

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



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1. Introduction - about the EX.PO AUS project

The project **EX.PO AUS** (**EX**tension of **P**otentiality of **Adriatic UNESCO Sites**) 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: City of Dubrovnik, Region of Istria, City of Split, Province of Ferrara, Municipality of Ravenna – Art Museum of the City, Municipality of Alberobello; Aquileia Foundation, University of Primorska – Science and Research Centre; Centre for Conservation and Archaeology of Montenegro, Commission to Preserve National Monuments, Office of Administration and Coordination of Butrint and 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 some remarkable sites aspiring to obtain this recognition), which will be able to develop in a cross-border context, and diffuse highly qualitative technical and managerial competences by 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 innovation.

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

- cross-border development of concept and tools for sustainable management of UNESCO World heritage Sites;
- cross-border improvement of knowledge, techniques and technological support via exchange of information on best practices and techniques;
- realization of innovative pilot actions in 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.

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

2. UNESCO World Heritage Sites on the Adriatic and approach of the EX.PO AUS project

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 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.*¹

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 to *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*². By signing the Convention the countries recognize that the sites located on their national territory, and which have been inscribed on the **World Heritage List**, 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 in protection and conservation 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 has **1007** properties inscribed. 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.*³

¹World Heritage Information Kit, UNESCO World Heritage Centre, 2008

²Convention Concerning the Protection of the World Cultural and Natural Heritage, 1972

³Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC. 13/01, July 2013

2.2 UNESCO World Heritage Sites on the Adriatic

Fernand Braudel, a French historian famous for his work on the Mediterranean, held 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 combined to make the Adriatic a homogeneous world, extending beyond the coasts of the sea. Its civilization was profoundly complex, with western and eastern influences and elements which combined to give this frontier zone its own originality.⁴

The Adriatic Sea is an area of diverse and rich natural and landscape values. The Adriatic was 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 with cultural layers and remains of past cultures and valuable cultural heritage sites.

The cultural and natural heritage of the Adriatic includes the sites of Outstanding Universal Value inscribed on the UNESCO World Heritage List. Currently, about 30 UNESCO World Heritage Sites are found in the Adriatic Sea area. The EX.PO AUS focused on 14 of them, 11 already inscribed on the World Heritage List and 3 on the Tentative List.

The following UNESCO World Heritage Sites are included in the project:

1. The Trulli of Alberobello, Italy
2. Archeological Area of the Patriarchal Basilica of Aquileia, Italy
3. Butrint Archeological Park, Albania
4. Old Town Corfu, Greece
5. Old City of Dubrovnik, Croatia
6. Ferrara City of Renaissance and its Po Delta, Italy
7. Natural and Culturo-Historical Region of Kotor, Montenegro
8. Old Bridge Area of the Old City of Mostar, Bosnia and Herzegovina
9. Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč, Croatia
10. Ravenna, Italy (includes sites of: The Basilica of San Vitale, The Mausoleum of Galla Placidia, The Neonian Baptistery, The Adrian Baptistery, The Archiepiscopal Chapel, The Basilica of Sant’ Apollinare Nuovo, Theodoric’ Mausoleum and Basilica of Sant’s Apollinare in Classe)
11. Historical Complex of Split with the Palace of Diocletian, Croatia

Those on the World Heritage Tentative List include:

12. Piran cultural landscape with the salt pans of Secovlje and Strunjan, Slovenia
13. The Natural and Architectural Ensemble of Blagaj, Bosnia and Herzegovina
14. The Natural and Architectural Ensemble of Stolac, Bosnia and Herzegovina

⁴Fernand Braudel, *The Mediterranean and the Mediterranean World in the Age of Philip II, 1949/ 1972*

The present selection has been conditioned by the requirements of the project as being, on the one hand, 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 on 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, where as the Kotor region illustrates the interaction between coastal towns and their surroundings, as does Butrint, for all the differences in historical and natural setting. Bosnia and Herzegovina features in the project with several differing 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 humanised natural surroundings of its salt-pans. This harmony is in full swing in the city of Ferrara as well.⁵



