are special laws for the protection of World Heritage Sites or which establishing specific institutions for the management of WHS (such as the Regional Law establishing the Foundation responsible for management in Aquileia or the Special Law on Protection of the WHS in the case of Kotor)

An urban and planning framework has been recognized at all sites as a very important part of the legal system, and it can include different planning tools: from spatial plans at the regional and local levels, to landscape and urban plans, etc.

As for the **institutional framework,** this is defined differently in different countries. It depends particularly on the type of site, whether it is an individual building or cultural landscape. When the site is more complex, the institutional framework is often more complex, too (as in the case of Ferrara, City of Renaissance and its Po Delta or the Natural and Cultural-Historical Region of Kotor). Most commonly, an institutional system for the protection and management of the WHS includes all

the levels: national, regional, provincial and municipal. The collaboration of organizations that operate at the different levels is very important. Very often, specific institutions are formed for the management of WHS (such as Councils, Agencies or Foundations).More about the different models of institutional and management systems is given in the next chapter.

4.3 Type of management systems and key stakeholders, responsibilities, coordination between stakeholders

The type of management system differs depending on the legal and institutional framework in a particular country. It also depends considerably on the type and size of the site, the different local contexts and key stakeholders.

At the sites included in the EX.PO AUS project, **several different models of management systems** have been recognized:

- When the WHS is an **individual, privately owned** site, the **owner** is the key stakeholder, while other stakeholders are engaged in connection with specific fields of activity. Such an example is the Episcopal Complex of the Euphrasian Basilica in Poreč, owned by the Church, in the protection and maintenance of which the Town of Poreč and Department for Protection of Cultural Heritage are also included.
- In cases where the WHS is an urban area, or part of an **urban area** (for example: Alberobello and Corfu), the **Municipality** is usually **responsible for management**. The Municipality, then, **coordinates** the other stakeholders. In such cases a Steering Group, or an operative Technical Committee can be formed (as in the case of Corfu).
- When the WHS is a **complex site**, cultural landscape or archaeological site, a **coordination body i**s often formed, composed of representatives of the key stakeholders, both public institutions and other actors. Such examples are:
  - Steering Committee of the Site (Ferrara)
  - Coordination Committee (Ravenna)
  - Council for Management (Kotor)
  - Management Unit (Split)
- In some cases, **separate public institutions** can be formed by the state. Such examples are:
  - Old Town Agency of Mostar
  - Office of Administration and Coordination of Butrint

  These public institutions can have Boards (as in the case of Butrint)
- There can also be different forms of **public–private partnerships**, as in the case of the Aquileia Foundation

There are also some interesting models that connect different stakeholders in different ways, such as: a Partnership Assembly ensuring the participation of stakeholders in defining strategic policies (as in the case of Corfu) or horizontal national and transnational networks aimed at strengthening collaboration relationships, exchanging information and good practices, planning and carrying out specific activities on the basis on common interests.

The key stakeholders recognized in connection with individual sites are different and depend primarily on the type of site and the legal and institutional system. At larger and more complex sites, such as cultural landscapes or urban areas, the key stakeholders are more numerous and diverse.

- **Governmental and local authorities** are one of the key stakeholders at all sites
- Other key stakeholders at all sites are **institutions dealing with cultural heritage protection,** as well as **other institutions responsible for different areas** and at **all levels**, national, regional and local (starting from Ministries of Culture, Institutes for Heritage Protection, Museums, etc.)
- At residential sites, such as urban areas, the **inhabitants, property owners and local community** are very important stakeholders (as in the cases of Corfu, Split, Dubrovnik, Alberobello, Kotor, etc.)
- In cases where religious heritage is present, **religious organizations** are also stakeholders (as in the case of the Episcopal Complex of the Euphrasian Basilica in Poreč)
- Furthermore, given that most sites are actively used for different segments of culture, **cultural actors and operators** are stakeholders as well
- Considering the potential of WHSs for education and research, **education institutions**, from schools to universities, are important stakeholders
- **Non-governmental organizations and civil sector** representatives are also very important stakeholders at all types of sites
- Representatives of **entrepreneurships, service and infrastructure companies** can also be important stakeholders, and they have already been recognized at some sites (as with Alberobello)
- One of the dominant issues at almost all WHSs is tourism, so **tourists and visitors** can be recognized as stakeholders as well, and it is necessary to take this into consideration and find ways to involve them

4.4 Relationship between management and conservation, restoration and maintenance

In general, the issues of conservation, restoration and maintenance of heritage, including World Heritage Sites, are regulated in all countries within the national legislation for the protection of cultural heritage and are the primary responsibility of state institutions.

Because of their specific status, World Heritage Sites can also have specific treatment when their conservation and restoration is concerned, which can be defined through special laws or other mechanisms (such as the Special Law on Protection of the WHS in the case of Kotor).

When WHSs have management plans, the topic of conservation, restoration and maintenance often appears as one of first **key areas within the plan**. Management plans usually assess the state of conservation, restoration and maintenance, provide guidelines for their enhancement, and define possible activities. In that case, everything proposed in the management plan has to be in accordance with the legal and institutional framework, while this additional treatment of conservation, restoration and maintenance can contribute to realization of certain processes.

In general, the topic of **maintenance** has not been separately detailed, either because it has not been regarded as key in this context, or because it has not been dealt with.

One of the indicators of adequate treatments and the relationship between the protection and management of cultural heritage, including WHSs, is the degree to which the **management** of cultural properties has been generally **recognized within a protection system**. In Slovenia and Montenegro, the Laws on Cultural Heritage Protection (from 2008 in Slovenia and 2010 in Montenegro) recognize the management plan as one of the instruments for the integral protection of cultural heritage. These laws cover World Heritage Sites, as well.

4.5 Relationship between management and urban and spatial planning

Urban and spatial planning has been recognized by many sites as one of important segments of the legal and institutional framework.

An integrated approach to urban and spatial planning and protection and management of heritage in general, and World Heritage Sites in particular, is very important especially nowadays when there are obvious threats at some sites to the preservation of the sites' values because of a weak link between the planning and protection/management. This is especially valid for larger areas, urban areas and cultural landscapes, or sites that have both natural and cultural values, where the relationship between urban and spatial planning and the protection of heritage is much more complex.

Urban and spatial planning is regulated in all countries by a legal framework in that field, while a link between the planning and heritage protection/management is regulated by planning laws or laws covering the field of cultural heritage. This relationship is different in different countries. It would be necessary to have special treatment of World Heritage Sites within these systems; however this is not practiced at all sites yet.

Development of a management plan can be significant for this topic. Urban and spatial planning is almost always treated as one of the topics/issues within a management plan. This area is usually analysed and recommendations are proposed for its improvement. The question is to what degree these recommendations are binding. There are examples where it has been recognized through legislation that all urban and spatial plans must be consistent with a Protection Study and a management plan (such as in Montenegro).

Cooperation between institutions dealing with cultural heritage protection and planning institutions is essential in this field. This cooperation can be encouraged through a process of management plan development or defined as a management system segment (the formation of coordination bodies, etc.)

4.6 Relationship between management and development (policies, strategies, etc.)

World Heritage Sites are very significant resources of the particular territory where they are located, and through their adequate protection and management they can contribute considerably to the territory's sustainable development. That role and importance of World Heritage Sites should be recognized in all strategic documents at all levels, from national to local. However, this is not yet the case with the analysed sites, and the role of World Heritage Sites in sustainable development must be improved.

It is important to note how much the topics related to sustainable development have been recognized within management plans and how much they really are part of the management system. The sites that have management plans usually treat these topics through different issues: usage of the site, tourism, economic value, branding...

Tourism has been recognized as one of the key topics related to the development of sites. Tourism is definitely a potential, but, at the same time, it can be a threat, so that it is very important to take into account the carrying capacity of the site.

The sites included in this survey have a significant role in the economic and particularly tourist development of the regions they are part of.

A management plan needs to have long-term measures for sustainable development, but it can also propose specific actions contributing to that development.

It is important for the topics treated within a Management Plan to be harmonized with all other policy documents and strategies, including those not only at the local and national, but also at the European and international levels (such as Agenda 21 for Culture, or the UN's The Future We Want).

4.7 Financing and funds

In order to have a functional management system, different elements are needed, including finances, in addition to the legal and institutional framework and resources.

Funding for the protection and management of the sites included in the EX.PO AUS project is mostly obtained from the following sources:

- Government, ministries
- Local authorities (municipalities)
- Grants and donations, EU and others
- Private donations
- Admission fees for the sites that have that system

The topic of funding is treated as one of the issues with Management Plans, but in most cases, it has not been detailed much.

It has been recognized that the process of preparation of the management plan or the plan itself can be a very useful basis for the fund-raising process during its implementation (as in the case of Alberobello, which participates in numerous calls for funding, due also to a continuous technical accompaniment established during the preparation of the management plan).

5. Seminars/workshops on preparation and implementation of management plans

A series of nine **seminars/workshops on preparation and implementation of management plans** organized at the local and cross-border levels with the aim of: educating local stakeholders; sharing know-how about the preparation and implementation of management plans; sharing experience of the management planning process at both the international and regional (Adriatic) levels. The workshops were organised with the participation of expert Katri Lisitzin.

Five local seminars/workshops on preparation/implementation of management plans were organized:

- Old Town Management Plan Development, Split, Croatia, 21 October 2013
- Local seminar on preparation of the UNESCO site Management Plan, Piran, Slovenia, 25 October 2013
- Presentation of the Management Plan of the UNESCO site of Aquileia, Aquileia, Italy, 26 October 2013
- Management plans of UNESCO sites and implementation challenges, case of Butrint, Butrint, Albania, 18–19 May 2014
- Challenges in the implementation of management plans for World Heritage Sites, Mostar, Bosnia and Herzegovina, 10 March 2014

Two regional seminars/workshops on preparation/implementation of management plans were organized:

- Cross-border high-level training seminar on preparation and implementation of the UNESCO sites Management Plan in the Adriatic region, Piran, Slovenia, 24 October 2014
- Sustainable Management of the Adriatic UNESCO World Heritage Sites, Kotor, Montenegro, 10 April 2014

Additionally, participation in two local conferences/workshops was organized:

- Preparation of UNESCO's management plans and their implementation in the wider context of urban development, branding, promotion and a modern approach to the preservation and promotion of heritage, Poreč, Croatia, 12 June 2014
- Sustainable Management Solutions "Focus on Management Issues in Historic Centres" Dubrovnik, Croatia, 11 September 2014

5.1 Workshop: Old town Management Plan Development, Split, Croatia, 21 October 2013

A local seminar/workshop of high-level training on preparation/implementation of the management plan in Split, Croatia, entitled "Old town Management Plan Development", was held on October 21st, 2013.

The workshop was organized in cooperation between FB8 Centre for Conservation and Archaeology of Montenegro and FB2 City of Split. The workshop was held in the Croatian Chamber of Commerce.

The workshop was primarily intended for members of the Commission for the preparation of the Draft Management Plan for the historic center of Old Town Split and Management Plan for the Diocletian palace cellars.

The workshop was attended by 45 participants, representatives of the working group currently working on the existing Management Plan amandmets , as well as other stakeholders.

The consultant, Katri Lisitzin, held an introductory lecture "Historical Complex of Split with the Palace of Diocletian - local seminar on preparation of the World Heritage Property Management Plan". This was followed by the presentation of the Centre for Conservation and Archaeology of Montenegro on "Experiences of Montenegro in preparing Management Plan for the Nautural and Culturo-Historical region of Kotor ".

The workshop also included a presentation by the members of the working group of the results of previous work on the preparation of The Old town Management Plan, followed by a discussion.

This activity was covered by the local media, including 3 local TV stations, a national radio and daily newspapers.

5.2 Local seminar on preparation of the UNESCO site Management Plan, Piran, Slovenia, 25 October 2013

A local seminar/workshop of high-level training on preparation/implementation of the management plan, entitled "Local seminar on preparation of the UNESCO site Management Plan", was held at the University of Primorska, Science and Research Centre Institute for Mediterranean Heritage, in Piran, Slovenia, on October 25th, 2013.

The workshop was organized in cooperation between FB8 Centre for Conservation and Archaeology of Montenegro and FB7 University of Primorska, Science and Research Centre.

The seminar was attended by 29 participants, representatives of different institutions responsible for the UNESCO sites management in Slovenia, as well as representatives of other Adriatic World Heritage sites.

Prof. Mitja Gustin had an introductory speech about the nomination of Piran for the World Heritage List.

The consultant, Katri Lisitzin, held a presentation on "Guidance for World Heritage management planning ".

That was followed by a panel discussion presenting the management plans for the World Heritage Sites and potential WHS in Slovenia:

- Gordana Beltram (Director of the Škocijan Caves Park) – Škocijan Caves (first UNESCO site in Slovenia)

- Barbara Zupanc (Director of the Ljubljansko barje Landscape Park) – Ljubljansko barje: Managing cultural heritage in a nature park

- Tatjana Dizdarevič (Idrija Mercury Mine) – Idrija Mercury Mine (part of the transnational serial UNESCO site "Heritage of Mercury. Almadén and Idrija")

- Andrej Sovinc (Head of the Sečovlje Salina Nature Park) – Sečovlje Salina Nature Park (not yet UNESCO site)

5.3 Workshop/Seminar: Presentation of the Management Plan of the UNESCO site of Aquileia, Italy, 26 October 2013

A local seminar/workshop of high-level training on preparation/implementation of the management plan, entitled "Presentation of the Management Plan of the UNESCO site of Aquileia ", was held at Council Hall of Aquileia, in Aquileia, Italy, on October 26th, 2013.

The workshop was organized in cooperation between FB8 Centre for Conservation and Archaeology of Montenegro and FB6 Aquileia Foundation.

The workshop was attended by 28 participants, mainly representatives of local stakeholders.

At the beginning, the participants were addressed by the Mayor of Aquileia, Alviano Scarel, and the Director of Aquileia Foundation, Gianni Fratte.

After the introductory part, Instituto di Sociologia Internazionale di Gorizia - ISIG held the first public presentation of the Draft Management Plan for the WHS Aquileia, followed by a discussion with local stakeholders.

At the end, the consultant, Katri Lisitzin, held a presentation on "Guidance for World Heritage management planning", proposing specific guidelines for Aquileia.

5.4 Local seminar: "Management plans of UNESCO Sites and implementation challenges, Case of Butrint", Butrint, Albania, 18-19 May 2014

A local seminar on mmanagement plans of UNESCO Sites and implementation challenges, entitled "Management plans of UNESCO Sites and implementation challenges, Case of Butrint" was held at the "Livia" Complex, in Butrint, Albania, on May 18-19th, 2014.

The seminar was organized in cooperation between FB8 Centre for Conservation and Archaeology of Montenegro and FB10 Office of Administration and Coordination of Butrint.

The aim of the seminar was to encourage an effective discussion on the management of the UNESCO sites in Albania - Gjirokastra, Berat and Butrint and on implementation challenges of the management plans.

The seminar was attended by 34 participants, representatives of different institutions responsible for the UNESCO sites management in Albania, as well as representatives of other stakeholders, including representatives of the National Culture Directories of Gjirokastra, Vlora and Saranda, managers of archeological parks of Antigonea and Finiq, representatives of the Forestry service, touristic operators, etc. The seminar was also attended by the Culture Minister of Albania, Ms. Mierla Kumbaro and the director of IMK, Ms. Arta Dollani.

During the seminar, director of the National Park of Butrint, Mr. Rimond Kola, discussed the case of Butrint in the light of dynamics of management plan drafting. He valued the cooperation with the environmental specialists and local units regarding this process. Besides, project coordinators of EX.PO.AUS, Mr. Refik Aliko, held a presentation on "Extension of Potentiality of Adriatic UNESCO Sites " and Ms. Eni Bullaj spoke about the EX.PO.AUS project activities in Butrint.

This was followed by discussions and information exchanged between the participants and Berat and Gjirokastra National Culture Directories on the management plans of Historic Centers as UNESCO sites.

A special guest in the seminar was Ms. Katri Lisitzin from Sweden, an architect and expert in the development of management plans. She held a very interesting and useful lecture on the criteria of management plans and their application, and presented her experience of management plans development at some UNESCO sites in the Balkans. A representative of the Centre for Conservation and Archeology of Montenegro, Ms. Aleksandra Kapetanovic, evaluated the discussions and exchange of experiences on the management plans between UNESCO sites as very useful.

EX.PO AUS

5.5 Local seminar on "Challenges in the implementation of management plans for World Heritage Sites", Mostar, Bosnia and Herzegovina

A local seminar/workshop on challenges in the implementation of management plans, entitled "Challenges in the Implementation of Management Plans for World Heritage Sites", was held at Hotel "Bristol", in Mostar, Bosnia and Herzegovina, on March 10th, 2014.

The workshop was organized in cooperation between FB8 Centre for Conservation and Archaeology of Montenegro and FB9 Commission to preserve national Monuments.

The workshop was attended by **23 participants**, representatives of different institutions responsible for the UNESCO sites management in Bosnia and Herzegovina, as well as of other Adriatic WH sites.

Ms. Amra Hadzimuhamedovic of the Commission to Preserve National Monuments had an introductory speech on behalf of the project partners and workshop organizers, while Ms. Radmila Komadina, Chief Counsel of the City of Mostar , had an introductory speech on the behalf of the workshop hosts.

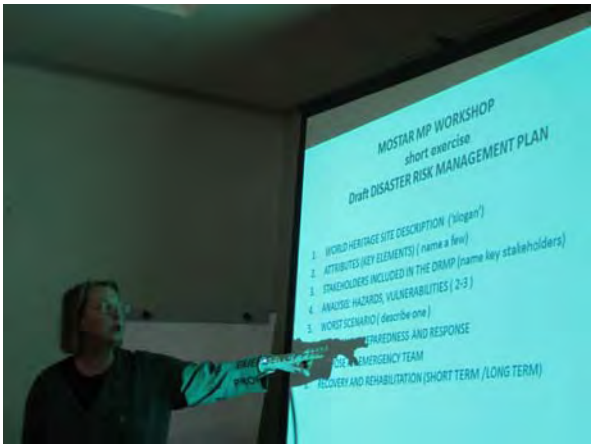
Ms. Mirela Mulalic Handan, Executive Officer of the Commission, presented the challenges in implementation of the management plans for the World Heritage Sites in Bosnia and Herzegovina.

Ms. Katri Lisitzin, architect and consultant for cultural heritage, presented the challenges in the implementation of management plans and experiences in the development of risk management plans.

Introductory lectures were followed by a panel discussion.

The workshop had great coverage by the following media:

- Klix.ba and 24.satas.info - Web portals
- "Dnevni Avaz", "Dnevni list", "Nezavisne novine", "Vecernji list" and "Oslobodjenje" – printed media - newspapers
- "Dnevnik" - Radio and Television of BiH Federation – RTV FBiH


MOSTAR MP WORKSHOP
short exercise
Draft DISASTER RISK MANAGEMENT PLAN
1. WORLD HERITAGE SITE DESCRIPTION ('slogan')
2. ATTRIBUTES (KEY ELEMENTS) (name a few)
3. STAKEHOLDERS INCLUDED IN THE DRMP (name key stakeholders)
4. ANALYSIS: HAZARDS, VULNERABILITIES (2-3)
3. WORST SCENARIO (describe one)
EMERGENCY TEAM
RECOVERY AND REHABILITATION (SHORT TERM /LONG TERM)

5.6 Cross-border high-level training seminar on preparation and implementation of the UNESCO sites Management Plan in Adriatic region, Piran, Slovenia

A cross-border high-level training seminar on preparation and implementation of the UNECO sites Management Plan in the Adriatic region was held in Piran, Slovenia, on October 24th, 2013.

The seminar, held at the University of Primorska, Science and Research Centre, Institute for Mediterranean Heritage, was organized in cooperation between FB8 Centre for Conservation and Archaeology of Montenegro and FB7 University of Primorska, Science and Research Centre.

The seminar was mainly intended for project partners, as well as those responsible for the management of the WHS in the Adriatic area.

The seminar was attended by 26 participants.

In the introductory part, the following presentations were held :

- Lessons LEARNT from managing World Heritage sites, by architect and guest professor, Ms. Katri Lisitzin
- The UNESCO site management plan of Ferrara, by architect, Moreno Po
- Impressions about management of UNESCO World Heritage sites, by Prof. Dr. Mitja Gustin -

That was followed by a panel discussion with presentations on the development and implementation of management plans of the sites included in the project :
- Koula Kiriaki - Old Town of Corfu, Corfu, Greece
- Goran Niksic - Historical Complex of Split with the Palace of Diocletian , Split , Croatia
- Jazvin Tarik - Old Bridge Area of the Old City of Mostar , Mostar , Bosnia and Herzegovina
- Jasminka Grgurević , Aleksandra Kapetanovic - Natural and Culture - Historical Region of Kotor , Kotor, Montenegro
- Chiara Bianchizza , Archeological Area of the Patriarchal Basilica of Aquileia , Italy
- Arianna Dongiovanni The Trulli of Alberobello, Italy.

5.7 Regional Workshop: Sustainable Management of the Adriatic UNESCO World Heritage Sites, Kotor, Montenegro

A regional workshop of sustainable management plan, " Sustainable Management of the Adriatic UNESCO World Heritage Sites ", was held at the Gallery of Solidarity, in the Old Town of Kotor, on April 10th, 2014.

The workshop was proceded by the Fourth Cross-border meeting of the project partners.

The workshop was organized by FB8 Centre for Conservation and Archaeology of Montenegro.

The workshop was attended by 51 participants, partners in ExPO AUS project, representatives of the Municipality of Kotor, Tourist Organization of Kotor, Maritime Museum, Maritime Faculty, NGOs and other stakeholders.

A welcome note was given by Mr. Zeljko Kalezic, the director of the regional office of the Centre for Conservation and Archaeology of Montenegro and Ms. Lidija Ljesar, general director of the Directorate for Protection of Cultural Heritage. After that, Ms. Jasminka Grgurevic from the Centre for Conservation and Archaeology of Montenegro, a coordinator of ExPO AUS project, and Ms. Aleksandra Kapetanovic, from NGO Expeditio, engaged by an external expert in this project, gave introductory presentations on the ExPO AUS project and WP3 - Cross-Border Sustainable Management of the Adriatic UNESCO Sites.

This was followed by an introductory lecture by Ms. Lidija Ljesar, entitled "Experience in managing the UNESCO World Heritage sites in Montenegro", and a lecture by a guest consultant, Ms. Katri Lisitzin, entitled "Lessons learnt from managing World Heritage sites".

The workshop also included a panel discussion with presentations on the management process and sustainable valorization of the Adriatic UNESCO sites:

- Ms. Laura Richelli, Aquileia Foundation, Archeological Area of the Patriarchal Basilica of Aquileia, Italy
- Ms, Katharina Zanier, University of Primorska - Piran cultural landscape with the salt pans of Sečovlje and Strunjan, Slovenia

- Ms. Mirela Mulalić Handan, Commission to preserve national Monuments - Old Bridge Area of the Old City of Mostar, Bosnia and Hercegovina.

The workshop was covered by the following media: a local radio, daily newspapers ant the regional TV Boka.

5.8 Additional activities

5.8.1 Conference in Dubrovnik, Croatia

The Centre for Conservation and Archaeology of Montenegro, in collaboration with the external expert from EXPEDITIO, took part in the workshop "Sustainable Management Solutions - Focus on Management Issues in Historic Centres", held in Dubrovnik, Croatia, on September 11-12th, 2014.

The workshop was organised by the project lead beneficiary, the City of Dubrovnik.

Representatives of the Centre and EXPEDITIO held a presentation "Challenges in managing UNESCO World Heritage Site - Natural and Culturo-Historical Region of Kotor ", which describes the process of development of the Management plan for Natural and Culturo-Historical Region of Kotor, revealing current challenges in implementation of the adopted Management plan.

5.8.2 Local seminar and workshop in Poreč, Istria

On 12th and 13th June, 2014, in Poreč, Istria, a local seminar and workshop was held on preparation of UNESCO's management plans and their implementation in the wider context of urban development, branding, promotion and modern approach to preservation and promotion of heritage.

The seminar and workshop gathered 10 speakers, experts in mangement plans development and implementation, and numerous cultural professionals from Istria involved in the preservation and promotion of cultural heritage, art historians, university professors, architects, tourism and cultural professionals and students of Culture and Tourism in Pula.

6. Assessing and monitoring the management effectiveness of the UNESCO World Heritage Sites on the Adriatic

6.1 Assessing the management effectiveness– definitions, methodologies and tools

*In recent years there has been a growing concern amongst protected area professionals and the public that many protected areas, including some natural World Heritage sites, are **failing to achieve their objectives** and, in some cases, are actually **losing the values for which they were established**. As a result, **improving the effectiveness of protected area management has become a priority throughout the conservation community**. One important step in this process is the **carrying out of an assessment of current status and management of the protected area**, to understand better what is and what is not working, and to plan any necessary changes as efficiently as possible*[23].

*Management effectiveness evaluation is defined as **the assessment of how well protected areas are being managed – primarily the extent to which management is protecting values and achieving goals and objectives.***

The term management effectiveness reflects three main 'themes' in protected area management:

- *design issues relating to both individual sites and protected area systems;*
- *adequacy and appropriateness of management systems and processes;*
- *delivery of protected area objectives including conservation of values.*[24]

Since the late 1990s a series of mainly voluntary tools has been developed to assess the management effectiveness of protected areas. Such evaluations aim to assess how well Protected Areas are being managed – primarily whether they are protecting their values and achieving agreed goals and objectives.

