Report: Assessing and monitoring the management effectiveness of the UNESCO World Heritage Sites on the Adriatic

Center for Conservation and Archaeology of Montenegro

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Contents

1. Introduction

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: 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 project** is to set up a cooperative network between the UNESCO 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 in order to achieve sustainable valorization of the sites mentioned based on high levels of managerial, technological, and energy innovation.

To achieve this strategic aim, several Work Packages with different activities are planned; one of them is **WP 3 – Cross-Border Sustainable Management of the Adriatic UNESCO Sites**. Coordinator of this working project is Centre for Conservation and Archaeology of Montenegro. Within this working project, aiming to define an **Inter-Adriatic joint approach to the sustainable valorization of the UNESCO Sites**, several activities are foreseen.

One of the activities within WP3 was "elaboration and testing in the concrete cases of each area of check list and indicators to monitor the effectiveness of the management process". In order to achieve this, the following activities were realized:
- Analysis of existing methods for assessing and monitoring of management effectiveness
- Defining methodology that would be used in the project
- Designing a questionnaire with a check list and indicators and distributing it to project partners
- Analysis of questionnaires
- Analysis of other material, including UNESCO's Periodic Reporting
- Final processing of material and preparation of Report

This report "Assessing and monitoring the management effectiveness of the UNESCO World Heritage Sites on the Adriatic" presents the results of conducted activities.

2. 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*[1].

*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.*[2]

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.

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.

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[1]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

[2]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

2.1 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.

2.2 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.
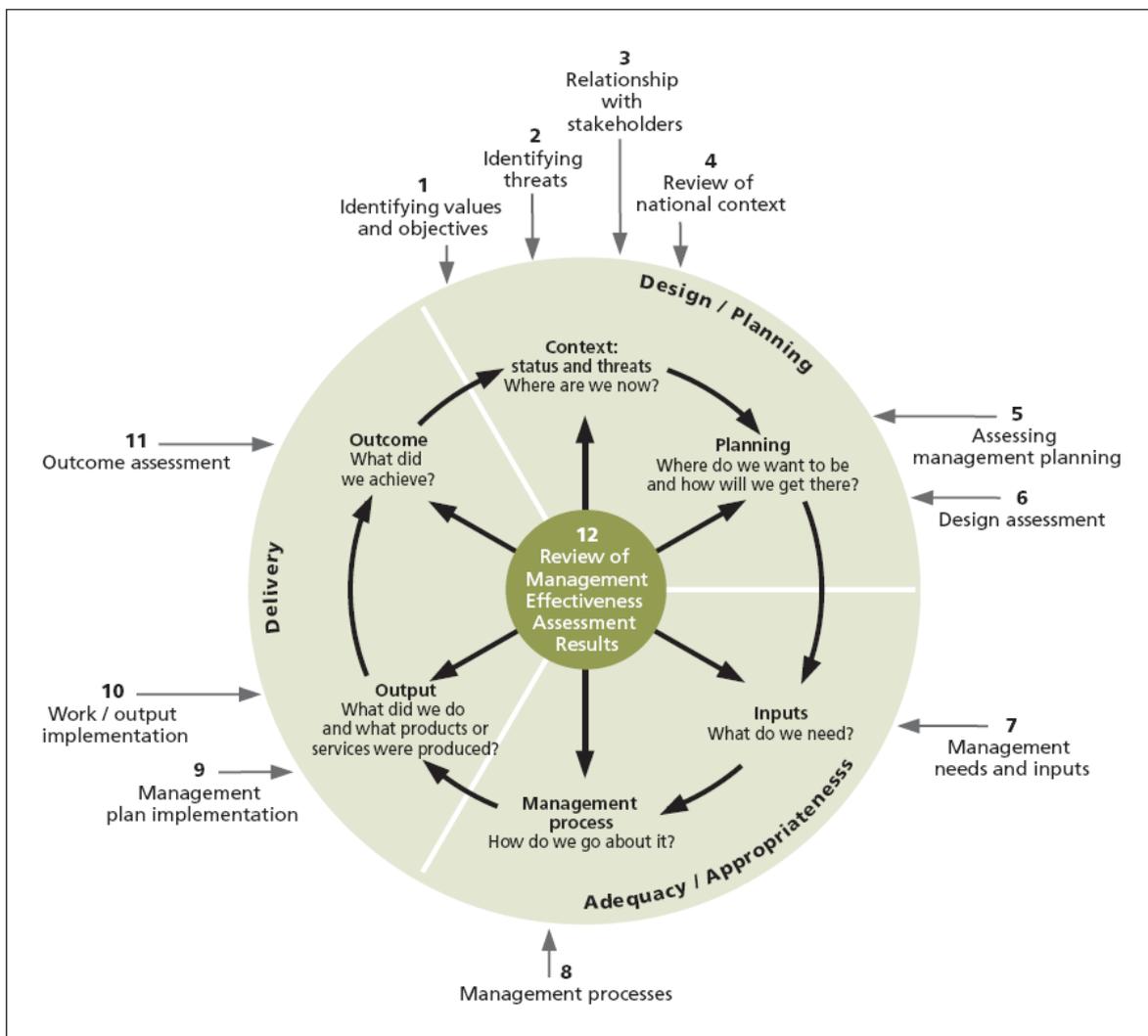
Figure 2.1: Relationship of tools in the toolkit to the WCPA Management Effectiveness Framework.