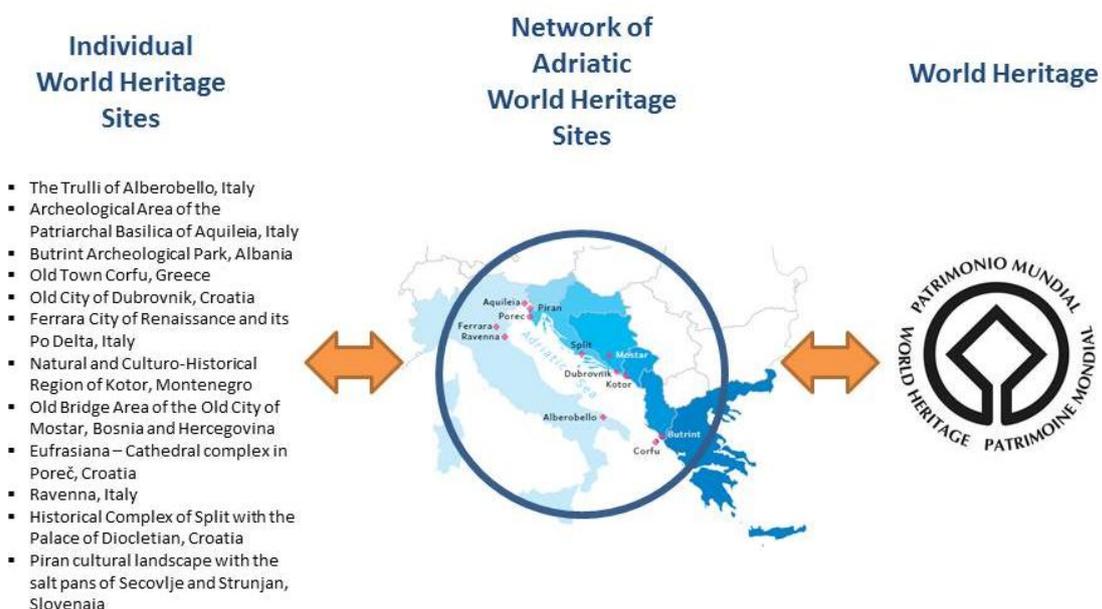
⁵EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites, project publication, 2013

2.3 Approach of the EX.PO AUS project to UNESCO World Heritage Sites on the Adriatic

As stressed by the Operational Programme of the IPA-Adriatic Cross-Border Cooperation⁶, the geographic and cultural proximity makes possible the intensification of multilateral relationships among Adriatic coastal regions to support local processes of harmonious growth, sustainable development and unity among peoples. Cultural heritage with strong identity characteristics was recognized as one of the main strengths of the Adriatic region.

The fact that the Adriatic area boasts numerous UNESCO World Heritage Sites, as well as the ones aspiring to this recognition, is an important indicator of the great effort made by the governments and local communities to preserve cultural and natural heritage of great value. At the same time, the World Heritage inscription should be considered as a starting point for promoting an integrated and pro-active strategy of preservation and economic development of the sites, which should involve a wide range of public and private actors.

The EX.PO AUS project intends, therefore, to conceive and experiment an innovative long-term strategy aimed at managing and valorizing the UNESCO World Heritage Sites of the Adriatic Sea, trying to introduce new ideas, tools and actions to conserve and manage the sites and achieve their sustainable economic development, including the ecological and energy efficiency considerations.



Individual World Heritage Sites in the Adriatic area have their own **protection and management systems** and strategies at national and local levels, but, at the same time, they are beyond national

⁶IPA ADRIATIC CROSS-BORDER COOPERATION PROGRAMME – Version as of 20/11/2013

borders as they have international dimension and belong to a World Heritage system. A joint cross-border approach to protection and management of these sites can contribute to protecting the Outstanding Universal Value of the sites individually and thereby of the overall Adriatic area value. The joint cross-border approach can help enhance the contribution of World Heritage Sites to social and economic development at the local and national level, making the sites, at the same time, a strong driver of development in the cross-border - Adriatic context. In that way, this approach is also to strengthen the competitiveness of the Adriatic area in relation to other geo-economic areas.

One of the specific objectives of the EX.PO AUS project is CROSS-BORDER DEVELOPMENT OF CONCEPTS AND TOOLS FOR A SUSTAINABLE MANAGEMENT OF THE UNESCO SITES, by addressing the key topics of the management plan of a UNESCO site as a framework for a pro-active strategy of valorization and economic development of a territory.

3. Framework for the protection and management of World Heritage

3.1 Heritage and sustainable development

As one of the most important concepts of our time, **sustainable development** refers to a pattern of resource use that balances the fulfillment of basic human needs with the **wise use of finite resources, so that they can be passed on to future generations** for their use and development. Since the Rio Earth Summit in 1992, the paradigm of sustainable development has been broadened to include three constituent but mutually supportive elements: **environmental protection, economic growth and social equity**. The Johannesburg World Summit on Sustainable Development (2002) recognized **cultural diversity as the fourth pillar of sustainable development**, alongside the economic, social and environment pillars. The importance of an **effective system of governance** has also been stressed, including a **participatory, multi-stakeholder approach** to policy and implementation.

Sustainable development is today the universally agreed and global goal of development policies at local, national and global levels.