[23] Hockings, M., James, R., Stolton, S., Dudley, N., Mathur, V., Makombo, J., Courrau, J. and Parrish, J. (2008).Enhancing our Heritage Toolkit. Assessing management effectiveness of Natural World Heritage sites. Paris, UNESCO World Heritage Centre. (World Heritage Papers 23.), p. 8

[24] Hockings, M., Stolton, S., Leverington, F., Dudley, N. and Courrau, J. (2006). Evaluating Effectiveness: A framework for assessing management effectiveness of protected areas. 2nd edition. IUCN, Gland, Switzerland and Cambridge, UK., Executive summary, p. vii

These tools were first developed for natural heritage sites by organizations active in that field, such as IUCN. However, possible application of developed models for cultural heritage sites has been analyzed, as well.

6.2 IUCN's World Commission on Protected Areas (WCPA) Framework for Assessing the Management Effectiveness of Protected Areas

IUCN's World Commission on Protected Areas (WCPA) has developed a Framework for Assessing the Management Effectiveness of Protected Areas, which aims both to give overall guidance in the development of assessment systems and to encourage basic standards for assessment and reporting. The framework is a generic process within which the precise methodology used to assess effectiveness differs between protected areas depending on factors such as the time and resources available, the importance of the site, quality of data and stakeholder pressures, and as a result a number of assessment tools have been developed to guide and record changes in management practices.

The WCPA framework sees management as a process or cycle with six distinct stages, or elements:

- it begins with establishing the **context** of existing values and threats,
- progresses through **planning**, and
- allocation of resources (**inputs**), and
- as a result of management actions (**process**),
- eventually produces goods and services (**outputs**),
- that result in impacts or **outcomes**.

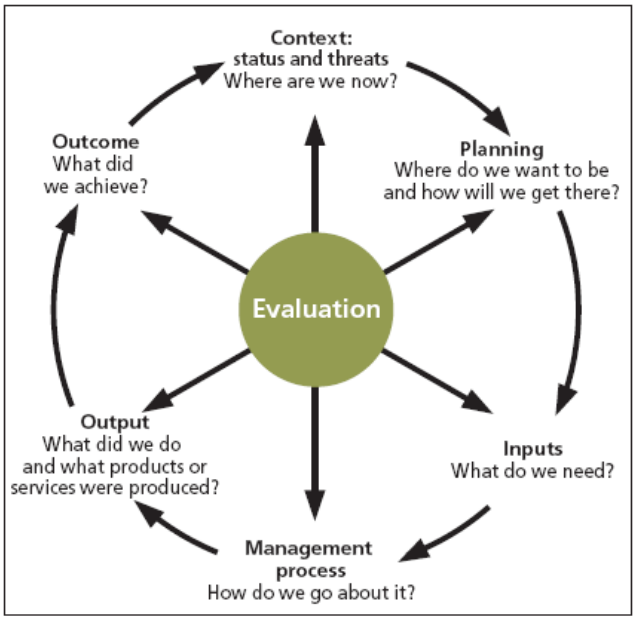


Figure 1: The WCPA Framework for Assessing Management Effectiveness.

Of these elements the outcomes – basically whether or not the site is maintaining its core values – are the most important but also the most difficult things to measure accurately. The other elements of the framework are all also important for helping to identify particular areas where management might need to be adapted or improved.

6.3 Enhancing our Heritage Toolkit- Assessing management effectiveness of natural World Heritage sites

Of particular relevance here is the Enhancing our Heritage (EoH) Toolkit which **uses the WCPA framework** to develop a range of more detailed assessment tools for managers of **natural World Heritage sites**. The toolkit can be used to develop comprehensive site-based systems for assessing management effectiveness. It was developed over a seven-year period, working primarily with World Heritage site managers in Africa, Asia, and Central and Latin America.

The toolkit is designed for those involved in managing World Heritage sites and aims to provide both background information and specific tools that they can use to assess management of their sites. It aims **to fit in with, rather than duplicate, existing monitoring**, so that only those tools that address issues not already being monitored will be applied. The toolkit publication contains details of all the tools, advice about how to carry out an assessment and a series of case studies on how the tools have been used in World Heritage sites around the world. The toolkit is increasingly popular in World Heritage sites in all biomes and is also **starting to be used in cultural World Heritage sites.**

The Enhancing Our Heritage Toolkit contains **twelve practical tools**, each designed to help those responsible for World Heritage site conservation piece together the elements of a comprehensive management framework, including the construction of targeted monitoring strategies. Designed as separate exercises, each with tables and guidelines, the emphasis is on user-friendliness, flexibility, and adaptability to local realities.

Those twelve tools are:

- Tool 1: Identifying site values and management objectives: Identifies and lists major site values and associated management objectives, which together help to decide what should be monitored and analysed during the assessment.
- Tool 2: Identifying threats: Helps managers to organize and report changes in the type and level of threat to a site and to manage responses.
- Tool 3: Relationships with stakeholders: Identifies stakeholders and their relationship with the site.
- Tool 4: Review of national context: Helps understanding of how national and international policies, legislation and government actions affect the site.
- Tool 5: Assessment of management planning: Assesses the adequacy of the main planning document used to guide management of the site.

- Tool 6: Design assessment: Assesses the design of the site and examines how its size, location and boundaries affect managers' capacities to maintain site values.
- Tool 7: Assessment of management needs and inputs: Evaluates current staff compared with staff needs and current budget compared with an ideal budget allocation.
- Tool 8: Assessment of management processes: Identifies best practices and desired standards for management processes and rates performance against these standards.
- Tool 9: Assessment of management plan implementation: Shows progress in implementing the management plan (or other main planning document), both generally and for individual components.
- Tool 10: Work / site output indicators: Assesses the achievement of annual work programme targets and other output indicators.
- Tool 11: Assessing the outcomes of management: Answers the most important question – whether the site is doing what it was set up to do in terms of maintaining ecological integrity, wildlife, cultural values, landscapes, etc.
- Tool 12: Review of management effectiveness assessment results: Summarizes the results and helps to prioritize management actions in response.

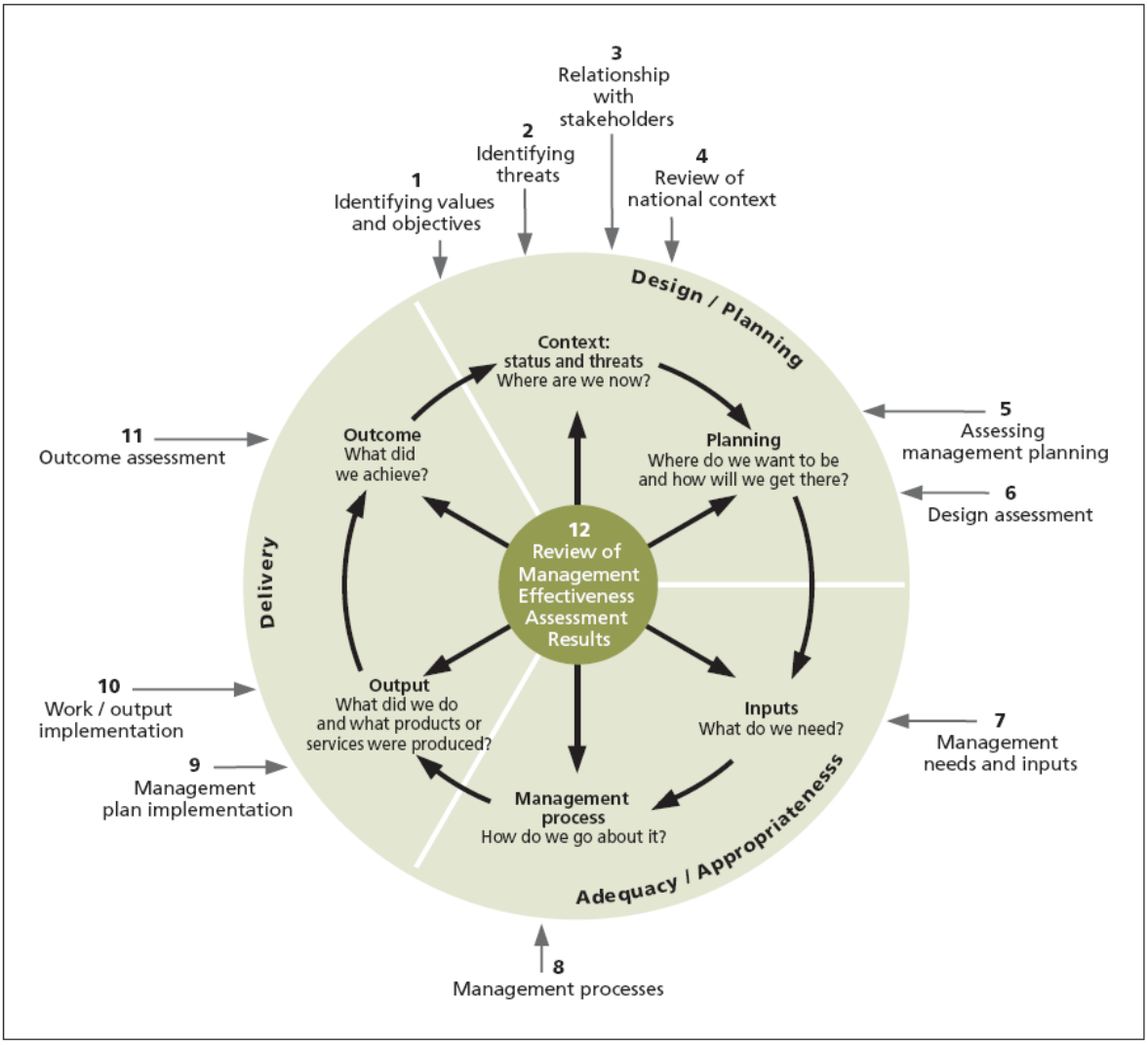
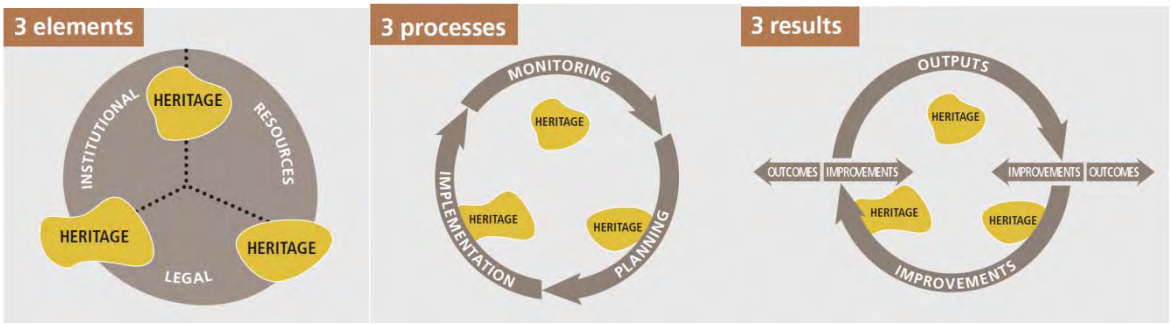


Figure 2.1: Relationship of tools in the toolkit to the WCPA Management Effectiveness Framework.

6.4 World Heritage Resource Manual - Managing Cultural World Heritage

A **management system** of World Heritage Site is a system set up in order to achieve the effective protection of the heritage values of a cultural property for present and future generations. According to *World Heritage Resource Manual - Managing Cultural World Heritage* there are **nine components** that are common to all heritage management systems:

- 3 elements: Legal framework, institutional framework and resources(human, financial and intellectual) which are used to make the system operative
- 3 processes: Planning, implementation and monitoring
- 3 results: Outcomes, outputs and improvements to the management system



Diagrams: Elements of management system. *Source: World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

Monitoring is one of the three processes of a heritage management system, and it is defined as: ***Collecting and analysing data to check that the management system is operating effectively and delivering the right results, and to identify remedial measures in the event of shortcomings or new opportunities.***

Therefore, monitoring has been recognized as an important process in the management system, through which it is possible to assess and evaluate management effectiveness.

The *World Heritage Resource Manual - Managing Cultural World Heritage* introduces the term monitoring of general management effectiveness. Therefore, monitoring is very important after the assessment of effectiveness.

Documenting and assessing of management system is the basis for its monitoring. All that should be part of a management system, and also presented within the Management plan.

In the *World Heritage Resource Manual - Managing Cultural World Heritage* it is stated that the relationship between processes and general management effectiveness led the IUCN World

Commission on Protected Areas to develop a toolkit for managers of natural heritage, and that initial trials of its application to cultural heritage, suggest that it is relevant and useful[25]. Although it has been developed with a focus on natural properties, the initiative also has potential value as a tool to assist cultural properties.

6.5 Proposed methodology for EX.PO AUS project

Starting from the existing models for the management of effectiveness, developed primarily for natural sites, as well as recommendations contained in the *World Heritage Resource Manual - Managing Cultural World Heritage,* it was decided for the process of monitoring of pilot areas within the EX.PO AUS project to use as a starting point the methodology developed in ***Enhancing our Heritage Toolkit - Assessing management effectiveness of natural World Heritage sites***, which is based on the ***WCPA Framework for Assessing the Management Effectiveness of Protected Areas.***

After analyzing the tools developed in ***Enhancing our Heritage Toolkit*** it was concluded that it would be most effective, in the framework of EX.PO AUS project, to test two tools developed within this methodology:

- Tool 5 - Assessment of Management Planning
- Tool 8 - Assessment of Management Processes

A questionnaire was prepared based on these two tools and distributed to project partners, which was followed by an analysis of the data provided through the questionnaires.

During the implementation of project in 2014-2015 the Cycle II of UNESCO Periodic Reporting for Europe and North America was finished, which contains reports from the WH Sites included in the EX.PO AUS project. In order to obtain a complete picture, **the data on monitoring from the UNESCO Periodic Reporting were also analyzed.**

It is important to note that the UNESCO Periodic Reporting contains data for 11 World Heritage Sites included in the EX.PO AUS project, while there are no data for the 3 sites not included on the World Heritage List.

As for a questionnaire from the *Enhancing our Heritage Toolkit*, referring primarily to management planning and Management plan development, it was completed only by partners at the sites that have Management plans.

Presented below is an analysis of data from the UNESCO's Periodic Reporting and of tools from the *Enhancing our Heritage Toolkit*.

[25] Hockings, M., James, R., Stolton, S., Dudley, N., Mathur, V., Makombo, J., Courrau, J. and Parrish, J. (2008).Enhancing our Heritage Toolkit. Assessing management effectiveness of Natural World Heritage sites. Paris, UNESCO World Heritage Centre. (World Heritage Papers 23.), p. 81

6.6 Monitoring in the UNESCO Periodic Reporting

Every six years, the States Parties are invited to submit to the World Heritage Committee a periodic report on the application of the *World Heritage Convention*, including the state of conservation of the World Heritage properties located on its territories.

The Periodic Reporting on the application of the World Heritage Convention is intended to serve four main purposes:

- to provide an assessment of the application of the World Heritage Convention by the State Party;
- to provide an assessment as to whether the World Heritage values of the properties inscribed on the World Heritage List are being maintained over time;
- to provide up-dated information about the World Heritage properties to record the changing circumstances and state of conservation of the properties;
- to provide a mechanism for regional co-operation and exchange of information and experiences between States Parties concerning the implementation of the *Convention* and World Heritage conservation.[26]

The World Heritage Committee has a regional approach to Periodic Reporting as a means to promote regional collaboration and to be able to respond to the specific characteristics of each region.

The **Cycle II of Periodic Reporting reffers to the period 2008-2015,** and it was finalized in 2014-2015 for Europe and North America region. In includes reports from the WH Sites treated in the **EX.PO AUS**project.

6.7 Analysis of issues related to monitoring of EX.PO AUS sites contained in the UNESCO Periodic Reporting

Issues related to monitoring are dealt with in the Periodic Report in the chapter**4.8. Monitoring**. Presented below is an analysis of questions from the chapter 4.8. given by the State Countries, regarding the sites included in the EX.PO AUS project.

[26] http://whc.unesco.org/en/periodicreporting/

	World Heritage Site	Country	EX.PO AUS project partner
LB	Old City of Dubrovnik	Croatia	City of Dubrovnik
B1	Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč	Croatia	Region of Istria
B2	Historical Complex of Split with the Palace of Diocletian	Croatia	City of Split
B3	Ferrara City of Renaissance and its Po Delta	Italy	Province of Ferrara
B4	The Early Christian Monuments of Ravenna	Italy	Municipality of Ravenna – Art Museum of the City
B5	The Trulli of Alberobello	Italy	Municipality of Alberobello
B6	Archeological Area and the Patriarchal Basilica of Aquileia	Italy	Aquileia Foundation
B7	* Piran cultural landscape with the salt pans of Secovlje and Strunjan	Slovenia	University of Primorska, Science and Research Centre
B8	Natural and Culturo-Historical Region of Kotor	Montenegro	Center for conservation and archaeology of Montenegro
B9	Old Bridge Area of the Old City of Mostar	Bosnia and Herzegovina	Commission to Preserve National Monuments
B10	Butrint	Albania	Office of Administration and Coordination of Butrint
B11	Old Town of Corfu	Greece	Municipality of Corfu

*Piran cultural landscape with the salt pans of Sečovlje and Strunjan, Slovena is still not on the World Heritage List, therefore there are no answers from the partner B7 - University of Primorska, Science and Research Centre in the Priodic Report.

6.7.1 Existence of a monitoring programme directed towards management needs and/or improving understanding of OUV

Question: Is there a monitoring programme at the property which is directed towards management needs and/or improving understanding of Outstanding Universal Value?

4.8.1 Is there a monitoring programme at the property which is directed towards management needs and/or improving understanding of Outstanding Universal Value?	**LB**	**B1**	**B2**	**B3**	**B4**	**B5**	**B6**	**B7**	**B8**	**B9**	**B10**	**B11**
There is **no monitoring** taking place in the World Heritage property or buffer zone despite an identified need				X				-				
There is a **small amount** of monitoring , but it is not planned						X	X	-	X			
There is considerable monitoring but it is **not directed towards management needs** and/or improving understanding of Outstanding Universal Value	X	X	X		X			-			X	
There is a **comprehensive, integrated programme** of monitoring, which is relevant to management needs and/or improving understanding of Outstanding Universal Value								-		X		X

Five or 45.5%out of 11 sites assess that there is a considerable level of monitoring but **not directed towards management needs** and/or improving understanding of Outstanding Universal Value. Three or 27.3% out of 11 sites assess there is a **small amount** of monitoring, but not planned, and 2 of them, or 18.2%,assess there is a **comprehensive, integrated programme** of monitoring relevant to management needs and/or improving understanding of Outstanding Universal Value. At one site, however, there is **no monitoring** of the World Heritage property or its buffer zone despite an identified need.

6.7.2 Using of key indicators for measuring the state of conservation to monitor how the Outstanding Universal Value of the property is maintained

Question: Are key indicators for measuring the state of conservation used to monitor how the Outstanding Universal Value of the property is maintained?

4.8.2Are key indicators for measuring the state of conservation used to monitor how the Outstanding Universal Value of the property is maintained?	**LB**	**B1**	**B2**	**B3**	**B4**	**B5**	**B6**	**B7**	**B8**	**B9**	**B10**	**B11**
Information on the values of the World Heritage property is sufficient to define key indicators**, but this has not been done**				X	X			-	X			
Information on the values of the World Heritage property is **sufficient** for defining and monitoring key indicators for measuring its state of conservation	X		X					-		X		
Information on the values of the World Heritage property is sufficient and key indicators have been defined but **monitoring the status of indicators could be improved**		X				X	X	-			X	X

45.5% of the sites consider that information on the values of the World Heritage property is sufficient and that key indicators have been defined but **monitoring the status of indicators could be improved.** 27.25% of them consider that information on the values of the World Heritage property is **sufficient** for defining and monitoring key indicators for measuring its state of conservation, while the same percentage think that the defining of key indicators **has not been done**.

6.7.3 The level of involvement in monitoring of different stakeholders

Question: Please rate the level of involvement in monitoring of the following groups

4.8.3 Please rate the level of involvement in monitoring of the following groups		LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
World Heritage managers / coordinators and staff	Non applicable				X				-				
	Non-existent								-				
	Poor						X		-				
	Average		X			X			-	X		X	
	Excellent	X		X				X	-		X		X
Local / Municipal authorities	Non applicable		X		X				-			X	
	Non-existent								-				
	Poor			X			X		-				
	Average	X						X	-	X			
	Excellent					X			-		X		X
Local communities	Non applicable		X		X			X	-				
	Non-existent						X		-				X
	Poor					X			-			X	
	Average	X		X					-	X			
	Excellent								-		X		
Researchers	Non applicable				X				-				
	Non-existent								-				
	Poor							X	-	X			
	Average	X	X	X		X	X		-			X	
	Excellent								-		X		X
NGOs	Non applicable		X		X	X	X		-				
	Non-existent							X	-				X
	Poor								-				
	Average			X					-	X	X	X	
	Excellent	X							-				
Industry	Non applicable	X	X	X	X	X			-				
	Non-existent						X	X	-	X		X	X
	Poor								-		X		
	Average								-				
	Excellent								-				
Local indigenous peoples	Non applicable	X	X	X	X	X	X	X	-			X	X
	Non-existent								-	X			
	Poor								-				
	Average								-				
	Excellent								-		X		

As for the level of involvement of different stakeholders in monitoring, the involvement of **World Heritage managers / coordinators and staff** is excellent according to 45.5%, average according to 36.5% and poor and non applicable according to 9% each.

The involvement of **Local / Municipal authorities** is perceived as excellent, average and non applicable by 27.3% of the sites, while18.1 % of them assess it as poor.

The involvement of **Local communities** is perceived as excellent by only 9% of sites, as poor and non existent by 18.2% of sites and as average and non applicable by 27.3% of them.

The involvement of **Researchers** is rated as average by 54.6% of sites, as excellent and poor by 18.2% of sites and as non applicable by 9% of them.

The involvement of **NGOs** is rated as excellent by only 9% of sites, as non existent by 18.2% of sites and average and non applicable by 36.4% of them.

The involvement of **Industry** is assessed as non applicable and non existent by 45.5% of sites and as poor by 9% of them.

The involvement of **Local indigenous peoples** is considered as non applicable by 82% of sites and as non existent and excellent by 9% of them.

6.7.4 Implementation of recommendations arising from the World Heritage Committee

Question: Has the State Party implemented relevant recommendations arising from the World Heritage Committee?

4.8.4Has the State Party implemented relevant recommendations arising from the World Heritage Committee?	**LB**	**B1**	**B2**	**B3**	**B4**	**B5**	**B6**	**B7**	**B8**	**B9**	**B 10**	**B11**
No relevant Committee recommendations to implement		X	X	X			X	-				X
Implementation is planned, but has **not yet begun**					X			-				
Implementation is **underway**	X							-	X	X	X	
Implementation is **complete**						X		-				

As for the implementation of recommendations by the World Heritage Committee, for 5 sites there were no relevant Committee recommendations to implement. At other sites where

recommendations were implemented, the process of implementation has been completed at one site; it is underway at four sites and planned but not began yet at one site.

6.8 Analysis of tools 5 and 8 from the Enhancing our Heritage Toolkit for EX.PO AUS sites

As a starting point in the process of Assessing and monitoring the management effectiveness of the UNESCO WHS on the Adriatic, the methodology developed in ***Enhancing our Heritage Toolkit - Assessing management effectiveness of natural World Heritage sites*** was used, actually the two of twelve tools developed within that methodology:

- **Tool 5 - Assessment of Management Planning**
- **Tool 8 - Assessment of Management Processes**

Tool 5 - Assessment of Management Planning

This tool helps to assess the adequacy of planning used to guide the management of the World Heritage site. This assessment tool helps **review the process of developing and applying a management plan**. It can help highlight parts of the plan that are working well, and where necessary, the parts that may require revision.

There are two worksheets for this tool. Worksheet 5a collects information on the extent and status of planning undertaken for the site, **listing all the relevant plans** and recording details about them. Worksheet 5b assesses the **nature and adequacy of the planning systems and processes** that have been employed. Where multiple planning documents are employed (e.g. management plan, fire plan, weed plan etc.), Worksheet 5b should concentrate on the main planning document for the site. This is usually the general management plan, but if none exists, the primary documents used to guide management planning (e.g. annual work plan) should be assessed.

Tool 8 - Assessment of Management Processes

This tool helps managers to identify the best practices and desired standards in relation to management processes, and to rate performance in terms of appropriateness and adequacy against these standards.

The indicator ratings help to gauge the standard of current management practices. If assessments are carried out at intervals, these provide a means to measure improvement in management systems and processes. The rating system is not designed to compare between World Heritage sites, but rather to track progress of individual sites. The rating sheet can help to determine if the

best management standards are being followed and to identify areas where management can be improved. The scores are summarized in Worksheet 8b.

A series of 29 different management areas have been identified. These management areas have been grouped under four overall management topics:

- Management structures and systems,
- Resource management,
- Management and tourism and
- Management and communities/neighbours.

Suggestions are given and can be added to or changed for individual World Heritage sites.