2.3 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
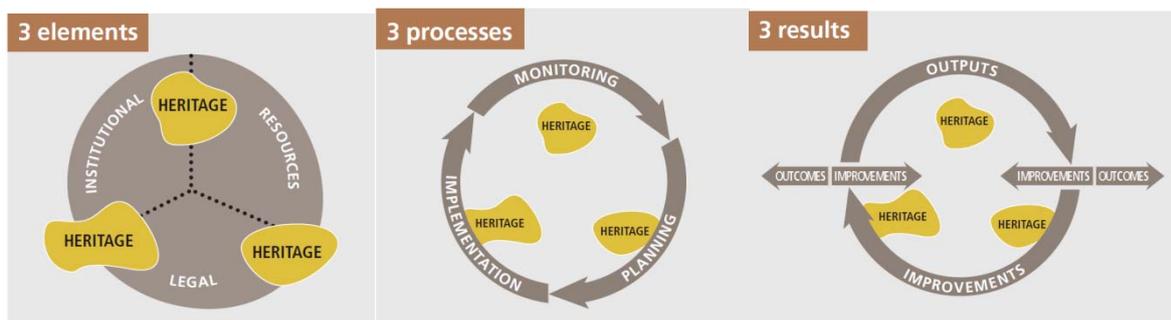
Diagrams: Elements of management system. *Source: World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013*

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[3]. Although it has been developed with a focus on natural properties, the initiative also has potential value as a tool to assist cultural properties.

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[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.), p. 81

3. 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*.

4. 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.[4]

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.

4.1   Analysis of issues related to monitoring for EX.PO AUS sites

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 State Countries, regarding the sites included in the EX.PO AUS project.

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[4]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 Secovlje 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.

4.1.1 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.

4.1.2 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?

4.8.2 Are 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**.

4.1.3 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.

4.1.4 Implementation of recommendations arising from the World Heritage Committee

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

4.8.4 Has the State Party implemented relevant recommendations arising from the World Heritage Committee?	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	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.

5. 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

5.1 Analysis of the Tool 5 - Assessment of Management Planning

5.1.1 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.

5.1.2 Adequacy of Primary Planning Document

5.1.2.1 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.

5.1.2.2 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.

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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.

5.1.2.3 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 [5](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 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

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

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.

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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.

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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 reffers 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.

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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.

5.1.2.4 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.

5.1.2.5 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*

5.1.2.6 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 Aquigleia 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.*

5.2 Analysis of the Tool 8 - Assessment of Management Processes

5.2.1 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.

5.2.2 Assessment of Management Processes

5.2.2.1 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).

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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			

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

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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.

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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[6]

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

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[6]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.

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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.

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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	

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

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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

Regarding financial management, in most sites is adequate but could be improved or poor and constrains effectiveness. Just in one site financial management is excellent and contributes to effective management of the site.

5.2.2.2 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.

5.2.2.3 Management and tourism

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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).

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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.

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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.

5.2.2.4 *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				-								

Answer/ Partner	LB	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11
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) <u>the participation of residents in management decisions is not provided</u>. 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

									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.

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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.