In order to face new global challenges, cultural heritage cannot 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’⁷. 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**’.⁸*

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).*

⁷The Paris Declaration On heritage as a driver of development, ICOMOS, 2011

⁸The Paris Declaration On heritage as a driver of development, ICOMOS, 2011

2. As the **possible contribution that heritage and heritage conservation can make to the environmental, social and economic dimensions of sustainable development (instrumental)**.⁹

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.

3.2 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 **identification, protection, conservation, presentation and transmission to future generations of cultural and natural heritage of Outstanding Universal Value**.¹⁰

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. But 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 inscribed on the World Heritage List and considered as having the Outstanding Universal Value if they meet:

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

⁹World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013

¹⁰In 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.

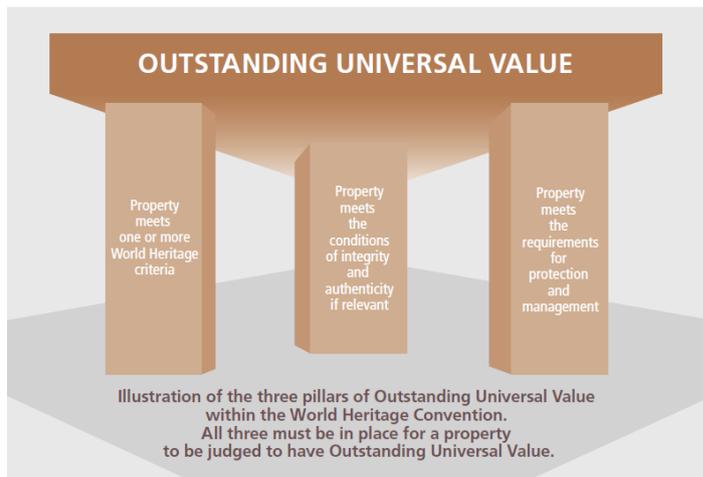


Diagram: Three pillars of Outstanding Universal Value. *Source: World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

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.¹¹

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.¹²

3.3 Management system of World Heritage Sites

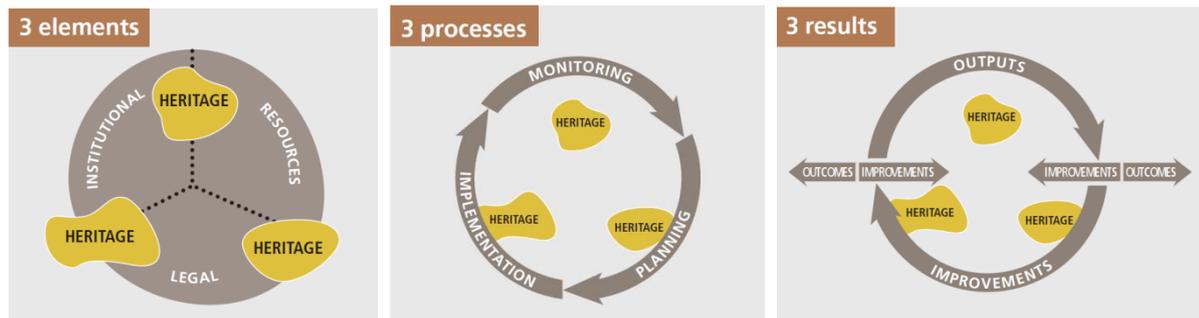
A management system of World Heritage Site is a system set up in order to achieve the effective protection of the heritage values of a cultural property for present and future generations.

According to *World Heritage Resource Manual - Managing Cultural World Heritage* there are nine components that are common to all heritage management systems:

¹¹*Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC. 13/01, July 2013*

¹²*World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

- 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*

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

For the 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**, like historic 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 of cases, there may be a **variety of entities involved in management** of the property and the buffer zone, and decision-making process in this scenario becomes even more complex and a new decision-making platform is a prerequisite.

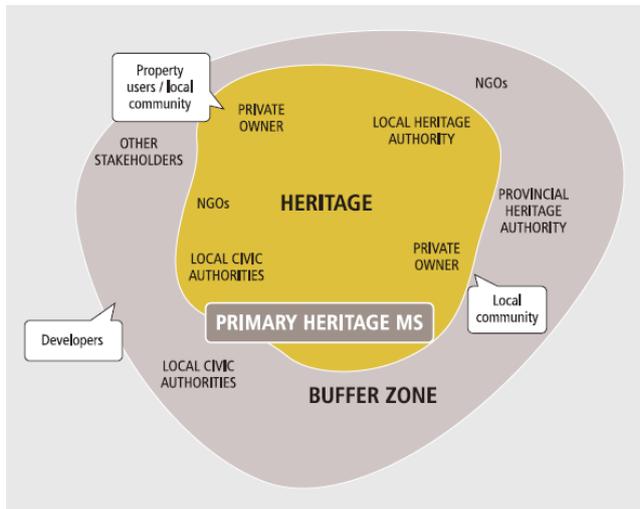


Diagram: Management scenario with a variety of entities involved, *Source: World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

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 **management plan** is documenting 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.