The questionnaire regarding Tool 5 and Tool 8 was completed by the following sites that had already adopted their Management plans:

	World Heritage Site	Country	EX.PO AUS project partner
LB			
B1			
B2			
B3	**Ferrara City of Renaissance and its Po Delta**	**Italy**	**Province of Ferrara**
B4	**The Early Christian Monuments of Ravenna**	**Italy**	**Municipality of Ravenna – Art Museum of the City**
B5	**The Trulli of Alberobello**	**Italy**	**Municipality of Alberobello**
B6	**Archeological Area and the Patriarchal Basilica of Aquileia**	**Italy**	**Aquileia Foundation**
B7			
B8	**Natural and Culturo-Historical Region of Kotor**	**Montenegro**	**Center for conservation and archaeology of Montenegro**
B9	**Old Bridge Area of the Old City of Mostar**	**Bosnia and Herzegovina**	**Commission to Preserve National Monuments**
B10	**Butrint**	**Albania**	**Office of Administration and Coordination of Butrint**
B11	**Old Town of Corfu**	**Greece**	**Municipality of Corfu**

6.9 Conclusions

Starting from the existing models for the assessing management effectiveness, it was decided that the process of assessing pilot areas within the EX.PO AUS project would use as a starting point the methodology developed in the **"Enhancing our Heritage Toolkit – Assessing the management effectiveness of natural World Heritage sites"**. Two tools from the "Enhancing our Heritage

Toolkit" were tested within the project (Tool 5 – Assessment of Management Planning and Tool 8 – Assessment of Management Processes), a questionnaire was prepared based on them, distributed to project partners and analysed. During the implementation of the project in 2014–2015, Cycle II of the UNESCO Periodic Reporting for Europe and North America was finished, which contains reports from the World Heritage Sites included in the EX.PO AUS project. In order to obtain a complete picture, the data on monitoring from UNESCO's **Periodic Reporting** was also analysed. The complete analysis is presented in the report "Assessing and monitoring the management effectiveness of the UNESCO World Heritage Sites on the Adriatic" and it is available at the EX.PO AUS project web site: www.expoaus.org.

After analysing the data from UNESCO's Periodic Reporting and the two tools from the *Enhancing our Heritage Toolkit* the following can be concluded:

- Questionnaires for UNESCO's **Periodic Reporting** have revealed that:
    - **Monitoring programmes** at the properties, directed towards management needs and/or improving understanding of Outstanding Universal Value, **must be improved**, given that at the majority of sites there is a very small amount of monitoring, or it is not planned or directed towards management needs and/or improving the understanding of Outstanding Universal Value
    - There is obviously a need to work more with **key indicators**, for measuring the state of conservation and monitor how the Outstanding Universal Value of the property is being maintained. At some sites these indicators **need to be defined** and introduced into the management system, while at the sites that have them, the **monitoring of the status of indicators could be improved.**
    - As for the **level of involvement of different stakeholders in monitoring,** it is obvious that it **must be improved**. Although the level of involvement of World Heritage managers/coordinators and staff and local/municipal authorities is the highest, it should be improved nevertheless, as well as the involvement of other stakeholders, currently insufficiently involved: local communities, researchers, NGOs, industry, local indigenous peoples
- After analysis of the tools from the ***Enhancing our Heritage Toolkit,*** the following can be concluded:
    - **Management plans** are used as primary planning documents, and in the majority of cases, they are **well designed**, with well defined issues and processes, providing an adequate and appropriate policy environment for the management of the World Heritage Sites. However, **the main problem** in most cases is the **implementation of the plans**. Implementation, monitoring and process of revision of the plan must be enhanced.
    - One of the greatest challenges for the functioning of a management system is the **existence and operation of a clearly defined management structure** and management mechanism. In many cases, management bodies have been recognized and identified, but they are not functioning.

- Another obvious challenge is the **collaboration of different actors,** the involvement of all stakeholders, the **involvement of the local community** and a greater engagement of all the stakeholders in management decisions.
- There is a need to improve **monitoring** and **financial mechanisms**
- **Tourism and visitor management** needs to be improved
- Challenges are especially present at **more complex sites** covering a larger area and containing natural and cultural elements or cultural landscape elements, related mostly to integral treatment of the space and all the elements. At more complex sites management systems are likewise more complex in a territorial and administrative sense.
- In some cases, a management system established for the protected area does not address to a sufficient level the **buffer zone,** and this should be improved.

Questionnaires from UNESCO's Periodic Reporting and the two tools from the *Enhancing our Heritage Toolkit* are obviously useful for assessing management effectiveness. Analyses performed for the EX.PO AUS project sites provide a clear picture of the state of management effectiveness and identify the areas that should be improved.

Although only two tools from *Enhancing our Heritage Toolkit* were tested within the project, they proved to be very useful. However, they are large in volume and completing them is time-consuming.

The process of assessing and monitoring management effectiveness is a very important link in the management system of World Heritage sites, and it should be primarily used to assist managers to work as effectively as possible and to give inputs for enhancing the complete management system. In order for this process to become an integral part of the management system, our recommendation is to use the already established frameworks of reporting by the State Parties to the World Heritage Committee. The issues related to management effectiveness should be described in detail within the State of Conservation reports or Periodic Reports. In that way, the monitoring of these issues would be possible on a regular basis.

7. Publication/guidelines "Management planning of UNESCO World Heritage Sites – Guidelines for the development, implementation and monitoring of management plans – with the examples of Adriatic WHSs"

The guidelines /publication "Management planning of UNESCO World Heritage Sites – Guidelines for the development, implementation and monitoring of management plans – with the examples of Adriatic WHSs" have also been produced within the Working Package 3 of the EX.PO AUS project.

The aim of the guidelines is to contribute to enhancing the process of management of the World Heritage Sites on the Adriatic, as well as of the sites aspiring to this status, especially through a framework for developing, implementing and monitoring management plans.

The guidelines are based on the **results of the EX.PO AUS project,** relying on **international guidelines for the management of World Heritage Sites**. It is very important to note that during the realization of the project, a new ***World Heritage Resource Manual –Managing Cultural World Heritage***[27] was published in 2013 by the UNESCO World Heritage Centre, ICCROM, ICOMOS and IUCN. In addition to extensive literature on this subject, the material from the Manual was essential in the creation of these guidelines.

The guidelines are **intended** for all stakeholders involved in the process of World Heritage Site management. It is especially important that the guidelines have been prepared in the **languages of all seven countries** participating in the EX.PO AUS project: Albanian, Bosnian, Croatian, Greek, Italian, Montenegrin and Slovenian, as well as English. In this way, the most advanced knowledge and guidelines on management plans will be made available to a larger number of stakeholders in the Adriatic countries.

The guidelines contain the following **chapters**:

[27] UNESCO, ICCROM, ICOMOS and IUCN.2013. *Managing Cultural World Heritage.*Paris. UNESCO World Heritage Centre.(World Heritage Resource Manual.)

- The first chapter contains a general introduction to the EX.PO AUS project, the World Heritage Sites on the Adriatic that are included in the project and the activities implemented within the project related to management planning.
- Chapters 2 and 3 present the basic concepts of World Heritage Site management. This section summarizes the basic starting points and framework for a management system of World Heritage Sites. It is based on international documents adopted in this field, especially the documents of UNESCO, including the new *World Heritage Resource Manual – Managing Cultural World Heritage*.
- Chapter 4 contains the complete text of Appendix A of the *World Heritage Resource Manual – Managing Cultural World Heritage: A framework for developing, implementing and monitoring a management plan*. We thought it would be very useful to present this material in full.
- Chapter 5 states the lessons learnt from the management planning of the World Heritage Sites on the Adriatic included in the EX.PO AUS project, resulting from the EX.PO AUS project's activities.

Although the guidelines, as well as the EX.PO AUS project in general, primarily focus on World Heritage Sites or sites aspiring to this status, they can be useful as a model for managing other cultural heritage areas, as well as a framework for developing, implementing and monitoring management plans.

8. Bibliography

- EX.PO AUS project, 2013. *EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites*
- Feilden, B.M., Iokilehto, I. (1993). *Management Guidelines for World Heritage Sites.* Rome
- Hockings, M., James, R., Stolton, S., Dudley, N., Mathur, V., Makombo, J., Courrau, J. and Parrish, J. (2008). *Enhancing our Heritage Toolkit. Assessing management effectiveness of Natural World Heritage sites.* Paris, UNESCO World Heritage Centre. (World Heritage Papers 23.) http://whc.unesco.org/en/series/23/
- Hockings, M., Stolton, S., Leverington, F., Dudley, N. and Courrau, J. (2006). *Evaluating Effectiveness: A framework for assessing management effectiveness of protected areas.* 2nd edition, IUCN World Commission on Protected Areas, Best Practice Protected Area Guidelines Series No. 14IUCN, Gland, Switzerland and Cambridge, UK https://portals.iucn.org/library/efiles/documents/PAG-014.pdf

- ICOMOS. 2011. *The Paris Declaration On heritage as a driver of development*
- UNESCO. 1972. *Convention concerning the Protection of the World Cultural and Natural Heritage.* (World Heritage Convention). http://whc.unesco.org/en/conventiontext (English web page)
- UNESCO, ICCROM, ICOMOS and IUCN. 2013. *Managing Cultural World Heritage.* Paris. UNESCO World Heritage Centre. (World Heritage Resource Manual.) http://whc.unesco.org/uploads/activities/documents/activity-703-1.pdf (English web page)
- UNESCO World Heritage Centre. 2015. *Operational Guidelines for the Implementation of the World Heritage Convention.* (WHC.15/01 8 July 2015) http://whc.unesco.org/en/guidelines/ (English web page)
- UNESCO World Heritage Centre. 2008. *World Heritage Information Kit.*

Internet

- ExPo AUS official site: http://expoaus.org/project-5
- WHC UNESCO official site: http://whc.unesco.org/en/list/

ANNEXES

9. Annex 1 - Detailed assessment of the management of the UNESCO World Heritage Sites on the Adriatic

9.1 Informative grid

Informative grid for the management of the Adriatic UNESCO sites which was formed within the project and distributed to partners.

***Table 3*Informative grid for the management of the Adriatic UNESCO sites**

1.	**Site identification**	
1.1.	Site name	
1.2.	Type of the site (single monument, urban area, cultural landscape, ..)	
1.3.	Description of the site (location, basic information, values and significance)	
1.4.	Site inscribed/ not inscribed on the UNESCO's World Heritage List	
	Year of inscription (for listed sites)	
	Criteria (for listed sites)	
1.5.	Illustrations (photographs, maps of the site)	

2.	**Management**	
2.1.	**Management plan**	
2.1.1	Please state if: a) Management plan does not exist b) Management plan is in the phase of development c) Management plan is prepared but it has not been implemented yet d) Management plan exist and is being implemented e) Management plan exist, it is implemented and updated regularly	
2.1.2	If the management plan exists, please describe your experiences during its development (process, lessons learnt) and updating (if the plan is updated regularly)	
2.1.3	If the management plan is being implemented, please describe your experiences (positive and negative aspects, challenges, lessons learnt)	
2.2.	**General management issues**	
	Legal and institutional framework	
	Type of management systems	
	Key stakeholders, responsibilities, coordination between stakeholders	
	Relation of management with conservation, restoration and	

	maintenance	
	Relation of management with urban and spatial planning	
	Relation of management with development (policies, strategies, ..)	
	Financing and funds	

9.2 Development and implementation of Management Plans - process, lessons learnt, challenges

In the part of Informative grid related to Management Plans for the sites that have them there were two questions about the experiences during Management Plans development, updating and implementation (process, positive and negative aspects, challenges, lessons learnt)

Some of the key topics that have been recognized are:

- The process of preparation of the management plan has **provided numerous initiatives** to ensure **adequate information and participation of citizens and o f all the parties concerned** by he developments and t he direct effects of the plan; **public meetings** were held to present the project and also work tables, with the involvement of administrators, technicians, operators of the sectors concerned. The management plan takes shape even starting from the considerations, the reflections and the awareness established in the course of these meetings and comparisons with the institutional and non-institutional actors, during which it has always pursued the research of expectations, solutions and strategies. (Alberobello)
- In order to present opportunities for development of the site and to support the identification of all those actions that are necessary to archive the objectives of protection and enhancement identified by UNESCO, a SWOT analysis can be useful, considering the strengths and weaknesses inside the site, and recognizing the opportunities and threats. (Alberobello)
- The **main challenge in preparing** a Management Plan for the site that has **cultural and natural values/ properties was to cover all the issues**, as well as to prepare an **Integrated Management Plan** (Butrint)
- Challenge to use the existing material, especially if several management plans have been previously developed (Butrint)
- Different models of preparation of Management Plans, with different stakeholders and phases>
    - For the implementation of the management plan of the site a **steering committee** made up of people responsible for the site has **mandated a technical group** that

wrote the MP and then had monitored its implementation. Currently the technical group has prepared a general long term profile within which it would be possible to predict individual actions to implement the usability of the site, its protection and proper storage. (Ferarra)

- The Management Plan has been drawn up on the initiative of the Municipality of Corfu and the Corfu Branch of the Technical Chamber of Greece. The preliminary preparation of the Management Plan was entrusted to **two architects**, who drew up the first draft on the basis of the data concerning the Property and their own great experience. That first draft of the Management Plan was submitted to select committees of the two bodies responsible for its preparation and was then revised and expanded. Once it had been accepted, it was presented to the local community and sent to the Ministry of Culture (Directorate of Byzantine and Postbyzantine Antiquities), to other parties involved in the management of the Site and to the Regional Authority of the Ionian Islands and the Prefecture of Corfu for their assent. Finally, after widespread consultation and discussion, it was approved by the Municipal Council in 2005. (Corfu)
- The process of the Management Plan development was realized in two phases (2006-7 and 2011). It was led by the Regional Institute for Cultural Heritage Protection in Kotor and the Ministry of Culture of Montenegro. In order to draw up a Draft Management Plan the following bodies were formed: Coordination team (9 members), Working group (22 members) composed of representatives of the relevant state and local institutions, media, non-governmental organizations and Advisory body (5 members) composed of prominent individuals in the fields of science, education and culture. In the second phase, when it was necessary to elaborate the Draft Management Plan in accordance with the suggestions provided by the UNESCO, a Working group (16 members) was formed composed of representatives of the relevant state and local authorities and institutions, faculties, Municipality of Kotor and NGO sector. In addition, two ICOMOS experts were involved in the process as expert consultants, as well as representatives of Tivat and Herceg Novi Municipalities for the part of the plan regarding Kotor Region's buffer zone. The process of Management Plan development included the following activities: training of staff, presentation of experiences of developing the Management Plan, study tour, as well as a workshop in order to formulate a Draft Statement of Outstanding Universal Value. (Kotor)

- The Management Plan has become a political issue because these discussions about the plan were used as a platform to criticize the overall situation in the old city core, but also the inability of the local government to cope with the problems of running the city in general, and the lack of adequate democratic procedures in making strategic decisions. (Split)
- In order to make the plan sustainable, it is very important to **achieve consesus**. That is why a series of round tables for different stakeholders interested in issues of historic core, need to be organized. (Split)
- It is important to inform and engage the public in the process of Management plan creation through different activities. (Kotor)
- In cases when information and data were not available, this made the process of the plan development difficult. However, documentation collected and compiled during the process of management plan development is very useful for further activities. (Kotor)
- The fact that a Logical framework of Management plan was developed proved to be very useful because it connected the key recognized topics, factors, aims, priority tasks, guidelines, measures and regimes of protection and activities. (Kotor)

During implementation process, the following issues have been recognized:

- Today there is a **strong involvement of the community** in the projects both in terms of planning activity and of active participation to the projects. The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alerobello is **participating in numerous calls for funding**, also thanks to a continuous technical accompaniment (Alberobello)
- The **vastness of the territory** that characterizes the site and the **amount of those involved make it particularly complex its management**. The mode implemented until now was inspired by a general coordination, leaving to single subjects, territorially competent, direct management of the assets. (Ferarra)
- The **Agency was founded** in order to carry out professional ,and other affairs in the field of regional planning, heritage protection, the proper preservation of the properties in the UNESCO protected zone, the implementation of the management plan, drafting proposals and development plans, and cooperation with all levels of government – state, federal, cantonal and city. (Mostar)
- In the **strategy** adopted by the Municipality of Corfu **for the sustainable urban development** three main strategies are in direct synergy with the Old Town's Management Plan:
  - The Strategy of Sustainable Development
  - The Strategy of Total Quality
  - The Strategy of Citizens' Active Participation.

  All the above strategies are the Municipality's tools for its approach to the achievement of local development objectives, but also to the implementation of Old Town's Management Plan. (Corfu)
- The **guidelines of the updating process** are the following:
  - in-depth analysis of the first edition of the management plan, even in a comparative manner with other documents produced at national and international level, highlighting those who could be the missing dots or not fully developed, and all other documents produced by the various operators Site of Ravenna useful for the development of the second edition;
  - development of thematic meetings with the various operators of the site (Municipality of Ravenna, the Superintendence for Architectural Heritage and Landscape for the provinces of Ravenna, Ferrara, Forlì-Cesena and Rimini, Archdiocese of Ravenna-Cervia, Regional Directorate for Cultural Heritage and Landscape of Emilia-Romagna Region), with the aim, on one hand, to identify the cognitive elements relevant to the activity described in the preceding paragraph and, secondly, to gain additional insights useful analysis to develop the revision of the document in question, as referred to the next step;
  - development of methodologies, guidelines or legislative instruments to establish a system of indicators used to monitor the overall performance of the UNESCO site, by all the various operators, but with particular reference to the activities conducted by the Municipality of Ravenna, in its quality as coordinator of the plan. (Ravenna)

9.3 General management issues

Although some sites included in the project still do not have a Management Plan, or the Plan has not been implemented yet, site management is something that takes place anyway.

General management issues are primarily related to legal and institutional framework, type of management systems, key stakeholders, financing and funds. The relation of management to conservation, restoration and maintenance, urban and spatial planning and development is alsoan important issue for the management of sites.

Presented below in an analysis of data related to management issues obtained from the Informative grids completed by project partners.

9.4 Legal and institutional framework

*A heritage management system is a framework made up of three important elements: a **legal framework** which defines the reasons for its existence, an **institution** which gives form to its organizational needs and decision-making, and **resources** (human, financial and intellectual) which are used to make it operative*[28].

According to Operational Guidelines for the Implementation of the World Heritage Convention*States Parties to the World Heritage Convention, have the responsibility to: take appropriate legal, scientific, technical, administrative and financial measures to protect the heritage*[29].

Presented below is an overview of legal and institutional frameworks at the sites included in the EX.PO AUS project.

9.4.1 The Trulli of Alberobello

Legal and institutional framework represent:

- **National Law for Protection of Cultural and Environmental Heritage** (DL42/2004)
- The **Local Urbanization Plan** (PR), adopted in 1978,prescribed, for the areas where there is this type of architecture (Trulli) a compulsory Plan of Restoration with the aim of protecting the interest of the property and, at the same time, preserving the good art and its usability. The law 72/1979 foreseen financial support for intervention aimed to preserve the traditional cultural heritage of the Region, with particular attention to the buildings trulli. This law brought to the adoption in 1997, by the council town of Alberobello, of the guidelines for the restoration of the trulli. After the inscription in the World Heritage List due to the lack of fund the law was abrogated. Also it was not possible to update the PR. So during the definition of a Management Plan (adopted in 2010) a **Guide for the restoration of the Trulli of Alberobello**, with specific sheets for each Trullo, was foreseen and done in 2011;
- The **Territorial plan for the province coordination (PTCP)** protects the cultural heritage but do not contain any specific prescription for the UNESCO sites;

[28] *World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

[29] *Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC. 13/01, July 2013*

- The **Regional territorial and landscape plan (PPTR)** protects the cultural heritage but do not contain any specific prescription for the UNESCO sites

9.4.2 Archeological Area and the Patriarchal Basilica of Aquileia

Legal and institutional framework consists of: **Regional Law** n. 18/2007 **constituting the Foundation for the archaeological, monument and urban enhancement of Aquileia** and funds for the touristic development of the area; and **Agreement between the Italian State and Friuli Venezia Giulia Region** signed on 9th January 2008.It identifies selected archaeological areas, defines strategic objectives for enhancement, identifies the management model (Fondazione, foundation), approves the list of activities to be implemented by the Fondazione and approves the Statute of Fondazione.

9.4.3 Butrint

The Government of Albania created in 1998, the "**Office of Administration and coordination of Butrint"** with the objective of protection of the World Heritage site and with the overall responsibility for planning and management of the site of Butrint. "**Butrint National Park Board**" had been set up by the Council of Ministers and is composed of representatives of Minister of Culture, Minister of Environment, Institute of Monuments, Institute of Archaeology, Committee of Tourism. The Minister of Culture acts as chair of the Board. The Board has been set up with the objective of creating and reinforces inter institutional co-ordination for the management and protection of the site.

9.4.4 Old Town of Corfu

First draft of the Management Plan was submitted to select committees of the two bodies responsible for its preparation and was then revised and expanded. Once it had been accepted, it was presented to the local community and sent to the Ministry of Culture (Directorate of Byzantine and Postbyzantine Antiquities), to other parties involved in the management of the Site and to the Regional Authority of the Ionian Islands and the Prefecture of Corfu for their assent. Finally, after widespread consultation and discussion, it was approved by the Municipal Council under permit No. 23-682/24-11-2005.

9.4.5 Ferrara, City of Renaissance and its Po Delta

The preservation, protection and management of the site "Ferrara city of the Renaissance and its Po Delta" involves the **commitment and collaboration of organizations that operate at different levels: National, Regional, Provincial and Municipal**. The UNESCO site is subject to **national legislation for the protection and preservation of cultural heritage**, the Code of Cultural Heritage and Landscape (Legislative Decree no. 42/2004). The Ministry of Heritage and Culture, through its branch offices (regional directorates and Superintendents)perform the tasks of enforcing the institutional rules of the Code. At the **regional level, two specific planning tools**(Landscape Plan - PTPR and Delta Park Plan) laydown rules for particular attention to the protection of historical and cultural identity of the settlements, the landscape and areas of natural and ecological interest.
The Provincial Territorial Cooperation Plan (PTCP)defines the synergies between development of traditional economic activities and tourism to preserve the environmental and landscape character of the area of the eastern plain, with particular attention to the vast area that makes up the UNESCO World Heritage Site, as well as for buffer zones. The Municipality of Ferrara has

approved the new **urban planning tool** (PSC) that identifies all the historic city within the Renaissance walls as an area of cultural interest and confirms the high protection rules already in place since 1975.Next to the PSC and the RUE (Planning rules and building regulations) have been active for several years different programs with specific targets, notably for the preservation of the Renaissance walls and open spaces, inside and outside the walls.

9.4.6 Natural and Culturo-Historical Region of Kotor

The protection of Kotor Region is done in accordance with:

- **Special Law** on Protection of the Natural and Culturo-Historical Region of Kotor, 2013
- **Laws governing cultural heritage protection** (Cultural Property Act, 2010; Laws on Libraries, Archives and Museums, 2010 and other laws)
- **Laws governing nature and environment protection**
- **Laws governing spatial planning and construction of buildings**
- **Local regulations of the Municipality of Kotor**
- **International regulations**

Institutional framework:

Following the catastrophic earthquake of 1979 the Kotor Region was designated a UNESCO World Heritage Site. For that reason, the **Municipal Institute for Cultural Heritage Protection** was formed in Kotor in 1980. Realizing the need for establishing a broader zone of protection, in 1992 this institution obtains the status of a regional institution and grows into a Regional Institute for Cultural Heritage Protection with the responsibility for organizing protection of cultural heritage on the territory of Kotor, Tivat and Herceg Novi Municipalities. In accordance with the new Cultural Property Act from 2010 the Regional Institute has been transformed into two organizational units: **a unit of the Administration for Cultural Heritage Protection and a unit of the Centre for Conservation and Archaeology of Montenegro.**

In addition to these institutions dealing primarily with immovable cultural heritage, the protection, preservation and promotion of movable and intangible heritage is entrusted to **the institutions engaged in the museum, archive and library activities.**

Besides the national institutions**, local government – the Municipality of Kotor**, should play an important role in the protection of WHS on its territory. The Municipality of Kotor is the only municipality in Montenegro which has a separate Department for the Protection of Natural and Cultural Heritage.

9.4.7 Old Bridge area of the Old City Mostar and the Natural and Architectural Ensamble of Blagaj and Stolac

Legal and institutional framework represents **Commission to perseve national monuments of Bosnia and Herzegovina, Nacional Commission for Cooperation with UNESCO, Ministry of Physical Planning, Inspection of the Federation BiH, the relevant Departmants of the Municipality of Stolac, as well as UNESCO office in Sarajevo**.

9.4.8 Piran cultural landscape with the salt

The area has an adequate, however split, protection regime. Sečovelje and Strunjan salt pans are **nationally protected within landscape parks and as cultural monuments** (Registry of Immovable Cultural Heritage). The landscape parks of Sečovelje and Strunjan are **protected at European level** as **Natura 2000** sites. Globally, the Sečovelje landscape park is protected as a wetland of international importance under the auspices of the **Ramsar** Convention. Underwater natural features at Cape Madona are protected as a natural monument.

Piran is **protected as an urban monument** since 1983, and is since 1991 member of the International Association of European Walled Towns. Very numerous are the heritage units, especially protected and registered in the Register of immovable cultural heritage (Registry of Immovable Cultural Heritage), and it is therefore ensured the protection, maintenance and integrity of the values of the whole proposed area.

Within the Slovenian cultural heritage legislation, management plans were introduced since 2008. **The Law on the Protection of Cultural Heritage** defines it as a document which determines the strategic and operational directions for the overall conservation of the monument or site and methods of implementation of its protection (ZVKD-1, 2008, articles 59 and 60). According to the law, management plans should be provided to all monuments and sites, which are managed byan operator/manager. The law foresees also that monuments, that are protected under international treaties signed by the Republic of Slovenia (e.g. the UNESCO Convention concerning the Protection of World Cultural and Natural Heritage), and all sites must have an operator/manager and therefore also a management plan.

9.4.9 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč

The complex belongs to the **Catholic church**, that is to the Poreč and Pula Bishopric, and is a **protected cultural site according to Croatian law** (NN69/99).

9.4.10 The Early Christian Monuments of Ravenna

Four **institutions**, each in its own order of skills, form legal and institutional framework and put in place appropriate policies to manage the site:

1. Superintendence for the Architectural and Landscape Heritage for the provinces of Ravenna, Ferrara, Forlì-Cesena and Rimini (**Ministry of Heritage and Culture**): owner; protection and conservation of cultural heritage; direct management of the monument;
2. **Municipality of Ravenna**: definition and implementation of strategies for the conservation and management of the city through the tools of urban planning and the rules that regulate the activities on the territory; coordination between stakeholders.
3. **Region of Emilia-Romagna** (through Regional Directorate for Cultural Heritage and Landscape): collaborates to protection, conservation, management and enhancement activities.
4. **Archdiocese of Ravenna**: partner

A **Coordination Committee** brings together the institutional actors and has the role of implementing the Management Plan, particularly with regard to the actions of conservation, enhancement and promotion of monuments and cultural valuesassociated with them. It is chaired by the Municipality of Ravenna.

9.4.11 Historical Complex of Split with the Palace of Diocletian

Institutional framework consists of commitment and colaboration of organizations that operate at **different levels: national, regional, provinicial and municipal**.

The UNESCO site is subject to **national legislation for the protection and perservation of cultural heritage**. Ministry of Heritage and Culture perform tasks of enforcing the institutional rules of the Codeof Cultural heritage and landscape.

There is colaboration between national organizations and UNESCO, ministries and relevant city departmants, ali in accordance with state law and laws that protect and perseve cultural properties:

- **The Protection and Preservation of Cultural Properties Law** (Official Gazette 69/99, 151/03, 157/03)
- **The General Plan of Split** (Official Gazette of the City of Split, 25 January 2006)
- **The Historic Core Detailed Plan** from 1990, updated in 1997 and 2007 (Official Gazette of the City of Split, 21 March 2007)
- Listing of the Historic Core of Split in the **National Registry of Cultural Properties** (22 October 2010)

9.4.12 Conclusions

Legal and institutional frameworks for managing cultural heritage differ in different countries, and they also depend on the type of sites.

The most common elements of legal framework are:

- National and regional laws governing cultural heritage protection
- Special laws for the protection of World Heritage Sites or constituting specific institutions for management of WHS
- Supplementary legislation from other fields: governing nature and environment protection, spatial planning and construction of buildings, etc.
- Different regulations at: regional, provincial and municipal level
- International regulations (for example: UNESCO1972 World Heritage Convention) including regulations at European level (Natura 2000, Ramsar,..)

In addition, an urban and planning framework has been recognized as a very important part of the legal system, and it can include different planning tools: from spatial plans at regional and local levels, to landscape and urban plans, etc.

As for institutional framework, it has been defined differently in different countries. It depends particularly on the type of site, whether it is an individual building or cultural landscape. When the site is more complex, institutional framework is often more complex, too.

Most commonly, an institutional system for the protection and management of WHS includes all the levels: national, regional, provincial and municipal. Collaboration of organizations that operate at different levels is very important. Very often, specific institutions are formed for the management of WHS (such as Councils, Agencies or Foundations).

9.5 Type of management systems and key stakeholders, responsibilities, coordination between stakeholders

An effective 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 or regional planning instruments, and other planning control mechanisms****, both* ***formal and informal***[30]*.*

At the sites included in the EX.PO AUS project different types of management systems exist.

9.5.1 The Trulli of Alberobello

The management is up to the **Municipality of Alberobello**. The trulli are largely **in private ownership**, though certain of them have been acquired by the Town Council of Alberobello.

The Municipality of Alberobello, as responsible of the management of the site, **coordinates all the stakeholders involved**.

Key stakeholders are:

1. **Institutional actors**:
- Superintendence of Cultural Heritage
- Region Puglia
- Province of Bari
- Municipality of Alberobello
- Chamber of Commerce

2. **Enterprises**
- Operators in the field of accommodation and catering,
- Business association

3. **Social and cultural actors**
- Museum of the Territory
- Craft Museum
- Oil Museum
- Pro Loco Alberobello
- Diocese
- Local Media

[30] Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 13/01, July 2013

9.5.2 Archeological Area and the Patriarchal Basilica of Aquileia

The archaeological site is managed by **Fondazione Aquileia** (in Italian the legal status is "Fondazione di partecipazione") **a public private partnership**.

Members of Fondazione Aquileia are: Italian Ministry for Cultural Assets and Heritage, Friuli Venezia Giulia Autonomous Region, Province of Udine, Municipality of Aquileia and the Archdiocese of Aquileia.

The Region appoints the Director of Fondazione Aquileia. The President is chosen by the Board among its delegates.

9.5.3 Butrint

The Government of Albania created in 1998, the "**Office of Administration and coordination of Butrint**" with the objective of protection of the World Heritage Site and with the overall responsibility for planning and management of the site of Butrint.

"**Butrint National Park Board**" had been set up by the Council of Ministers and is composed of representatives of Minister of Culture, Minister of Environment, Institute of Monuments, Institute of Archaeology, Committee of Tourism. The Minister of Culture acts as chair of the Board. The Board has been set up with the objective of creating and reinforces inter institutional co-ordination for the management and protection of the site.

Key stakeholders are as follows:

- Minister of Tourism Culture Youth and Sports
- Minister of Environment,
- Institute of Monuments,
- Institute of Archaeology,
- Committee of Tourism

They all coordinate through the Butrint National Park Board.

9.5.4 Old Town of Corfu

Management system consists of urban, technical, institutional andsocial content, which is specified to meet five fields :

1. Plan implementation and impacts
2. Protection and preservation of the monument
3. Documentation, Training and Research
4. Accessibility and movements
5. Visitors Management

and it is in direct synergy with:

- The Strategy of Sustainable Development
- The Strategy of Total Quality
- The Strategy of Citizens' Active Participation.

The main governance tool for the **Municipality of Corfu**, regarding the design and implementation of the Management Plan, is the**Direction Cabin** that gives political advices in the programming process and suggests strategic policies for the implementation of the actions described.

The **Steering Group** bears overall responsibility for the supervision and official monitoring of the implementation of the Management Plan.

The **Decision table** serves as an economic and social discussion forum, which is useful for the analysis of the territorial needs, in order to identify the territorial and sectorial priorities of the Management Plan.

The **Technical Committee** is, also, an operational tool aiming at giving coherence to the adopted policies and projects. It aims at coordinating and participating to the development and implementation of the Plan.

Therewithal, programme institutional agreements aim at defining mutual commitments assuring the specific contribution of the involved bodies when elaborating the development strategies, by identifying quality strategic projects and operational responsibilities.

The **Partnership Assembly** is also considered as a governance tool aiming t supporting territorial socio-economic interests, assuring the participation of the stakeholders in the definition of strategic policies.

Horizontal national and transnational networks aim at strengthening the collaboration relationships, exchanging information and good practices, planning and carrying out specific activities on the basis on common interests.

Finally, **Twinning Programs** aim at establishing strong political, economic and cultural relationship about common issues.

Key stakeholder appears to be Municipality as istitutional actor. In some sites, Municipality is organized by operational tools such as: Direction cabin, Steering Group, Decision Table, Technical Committee, Partnership Assembly and Twinning Programs, all committed in implementation of MP.

9.5.5 Ferrara, City of Renaissance and its Po Delta

The governance of the site is up to **various local institutions that have signed a specific program agreement for the implementation of the Management Plan of the site.**

The **Steering Committee of the Site**, made up of the Regional Directorate for Cultural Heritage and Landscape (remote office for the regional coordination of the Ministry of National Heritage and Culture), of the Emilia-Romagna Region, of the Consortium of the Regional Park of the Po Delta, of the Province of Ferrara, of the Municipality of Ferrara and the Association of Municipalities, plays a **coordination action** and has the task of implementing the program-management Plan 2011- 12 of the Site and to prepare that one for the biennium 2013-14.

9.5.6 Natural and Culturo-Historical Region of Kotor

According to the Law on Protection of the Natural and Culturo-Historical Region of Kotor, the activities of protection and conservation of the Kotor Region are done, within their competence, by the **state authorities, bodies of the Municipalities of Kotor and public services established by the state/or municipality**. Protection and conservation of Kotor Region's buffer zone is also provided by the authorities of neighbouring municipalities.

The Law makes provisions for the **Council for Management of the Kotor Region** to coordinate conservation, preservation and management of the property.

The Council should have a president; this should be the Mayor of Kotor, and ten members from:

1. state authorities responsible for cultural issues – one member;
2. state authorities responsible for spatial planning and environmental protection issues – one member;
3. state authorities responsible for cultural heritage protection – one member;
4. Assembly of the Municipality of Kotor – five members;
5. National commission for cooperation with UNESCO – one member.

However, the **Council has not been formed yet** and none of the stated stakeholder has done the coordination between stakeholders so far.

The **key stakeholders** at the national and local level are:

- Municipality of Kotor
- Ministry of Culture
- Ministry of Tourism and Sustainable Development
- Ministry of Transport and Maritime Affairs
- Ministry for Information Society and Telecommunications
- Administration for Cultural Heritage Protection
- Centre for Conservation and Archaeology of Montenegro
- State Archive of Montenegro
- Agencija za zaštitu životne sredine
- Environmental Protection Agency
- Public Enterprise for Coastal Zone Management
- Maritime Museum of Montenegro
- Marine Biology Institute
- Public Institution Museums of Kotor
- College for Tourism and Hotel management and Nautical College, Kotor
- Municipalities of Tivat and Herceg Novi / for the buffer zone
- Media
- Non-governmental organizations and civil sector representatives
- Citizens of the area of Kotor

A management system for a big and complex property, such as the Region of Kotor, is very complex. There are multiple owners, occupancy and ongoing uses related to the property. There is a variety of entities involved in management of the WHS and its buffer zone, the decision-making process is complex, and it involves governing and managing bodies, owners and users. New decision-making platform and management system is needed.

9.5.7 Old Bridge area of the Old City of Mostar

The authority responsible for implementing the management plan for the area is the „Old Town Agency of Mostar", established by Decision of Mostar City Council at 2005.

The Agency was founded in order to carry out professional ,and other affairs in the field of regional planning, heritage protection, the proper preservation of the properties in the UNESCO protected zone, the implementation of the management plan, drafting proposals and development plans, and cooperation with all levels of government – state, federal, cantonal and city.

9.5.8 Piran cultural landscape with the salt pans of Sečovlje and Strunjan

Management systems applied to the area are at this stage **diversified** because of implication of different entities. Overall management directions for the whole area have to be defined and integrated into a composite management system.

Key stakeholders are: Municipality of Piran/ *Občina Piran*, Public Institute Sečovlje Salina Landscape Park / *Javni zavod Krajinski park Sečoveljske soline*, SOLINE Pridelava soli d.o.o.(Salt Production Co. Ltd.), Public InstituteLandscape Park Strunjan/ *Javni zavod Krajinski park Strunjan*.

Coordination between stakeholders is part of work within the pilot project of Beneficiary 7 (University of Primorska, Science and Research centre).

9.5.9 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč

Key stakeholders are:

- Poreč and Pula Bishopric,
- Town Poreč,
- Ministry of culture RH – Department for Protection of Cultural Heritage;

almost all parts of the site are open to public.

9.5.10 The Early Christian Monuments of Ravenna

Four **institutions** form institutional framework and put in place appropriate policies to manage the site:

- Superintendence for the Architectural and Landscape Heritage for the provinces of Ravenna, Ferrara, Forlì-Cesena and Rimini (Ministry of Heritage and Culture)
- Municipality of Ravenna

- Region of Emilia-Romagna (through Regional Directorate for Cultural Heritage and Landscape)
- Archdiocese of Ravenna

A **Coordination Committee** brings together the institutional actors and has the role of implementing the Management Plan, particularly with regard to the actions of conservation, enhancement and promotion of monuments and cultural valuesassociated with them. It is chaired by the Municipality of Ravenna.

Key stakeholders are:

1. Site managers(owners or not);
2. Ministry of Heritage and Cultural Activities;
3. other public institutions of the Province and Region;
4. education system on the territory of Ravenna;
5. cultural operators and producers of cultural events in the area;
6. mosaicists;
7. local entrepreneurship;
8. tourists and visitors;
9. local community of Ravenna area

9.5.11 Historical Complex of Split with the Palace of Diocletian

Key stakeholders are:

- Residents of the Historic Core the HC.
- Property owners
- Developers and shop owners
- Inhabitants of the city
- Local government (City)
- National government
- Politicians in general
- Service and Infrastructure companies
- Tourism (visitors, tourist operators and agents, guides, souvenir shop owners, hotels, restaurants)
- Church
- Experts
- Management Unit (future stakeholder)
- International community (UNESCO, WH Committee, ICOMOS)

Coordination between stakeholders is poor. There is a Service for the Old City Core within the Municipality of Split, but its mandate does not allow it to act as a coordination body. A creation of **new Management Unit** which would be independent of the City administration **has been planned in the Draft Management Plan,** but has not yet been seriously considered by decision-makers.

9.5.12 Conclusions

Type of a management system differs depending on a legal and institutional framework in a particular country. It also depends considerably on the type and size of the site, different local contexts and key stakeholders.

At the sites included in the EX.PO AUS project several different models of management systems have been recognized:

- When the WHS is an individual, privately owned site, the owner is the key stakeholder, while other stakeholders are engaged in connection with specific fields of activity. Such an example is the Episcopal Complex of the Euphrasian Basilica in Poreč owned by the church, in the protection and maintenance of which the Town of Poreč and Department for Protection of Cultural Heritage are also included
- In cases when the WHS is an urban area, or part of urban area (for example: Alberobello and Corfu), the Municipality is usually responsible for management. The Municipality, then, coordinates other stakeholders. In such cases a Steering Group, or an operative Technical Committee can be formed (Corfu)
- When the WHS is a complex site, cultural landscape or archaeological site, a coordination body is often formed, composed of representatives of the key stakeholders, both public institutions and other actors. Such examples are:
  - Steering Committee of the Site (Ferrara)
  - Coordination Committee (Ravenna)
  - Council for Management (Kotor)
  - Management Unit (Split)
- In some cases, separate public institutions can be formed by the state. Such examples are::
  - Old Town Agency of Mostar
  - Office of Administration and coordination of Butrint

  These public institutions can have Boards (Butrint)
- There are different forms of public-private partnerships, as in the case of Aquileia Foundation
- Interesting are the models that connect different stakeholders in different ways, such as: Partnership Assembly assuring the participation of stakeholders in defining strategic policies (Corfu) or horizontal national and transnational networks aimed at strengthening the collaboration relationships, exchanging information and good practices, planning and carrying out specific activities on the basis on common interests.

The key stakeholders recognized in connection with individual sites are different and depend primarily on the type of a site and a legal and institutional system. At bigger and more complex sites, such as cultural landscapes or urban areas, the key stakeholders are more numerous and diverse.

Governmental and local authorities are one of the key stakeholders at almost all sites.

One of the key stakeholders are also institutions responsible for different areas and at all levels, national, regional and local (starting from Ministries of Culture, Institutes for Heritage Protection,

Museums, etc.)

Unlike at archaeological sites, at living sites, such as urban areas, the inhabitants, property owners and local community are very important stakeholders.

In case when religious heritage is present, religious organizations are stakeholders.

One of dominant issues at almost all WHL sites is tourism, so that tourists and visitors are recognized as stakeholders.

Furthermore, given that most sites are actively used for different segments of culture, cultural actors and operators are stakeholders, as well.

Considering the potential of WHS for education and research, education institutions, from schools to universities, are important stakeholders.

Non-governmental organizations and civil sector representatives are also very important stakeholders at all types of sites.

Entrepreneurships, service and infrastructure companies

9.6 Relation of management with conservation, restoration and maintenance

When dealing with World Heritage, through framework set up by World Heritage Convention, the general aim is **identification, protection, conservation, presentation and transmission to future generations of cultural and natural heritage of Outstanding Universal Value**.[31]

Protection and management of World Heritage properties should ensure that their Outstanding Universal Value, including the conditions of integrity and/or authenticity at the time of inscription, are sustained or enhanced over time.[32]

Therefore, the relation of conservation, restoration and maintenance with management, and their compatibility is very important.

At the sites included in the EX.PO AUS project different relations between these two segments have been noted, as well as different topics important for that relation.

9.6.1 The Trulli of Alberobello

The Management Plan has fostered a reflection about the values of the site and, consequently, has allowed to expand the interest and the focus from the single monument to the wider context of the town. The **Protection of the territory** strategic line is a priority to maintain the integrity first of all of the monumental areas, and of all the artifacts characterized by the drystone use, located both inside the urban area and the rural zones. Protection must be understood also as a visual protection, able to activate and characterize the urban landscape without neglecting the delicate relationship between town and countryside.

The management plan set up **projects** for protection, conservation and maintenance of the site; several project has already been implemented (i.e. project "free sky from the antennas" was done in order to restore the original character of the trulli and to ameliorate the landscape view; all the antennas have been removed from the roofs) while other projects are still on-going. In general, there is high attention to the problem of the dry stone construction because this particular technique construction is almost lost.

9.6.2 Archeological Area and the Patriarchal Basilica of Aquileia

Excavation campaigns and other interventions on the archaeological areas have to be authorised by and coordinated with the Soprintendenza per I Beni Archeologici del Friuli Venezia Giulia (national

[31] In World Heritage Convention, Article 4, it is defined that each State Party recognizes that the duty of ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage situated on its territory.
[32] UNESCO World Heritage Centre, 2013, *Operational Guidelines for the Implementation of the World Heritage Convention* (WHC. 13/01, July 2013)

decentralised office of the Ministry for Cultural Assets and Activities in charge for the region Friuli Venezia Giulia).

9.6.3 Butrint

The archaeological site and the objects found during excavations are **legally protected**. The excavations have left exposed ruins, knowledge, publications, abundance of objects and helped in making Butrint one of the most important classical sites of the Mediterranean, a "tourism icon" and a World Heritage site.

Archaeological investigations on the site and its surroundings are still an ongoing process. They certainly have the potential of enriching the scientific-historic knowledge, in helping the site to be even more attractive and interesting, but at the same time expose historic elements, which until the excavation were buried and protected, to the decay forces of nature and men. Due to their importance and values, the archaeological properties must be managed and handled at the highest possible standards, not allowing for any compromises.

It seems from different reports, including the ones prepared for this management plan, that this is not the existing situation.

Since one of the major weaknesses in this field is the weak position of the park's authority in all aspects concerning granting permissions and supervision of new excavations, attached is a chart showing the existing process for applying and getting an excavation permit.

9.6.4 Old Town of Corfu

The management plan focused on:

1. Plan implementation and impacts
2. Protection and preservation of the monument
3. Documentation, Training and Research
4. Accessibility and movements
5. Visitors Management

Studies and plans to be elaborated are also going to broaden the requirements of Environmental Impact Assessments, so as to ensure that they serve as an effective tool for dealing with the impact of large scale development and engineering projects on both the natural and built environment, such as:

- a plan for the restoration and enhancement of the traditional character of the Spianada in combination with action to resolve the traffic and parking problems,
- a plan for the protection of the Site's shoreline, the improvement of the main localities and harbours and their functional unification,
- a plan for the improvement of the town's green open spaces (specifying what kinds of trees and flowerbeds are to be planted in parks and gardens and at other points in the Old Town).

9.6.5 Ferrara, City of Renaissance and its Po Delta

From the Management Plan depends:

- The networking of the historical city centre and suburban residences of the Dukes;
- Enhancement of the original elements of the Renaissance landscape of the historical river Po Delta;
- The adaptation and standardization of rules for the use and transformation of landscape within the site in agreement with all planning tools provided by regional legislation.

9.6.6 Natural and Culturo-Historical Region of Kotor

The Cultural Property Act from 2010 introduced for the first time in Montenegro the concept of management plans for cultural properties. The **law recognizes a management plan** as one of the instruments for integral protection of cultural heritage and states that planning documents must be harmonized with a Study of Cultural Heritage Protection and the management plan.

According to this Law a *Management plan is recognized as a strategic document for a long-term management, protection, preservation, use and presentation of cultural and historical complexes, sites and areas and its adoption is obligatory for all the properties inscribed or nominated for the inscription on the World Heritage List. It should contain the following segments: a strategy for the cultural property management for several years and guidelines for its implementation; a programme of activities for a comprehensive valorization, protection and presentation of the cultural property; mechanisms for the property's integral protection; methods to monitor the achievement of planned activities*.

According to the Law the management plan is adopted by the Government of Montenegro, at the proposal from the Ministry of Culture of Montenegro

One of the **aims defined in the Management plan for Kotor Region** is – to enhance valorization and protection of cultural and natural heritage of the protected area. A separate chapter provides General guidelines, measures and a regime of protection of cultural and natural heritage.

9.6.7 Piran cultural landscape with the salt pans of Sečovlje and Strunjan

Relation of management with conservation, restoration and maintenance is up to now **very strict in the management** of the Sečovlje Salina Landscape Park and Landscape Park Strunjan, but partially also in case of the old town of Piran.

9.6.8 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč

Maintenance and small repairs are financed by Bishopric from admission ticket earnings. Big systematic **restoration works** are financed through the Ministry of culture that every year invites to tender from a fund for improvement of cultural services. **Each operation has to be approved and is**

monitored by the Ministry through its Department for Conservation in Pula. Town Poreč participates in maintenance of the Complex and in organization of cultural manifestations (mostly concerts).

9.6.9 The Early Christian Monuments of Ravenna

With reference to its protection and management, the UNESCO site is subject to the **national legislation** concerning protection and preservation of cultural heritage (Legislative Decree no. 42/2004) which identifies, in relation to the eight monuments, specific tools for legal protection, and subordinates all interventions to prior authorization by the offices of the Ministry of Heritage and Culture. The **Planning Tool** confirms the national provisions, allowing only interventions of scientific restoration.

9.6.10 Conclusions

In general, the issues of conservation, restoration and maintenance of heritage, including World Heritage Sites, are regulated in all countries within the national legislation for the protection of cultural heritage, and are the primary responsibility of state institutions.

Because of their specific status the World Heritage Sites can also have specific treatment when their conservation and restoration is concerned, which can be defined through special laws or other mechanisms.

When WHSs have Management Plans, the topic of conservation, restoration and maintenance often appears as one of first key areas within the plan. Management Plans usually assess the state of conservation, restoration and maintenance, provide guidelines for their enhancement, and define possible activities. In that case, everything proposed in the Management Plan has to be in accordance with the legal and institutional framework, while this additional treatment of conservation, restoration and maintenance can contribute to realization of certain processes.

When a Management Plan does not exist, conservation, restoration and maintenance of heritage sites is performed within a site management, by which procedures, involvement of stakeholders, etc. are defined.

In general, the topic of maintenance has not been separately elaborated, whether because it has not been regarded as key in this context, or because it has not been treated.

One of the indicators of adequate treatments and relation between the protection and management of cultural heritage, including WHSs, is a degree to which the management of cultural properties has been generally recognized within a protection system.In Slovenia and Montenegro, the Laws on Cultural Heritage Protection (from 2008 and 2011 in Montenegro) recognizeManagement Plan as one of the instruments for integral protection of cultural heritage.

9.7 Relation of management with urban and spatial planning

Effective management involves a cycle of short, medium and long-term actions to protect, conserve and present the nominated property. ***An integrated approach to planning and management*** *is essential to guide the evolution of properties over time and to ensure maintenance of all aspects of their Outstanding Universal Value. This approach goes beyond the property to include any buffer zone(s), as well as the broader setting.*[33]

Planning has been recognized as an important tool for World Heritage Sites protection. It has been recognized as important by the EX.PO AUS project partners, within the description of a legal and institutional framework and also within the chapter that follows.

9.7.1 The Trulli of Alberobello

To**fill the gaps of the old Local Urbanization Plan** (PR)and to meet the new requirements that followed the inscription in the World Heritage List, the town of Alberobello has started the procedures for **updating the local planning instrument and then to draft anew General Urban Plan (PUG).** The PUG of the City of Alberobello **must relate directly with the management plan for UNESCO and to protect architectural heritage**. Steps foreseen: Analysis and data collection; data processing and visualization with thematic maps created with GIS; communication to all the stakeholders; definition of guidelines for the protection of historical features and values of the site and proposed intervention strategies for planning and development. In general, the future perspective of the site, particularly thanks to the process triggered by the adoption of a management plan, is an effective integration of the indications given by the UNESCO inside the General Urban Plan.

9.7.2 Archeological Area and the Patriarchal Basilica of Aquileia

The **body in charge** for urban and spatial planning is the Municipality of Aquileia and Fondazione Aquileia has to deal with it. When the **Management Plan will be ready, it will also regulate** urban planning issues.

9.7.3 Butrint

Butrint National Park has been created for both, its **cultural and natural values.**
Some of those values, for which the site has been inscribed under the Ramsar convention for protection of wetlands, are internationally recognized. Others are without any doubt of very high natural values, whether nationally or for the local communities. These values are independent of the cultural ones, but at the same time, the nature is the setting of the

[33]Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 13/01, July 2013

cultural site and one of the reasons it is located at this location. Therefore, their **protection and management must be integrated** and the responsibility of one competent body.
It is quite obvious that the **environmental issues** are the most complicated, due to their diversity, vulnerability and mainly due to the human factor and conflicting interests.

9.7.4 Ferrara, City of Renaissance and its Po Delta

At the **regional level, two specific planning tools** (Landscape Plan - PTPR and Delta Park Plan) laydown rules for particular attention to the protection of historical and cultural identity of the settlements, the landscape and areas of natural and ecological interest.
The Provincial Territorial Cooperation Plan (PTCP) defines the synergies between development of traditional economic activities and tourism to preserve the environmental and landscape character of the area of the eastern plain, with particular attention to the vast area that makes up the UNESCO World Heritage Site, as well as for buffer zones. The Municipality of Ferrara has approved the new **urban planning tool** (PSC) that identifies all the historic city within the Renaissance walls as an area of cultural interest and confirms the high protection rules already in place since 1975.Next to the PSC and the RUE (Planning rules and building regulations) have been active for several years different programs with specific targets, notably for the preservation of the Renaissance walls and open spaces, inside and outside the walls.