4. 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.

4.1 Basic starting points for the managing of World Heritage Sites

Basic starting points important for the management of cultural heritage in general and World Heritage, based on internationally accepted approaches, knowledge and local experience, can be summarized into following:

- **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 separated from development activities, isolated from social changes that are occurring, or separated 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.

The concept of EX.PO AUS project was based on this starting point. Contribution to this aspect is made through all different project activities.

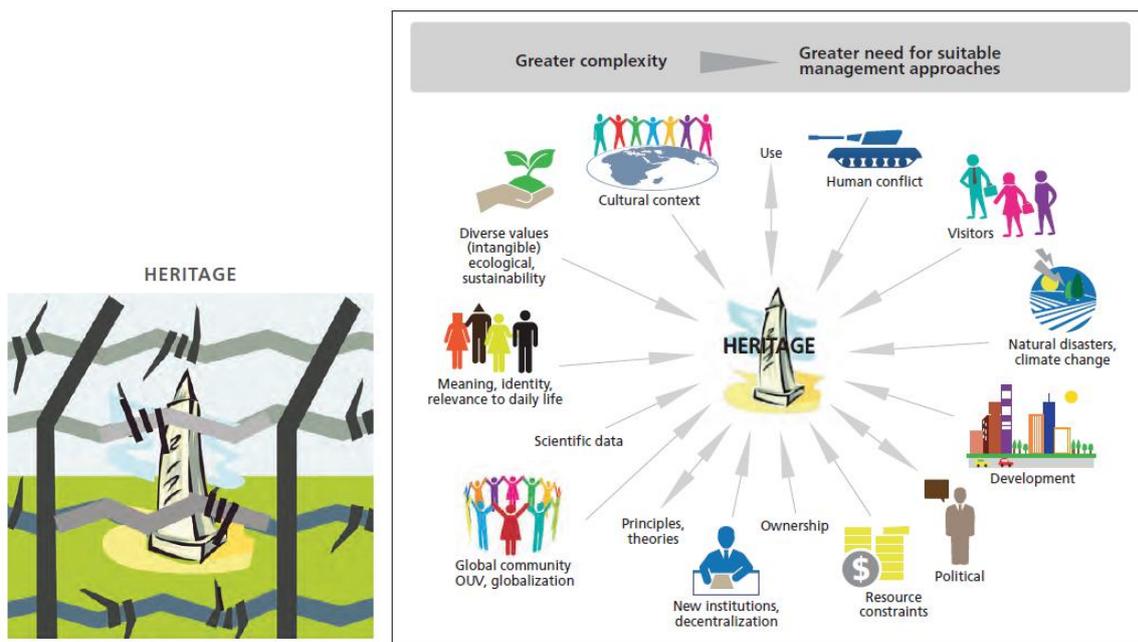


Diagram 1: The result of heritage management if viewed solely as a question of custodianship and guardianship

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

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

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 significant **contribution that heritage and heritage conservation can make to the environmental, social and economic dimensions** of sustainable development.

Special attention to this issue was given in the EX.PO AUS project through all the activities, especially those related to management planning and pilot projects.

▪ **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.

The principle of value-led approach is embodied in the management planning process promoted through the EX.PO AUS project.

- **Managing a changing historic environment**

The management of the historic 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.

Within the management planning process encouraged through the EX.PO AUS project this issue was taken into consideration.

- **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 mankind as a whole, involving an international element in management.*¹³

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.

4.2 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.

¹³World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013

There are number of issues that need to be taken into consideration, in order to have sustainable and effective management system:

- **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 para 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 different and competing needs more effectively, and to locate new forms of support which are likely to reinforce the heritage values.¹⁴*

These issues were emphasized during the implementation of EX.PO AUS project activities, in reports prepared and during the local and cross-border workshops on preparation of management plans and in a publication that is to be published.

A responsive, effective and complete heritage management system should be able to meet also 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:**

- *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.*

¹⁴World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013

- *The need to **address the management changes and challenges** that could arise from inscription on 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 visitor 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.¹⁵*

These specific issues were shared with the stakeholders at the local and cross-border workshops on preparation of management plans and will be also presented in a publication about management plans that is to be published.

4.3 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

¹⁵World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013

- **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 partners¹⁶.
- 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**

¹⁶ *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.*

4.4 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**

5. References

- Convention Concerning the Protection of the World Cultural and Natural Heritage, 1972
- Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC. 13/01, July 2013
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- World Heritage Paper 23 - Enhancing our Heritage Toolkit /Assessing management effectiveness of natural World Heritage sites, 2008
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