9.7.5 Natural and Culturo-Historical Region of Kotor

The Cultural Properly Act (2010), in Article 89 related to integral protection, i.e. protection of cultural property in planning documents, states that: „**Planning documents must be harmonized with** a Study of Cultural Heritage Protection (Protection Study) and the **management plan**."

The Kotor Region is a complex and big Property, especially when its buffer zone is considered, currently brought under great pressure which threatens to impair its OUV. In 2003, the Kotor Region was removed from the List of World Heritage in Danger since the threats for which it was placed on the list in 1979, i.e. the partial destruction caused by an earthquake, have been reduced through professional restoration. At the same time, other, more serious threats were identified for the first time that year, i.e. the **risks that excessive and uncontrolled urbanisation poses to the exceptional universal value of the property**.

The process of accelerated urbanization is unfortunately still present on the territory of the protected region and its buffer zone and threatens, to a certain extent, its OUV. This was confirmed by the Advisory Mission in 2013, which concluded that the link between spatial planning and protection policy is rather weak, that spatial and urban plans tolerate and to a certain degree encourage this urbanization, while they fail to integrate to a sufficient level the requirements for the protection of OUV and cultural landscape attributes. The mission identified as a serious problem the weakness of the protection system and its inability to exert positive influence of the process of urbanization, spatial plans and transport networks. "The protected region has not yet been granted the legal status of cultural landscape; there are no detailed regimes and regulations for the development of spatial and urban plans; decisions made by the protection authorities are not

binding; managerial structures are weak and insufficiently coordinated, without a clear vision of development."

9.7.6 Piran cultural landscape with the salt pans of Sečovlje and Strunjan

Relation of management with urban and spatial planning is for Sečovlje Salina Landscape Park and Landscape Park Strunjan stringent, in the old town of Piran urban and spatial planning is firmly combined with cultural heritage protection instruments.

9.7.7 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč

Historic old town Poreč is qualified as a cultural site and as such is an excellent "buffer zone" for the Eufrasian complex. All Poreč **urban plans prescribe most strict preservation**, conservation and restoration conditions.

9.7.8 The Early Christian Monuments of Ravenna

With reference to its protection and management, the UNESCO site is subject to **the national legislation** concerning protection and preservation of cultural heritage (Legislative Decree no. 42/2004) which identifies, in relation to the eight monuments, specific tools for legal protection, and subordinates all interventions to prior authorization by the offices of the Ministry of Heritage and Culture. The Planning Tool confirms the national provisions, allowing only interventions of scientific restoration.

Exploiting the environment, whether by fishing, agriculture, pasture construction and development, as well as **the impact of human activities'** by-products and needs (infrastructure, sewage, solid waste and garbage), are the cause for **biggest threats and to the values of the local environment**. Uncontrolled growth of the towns and communes, with all their by products, infrastructure and needs are another big threat' whether physical or visual.
In many ways **that attractiveness of the region for visitors is at risk, due to over and uncontrolled misuse and abuse of the resources.**

9.7.9 Conclusions

An integrated approach to urban/ spatial planning and protection and management of heritage in general, and World Heritage Sites in particular, is very important, especially nowadays when there are obvious threats to preservation of sites values because of a weak link between the planning and protection/management. This is especially important for larger areas, urban areas and cultural landscapes.

Urban and spatial planning is regulated in all countries by a legal framework in that field, while a link between the planning and heritage protection/management is regulates by planning laws or laws covering cultural heritage field. This relation is different in different countries. It would be necessary to have special treatment of World Heritage Sites within these systems; however, this has not been practiced at all sites yet.

Planning has been recognized by many partners as one of important segments of legal and institutional framework.

Development of a Management Plan can be significant for this topic. Planning is almost always treated as one of the topics/issues within a Management Plan. This area is usually analyzed and recommendations are proposed for its improvement. The only question is to what degree these recommendations are binding. There are examples (such as in Montenegro) where it has been recognized through legislation that all urban/spatial plans must be consistent with a Protection Study and a Management Plan.

Cooperation between institutions dealing with cultural heritage protection and planning institutions is essential. This cooperation can be encouraged through a process of Management Plan development or defined as a management system segment (forming of coordination bodies, etc.)

At the sites that have natural and cultural values the relation between urban/ spatial planning and protection of heritage is much more complex.

A weak link between planning and protection/ management can be a great threat, especially for such sites.

9.8 Relation of management with development (policies, strategies, ..)

In order to face new global challenges, cultural heritage also could no longer be 'confined to the role of passive conservation of the past', but should instead 'provide the tools and framework to help shape, delineate and drive the development of tomorrow's societies'[34].The potential of heritage to contribute to environmental protection, social capital and economic growth is being increasingly recognized.

*The definition of **development** in Article 3 of the UNESCO Universal Declaration on Cultural Diversity (2001) corresponds closely to the **role in the development process that we would like to give heritage**, interpreted in its broadest sense: **'development, understood not only in terms of economic growth, but also as a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence'.**[35]*

In relation to cultural heritage, the issue of sustainable development can be understood in two ways:

1. *As a concern for **sustaining the heritage**, considered as an end in itself, and **part of the environmental/cultural resources** that should be protected and transmitted to future generations to guarantee their development (intrinsic).*
2. *As the **possible contribution that heritage and heritage conservation can make to the environmental, social and economic dimensions** of sustainable development (instrumental).*[36]

What is required is a combination of the two approaches, which are not mutually exclusive; on one hand, reaffirming the cultural value of heritage by rendering more explicit its **contribution to society in terms of well-being**; and on the other hand, exploring the conditions that would make **heritage a powerful contributor to environmental, social and economic sustainability**, with its rightful place as a priority in global and national development agendas.

9.8.1 The Trulli of Alberobello

The management plan identifies three dominant strategic lines, around which the management projects are involved:

1. **Protection of the territory**: it is a priority to maintain the integrity first of all of the monumental areas, and of all the artifacts characterized by the dry-stone use, located both inside the urban area and the rural zones. Protection must be understood also as a visual protection, able to activate and characterize the urban landscape without neglecting the delicate relationship between town and countryside;

[34] *The Paris Declaration On heritage as a driver of development, ICOMOS, 2011*
[35] *The Paris Declaration On heritage as a driver of development, ICOMOS, 2011*
[36] *World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

2. **Usability of the site:** we must ensure efficient public infrastructure in the transport (with particular attention to the issue of lack of parking), education and tourism fields. A tourism development aiming to strengthen cultural tourism needs dedicated services and spaces, functional structures of high quality design integrated with the site and able to direct the tourist to the discovery and knowledge of the attractions on the area;
3. **Territorial brand:** It is necessary to study a brand that identifies the resources offered by the area, and that represent a potentiality from the point of view of tourist use: from food and wine to the accommodation, from the typical products to the local handicrafts. The objective of having a brand is to raise the offer quality, making it compatible with the objectives of sustainability, with the protection of local resources, with the dissemination of intangible culture. These strategies, through the systematization of plans, projects and strategies in a coherent system, allowed to identify a set of project priorities.

9.8.2 Archeological Area and the Patriarchal Basilica of Aquileia

Fondazione Aquileia has **adopted the participatory approach of Agenda 21 for culture** and, among its bodies, a specific Committee for Agenda 21 has been constituted. It has consultative power. Fondazione Aquileia's action is consistent with regional and national policies on cultural heritage and every project is approved by the Scientific Committee.

9.8.3 Butrint

Development of archaeological and natural sites is done for the **benefit of the visitors**. More on this subject will be included in the tourism chapter.
Butrint is probably Albania's most visited archaeological site, and as its WHH inscription suggests, one of the most valuable archaeological sites in the world (meets the requirements for having Outstanding Universal Value).As such, and being impressive for its built remains, setting and nature, it already attracts large number of visitors, but is very far from the number of visitors to other renowned archaeological sites (including around the Mediterranean sea). Proper actions and Albania in general, attracting more tourists, will bring many more visitors to the site.
At the same time it is obvious that the **site's potential** to attract and interest visitors is far higher than nowadays numbers of visitors to the site, while at the same time it is also true that the site is not ready to accept much larger numbers.
Archaeological sites planners speak often of a **site's carrying capacity**. Indicators for carrying capacity and limiting factors for limiting numbers of visitors could be size of site, threat to values when numbers of visitors are higher than a certain amount, size of parking area and other facilities, etc. Even without proper studies and measuring, there is no doubt that Butrint's carrying capacity is much bigger than the numbers of visitors nowadays – but the site is not ready for more visitors and much of its potential is wasted.

9.8.4 Ferrara, City of Renaissance and its Po Delta

The Management Plan includes:
- actions to raise awareness on quantity and quality of heritage characterizing the site (censuses targeted, community maps, presence in basic education);

- actions to adapt to the objectives of the site, the binding rules of the Municipal Structural Plans – PSC already approved or pending approval, as well as the Provincial Territorial Cooperation Plan – PTCP and provincial sartorial plans;
- use of extraordinary intervention tools such as the Special Area Program "Actions for the urban development of areas of excellence of the city of Ferrara," which has made possible many redevelopment of the historic center, and comes as an instrument closely related to the Management Plan of UNESCO Site;
- measures to improve the quality of large infrastructure projects being prepared, which will interfere with the area of the Site;
- actions for the identification of landscape relevant elements, also in the buffer zone;
- Interventions to increase the quantity and quality of services dedicated to the enjoyment of the heritage of the site, with particular attention to the full accessibility and correct and complete information

9.8.5 Natural and Culturo-Historical Region of Kotor

The World Heritage Site of Kotor, its protection and management have **not been represented in the strategic documents to a sufficient level.** They have been recognized in some, but unfortunately, not all documents and not to a sufficient level.

The Municipality of Kotor has adopted its **Local Programme for the Development of Culture** 2011-15. This document recognizes the value of the World Heritage, which represents one of the main cultural resources of Kotor and should be made the basis of its social and economic development.

*The **Vision** of the Municipality of Kotor is to obtain, at the state level, a special status of the "town of culture", to become the capital of cultural tourism of Montenegro and one of the cultural centres of Southeastern Europe. A precondition for this is that the **cultural resources** of the municipality - its **unique landscape owing to which the area of Kotor was inscribed on UNESCO World Heritage List**, both its rich tradition and modern cultural creation – **are really and not just nominally made the basis of its social and economic development.***

In addition, the National Strategy for Integrated Coastal Zone Management of Montenegro, 2015, recognizes the importance of the World Heritage status and states in its measures:

During the realization of development and spatial-planning activities it is necessary to ensure compliance with the recommendations important for the protection of Natural and Culturo-Historical Region of Kotor – the Bay of Risan as a UNESCO World Heritage property, in accordance with the Management plan adopted in 2011.

9.8.6 Piran cultural landscape with the salt pans of Sečovlje and Strunjan(to be confirmed)

Long-term measures for the sustainable development of the area are provided by the **Strategy for the development of tourism** in the municipality of Piran 2009-2015 (*Strategija razvoja turizma v občini Piran 2009-2015*).

9.8.7 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč

Eufrasian complex is mentioned in **all documents concerning economic and in particular tourist development** of Poreč and Istrian region as **an important resource in tourism** which is the **main economic activity** in this part of Croatia.

9.8.8 The Early Christian Monuments of Ravenna

Relation of management with development is realized through Municipality of Ravenna.

9.8.9 Conclusions

World Heritage Sites are very significant resources for the development of a certain territory, and through their adequate protection and management they can considerably contribute to the territory's sustainable development. That role and importance of World Heritage Sites should be recognized in all strategic documents at all levels, from national to local. However, this is not yet the case with the analyzed sites, and the role of World Heritage Sites in sustainable development must be improved.

It is important to note how much the topics related to sustainable development have been recognized within Management Plans and how much they really are part of the management system.

The sites that have Management Plans usually treat these topics through different issues: usage of the site, tourism, economic value, branding...

Tourism has been recognized as one of the key topics related to the development of sites. Tourism is definitely a potential, but, at the same time, it can be a threat, so that it is very important to take into account the carrying capacity of the site.

The sites included in this survey have a significant role in the economic and particularly tourist development of the regions they are part of.

A Management Plan needs to have long-term measures for the sustainable development, but it can also propose specific actions contributing to that development.

It is important for the topics treated within a Management Plan to be harmonized with all other policy documents and strategies, including those not only at local and national, but also at European and international levels (such as Agenda 21 for Culture, or UN's The Future We Want).

9.9 Financing and funds

Financing and funds represent general management issue of significant importance since without them it will be impossible to develop and successfully implement any Management Plan.

9.9.1 The Trulli of Alberobello

The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alberobello is participating innumerous calls for funding, also thanks to a continuous technical accompaniment. In particular:
Funds directly related to the site:
The National law for UNESCO World Heritage Sites (L.77/2006) gave the possibility to develop the following project:

- Education in the school: 100.000€ (2008)
- Territorial Information System: 100.000€ (2009)
- Creation of the Ecomuseum of the Valley of Itria: 100.000€ (2010)
- Network between the UNESCO sites "The SasSI and the Park of the Rupestrian Churches of Matera" and "Trulli of Alberobello" 50.000€ (2011)

9.9.2 Archeological Area and the Patriarchal Basilica of Aquileia

Financing and funds are as follows:
- 2 M euro/year from Friuli Venezia Giulia **Region**
- 100.000 Euro/year from the **Province** of Udine

Additional funds from **EU projects, Bank Foundations, Italian Ministries**, and other.

9.9.3 Butrint

Financing and funds are made by Albanian **Government, IPA** Adriatica program and Albanian American **Development Fund**.

9.9.4 Old Town of Corfu

Available allocations of funding derive chiefly from the Office of the Old Town that is provided by the ''Programme Contract 2006- 2012'' between the Ministry of Culture – Ministry of the Environment, Spatial Planning and Public Works – Archaeological Receipts Fund – Municipality of Corfu. Other agencies that finance the implementation of the Plan is the Ministry of Culture, through two regional offices that are active in Corfu –the 21st Ephorate of Byzantine Antiquities and the G Ephorate of Prehistoric and Classical Antiquities and the Ionian University.

9.9.5 Ferrara, City of Renaissance and its Po Delta

Financing and fund are by their own Funds and law n..77/2006.

9.9.6 Natural and Culturo-Historical Region of Kotor

The Law on Protection of the Natural and Culturo-Historical Region of Kotor, 2013, defines that the resources for the protection and conservation of the Region of Kotor are to be provided from:

a. budget of the Republic of Montenegro;
b. budget of the Municipality of Kotor;
c. international and domestic credits and assistance;
d. donations;
e. programmes and funds of the European Union, United Nations and international organizations;
f. fee for the use of cultural properties for economic purposes;
g. other sources.

In accordance with the law, a Fee for the use of cultural properties for economic purposes has been introduced and it has already been put to use.

9.9.7 Piran cultural landscape with the salt pans of Sečovlje and Strunjan

Financing and funds are mostly public funds and European cooperation projects.

9.9.8 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč

The expenses for management, maintenance and restoration are provided from three sources:
1. Poreč and Pula Bishopric (mostly from admission tickets earnings)
2. Ministry of culture: for restoration
3. Town Poreč: partly for maintenance and an employee

9.9.9 The Early Christian Monuments of Ravenna

Financing and funds are usually State funds and tickets incoming.

9.9.10 Historical Complex of Split with the Palace of Diocletian

Most of the activities (mainly restoration projects) within the historic core is funded by the City, with a limited contribution by the Ministry of Culture, and occasionally a private donation. The main sources of income are the entry fees for the substructures of Diocletian's Palace and the monument annuity.

9.9.11 Conclusions

In order to have a functional management system different elements are needed, including finances, in addition to legal and institutional framework and resources.

Funding for the protection and management of the sites included in EX.PO AUS project is mostly obtained from the following sources:

- Government, Ministries
- Local authorities (Municipalities)
- Grants and donations, EU and other
- Private donations
- Admission fees for the sites that have that system

The topic of funding is treated as one of the issues with Management Plans, but usually it has not been much elaborated.

It has been recognized that the Management Plan itself can be very useful for the fund-raising process during its implementation.

10. Annex 2 - Complete Analysis of the tools 5 and 8 from the Enhancing our Heritage Toolkit conducted for EX.PO AUS sites

10.1 Analysis of the Tool 5 - Assessment of Management Planning

10.1.1 Management planning information sheet

Partner	Name of the Management plan	Level of approval	Year of preparation/ recent review	Year specified for next review
LB				
B1				
B2				
B3	Site MP-Program Year 2011-2012	Does not correspond with any of the provisions proposed, since the management plan program was signed by the representatives of all institutions of the site (on Oct.3rd 2011)	Currently being reviewed through the project "Observe, assess, design the landscape"	Not determinable
B4	Ravenna Management Plan	**L**	**2013**	Updated version of the Management Plan of 2005
B5	MP for the UNESCO site "Trulli di Alberobello"	**G**	**2010**	**2015**
B6	*Draft proposal for a UNESCO site management plan for Aquileia*	**D**	**2013**	**2015**
B7				
B8	Management plan for the Natural and Culturo-Historical Region of Kotor	**G**	**2011**	**2015**
B9	Management Plan	**L**	**2005**	-

B10	Butrint Integrated Management Plan	**D**	**2012**	-
B11	MP of The Old Town Of Corfu 2006-2012	**A**	**2005**	**2012**

L = plan has force of law (i.e. has been approved by parliament or is a legal instrument)
G = plan has been approved by government but is not a legal instrument
A = plan has been approved at Head of Agency level
SA = plan has been approved at a senior level within the agency
D = plan is a draft and has not been formally approved

Comments/Explanation

B3 *- This management plan is composed of a series of projects to develop awareness, protection and enhancement; in particular projects No1 and No2 provide inclusion in the municipal, provincial and regional planning (PTCP, prg, psc, ecc ..) of the essential contents of the declaration of the WHL of the UNESCO site.*

B4 *- Updated version of the Management Plan of 2005.*

B5 *- Today there is a strong involvement of the community in the projects both in terms of planning activity and of active participation to the projects. The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alberobello is participating in numerous calls for funding, also thanks to a continuous technical accompaniment. The legal framework for the maintenance of the Outstanding Universal Value including conditions of Authenticity and / or Integrity of the World Heritage property provides an adequate or better basis for effective management and protection.*

B6 *- The draft proposal plan was handed in to Fondazione Aquileia in May 2013 by ISIG. The draft proposal is the result of a collection of information and data from scientific and historical reports prepared by the Fondazione's scientific committee, from interviews with site managers and local stakeholders, from the results of a participatory process with local associations, economic operators and local authorities. Since the draft proposal has been delivered, the Direction of the Fondazione Aquileia has changed and thus a thorough review, modification and approval of the document have not been performed yet. This process is to take place between December 2014 and April 2015.*

B8 -*The Management plan has been prepared for a period of 15 years. It defines that the review of the Plan should be undertaken once every three years. The Management plan has not been reviewed so far.*

B11 *- The Plan represents the common perspective of actors who had the initiative to drawn it up, and has become a matter of concern between the local community, stakeholders and organizations.*

10.1.2 Adequacy of Primary Planning Document

10.1.2.1 Decision making framework

1. Does the plan establish a clear understanding of the desired outcomes of management in clear terms rather than just specifying actions to be taken?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Desired outcomes are explicitly articulated				-	X				X			X
Good: Desired outcomes are reasonably articulated						X				X	X	
Fair: Desired outcomes are not clearly articulated but are implied or can be inferred from plan objectives							X					
Poor: Plan focuses more on actions and doesn't indicate the desired outcomes for the site												

Comments/ Explanation

B3 - *Not determinable. This first Management Plan is proposed as a set of projects designed to improve the knowledge and awareness of the site at the widest audience of stakeholders. It also acts at the level of institutions that have tasks of territorial planning, interfering contents of the WHL declaration with the planning instruments of common use. The next phase, which will start after the institutional reorganization in the site, probably at the end of 2015, will define the objectives and management strategies.*

B5 *- The management plan identifies three dominant strategic lines, around which the management projects are involved:*

1. Protection of the territory: it is a priority to maintain the integrity first of all of the monumental areas, and of all the artifacts characterized by the dry-stone use, located both inside the urban area and the rural zones. Protection must be understood also as a visual protection, able to activate and characterize the urban landscape without neglecting the delicate relationship between town and countryside;

2. Usability of the site: we must ensure efficient public infrastructure in the transport (with particular attention to the issue of lack of parking), education and tourism fields. A tourism development aiming to strengthen cultural tourism needs dedicated services and spaces, functional structures of high quality design integrated with the site and able to direct the tourist to the discovery and knowledge of the attractions on the area;

3. Territorial brand: It is necessary to study a brand that identifies the resources offered by the area, and that represent a potentiality from the point of view of tourist use: from food and wine to the accommodation, from the typical products to the local handicrafts. The objective of having a brand is to raise the offer quality, making it compatible with the objectives of sustainability, with the protection of local resources, with the dissemination of intangible culture.

These strategies, through the systematization of plans, projects and strategies in a coherent system, allowed to identify a set of project priorities.

B6 *- The outcomes are not clearly articulated for all the reasons stated in the table above.*

B8 *- The Management plan clearly defines general aims in order to achieve the outlined vision.*

B11 *- The Management Plan aims to provide systematic guidelines for the conservation of all the cultural heritage assets present in the Old Town of Corfu (Management Plan: Chapter 3&4 par.12, also "Summary & Specialization of the Management Plan).*

Opportunities, recommendations and follow-up actions

B11 – *Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012) / Summary & Specialization of the Management Plan of the Old Town of Corfu.*

Conclusions

Management plans for almost all the sites establish a clear understanding of the desired outcomes of management in clear terms, rather than just specifying actions to be taken - desired outcomes are explicitly or reasonably articulated, or can be inferred from plan objectives.

2. Does the plan express the desired future for the site in a way that can assist management of new issues and opportunities that arise during the life of the plan?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Desired future is expressed in a way that provides clear guidance for addressing new issues and opportunities										X		X
Good: Desired future is expressed in a way that gives some guidance for addressing new issues and opportunities					X	X	X		X		X	
Fair: Desired future is not clearly articulated and provides only limited guidance for addressing new threats and opportunities				X								
Poor: Plan focuses more on present issues and doesn't provide guidance for addressing new threats and opportunities												

Comments/ Explanation

B3 - *The current phase of implementation of the Management Plan is focused on the knowledge of the critical issues of territory and will end with a risk mapping essential for proper planning and management of the site.*

B5 *- The plan has a strategic nature. The projects included in it are aimed to increasing knowledge and not for infrastructure works, so it can assist management of new issues and opportunities that arise during the life of the plan, even though the short time duration of Plan.*

B6 *- The desired development needs described are those expressed by site mangers, stakeholders and local authorities at the time of interview/participatory process (2012-2013)*

B8 *- The defined aims are general, and they can be a framework for new issues and opportunities.*

B11 *- Upgrade and enhancement projects on the monument, create a dynamic of new opportunities (MP Chapter 4).*

Opportunities, recommendations and follow-up actions

B5 *- The property had no buffer zone at the time of inscription on the World Heritage List. The current Management Plan contains a proposal for the delimitation of a buffer zone based on the landscape*

planning tool, but this situation can be considered a lack of guidelines to address new problems and opportunities in those areas.
***B11** - Must be checked the need of updating the Management Plan, on regular basis.*

Conclusions
In almost all the Management plans the desired future is expressed in a way that gives some guidance for addressing new issues and opportunities; the need to update the plan should be checked on regular basis.

3. Does the plan provide for a process of monitoring, review and adjustment during the life of the plan?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Plan provides a clear, explicit and appropriate process for monitoring, review and adjustment				-	X					X	X	X
Good: Provisions for monitoring, review and adjustment of the plan are present but are incomplete, unclear or inappropriate in some minor respects						X	X		X			
Fair: Need for monitoring, review and adjustment is recognized but not dealt with in sufficient detail												
Poor: Plan does not address the need for monitoring, review and adjustment												

Comments/ Explanation
***B3** - Not determinable.*
***B5** - The monitoring system of the management plan aims to allow the management structure of the UNESCO site to control the overall started project activities, and to timely identify any criticalities during their development, so that corrective actions can be undertaken, that are considered necessary to achieve the planned objectives.*
Moreover, the information collected during the monitoring phase may become useful information material for stakeholders and partners. In fact, the control system is based on the use of a set of indicators of the system performances, developed according to the strategic objectives identified during the planning phase. On the basis of the methodological considerations carried out, a set of indicators was identified for monitoring the management plan of the UNESCO site "Trulli of Alberobello".The monitoring indicators set should meet the needs to verify the operations progresses and the achieved results, with a full and in depth analysis of the attainment degree of the program different objectives. For this reason, the temporal scan of the surveys must be set carefully; in addition, surveys must be made also after the physical conclusion of the intervention. For each of the projects, the periodical check has also been established, within which to carry out the monitoring.
***B6** - The monitoring and review process is embedded in the proposed draft plan and implies a participatory process including all site mangers and interested stakeholders, so to guarantee a*

periodical review according to emerging needs. However, the proposed plan has never been discussed/approved with all site mangers in this regard.
***B8** - It has not been defined who performs an Action plan monitoring, and at what time intervals the Action plan should be reviewed.*
***B11** - There is a clear reference on the Management Plan (every 6 years – MP Chapter 4 (4.1.11), p85). Also the Fundamental Axes of the Revised Management Plan are placed on the Inter institutional - Interdisciplinary Management Authority (M.A.)/ "Summary & Specialization of the Management Plan" (Chapter5).*

Opportunities, recommendations and follow-up actions

***B5** - There is a monitoring system, but it is not planned .Information on the values of the World Heritage property is sufficient and key indicators have been defined but monitoring the status of indicators could be improved. The monitoring system should be implemented within the future identified buffer zones.*
***B8** - It has been defined that the Management plan reviewing should take place every three years. This is possibly a short period and should be extended, while the Action plan should be updated every year.*

Conclusions

Most of the Management plans provide a clear, explicit and appropriate process for monitoring, review and adjustment. In some cases, provisions for monitoring, review and adjustment of the plan are present but are incomplete, unclear or inappropriate in some minor respects.

10.1.2.2 Planning context

4. Does the plan provide an adequate and appropriate policy environment for management of the World Heritage Site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Policy requirements for the site are identified and adequate and appropriate policies are established with clear linkages to the desired future for the site				-	X				X	X	X	X
Good: Policy requirements for the site are identified and policies are largely adequate and appropriate although there are gaps						X	X					
Fair: Policies in the plan are inadequate or incomplete in many respects												
Poor: Plan either doesn't establish policies for the area or policies are inadequate or inappropriate in major respects												

Comments/ Explanation

***B3** - Not determinable.*

***B5** - The Plan and his legal framework for the maintenance of the Outstanding Universal Value including conditions of Authenticity and / or Integrity of the World Heritage property provides an adequate or better basis for effective management and protection. The Monti Quarter was declared a National Monument in 1928. The Monti and Aja Piccola Quarters were declared a monumental area by legislative decree in 1930. Law Number 1089/1939, which imposes control over any works within or in the vicinity of the protected monuments, is also applicable to these areas. The "trulli" are largely in private ownership, though certain of them have been acquired by the Town Council of Alberobello.*
***B6** - The relevant regulation at local, regional, nation level for the protection and maintenance of site is clearly detailed in the proposed draft plan. However, it has not been updated since delivery to the Fondazione Aquileia (2013)*
***B11** - There is a clear reference on the Management Plan (Chapter 4/Objective6, p.90, Objective8, p.91, Objective 11, p93.) - boundaries, statutory protection and contemporary development.*

Opportunities, recommendations and follow-up actions
***B5 -** The plan doesn't provide an adequate policy environment for management of buffer zones.*
***B11** - Adaptation in environmental legislation L.4014/11 Chapter A. In order to start any renovation or reconstruction works it is obligatory to have an environmental permit first.*

Conclusions
In most of the Management plans the policy requirements for the site are identified and adequate. Only in some cases there are certain gaps, regarding, for example, the provision of an adequate policy environment for management of buffer zones.

5. Is the plan integrated/linked to other significant national/regional/ sectoral plans that influence management of the World Heritage site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Relevant national, regional and sectoral plans that affect the site are identified and specific mechanisms are included to provide for integration or linkage now and in the future				X			X				X	X
Good: Relevant national, regional and sectoral plans that affect the site are identified, their influence on the site is taken into account, but there is little attempt at integration					X	X			X	X		
Fair: Some relevant national, regional and sectoral plans are identified but there is no attempt at integration												
Poor: Other plans affecting the site are not taken into account												

Comments/ Explanation

B3 *- The property is protected under national cultural heritage legislation: the "Codice dei Beni Culturali e del Paesaggio" (Legislative Decree 42/2004). Local offices of the "Ministero per i Beni e le Attività culturali" (Regional Management and Supervision) undertake monitoring to ensure compliance with the national legislation. At the regional level, there are three specific planning systems. The Regional Landscape Plan (PTPR) establishes regulations with regard to the historical-cultural identity of locations and the surrounding landscape. The Po Delta Park Plan's aim is to protect the areas of natural importance. The Provincial Territorial Plan (PTCP) identifies the synergies and actions needed to develop traditional economic activities and tourism in a manner that protects the character of the environment and countryside. The plan encompasses the large area that makes up both the inscribed property area and its buffer zone. In addition, the Municipality of Ferrara has an approved Urban Planning Tool that identifies the whole of the historic city inside the walls as an area of cultural interest and consolidates the high degree of protection that has been in place since 1975. There are several programmes with specific aims that deal with conserving the Renaissance walls and open spaces inside and outside the city walls.*

B5*–The plan is linked to:*

- National law for protection of cultural and environmental heritage (DL 42/2004);

- The Local Urbanization Plan (PR), adopted in 1978, prescribed, for the areas where there is this type of architecture (Trulli) a compulsory Plan of Restoration with the aim of protecting the interest of the property and, at the same time, preserving the good art and its usability. The law 72/1979 foreseen financial support for intervention aimed to preserve the traditional cultural heritage of the Region, with particular attention to the buildings trulli. This law brought to the adoption in 1997, by the council town of Alberobello, of the guidelines for the restoration of the trulli. After the inscription in the World Heritage List due to the lack of fund the law was abrogated. Also it was not possible to update the PR. So during the definition of a Management Plan (adopted in 2010) a Guide for the restoration of the Trulli of Alberobello, with specific sheets for each Trullo, was foreseen and done in 2011;

- The Territorial plan for the province coordination (PTCP) protects the cultural heritage but do not contain any specific prescription for the UNESCO sites; - The Regional territorial and landscape plan (PPTR) protects the cultural heritage but do not contain any specific prescription for the UNESCO sites.

B8 *- One of the tasks of Management plan was to recognize shortcomings in the existing strategic documents and provide feedback for their improvement or creation of the new ones, in order to improve the protected area's future development. Therefore, a set of activities has been recognized within the topic "Normative and institutional framework", aimed at establishing an efficient legal and institutional framework for the protection and conservation of cultural and natural heritage.*

B10 *- The objective is to integrate this plan within Butrint environmental management plan.*

B11*– The plan is linked to:*

1. General Urban Planning Scheme (Ministry of the Environment, Spatial Planning and Public Works, Ministerial Decision 78140 / 3271 / /12-11-86 / Government Gazette 55D / 05-02-87.

2. Town Plan (Ministry of Reconstruction, Royal Decree 04-06-58 / Government Gazette 88 A / 10-06-58).

3. Royal Decree 09-04-64 / Government Gazette 37 D / 14-04-64

4. Ministry of the Environment, Spatial Planning and Public Works (Presidential Decree 07-09-81 / Government Gazette 552 552 D / 02-10-81)

5. Programme for local development, Municipality of Corfu, ANEDK / 8 / 13-08-98 / 02-10-81)
6. Action Plan for the Old Town, Municipality of Corfu (2008-2010)&(2012-2014)
7. Action Plan for the Fortifications
8. Programme for Multi-Cultural Tourism, Development Company of the Municipality Of Corfu
9. Operational Program of the Municipality Of Corfu
10. Annual Action Plan
11. R.O.P. (4th & 5th Program Period)

Opportunities, recommendations and follow-up actions

B5 – *To fill the gaps of the old Local Urbanization Plan (PR) and to meet the new requirements that followed the inscription in the World Heritage List, the town of Alberobello has started the procedures for updating the local planning instrument and then to draft a new General Urban Plan (PUG). The PUG of the City of Alberobello must relate directly with the management plan for UNESCO and to protect architectural heritage.*

B8 *- This segment should be reviewed during the Management plan revision because some changes occurred meanwhile and certain shortcomings of the normative and institutional framework have become evident.*

B11 *- Harmonization of the plan with the dynamic development of legislative framework.*
The revision of urban legislative framework that will harmonize the whole legislation on the protection of monument is still pending (Periodic Report 21st E.B.A. October 2014:p6.4.3. Management System).

Conclusions

In all the Management plans relevant national, regional and sectoral plans affecting the site are identified and their influence on the site is taken into account. In half of them specific mechanisms are included to provide for integration or linkage, while in the other half there is little attempt at integration.

10.1.2.3 Plan Content

6. Is the plan based on an adequate and relevant information base?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: The information base for the plan is up to date and adequate in scope and depth, and is matched to the major decisions, policies and issues addressed in the plan				X	X		X				X	
Good: The information base is adequate in scope and depth but maybe a little outdated and/or contains irrelevant information (i.e. a broad compilation of data rather than matching information to the decisions, policies and issues addressed in the plan)									X	X		

Fair: The information base is out of date and/or has inadequacies in scope or depth so that some issues, decisions or policies cannot be placed into context						X						X
Poor: Very little information relevant to plan decisions exists												

Comments/ Explanation

B3 *- The level of knowledge gained from a historical-cultural and morphological profile is great and is constantly updated. At this stage, however, the management of the site does not arise to a unitary choice but depends on juxtaposition of the local government levels. It should be highlighted that the site Ferrara is a cultural landscape and it territory covers, including the town of Ferrara, 22 municipalities, about 46 700 ha, with a buffer zone of over 117000 ha. Because of the complexity that the site has, at this stage, it is still not found the composition of an unified organ of management.*

B5 *- Knowledge about the values of the World Heritage property is sufficient for most key areas, but there are some gaps.*

B6 - *The information base is derived from a thorough analysis and historical review made by the Fondazione' scientific committee and by the Soprintendenza per i Beni Archeologici del Friuli Venezia Giulia.*

B8 *- During the Management plan development there was no available information and data for some of the topics, referring especially to detailed description of the values of the protected area. That's why the part of the Plan describing these activities is larger.*

B10 *- The Management Plans, from the first one, through its updates, its Development Study, prepared in 2002 (World Bank funding), annual reports, environmental studies, master plan – all intended to address the different issues and conflicts the site and its management is facing. Some focused more on cultural heritage, others on the natural values of the area. The latest comprehensive one, called "Butrint National Park Management Plan" (October, 2009 –an outcome of the "integrated Coastal Zone Management and Clean-up Project"), was presented to a joint UNESCO-ICOMOS monitoring mission (August2010), which in its recommendations asked for the preparation of an 'integrated management plan' for the site, meaning, for the whole park, covering both – cultural and natural properties.*

B11 *- There is activity by various bodies (Municipality of Corfu, Ionian University, Reading Society, TCG) without any connection between them and access to the public. No connection of the actions executed with those specified in the Management Plan [37](information management, documentation).*

Opportunities, recommendations and follow-up actions

B5 - *There is considerable research, but it is not always specifically directed towards management needs and / or improving understanding of outstanding universal value. In particular there is a lack of knowledge on Tourism.*

B8 *- During the next reviewing of the Management plan an extensive information base that has been collected should be used and the Plan focused on key issues, policies and management.*

B11 *– Record of executed works – actions (all the information) from the involved institutions on a Data Base. Memorandum of collaboration between the Municipality Of Corfu, the Fire Brigade & the Ionian*

[37] Management Plan : Chapter 4 Action4 / Objective 4 & Objective 19/Action 19(19.1,19.2)

University (22/10/2014) training of charts in electronic form of dangerous buildings, that were built before 1955 and the uses professional or not, the infrastructures of utility networks.

Conclusions

In half of the Management plans the information base for the plan is up to date and adequate in scope and depth, and it is matched to the major decisions, policies and issues addressed in the plan. In a quarter of them, this information base is adequate in scope and depth but maybe a little outdated and/or contains irrelevant information. In the other quarter, the information base is out of date and/or has inadequacies in scope or depth so that some issues, decisions or policies cannot be placed into context. For example, information is not always specifically directed towards management needs and / or improving understanding of outstanding universal value.

7. Have the values for the site been identified in the plan and linked to the management objectives and desired outcomes for the site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: The site values have been clearly identified and linked to well-defined management objectives and desired outcomes for the site				-						X	X	X
Good: The site values have been reasonably identified and linked to management objectives and desired outcomes for the site				-	X	X	X		X			
Fair: The site values have not been clearly identified or linked to management objectives and desired outcomes for the site				-								
Poor: The site values have not been identified				-								

Comments/ Explanation

B3 - *Not determinable. The values of the site have been clearly identified. For the aspect of management see previous answer.*

B5 *- The plan has a strategic nature. Projects included are projects of knowledge addressed to the local population and sustainable tourism, thus supporting the value of the site for as perceived by those who use it.*

B6 *- Desired outcomes are not clearly defined yet due to the reasons explained in the first table of this document.*

B8 *- Cultural values have been identified in detail within the Management plan, while other socio-economic values (such as social, educational, political, economic, etc. ones) have not been recognized as values, although many of these areas have been addressed to within the key issues of the Management plan.*

B10 *- OUV has been recently finalized and will be object for future awareness and communication*

B11 *- The cultural assets of the Site may be considered as the sum of all those elements, in five different categories, which make a greater or lesser contribution to its unique character.*
i. The Old and New Fortresses
ii. Urban Plan and Roads
iii. Open Spaces, Squares and Parks
iv. Buildings
v. Cultural Characteristics

Opportunities, recommendations and follow-up actions

B8 *- During the next review of the Management plan socio-economic values (such as social, educational, political, economic, etc. ones) should be considered.*

Conclusions

In all the Management plans the site values have been clearly or reasonably identified and linked to management objectives and desired outcomes for the site.

8. Does the plan address the primary issues facing management of the World Heritage area within the context of the desired future of the site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Plan identifies primary issues for the site and deals with them within the context of the desired future for the site (i.e. plan is outcome, rather than issue-driven)					X				X	X		
Good: Plan identifies primary issues for the site but tends to deal with them in isolation or not within the context of the desired future for the site				X			X				X	
Fair: Some significant issues for the site are not addressed in the plan or the issues are not adequately addressed						X						X
Poor: Many significant issues are not addressed or are inadequately dealt with in the plan												

Comments/ Explanation

B3 - *See the statement in paragraph 6*
B5 *- The plan has a strategic nature with short time duration.*
B6 *- Desired outcomes are not clearly defined yet due to the reasons explained in the first table of this document.*
B8 *- The Management plan recognizes the key issues related to aims and activities.*
B10 *- The primary issues on this plan are: Archaeology, Conservation, Nature and Environment, Law and Administration, Tourism, Community and Education, Planning –Site development, risks reduction.*
B11 *- You can find an identification of dangers in the Management Plan. There is a partial reference on the issue No3. A committee of Civil Protection is established. Also a fire protection network exists. A lot*

of educational actions have been implemented by The Technical Chamber ofCorfu/Corfu department, (EPANTYK, seminars about fire protection). THERE IS NO SPECIFIC EMERGENCY PLAN FOR THE MONUMENT.

Opportunities, recommendations and follow-up actions

B10 - *An important field has not been considered and will have to be in the future, as part of the actions recommended – economy and agriculture. Being a cultural- natural values oriented plan, economic fields which benefit or threaten the site are not considered as integral part of the management plan. They are, except for tourism, an outcome of the plan. In the case of Butrint, since economic activities create the biggest threats to the values of the site, and at the same time they can help in reducing threats, economy is a crucial aspect of future planning and activity.*

B11 *– Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012) / Summary & Specialization Of The Management Plan Of The Old Town Of Corfu./Fundamental Axes Of Revised Management Plan / Civil protection & risk management. (2012) Memorandum of collaboration between the Municipality Of Corfu, the Fire brigade & The Ionian University (22/10/2014)*

1) A coordinated action plan about risk management in the Old Town of Corfu.

2) Setting up working groups to study vulnerability, resilience report of the old town against natural and man-made hazards.

Conclusions

Almost all the Management plans identify primary issues facing management of the World Heritage area. However, some tend to deal with them in isolation or not within the context of the desired future for the site. At some sites, some significant issues for the site are not addressed in the plan or the issues are not adequately addressed (such as economy and agriculture).

9. Are the objectives and actions specified in the plan represented as adequate and appropriate response to the issues?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Objectives and actions are adequate and appropriate for all issues					X				X	X		X
Good: Objectives and actions are adequate and appropriate for most issues				X		X	X				X	
Fair: Objectives and actions are frequently inadequate or inappropriate												
Poor: Objectives and actions in the plan do not represent an adequate or appropriate response to the primary issues												

Comments/ Explanation

B3 - *As already expressed this year's plan is a prerequisite module, precious but not exhaustive, and functional to a subsequent articulation in terms of management.*
B5 *- The process of preparation of the management plan has provided numerous initiatives to ensure adequate information and participation of citizens and of all the parties concerned by the developments and the direct effects of the plan; public meetings were held to present the project and also work tables, with the involvement of administrators, technicians, operators of the sectors concerned. The management plan takes shape even starting from the considerations, the reflections and the awareness established in the course of these meetings and comparisons with the institutional and non-institutional actors, during which it has always pursued the research of expectations, solutions and strategies. In order to present the opportunities for development of the site and to support the identification of all those actions that are necessary to the territory to achieve the objectives of protection and enhancement identified by UNESCO, a SWOT analysis has been set up, considering the Strengths and the Weaknesses inside the site and recognizing the Opportunities and the Threats.*
B6 *- The compiler of this document is the same that compiled the draft proposal plan. Thus the objectives/actions seem to be matching according to the results of all the research work carried out. However, it has all to be approved or be modified/change by site managers.*
B8 *- A Logical framework of Management plan is developed that connects the key recognized topics, factors, aims, priority tasks, guidelines, measures and regimes of protection and activities.*
B10 *- In the case of Butrint many of the identifications of stakeholders, surveys, values, issues to consider and threats took place in the past. So were the SWOT analyses and other background activities. Therefore the most important phase in the preparation of the new plan was the identification of main issues to be handled by the plan and of the right professionals to address them.*
B11 *- There is a general description of actions on certain matters.*

Opportunities, recommendations and follow-up actions

B11*– Inter institutional - Interdisciplinary Management Authority (M.A.) / The "Summary & Specialization of the Management Plan ", that completes the Management Plan was signed in March 2012.*

Conclusions

In all the Management plans the objectives and actions specified in the plan are represented as adequate and appropriate response to all or most issues. This can be explained by the process of preparation of the plan that included involving of stakeholders and conducting of different analysis, like SWOT.

10. Were local and indigenous communities living in or around the World Heritage site involved in developing the management plan and setting direction for the management of the World Heritage Site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11

Very Good: Local and indigenous communities living in or around the World Heritage site were meaningfully and fully involved in developing the management plan and setting direction for the World Heritage site				-	-		X					
Good: Local and indigenous communities living in or around the World Heritage site were partially involved in developing the management plan and setting direction for the World Heritage site				-	-	X			X			X
Fair: Local and indigenous communities living in or around the World Heritage site were involved only minimally in developing the management plan and setting direction for the World Heritage site				-	-					X		
Poor: Local and indigenous communities living in or around the World Heritage site were not involved in developing the management plan and setting direction for the World Heritage site				-	-						X	

Comments/ Explanation

B3 - *Not determinable. Local communities are approached to the contents of the site through a work that aims to awareness and materializes in the community maps. From the point of view of the involvement in decision-making that takes place only through the local institutional level (Municipality).*

B5 *- Tour operator/stakeholder were involved in process, while local communities were informed.*

B6 *- All local stakeholders, per category, were involved in a participatory process so to include their instances/issues/resources/needs in the proposed plan.*

B8 *- Representatives of non-governmental organizations from the area were involved in the Management plan development, while the local community was not directly involved.*

In order to inform and engage the public in the process of draft Management plan development different activities were realized, including: programmes on the local radio, promoting the process in printed media, producing and distributing promotional leaflets, presentation of the process of Management plan development for the local community at which a common vision was presented.

B10 *- The existing Structure of the Board does not cover all issues, or any of the interests of the local communities*

B11 *- On MP special attention is given to the active participation of the local community. Statutory participation in MP is the participation on the committee of representatives, though has not established, since the organizational scheme of the Body has not been completed.*

The local community participates through the Municipality of Corfu, where, for each management decision of the municipality is provided public consultation in accordance with the provisions of the "Kallikrates" Law.

Opportunities, recommendations and follow-up actions

B5 - *Instead the local communities were involved; they have no input decision relating to the management*

B10 *– A new organ should be created (possibly by board decision), to handle issues related to the different stakeholders and mainly the settlements and communes. This organ, 'The Butrint Committee', should be chaired by the park's director, and responsible for coordination of issues common to the park and its inhabitants and neighbors. The Committee will create ad-hoc working groups, as needed.*

Conclusions

There are different experiences regarding the involvement of local and indigenous communities living in or around the World Heritage site in developing the Management plan and setting direction for the World Heritage site. Only in one case these communities were fully involved; in most cases they were partially involved; and in few cases minimally or not involved at all. In some cases local and indigenous communities were informed but not involved, or public consultations defined by the law were only implemented. All this confirms that the process of involvement of local and indigenous communities must be enhanced in the future.

11. Does the plan take account of the needs and interests of local and indigenous communities living in or around the World Heritage site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Plan identifies the needs and interests of local and indigenous communities and has taken these into account in decision-making				-	-		X				X	X
Good: Plan identifies the needs and interests of local and indigenous communities, but it is not apparent that these have been taken into account in decision-making				-	-					X		
Fair: There is limited attention given to the needs and interests of local and indigenous communities and little account taken of these in decision-making				-	-	X			X			
Poor: No apparent attention has been given to the needs and interests of local and indigenous communities				-	-							

Comments/ Explanation

B3 - *Not determinable. This refers not only to the plan but the entire orientation of policies and national and local postulates for the correct use of the site, the presence of conservation and valorization and production of goods.*

B5 *- Tour operator/stakeholder were involved in process, while local communities were informed.*

B6 *- All local stakeholders, per category, were involved in a participatory process so to include their instances/issues/resources/needs in the proposed plan.*

***B8** - Although the civil society representatives were involved and citizens informed and partly involved in the Management plan development process, the needs and interests of local communities have not been considered to a sufficient level.*
***B11** - Through specific **actions** and **objectives** (ownership, financing, green & natural environment, traffic and transportation, parking, routes and points of entry, public transport, pedestrians and cyclists, accessibility for all).*

Opportunities, recommendations and follow-up actions

***B8** - During the Management plan review the needs and interests of local communities should be considered in more detail through a broader participative process (informing, questionnaires, round tables…).*
***B11** – Regulation of urban operation, Inter institutional - Interdisciplinary Management Authority (M.A.)/ "Summary & Specialization of the Management Plan "(March 2012), Waste Management Regulations and Outdoor Advertising Regulation.*

Conclusions

There are different experiences regarding the Management plans taking account the needs and interests of local and indigenous communities living in or around the World Heritage sites.
In some cases, the plan identifies the needs and interests of local and indigenous communities and has taken these into account in decision-making. This happened when a participatory process was used for the preparation of the Management plan.
In other cases, there is limited attention given to the needs and interests of local and indigenous communities and little account taken of these in decision-making. Given this, the need for a broader participative process during the Management plan review has been recognized.

12. Does the plan take account of the needs and interests of other stakeholders involved in the World Heritage Site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Plan identifies the needs and interests of other stakeholders and has taken these into account in decision-making				-	-		X		X			
Good: Plan identifies the needs and interests of other stakeholders, but it is not apparent that these have been into account in decision-making				-	-	X				X	X	X
Fair: There is limited attention given to the needs and interests of other stakeholders and little account taken of these in decision making				-	-							
Poor: No apparent attention has been given to the needs and interests of other stakeholders				-	-							

Comments/ Explanation

B3 - *See above.*
B5 *- There is little contact with industry regarding the management of the World Heritage property, buffer zone and / or area surrounding the World Heritage property and buffer zone.*
B6 *- All site mangers as well as local authorities and stakeholders have been actively involved in the research work needed for the drafting of this first proposal document.*
B8 *- Different representatives of the relevant state and local institutions, media, non-governmental organizations were involved in the process of Management plan development.*
B11 -*There is a clear reference but there are many cases where the practice does not follow the theory (Dissemination of information, public space, travel market, tourist bus services, accessibility and transportation).*

Opportunities, recommendations and follow-up actions

B11 *- Respect on the monument, which has not become comprehensive from all persons involved. There is a need to raise awareness that can be fulfilled with training seminars, courses in schools, informative spots & signs.*

Conclusions

All the Management plans identify the needs and interests of other stakeholders. Only in some cases these have been taken into account in decision-making, while in most cases it is not apparent that these have been taken into account in decision-making.

13. Does the plan provide adequate direction on management actions that should be undertaken in the World Heritage Site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Management actions specified in the plan can be clearly understood and provide a useful basis for developing operational plans such as work programmes and budgets				-	-				X		X	X
Good: Management actions specified in the plan can generally be clearly understood and provide an adequate basis for developing operational plans such as work programmes and budgets				-	-	X				X		
Fair: Management actions are sometimes unclear or lacking in specificity making it difficult to use the plan as a basis for developing operational plans such as work programmes and budgets				-	-		X					
Poor: Management actions are unclear or lacking in specificity making it very difficult to use the plan as a basis for developing operational plans such as work programmes and budgets				-	-							

Comments/ Explanation

B3 - *See answer point num.1*

B11 *- In theory yes, but for the implementation effective actions still remain (implementation of the management plan, protection and preservation of the monument, documentation, education and research, access and transportation, visitors' management).*

Opportunities, recommendations and follow-up actions

B6 - *Desired outcomes and actions, although inserted in the draft, are not clearly defined yet due to the reasons explained in the first table of this document.*

B11 – *Inter institutional - Interdisciplinary Management Authority (M.A.)*

"Summary &Specialization of the Management Plan "(march 2012)

Conclusions

In almost all the Management plans the actions specified in the plan can generally be clearly understood and provide an adequate basis for developing operational plans such as work programmes and budgets.

14. Does the plan identify the priorities amongst strategies and actions in a way that facilitates work programming and allocation of resources?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Clear priorities are indicated within the plan in a way that supports work programming and allocation of resources				-	-	X				X	X	
Good: Priorities are generally indicated making their use for work programming and resource allocation adequate most of the time				-	-				X			
Fair: Priorities are not clearly indicated but may be inferred for work programming and resource allocation				-	-		X					X
Poor: There is no indication of priorities in the plan so that the plan cannot be used for work programming and resource allocation				-	-							

Comments/ Explanation

B3 - *Not determinable.*

B5 *- The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alberobello is participating in numerous calls for funding, also thanks to a continuous technical accompaniment. In particular:*

- *Funds directly related to the site:*

The National law for UNESCO World Heritage Sites (L. 77/2006) gave the possibility to develop the following project:
- Education in the school: 100.000 € (2008)
- Territorial Information System: 100.000 € (2009)
- Creation of the Ecomuseum of the Valley of Itria: 100.000 € (2010)
- Network between the UNESCO sites "The Sassi and the Park of the Rupestrian Churches of Matera" and "Trulli of Alberobello" 50.000 € (2011)

- *Funds indirectly related to the site (regional, European funds):*

- Regional operational plan (POR)
European fund for regional development (FESR): Urban requalification: 3.000.000 € (2008)
***B8** - The Management plan identifies general priority tasks, but not priority activities.*

Opportunities, recommendations and follow-up actions
***B6 -** Desired outcomes and actions, although inserted in the draft, are not clearly defined yet due to the reasons explained in the first table of this document.*
***B8** - During the Management plan updating priority activities should be defined.*
***B11 -** The financial planning is necessary - Financial Plan – Priority setting.*

Conclusions
The situation varies when assessing whether the Management plan identifies the priorities amongst strategies and actions in a way that facilitates work programming and allocation of resources.
In most cases, clear priorities are indicated within the plan in a way that supports work programming and allocation of resources. In some cases, priorities are generally indicated making their use for work programming and resource allocation adequate most of the time. And in some cases, priorities are not clearly indicated but may be inferred for work programming and resource allocation.

10.1.2.4 Analysis and conclusions

***B3 -**The level of knowledge gained from a historical-cultural and morphological profile is great and is constantly updated. At this stage, however, the management of the site does not arise from a unitary choice but depends on juxtaposition of the local government levels. The next phase, which will start after the institutional reorganization, probably at the end of 2015, will define the objectives and management strategies. It should be highlighted that the site Ferrara is a cultural landscape and its territory covers, including the town of Ferrara, 22 municipalities, about 46 700 ha, with an buffer zone of over 117000 ha. Because of the complexity that the site has, at this stage, it is still not found the composition of an unified organ of management.*
***B5** - The legal framework for the maintenance of the Outstanding Universal Value including conditions of Authenticity and / or Integrity of the World Heritage property provides an adequate basis for effective management and protection.*
***B8** - Management plan for the Natural and Culturo-Historical Region of Kotor is a quality document that forms a good basis for managing this very complex site. Unfortunately, although adopted in 2011, the Management plan has not been implemented yet. Likewise, although the Law on Protection of the*

Natural and Culturo-Historical Region of Kotor (2013) makes provisions for the establishment of the Council for Management of the Kotor Region, with the role of coordinating conservation, preservation and management of the property, this Council has not been formed yet.

***B10** - This management plan wishes to stress that most important issues for its success are related to the legal basis for the activities of the park, of the planning and development of the whole area, including the settlements and the relations between all. In fact, when an integrated management plan was requested, the thinking behind it was mainly integration of natural and cultural site and their joint management. It seems that while this is still most important, integration, or at least a good system of coordination, should be between the site and the protection of its values, and the values and activities of the other stakeholders (mainly neighboring communities).*

***B11** - Overall the Management Plan is satisfactory. Although the Management Body has been established, the Monitoring Committee is not active yet. There is no experience in collaboration among stakeholders, thus the actions of the Management Plan are executed fragmentarily. The Management Plan can be successfully implemented only through efficient partnerships among all involved institutions and stakeholders.*

10.1.2.5 Gaps and challenges

***B5** - There is excellent capacity to enforce legislation and regulation in the World Heritage property that should be used in particular to protect even the buffer zones and also to improve monitoring system.*

***B6** - All site mangers enact effective actions for the maintenance and valorization of the site. However, these actions are not always coordinated. This was the main challenge that the research work undertaken has shown.*

Although the plan includes many insights on different strategic paths aimed at the solution of this issue, until all site managers agree on a common strategy, the plan cannot be effectively implemented.

***B8** - In general, the main challenge is implementation of the Management plan.*

Another challenge is to form and ensure the work of the Council for Management of the Kotor Region, especially because the Law on Protection of the Natural and Culturo-Historical Region of Kotor does not clearly define the Council's competences in relation to the existing system of protection and planning. The Cultural Properly Act (2010), in Article 89 related to integral protection, i.e. protection of cultural property in planning documents, states that: „Planning documents must be harmonized with a Study of Cultural Heritage Protection and the management plan." Unfortunately, in practice, planning documents are not harmonized with management plans. This is confirmed by the UNESCO Advisory Mission in 2013, which states that a link between spatial planning and protection policy is rather weak, that spatial and urban plans tolerate and to a certain degree encourage excessive and uncontrolled urbanization, while they fail to integrate to a sufficient level the requirements for the protection of OUV and cultural landscape attributes.

***B10** - The activities of the park were covered by government budget, while income of the park went to the government. Decision saying that the park can use and administer 90% of its income is very slowly implemented because of various bureaucratic obstacles. Such freedom of*

using the revenues (mainly from ticket selling) will allow for much better use of the budget, but will at the same time require an internal work plan, clear definition of responsibilities and close financial controlled. The management office of Butrint cannot really manage the whole site and protect its values, unless some major changes are made to its decision making structure, starting from top. The management's office incapability to fulfill all its tasks is not the result of quality of the existing staff and of the director. The improvement of the process must be linked with increase in number of staff and their required skills.

***B11** - Delays in implementation of actions. No Visitor's Management Plan. Incomplete exploitation of available resources*

10.1.2.6 Opportunities, recommendations and follow-up actions

***B5** - More input in management decision by local community.*
There isn't an organic document about Visitor Management that must be improved.
***B6** - The site managers of the UNESCO site of Aquileia need to meet and discuss the proposals for action that they would like to implement in the future, based on the draft proposal plan.*
***B8** - During the next review of the Management plan all the identified shortcomings should be addresses and the Plan enhanced through re-involvement of all key stakeholders and a greater participation of the local community.*
***B10** - Add the Director of the park as a permanent member of the board. The number of permanent staff of the park will grow to a minimum of 27. The director of the park will have the authority to hire additional staff members according to professional needs. Archaeological and historic structures outside the main site need planning, function and inclusion in the visit programme. These include the triangular and Ali Pasha's castles (birds watching centre in Ali Pasha's castle).Like all previous management plans it is strongly recommended to develop and implement boat tours. Diverse Nature trails, safe and with good signage and interpretation should be part of all planning. There are many new ways to interpret and present sites, including some sophisticated electronic equipment.*
***B11** -They are forecasted in the Urban Development Plan prepared by the Municipality of Corfu and should be coordinated to the updating of the Management Plan.*

10.2 Analysis of the Tool 8 - Assessment of Management Processes

10.2.1 Management Planning Information Sheet

Partner	Name of the Management plan	Level of approval	Year of preparation/ recent review	Year specified for next review
LB				
B1				
B2				
B3	Site MP-Program Year 2011-2012	Does not correspond with any of the provisions proposed, since the management plan program was signed by the representatives of all institutions of the site (on Oct.3rd 2011)	Currently being reviewed through the project "Observe, assess, design the landscape"	Not determinable
B4	Ravenna Management Plan	**L**	**2013**	Updated version of the Management Plan of 2005
B5	MP for the UNESCO site "Trulli di Alberobello"	**G**	**2010**	**2015**
B6	*Draft proposal for a UNESCO site management plan for Aquileia*	**D**	**2013**	**2015**
B7				
B8	Management plan for the Natural and Culturo-Historical Region of Kotor	**G**	**2011**	**2015**
B9	Management Plan	**L**	**2005**	-
B10	Butrint Integrated Management Plan	**D**	**2012**	-
B11	MP of The Old Town Of Corfu 2006-2012	**A**	**2005**	**2012**

Comments/Explanation:

B3 *- This management plan is composed of a series of projects intended to develop awareness, protection and valorization; in particular projects No1 and No2 which provide inclusion in the municipal,*

provincial and regional planning (PTCP, prg, psc, ecc .) of the essential contents of the WHL of the UNESCO site declaration.

***B5** - Today there is a strong involvement of the community in the projects both in terms of planning activity and of active participation to the projects. The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alberobello is participating in numerous calls for funding, also thanks to a continuous technical accompaniment.*

***B8** - The Management plan has been prepared for a period of 15 years. It defines that the review of the Plan should be undertaken once every three years. The Management plan has not been reviewed so far.*

***B11** - The Plan represents the common perspective of actors who had the initiative to drawn it up, and has become a matter of concern between the local community, stakeholders and organizations.*

10.2.2 Assessment of Management Processes

10.2.2.1 Management structures and systems

1. World heritage values
Have values been identified and are these linked to management objectives?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: The World Heritage site has agreed and documented values and the management objectives fully reflect these				X		X				X	X	X
Good: The World Heritage site has agreed and documented values, but these are only partially reflected in the management objectives					X				X			
Fair: The World Heritage site has agreed and documented values, but these are not reflected in the management objectives												
Poor: No values have been agreed for the World Heritage site												

Comments/ explanation

***B3 –** This first management plan follows exactly the values of the site aiming to enhance them and to disseminate them to as many numbers of stakeholders, interpenetrating it with planning instruments in common use; the next phase, which will start after the institutional reorganization, probably at the end of 2015, will define further objectives and management strategies.*

***B4 –** The governance system of the UNESCO sites of Ravenna is run by four public bodies promoting the Management Plan and responsible for their protection: 1 Comune di Ravenna; 2 Direzione Regionale per i Beni Culturali e Paesaggistici dell'Emilia Romagna; 3 Soprintendenza per i Beni Architettonici e Paesaggistici di Ravenna; 4 Archidiocesi di Ravenna–Cervia. Therefore, there is not a single responsible*

organization but rather four institutions led by the Municipality of Ravenna (Comune di Ravenna) which is not directly managing the sites.

***B5** - The safeguards objectives in the management plan are designed to protect the integrity and authenticity of the site.*

***B8**- During the process of Management plan development cultural values were identified in detail, and partly other socio-economic values (such as social, educational, political, economic, etc. ones). These values are reflected in the Management plan aims but not within the site planning system.*

***B10** - Butrint represents a microcosm for understanding the development of society in the eastern Mediterranean over some three millennia, with evidences dating from 50,000 BC to the 19th century AD. Butrint has been inhabited since prehistoric times; it was the site of a Greek colony, a Roman city, and a bishopric. Following a period of prosperity under Byzantine administration, then a brief occupation by the Venetians, the city was abandoned in the late middle Ages after marshes formed in the area. The present archaeological site is a repository of the ruins representing each period in the city's development.*

***B11** - In order to keep the Management Plan updated provision has been made for the issues it addresses to be reviewed at least **every six years**, when the objectives may be revised to reflect any changes in circumstances.*

Opportunities, recommendations and follow-up actions

***B8**-The protection of WH values should be integrated into WHS plans.*

Conclusions

All the World Heritage sites have agreed and documented values, and the management objectives mostly fully reflect these. However, in few cases, the values are only partially reflected in the management objectives. (For example, socio-economic values are partly defined.)

2. Management planning

Is a plan and is it being implemented?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: An approved management plan exists and is being fully implemented						X						
Good: An approved management plan exists, but it is only being partially implemented because of funding constraints or other problems (please state)				X	X				X	X		X
Fair: A plan is being prepared or has been prepared but is not being implemented											X	
Poor: There is no plan for managing the World Heritage site												

Comments/ explanation

B3 - *The implementation which is now in progress involves investigation of the risk map, linked to a new specific program activities, contained in the project "Observe, assess, design the landscape", very current after the earthquake, which will be the subject of activities for 2015.*
B4 - *The second Management Plan was published in 2013.*
B5 *- The management plan has in fact already implemented almost all the projects listed in it.*
B8 *-Although adopted in 2011 the Management plan has not been implemented yet, mainly because a Council for Management of the Kotor Region has not been formed despite the fact that provisions for its establishment ware made in the law.*
B10 *- A review of the Management Plan is being awaited.*
B11 *- There is a piecemeal implementation by the involved bodies*

Opportunities, recommendations and follow-up actions

B11 - *There is a need for an active flexible management and administrative mechanism. The Management Plan can be successfully implemented only through efficient partnerships by all involved parties. The Steering Committee of the Old Town is not at work. (The Steering Committee had its first meeting on 18.2.2012)*

Conclusions

All the analyzed sites have an approved Management plan. Only at one site the Management plan is fully implemented, while in most cases (5 out of 7) it is only partially implemented because of different constraints. In few cases, the plan has not been implemented mainly because a managing body has not been established yet. Only at one site the Management plan is not implemented because its review is being awaited.

3. Planning systems
Are the planning systems appropriate, i.e. participation, consultation, review and updating?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Planning and decision-making processes are excellent											X	
Good: There are some planning and decision-making processes in place, but they could be better, either in terms of improved processes or processes being carried out					X				X	X		
Fair: There are some planning and decision-making processes in place, but these are either inadequate or are not carried out				X		X						X
Poor: Planning and decision-making processes are deficient in most aspects												

Comments/ explanation

B3 - *The complex process of institutional reorganization in place actually makes slow and difficult the realignment of the various actors in decision-making. At the present stage the implementation of*

planning systems and management of the decision-making is taking place at a essentially technical level.

B4 - *The Sites are owned both by the Superintendence for Architectural Heritage and Landscape (Soprintendenza per i Beni Architettonici e Paesaggistici di Ravenna) and by the Archdiocese of Ravenna –Cervia (Archidiocesi di Ravenna –Cervia). Citizens are very culturally attached to the sites; a group of small and medium-sized craft businesses have developed around them.*

B8 *-The Management plan and the Law on Protection of the Natural and Culturo-Historical Region of Kotor define the planning and decision-making processes. Although there are some gaps in these processes, a far greater problem is that they are not implemented.*

B11 *- The Steering Committee is not at work.*

Opportunities, recommendations and follow-up actions

B8 *–The process of the Management plan review and implementation should be more participative, i.e. the local community should be much more involved.*

B10 *- Butrint Integrated Management Plan is as much a technical document as it is a social one. Protection of values is for the people and communities, in present and future. The values and concerns of the different stakeholders are legitimate, and must be considered seriously and whenever possible satisfied – while the cultural-natural values are not compromised. Another point must be accepted – the plan has to be functional within the existing legal frame work. Recommendations for improvements of laws and regulations can be included in the Action Plan, but the Management Plan must be functional even if such improvements do not take place.*

Conclusions

Regarding the planning system (i.e. participation, consultation, review and updating) at most of the sites there are some planning and decision-making processes in place, but they could be better, either in terms of improved processes or processes being carried out. In few cases, planning and decision-making processes are either inadequate or are not carried out, due to, for example, an un-functioning management body (Steering Committee).

4. Regular work plans

Are there regular work plans or other planning tools?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Regular work plans exist, actions are monitored against planned targets, and most or all prescribed activities are completed					X							
Good: Regular work plans exist and actions are monitored against planned targets, but many activities are incomplete										X	X	X
Fair: Regular work plans exist but activities are not monitored against the plan's targets									X			

Poor: No regular work plans exist				X		X						

Comments/ explanation

B3 - *As already indicated, the institutional reorganization in site does not allow complete definition of functional competencies especially in field of various stakeholders interested in the management of the site. It is therefore limited to the conclusion of the marked trails at the technical level.*

B5 – *There are plans regulated by law, but -according to the current Italian law- the management plan is not a mandatory instrument, so it does not require implementation plans.*

B8 *-The Management plan contains an Action plan the interval of updating of which has not been defined. The Action plan has not been monitored yet.*

B10*–Includes monthly plan and foreseen activities (archeology, conservation, environment, tourism, education) for next year****.***

B11 - *Urban Development Plan; Annual Action Plan of Corfu Municipality; Tourism Plan; Operational Programme of Corfu Municipality and Annual Programme of 21stEphorate of Byzantine Antiquities.*

Conclusions

The situation varies when it comes to the existence of regular work plans and other planning tools. At most sites, regular work plans exist and actions are monitored against planned targets, but many activities are incomplete. In one case, regular work plans exist but activities are not monitored against the plan's targets. In few cases, no regular work plans exist, and that is due to institutional and legal constrains.

5. Monitoring and evaluation

Are management activities monitored against performance?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: A good monitoring and evaluation system exists, is well implemented, and used for adaptive management										X		
Good: There is an agreed and implemented monitoring and evaluation system of management activities, but results are not systematically applied to management					X				X		X	
Fair: There is some ad hoc monitoring and evaluation of management activities, but no overall strategy and/or no regular collection of results						X						X
Poor: There is no monitoring and evaluation of management activities in the World Heritage site				X								

Comments/ explanation

B3 - *The same as in the previous questions. It is underlined that this site, unlike the specific sites, has a high degree of complexity as the territory of the recognition extends within the confines of the 22 municipalities and has an extension of 46700 ha, with a buffer zone of over 117000ha.*
B4 - *The monitoring system is based on five specific items: knowledge, protection and preservation, promotion, communication and sustainability. A new monitoring and evaluation plan is under way.*
B8 *-The Management plan and the Law on Protection of the Region of Kotor make provisions for an agreed monitoring and evaluation system, but it is not implemented.*
B11 *– There is a* ***comprehensive, integrated programme*** *of monitoring, which is relevant to management needs and / or improving understanding of Outstanding Universal Value. Information on the values of the World Heritage property is sufficient and key indicators have been defined but* ***monitoring the status of indicators could be improved***. Annual monitoring of the activities carried out by the Municipality of Corfu with indicators.

Conclusions
The situation varies when the monitoring and evaluation of management activities performance is concerned. Only at one site a good monitoring and evaluation system exists and it is well implemented. In most cases, there is an agreed and implemented monitoring and evaluation system of management activities, but the results are not systematically applied to management, or there is some ad hoc monitoring and evaluation of management activities, but no overall strategy and/or no regular collection of results. In such cases monitoring could be improved. Only at one site there is no monitoring and evaluation of management activities.

6. Reporting
Are all the reporting requirements of the World Heritage site fulfilled?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Site managers fully comply with all reporting needs and have all the necessary information for full and informative reporting						X					X	
Good: Site managers fully comply with all reporting needs, but do not have all the necessary information for full and informative reporting					X							X
Fair: There is some reporting, but all reporting needs are not fulfilled and managers do not have all the necessary information on the site to allow full and informative reporting				X					X	X		
Poor: There is no reporting on the World Heritage site												

Comments/ explanation
B3 - *There is a sufficient level of coverage to the site guaranteed by managers that meet the needs for information and sharing of the site health in inter institutional relations. However, it remains clear that such information would require additions.*

B8 *-For now, there is reporting only to the World Heritage Committee.*
B11 – *Periodic report- Second Cycle by the 21stEphorate of Byzantine Antiquities (October 13,2014)*

Conclusions

Regarding the fulfillment of reporting requirements of the World Heritage site the experiences are diverse. At few sites managers fully comply with all reporting needs and have all the necessary information for full and informative reporting, while at some they do not have all the necessary information for full and informative reporting. At most sites there is some reporting, but all reporting needs are not fulfilled and managers do not have all the necessary information on the site to allow full and informative reporting. At some of these sites, there is reporting only to the World Heritage Committee, or there is information sharing in inter-institutional relations, but such information would require additions.

7. Maintenance of equipment

Is equipment adequately maintained?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Equipment and facilities are well-maintained and an equipment maintenance plan is being implemented					X						X	
Good: There is basic maintenance of equipment and facilities. If a maintenance plan exists it is not fully implemented										X		
Fair: There is some ad hoc maintenance, but a maintenance plan does not exist or is not implemented				X		X			X			
Poor: There is little or no maintenance of equipment and facilities, and no maintenance plan												X

Comments/ explanation

B3*- There is no general maintenance plan for the site but the various institutions provide with reference to present goods as part of its territory.*
B8 *-A maintenance plan does not exist, especially because the site is very big and complex.*
B11 - *There is basic maintenance of equipment and facilities "Procurement of Urban Equipment for the old town of Corfu" (ROP W.G.P.I.I. 2007-2013).*

Opportunities, recommendations and follow-up actions

B11 *– Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012) / Summary and Specification of the Management Plan of the Old Town of Corfu and projects to improve infrastructures and the overall image of the old town -Scheduling maintenance with annual financial budget.*

Conclusions

The situation varies when the equipment and facilities maintenance is concerned. At two sites equipment and facilities are well-maintained, while at one there is basic maintenance of equipment and facilities. At few sites there is some ad hoc maintenance, but a maintenance plan does not exist or is not implemented. At one site there is little or no maintenance of equipment and facilities, and no maintenance plan. In any case, the improvement of maintenance plans and their implementation is needed.

8. Major infrastructure

Is management infrastructure (e.g. roads, offices, fire towers) adequate for the needs of the site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Management infrastructure is excellent and appropriate for managing the site				-								
Good: Management infrastructure is adequate and generally appropriate for the site				-	X	X				X	X	X
Fair: Management infrastructure is often inadequate and/or inappropriate for the site				-					X			
Poor: Management infrastructure is inadequate and/or inappropriate for the site				-								

Comments/ explanation

B3 - *Not determinable. In this phase, the management of the site has not reached level mentioned here, therefore if the general guidelines will be shared, special activities will be retained by local actors, with uneven results.*

B8 *-Currently, there is a problem related to traffic infrastructure development in the site area.*

B11 – *Upgrading projects of the Old Town of Corfu. See List of projects*[38]

Opportunities, recommendations and follow-up actions

B11 - *National Strategic Reference Framework (NSRF) 2007-2013 , Multiannual Financial Framework 2014-2020, Green Fund, Public Investment Programme, Programmatic Agreement between the Ionian University, the Municipality of Corfu & the-Fire Brigade (October 2014)*

Conclusions

[38] Pedestrianisation of Eugeniou Voulgareos str. at the Old Town of Corfu (Regional Operational Program-Western Greece-Peloponnese-Ionian Islands 2007-2013) / Equipment's supply for the collection of domestic wastes under the subterranean method (ROP W.G.P.I.I. 2007-2013) / Integrated lighting network management system in the Old Town of Corfu -(ROP W.G.P.I.I. 2007-2013) / Upgrading interventions in the areas "Pentofanaro" & "Ionian Academy" of the old town of Corfu (ROP W.G.P.I.I. 2007-2013)/ Restoration and Elevation of Agia Aikaterini Church (Public Investment Programme)/ Procurement of Urban Equipment for old town of Corfu town (ROP W.G.P.I.I. 2007-2013) / Upgrading of electromechanical infrastructure at the municipal parking areas (Green Fund) / Clean Urban Transport Systems (the IPA Cross – Border Programme Greece – Italy 2007-2013)

At the majority of sites management infrastructure (e.g. roads, offices, fire towers) is adequate and generally appropriate for the site. Only at one site management infrastructure is inadequate and/or inappropriate for the site, and in that case there is a problem of traffic infrastructure development in the site area.

9. Staff equipment and facilities
Are the available facilities (e.g. vehicles, GPS, staff accommodation) suitable for the management requirements of the site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Staff facilities and equipment at the World Heritage site are good and aid the achievement of the objectives of the site				-								
Good: Staff facilities and equipment are not significantly constraining achievement of major objectives				-	X					X		
Fair: Inadequate staff facilities and equipment constrain achievement of some management objectives				-		X			X		X	
Poor: Inadequate staff facilities and equipment mean that achievement of major objectives is constrained				-								X

Comments/ explanation

B3 - *Not determinable. Worth as expressed in the previous paragraph.*

B5 - *The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage. There are some available equipment and facilities, but overall these are inadequate.*

B11 *- Human potential, buildings & equipment are insufficient.*

Opportunities, recommendations and follow-up actions

B11 - *The Steering Committee is not at work.*

Conclusions

As for the staff equipment and facilities (e.g. vehicles, GPS, staff accommodation) suitability for the management requirements of the site, in most cases inadequate staff facilities and equipment constrain achievement of some management objectives, while in few cases staff facilities and equipment are not significantly constraining achievement of major objectives. In any case, the need for the improvement of staff equipment and facilities is obvious.

10. Staff/ management communication
Does staff have the opportunity to feed into management decisions?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Staff directly participate in making decisions relating to management of the site at both site and management authority level				-								
Good: Staff directly contribute to some decisions relating to management				-	X	X						
Fair: Staff have some input into discussions relating to management, but no direct involvement in the resulting decisions				-					X	X		
Poor: There are no mechanisms for staff to input into decisions relating to the management of the World Heritage site				-								X

Comments/ explanation

B3 - *Not determinable.*

B5 - *There is a range of administrative bodies / levels involved in management but there is little coordination between them for managing different aspects of the property.*

B10 - *The director of the park is not a member of the Butrint Board.*

B11 *- Staff's participation is not envisaged in decision making*

Conclusions

As for the staff/ management communication and their opportunity to feed into management decisions, it is obvious that at no site the staff directly participate in making decisions relating to management of the site. The best cases are when the staff directly contribute to some decisions relating to management. In some cases the staff have some input into discussions relating to management, but no direct involvement in the resulting decisions, and in one case there are no mechanisms for the staff to input into decisions.

11. Personnel management

How well is staff managed?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Provisions to ensure good personnel management are in place					X							
Good: Although some provisions for personnel management are in place, these could be improved									X	X	X	
Fair: There are minimal provisions for good personnel management												
Poor: There are no provisions to ensure good personnel management						X						X

Comments/ explanation

B3 *- Not determinable.*
B5 – *There is a Historic Centre Bureau that should be reinforced with new skills. Employees involved in managing the World Heritage property are 100% permanent and full-time of total, but Human resources are inadequate for management needs. However, there isn't a personnel management.*
B8*-Personnel management exists within individual institutions which are stakeholders in the process of protection and management of Kotor Region, but not separately for the World Heritage.*
B10 *- In our days the site management office has 14 employees: a director, 5 specialists, and one finance officer, ticket selling person, 6 maintenance workers. During the peak season the site can hire 10 more temporary staff. For protection of the park is a private police company. The Institute of Monuments and the Institute of Archaeology are responsible for all activities of physical research work, excavations, and conservation of architectural and archeological remains in the Park. Besides the staff management structure of the Park, there is also the Board of the Butrint National Park, which is chaired by the Minister of Culture, and is composed of representatives from the Institutes of Archaeology and Monuments, representatives of the Ministries of Environment and Spatial Planning, as well as one representative of the Albanian National Commission for UNESCO. The Board's main task is dedicated to the review and approval of the Park's annual research and maintenance programme; including allocation of required budgetary resources, and monitoring of the implementation of planned programme activities.*
B11 *- There is shortage of staff.*

Opportunities, recommendations and follow-up actions
B8 *-Staff in the existing institutions, especially those that will be involved in the work of the Council for Management of the Kotor Region should be trained and additionally educated about World Heritage management.*
B11 –The Department of the Old Town of Corfu *employs 4 people on a stable basis -two architects, two civil engineers and 5 non-permanent employees.*

Conclusions
When the personnel management is concerned, only at one site provisions to ensure good personnel management are in place. At most sites some provisions for the personnel management are in place and these could be improved (for example, a number of staff or new skills for the existing staff). In few sites there are no provisions to ensure good personnel management.

12. Staff training
Is staff adequately trained?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Staff training and skills are appropriate for the management needs of the site, and for anticipated future needs				-	X						X	

Good: Staff training and skills are adequate, but could be further improved to fully achieve management objectives				-						X		X
Fair: Staff training and skills are low relative to the management needs of the site				-					X			
Poor: Staff lack the skills/training needed for effective site management				-		X						

Comments/ explanation

B3 -*Not determinable.*

B10 - *The staff is very suitable for the management of the site and most of the training programmes is due to the personal initiative of the staff to grow professionally and to serve in a better management of the park.*

B11 *- The staff is highly qualified (graduates of higher education).*

Opportunities, recommendations and follow-up actions

B11 - *There is a need to develop educational programs for the staff. There is a need of training of the staff involved in the implementation of the Management Plan.*

Conclusions

There are different experiences regarding the staff training and skills. At some sites staff training and skills are appropriate for the management needs of the site, but could be further improved to fully achieve management objectives. However, at few sites staff training and skills are low relative to the management needs of the site, or the staff lack the skills/training needed for effective site management.

13. Law enforcement

Does staff have the capacity to enforce legislation?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: The staff have excellent capacity/resources to enforce legislation and regulations				-								
Good: The staff have acceptable capacity/resources to enforce legislation and regulations, but some deficiencies remain				-	X	X				X	X	X
Fair: There are major deficiencies in staff capacity/resources to enforce legislation and regulations				-					X			
Poor: The staff have no effective capacity/resources to enforce legislation and regulations				-								

Comments/ explanation

B3 - *Not determinable.*

B8 *-Law enforcement presents a big problem because of deficiencies in staff capacity related to urban and spatial planning.*
B10 *- The existing law is implemented but is recognized as inadequate. For this reason l**egal** framework is currently under review by Albanian government.*
B11 *– Police, 21st Ephorate of Byzantine Antiquities (there is acceptable capacity / resources to enforce legislation and / or regulation in the World Heritage property but some deficiencies remain), and Municipality of Corfu.*

Opportunities, recommendations and follow-up actions
B8 *- Additional education should be provided to state and local bodies responsible for urban and spatial planning as well as to planning firms, related to special treatment of cultural heritage and the World Heritage in particular.*
B11 - *Low budget, there is lack of skills, there is a need to raise awareness to the local community's on the values of the site, there is a need to use Information and Communication Technologies (ICT) / GIS.*

Conclusions
Regarding the law enforcement, at the majority of sites the staff have acceptable capacity/resources to enforce legislation and regulations, but some deficiencies remain (such as: low budget, lack of skills, need to raise awareness among the local community, legal framework, deficiencies in staff capacity related to urban and spatial planning).

14. Financial management
Does the financial management system meet critical management needs

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Financial management is excellent and contributes to effective management of the site				-		X						
Good: Financial management is adequate but could be improved				-						X	X	
Fair: Financial management is poor and constrains effectiveness				-	X				X			
Poor: Financial management is poor and significantly undermines effectiveness of the World Heritage site				-								

Comments/ explanation
B3*- Not determinable. The only funds that are evenly used for the site come from the Law 77 \ 2006; these funds are reducing from year to year and can not be used for structural interventions.*
B4 - *The financing is managed separately by each of the four institutions involved in the site management. In particular, the preservation of the monuments is entrusted to the owners, Soprintendenza and Archidiocesi.*

***B5** - The cash flows are managed and controlled both incoming and outgoing.*
***B8** -The existing mechanisms of financing the protection and management of the World Heritage area have not been fully connected and activated.*
***B10** - Audits from the financial sector of the office and from the Ministry.*
***B11–Periodic Report - Second Cycle** by the 21st Ephorate of Byzantine Antiquities .The available budget is **acceptable** but could be further improved to fully meet the management needs. Audits are regularly carried out (federal sources). There are controls every three months.*

Opportunities, recommendations and follow-up actions

***B8**-Mechanisms identified by the law should be activated, the existing ones better connected, andthe new ones planned (such as allocating part of funding for the civil sector thorough which a segment of activities on the protection and promotion of the World Heritage will be realized).*

Conclusions

At most sites financial management is adequate but could be improved, or it is poor and constrains effectiveness. At one site only financial management is excellent and contributes to effective management of the site.

10.2.2.2 Resource management

15. Managing resources
Are there management mechanisms in place to control inappropriate land uses and activities?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Mechanisms for controlling inappropriate land use and activities in the World Heritage site exist and are being effectively implemented				-	X							
Good: Mechanisms for controlling inappropriate land use and activities in the World Heritage site exist, but there are some problems in effectively implementing them				-		X					X	
Fair: Mechanisms for controlling inappropriate land use and activities in the World Heritage site exist, but there are major problems in implementing them effectively				-					X	X		X
Poor: There are no management mechanisms for controlling inappropriate land use and activities in the World Heritage site				-								

Comments/ explanation

***B3** - Not determinable. The level of controls insured descends from national and regional legislation and their applications.*
***B8**- The risks that excessive and uncontrolled urbanization poses to the exceptional universal value of the property was recognized as one of the key problems back in 2003.*

The Advisory Mission in 2013 concluded that the link between spatial planning and protection policy is rather weak, that spatial and urban plans tolerate and to a certain degree encourage this urbanization, while they fail to integrate to a sufficient level the requirements for the protection of OUV and cultural landscape attributes.

***B11 -** The Urban Office of the Municipality Of Corfu and the Archaeological Service (21st Ephorate of Byzantine Antiquities) **are responsible to control** the legal framework for the maintenance of the Outstanding Universal Value including conditions of Authenticity and / or Integrity of the World Heritage property provides an adequate or better basis for effective management and protection.*

Opportunities, recommendations and follow-up actions

***B11** - The Steering Committee is not at work. There is a need to defined land uses(Map of land uses).*

Conclusions

As for management mechanisms to control inappropriate land uses and activities, at most sites mechanisms for controlling inappropriate land use and activities in the World Heritage site exist, but there are major problems in implementing them effectively (for example, a link between spatial planning and protection policy is rather weak, or land uses are not defined). In few cases there are some problems in effectively implementing these mechanisms.

16. Resource inventory

Is there enough information to manage the World Heritage site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Information is sufficient to support planning and decision-making and is being updated					X							
Good: Information is sufficient for some areas of planning/decision making and plans exist (e.g. research and monitoring) to fill data gaps				X					X	X	X	
Fair: Some information is available but this is insufficient to support planning and decision-making and further data gathering is not being carried out						X						X
Poor: There is little or no information available												

Comments/ explanation

***B3**- There is a large amount of data on the cultural - historic value and landscaping of the site, some, as stated previously, are currently implemented (for example those related to the hydrological risk), while others (such as those more specifically related to the services present at the territory and regarding infrastructure ..) are lacking.*

***B4 -** All relevant stakeholders having a direct or indirect interest in the management of the UNESCO sites have been surveyed, including public institutions, universities, training schools, tourists etc. The involvement encouraged in the last years will be further developed and enhanced.*

***B8**-In general, there is a lack of baseline studies related to tourism, traffic, housing, etc.*
***B11** - Information for the Site is available from various sources (government departments, agencies, organizations and private individuals); the dissemination of all information relating to the Site is insufficient. There is no reference in a database covering all the information*

Opportunities, recommendations and follow-up actions

***B11** - It is necessary for the Management Authority to start operating. The Technical Chamber of Corfu/Corfu Department has conducted a study in 2012 where the monuments for the entire Corfu have been registered using GIS but does not have the necessary approvals from the Ministry of Culture. There is a need to make full use of communication technologies, especially GIS and the Internet.*

Conclusions

When the resource inventory is concerned, at most sites the information to manage the World Heritage site is sufficient for some areas of planning/decision making and plans exist (e.g. research and monitoring) to fill data gaps. At few sites some information is available but this is insufficient to support planning and decision-making and further data gathering is not being carried out (for example, there is a need to make full use of communication technologies, especially GIS and the Internet). Only at one site the information is sufficient to support planning and decision-making and is being updated.

17. Research
Is there a programme of management orientated survey and research work?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs					X						X	
Good: There is considerable survey and research work directed towards the needs of World Heritage site management												
Fair: There is limited survey and research work directed towards the needs of World Heritage site management.				X		X			X	X		X
Poor: There is no research taking place directed towards the needs of World Heritage site management												

Comments/ explanation

***B3 -** As noted above historical, environmental and hydro geological researches are in process.*
***B8**-There is a lot of survey and research work related to different segments of cultural heritage of Kotor Region, but not the one dealing with the World Heritage.*
***B10 -** The research work is carried out by Albanian Institute of Archaeology and Institute of Monuments.*

B11 *– There is provision in Master Plan without application(research, documentation).There have been individual actions from the Ministry of Culture, Education, and Sports, , the Municipality of Corfu, the Ionian University, the Technical University of Athens(E.M.P.) and the Technical Chamber of Greece/Corfu Branch, but no coordinated actions .*

Opportunities, recommendations and follow-up actions

B8*- Survey and research work related to World Heritage should be encouraged at both the state institutes and the University.*

B11 *- Postgraduate degree in Documentation of buildings structure after the 16th century and intervention metrology Ionian University (February 2015) and Educational programmes in the Research Centre of UNESCO in Rome.*

Conclusions

Regarding the programme of management orientated survey and research work, at majority sites there is limited survey and research work directed towards the needs of World Heritage site management (there are researches for specific areas and segments of heritage, but not for the World Heritage in general). At few sites there is a comprehensive, integrated programme of survey and research work, which is relevant to management needs.

18. Cultural/ historical resource management

Are the site's cultural resources adequately managed?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Requirements for management of cultural/historical values are being substantially or fully implemented				-		X					X	
Good: Requirements for management of cultural/historical values are only being partially implemented				-	X					X		X
Fair: Requirements for management of cultural/historical values are known, but are not being implemented				-					X			
Poor: Requirements for management of cultural/historical values have not been assessed and/or active management is not being undertaken				-								

Comments/ explanation

B3 - *Not determinable. The cultural resources of the site are waiting to be put into the system through a plan of development and enhancement that interests the whole territory. At present it is renounced from the model of centralized management of the site focusing on a growth phase in which the initiatives, while coordinated, remain at a local level.*

B11 - *There are Cultural infrastructures (Historical Archives / Public Library, Museums.) but without coordinated actions.*

Opportunities, recommendations and follow-up actions

B11 – *Creating an open information bank in issues of our Cultural Heritage, cooperation with Universities, cooperation with Professional Institutions.*

Conclusions

At the majority of sites the requirements for management of cultural/historical values are only being partially implemented.

10.2.2.3 Management and tourism

19. Visitor facilities

Are visitor facilities (for tourists, pilgrims etc.) adequate?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Visitor facilities and services are excellent for current levels of visitation												
Good: Visitor facilities and services are adequate for current levels of visitation but could be improved				X	X					X	X	
Fair: Visitor facilities and services are inappropriate for current levels of visitation						X			X			X
Poor: There are no visitor facilities and services despite an identified need												

Comments/ explanation

B8 *-There is a lack of information about the Region of Kotor as a World Heritage site that the visitors can obtain, and there is no a Site's Visitor Centre.*

B11 - *Poor tourist facilities are within and around the monument.*

There are restaurants, cafes, public transport, and taxi. There is no quality accommodation (boutique hotels, apartments), sights in front of the historic buildings, and signal for cultural routes.

Opportunities, recommendations and follow-up actions

B8*- Informative and PR material about the Region of Kotor as a World Heritage site should be produced and the Visitor Centre established.*

B11*–Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012) 'Summary and Specification of the Management Plan of the Old Town of Corfu' cultural routes relevant to the history of the Old Town of Corfu. There is a need to upgrade the standard of the available tourist accommodation in the Old Town of Corfu. There is a need to increase the capacity of other types of accommodation besides hotels (such as guesthouses in historic buildings, family-run pensions).*

Conclusions

As for visitor facilities and services, at no site these are excellent for current levels of visitation. At most sites visitor facilities and services are adequate for current levels of visitation but could be improved, and at some they are inappropriate for current levels of visitation (for example, lack of quality accommodation, sights in front of the historic buildings, and signal for cultural routes, lack of information about the WH site, and there is no a Site's Visitor Centre).

20. Commercial tourism
Do commercial tour operators contribute to World Heritage site management?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: There is good cooperation between managers and tourism operators to enhance visitor experiences and protect site values												
Good: There is limited cooperation between managers and tourism operators to enhance visitor experiences and protect site values				X	X				X	X	X	
Fair: There is contact between managers and tourism operators, but this is largely confined to administrative or regulatory matters						X						
Poor: There is little or no contact between managers and tourism operators using the World Heritage site												X

Comments/ explanation

B3 - *For years are undertaken specific meetings with tour operators to improve their knowledge of the values regarding the WHL website.*

B8*-Tourism operators cooperate with the Tourist Organization of the Municipality of Kotor, but not with heritage institutes and organizations, so the visitors lack information about the World Heritage value.*

B11 – *Cruise Tourism - Promoting tourism through participation in tourism exhibitions of the Municipality of Corfu and the Ionian Islands Region. There is limited co-operation between those responsible for the World Heritage property and the tourism industry to present the Outstanding Universal Value and increase appreciation.*

Opportunities, recommendations and follow-up actions

B8*- Cooperation of tourism operators with heritage institutes and organizations should be enhanced.*

B11 *- There is a need for the Municipality of Corfu to raise awareness of tour operators by educational programmes. Transfer of technology with other UNESCO Monuments. There is a need to form a joint committee for co-operation between the Municipality of Corfu the21st Ephorate of Byzantine Antiquities, and tour operators.*

Conclusions

Regarding the commercial tour operators' contribution to World Heritage site management, at most sites there is limited cooperation between managers and tourism operators to enhance visitor

experiences and protect site values. Cooperation of tourism operators with heritage institutes and organizations should be enhanced. At some sites the need has been recognized to raise awareness among tour operators, and even to form a joint committee for cooperation.

21. Visitor opportunities
Have plans been developed to provide visitors with the most appropriate access and diversity of experience when visiting the World Heritage site?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Implementation of visitor management policies and programmes is based on research and monitoring into visitor use and requirements and the carrying capacity of the World Heritage site				-	X							
Good: Policies and programmes to enhance visitor opportunities are being implemented, but these are not based on research and monitoring of visitor use and requirements				-						X	X	X
Fair: Consideration has been given to policies and programmes to enhance visitor opportunities, but little or no action has been taken				-		X						
Poor: No consideration has been given to the provision of visitor opportunities to the World Heritage site				-					X			

Comments/ explanation

B3 - *Not determinable.*

B8*-Visitors are mostly provided with information about the towns of Kotor, Perast and Risan, situated within the protected area, but not about the region as a whole and its overall and other values.*

B11 – *Information given by the sites of the Municipality of Corfu (www.corfu.gr) and the Technical Chamber of Greece / Branch of Corfu (www.teekerk.gr). Using digital technology services: mobile phones with Internet access (via WIFI, GPRS, and 3G etc.) the user receives information everywhere. (Information for restaurants, tours, hotels, sightseeing, excursions- www.zoomcorfu.gr / another site of the Municipality of Corfu)*

Opportunities, recommendations and follow-up actions

B11 *- There is a need for relevant information from other cultural heritage sites. Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012)-Summary and Specification of Management Plan of the Old Town of Corfu.*

Conclusions

As for the visitor opportunities, providing visitors with the most appropriate access and diversity of experience when visiting the World Heritage site, there are different experiences. At most sites

policies and programmes to enhance visitor opportunities are implemented, but these are not based on research and monitoring of visitor use and requirements. (Using digital technology services is a positive example, but there is a lack of complete information about all the values of WHS).

22. Education and awareness programme
Is there a planned education programme that addresses all audiences (i.e. local communities as well as visitors)?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: There is a planned, implemented and effective education and awareness programme fully linked to the objectives and needs of the World Heritage site				-								
Good: There is a planned education and awareness programme, but there are still serious gaps either in the plan or in implementation				-	X						X	X
Fair: There is a limited and ad hoc education and awareness programme, but no overall planning				-		X			X	X		
Poor: There is no education and awareness programme				-								

Comments/ explanation

B3 - *Not determinable. A common level to all assets of the site is their didactic communication with school-age population in scientifically correct terms.*

B10 - *From 2000 to 2012 there was an educational plan for archaeology and conservation especially for university students. There are educational activities in special days, international days and national day.*

B11*–Educational programmes:1)Municipality of Corfu/ transnational – cross - border programs, 2) The Technical Chamber of Greece /Corfu Branch / (workshops, events, conferences), 3) 21st Ephorate of Byzantine Antiquities The existing museums run a number of educational programs for primary and secondary school pupils, 4)NGO, Scouts.*

Opportunities, recommendations and follow-up actions

B11 *- Strategic planning for education(Ministry of Education and Religious Affairs / Regional Directorate Primary and Secondary Training of Ionian Islands)/ Creation of School Network forward in the Ionian Heritage/(Stage of implementation)(2014)*

Conclusions

Concerning the existence of education programme that addresses all audiences (i.e. local communities as well as visitors) it is obvious that at no site an education and awareness programme is fully linked to the objectives and needs of the World Heritage site. At half of the sites there is a planned education and awareness programme, but there are still serious gaps either in the plan or in

implementation. At the other half there is a limited and ad hoc education and awareness programme, but no overall planning.

23. Access
Is visitor access sufficiently controlled? (For example, through patrols, and permits etc.)

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Visitor management systems are largely or wholly effective in controlling access to the site in accordance with objectives				-							X	
Good: Visitor management systems are moderately effective in controlling access to the site in accordance with objectives				-	X				X			
Fair: Visitor management systems are only partially effective in controlling access to the site in accordance with objectives				-		X						
Poor: Visitor management systems are ineffective in controlling access to the site in accordance with objectives Management and communities/neighbors				-						X		

Comments/ explanation

B3- *Not determinable. As already expressed the site covers 163 700 ha, it is not a specific site but a cultural landscape.*

B5 *- The flow of visitors is partially controlled at some specific sites, however, the site does not require any particular control, both for its nature , wide urban area , that for levels of tourists to date fully sustainable in the historic center.*

B10 -*E - ticketing system.*

B11 *- Due to the type of the monument there is no controlled entrance. Access to the site is free.*

Conclusions
There are different examples when the control of access to the site is concerned.

10.2.2.4 Management and involvement of communities

24. Local communities
Do local communities resident in or near the World Heritage site have input to management decisions

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Local communities directly and meaningfully participate in all relevant management decisions for the site				-								

Good: Local communities directly contribute to some relevant management decisions, but their involvement could be improved				-	X							X
Fair: Local communities have some input into discussions relating to management, but no direct involvement in decision-making				-		X			X	X		
Poor: Local communities have no input into decisions relating to the management of the World Heritage site				-							X	

Comments/ explanation

B3 - *Not determinable. Local communities are approached to the contents of the site through a work that aims to raise awareness and which materializes in the community maps. As about the involvement in decision-making, that takes place only through the local institutional level (Municipality).*

B11 – *From the Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012) the participation of residents in management decisions is not provided. On MP special attention is given to the active participation of the local community. Statutory participation in MP is the participation on the committee of representatives, though has not established, since the organizational scheme of the Body has not been completed. The local community participates through the Municipality of Corfu, where, for each management decision of the municipality is provided public consultation in accordance with the provisions of the "Kallikrates" Law.*

Conclusions

As for the input to management decisions of local communities resident in or near the World Heritage site, it is visible that at no site the local communities directly and meaningfully participate in all relevant management decisions for the site. In some cases they directly contribute to some relevant management decisions, but their involvement could be improved, or they have some input into discussions relating to management, but no direct involvement in decision-making. At one site the local communities have no input into decisions relating to the management of the World Heritage site.

25. Local people's welfare

Are there programmes developed by the World Heritage managers that consider local people's welfare whilst conserving the sites resources?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Programmes to enhance local, indigenous and/or traditional peoples' welfare, while conserving World Heritage site resources, are being implemented successfully				-								
Good: Programmes to enhance local, indigenous and/or traditional peoples welfare, while conserving World Heritage site resources, are being implemented, but could be improved				-	X	X					X	X

Fair: Programmes exist to enhance local, indigenous and/or traditional peoples welfare, while conserving World Heritage site resources, but are either inadequate or are not being implemented				-					X	X		
Poor: There are no programmes in place which aim to enhance local, indigenous and/or traditional peoples welfare				-								

Comments/ explanation

B3 *- Not determinable.*

B11 *–Urban Development Plan 2012-2015 -Regulation of outdoor advertising, Cleaning Regulation, Urban Function Regulation of the Old Town of Corfu(2007), Upgrading projects for public spaces and for historical buildings restoration.*

Opportunities, recommendations and follow-up actions

B11 –Inter institutional - Interdisciplinary Management Authority (M.A.) (March 2012) / Summary And Specification Of The Management Plan Of The Old Town Of Corfu. Smart grid- innovative technology, Green programs for historical buildings.

Conclusions

At most sites the programmes to enhance local, indigenous and/or traditional peoples welfare, while conserving World Heritage site resources, are implemented, but they could be improved. At few sites the programmes exist but are either inadequate or are not being implemented.

26. NEIGHBORing cultural heritage sites

Is there cooperation with neighboring cultural heritage sites owners and users?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: There is regular contact between managers and neighbouring cultural heritage sites owners and users, and substantial cooperation on management				-								
Good: There is contact between managers and neighbouring cultural heritage sites owners and users, but only some cooperation on management				-	X	X				X		
Fair: There is contact between managers and neighbouring cultural heritage sites owners and users, but little or no cooperation on management				-					X			
Poor: There is no contact between managers and neighbouring cultural heritage sites owners and users				-							X	X

Comments/ explanation

B3 - *Not determinable.*

B5 - *Alberobello hosted the workshop "La gestione e la tutela dei centri storici UNESCO nei piani urbanistici comunali", a joint project between the city of Matera and Alberobello. The project is included in the international debate on urban heritage and aligns the goals of World Heritage Cities Programme on the conservation and management of urban heritage through the implementation of new methodological approaches. The collaboration between the municipal governments has allowed working on two of the most important historic urban landscapes of the Italian territory. The collaboration between the two municipal administrations allowed to work on the project results will be shared with the Ministry of Heritage and Culture, in order to identify possible ways of comparison with other Italian and European historical centers UNESCO.*

B8*- There is contact with managers of World Heritage sites in other countries, mainly in the region, maintained through different projects and programmes.*

B11 *- There is no cooperation with neighboring or other cultural heritage sites. The only cooperation that exists is the one with other partners on cross-border and twinning programs.*

Opportunities, recommendations and follow-up actions

B11*– 1) INTERREG IV Greece – Italy 2007-2013, 2) INTERREG IV Greece – Albania 2007-2013, 3) IPA ADRIATIC 2007-2013 and 4) MED 2007-2013.*

Conclusions

At most sites there is contact between managers and neighbouring cultural heritage sites owners and users, but only some or no cooperation on management. In few cases there is no contact between them.

27. Conflict resolution

If conflicts between the World Heritage site and stakeholders arise, are mechanisms in place to help find solutions?

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
Very Good: Conflict resolutions mechanisms exist and are used whenever conflicts arise				-		X						
Good: Conflict resolutions mechanisms exist, but are only partially effective				-	X					X	X	X
Fair: Conflict resolution mechanisms exist, but are largely ineffective				-								
Poor: No conflict resolution mechanisms exist				-					X			

Comments/ explanation

B3 - *Not determinable.*

B11 – *Urban Function Regulation of the Old Town of Corfu (2007) (the regulation does not apply to the right extent) and The Department of the Old Town of CORFU 21st Ephorate of Byzantine Antiquities.*

Conclusions

As for conflict resolution, i.e. mechanisms in place to help find solutions if conflicts arise between the World Heritage site and stakeholders, at most cases such mechanisms exist, but they are only partially effective. In some cases they do not exist.

The "Final Report: Joint cross-border approach to sustainable management of the UNESCO World Heritage Sites on the Adriatic" has been prepared by the **Centre for Conservation and Archaeology of Montenegro,** within the project EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites.

A project coordinator on behalf of the Centre for Conservation and Archaeology of Montenegro was **Jasminka Grgurević.**

Project activities within the Working Package were realized with the coordination of external experts, EXPEDITIO Centre for Sustainable Spatial Development, Kotor, Montenegro [www.expeditio.org].