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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)* (<u>the regulation does not apply to the</u> <u>right extent) and</u> *The Department of the Old Town of CORFU 21st Ephorate of Byzantine Antiquities.*

<u>**Conclusions**</u>
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.

6. Conclusions

After analyzing the data from the UNESCO's Periodic Reporting and two tools from the *Enhancing our Heritage Toolkit* (Tool 5 - Assessment of Management Planning and Tool 8 - Assessment of Management Processes) the following can be concluded:

- Questionnaires for the UNESCO's Periodic Reporting have revealed that:
  o **Monitoring programmes** at the properties, directed towards management needs and/or improving the understanding of Outstanding Universal Value, **must be improved**, given that at the majority of sitesthere is a small amount of monitoring, or it is not planned or directed towards management needs and/or improving the understanding of Outstanding Universal Value
  o 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 propertyis maintained. At some sites these indicators **need to bedefined** and introduced into the management system, while at the sites that have them the **monitoring of the status of indicators could be improved.**
  o 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
- By analyzing the tools from the *Enhancing our Heritage Toolkit* the following could be concluded:
  o **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 adequate and appropriate policy environment for the management of the World Heritage Sites. However, **the main problem** in most cases is **implementation of plans**. Implementation, monitoring and process of revision of the plan must be enhanced.
  o One of the biggest challenges for a management system functioning is the **existence and operation of a clearly defined management structure** and management mechanism. In many cases management bodies have been recognized and identifies, but they are not functioning.
  o Another obvious challenge is **collaboration of different actors**, involvement of all stakeholders, **involvement of local community** and a greater engagement of all the stakeholders in management decisions.
  o There is a need to improve **monitoringa**, and **financial mechanisms**
  o **Tourism and visitor management** need to be improved
  o 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 territorial and administrative sense. smislu su isto slozenij.

- o In some cases a management system established for the protected are does not address to a sufficient level the **buffer zone**, and this should be improved.

Questionnaires from the UNESCO's Periodic Reporting and 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*have been tested within the project they proved to be very useful. However, they are large in volume and to complete them is time consuming.

The process of assessing and monitoring management effectiveness is a very important link in the management system ofWold Heritage sites, and it should primarily be used to assist managers to work aseffectively as possible and to give inputs for enhancing 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 of the State Parties towards 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 regular bases.

7. Annexes

7.1 Annex 1 - TOOL 5 - Assessment of Management planning

Site name	
Country	
Institution	
Person filling in questionnaire	
Position	
Date	

Management Planning Information Sheet				
Name of plan	Level of approval Level of approval (L, G, A, SA, D)*	Year of preparation, or most recent review	Year specified for next review	Comments/Explanation
	See key below for details of rating system			*Comments should concentrate on the adequacy, currency and integration of the plan with other planning instruments*

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	

Adequacy of Primary Planning Document

Name of document assessed: ....

Question	Possible responses	Rating	Comments/ Explanation	Opportunities, recommendations and follow-up actions
Issue being assessed	*Choose one of the four responses, ranked from Very Good to Poor. The questions and responses can be refined to suit individual site needs*	*Tick box* **X**	*Add any comments or explanations as to why the assessment was made*	*Discuss any recommendations or next steps in terms of actions which need to betaken following this assessment*
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?	**Very Good:** Desired outcomes are explicitly articulated			
	Good: Desired outcomes are reasonably articulated			
	Fair: Desired outcomes are not clearly articulated but are implied or can be inferred from plan objectives			
	Poor: Plan focuses more on actions and doesn't indicate the desired outcomes for the			

	site			
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?	**Very Good**: Desired future is expressed in a way that provides clear guidance for addressing new issues and opportunities			
	Good: Desired future is expressed in a way that gives some guidance for addressing new issues and opportunities			
	Fair: Desired future is not clearly articulated and provides only limited guidance for addressing new threats and opportunities			
	Poor: Plan focuses more on present issues and doesn't provide guidance for addressing new threats and opportunities			
3. Does the plan provide for a process of monitoring, review and adjustment during the life of the plan?	**Very Good:** Plan provides a clear, explicit and appropriate process for monitoring, review and adjustment			
	Good: Provisions for monitoring, review and adjustment of the plan are present but are incomplete, unclear or inappropriate in some minor respects			
	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			
Planning context				
4. Does the plan provide an adequate and appropriate policy environment for management of the World Heritage site?	**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			
	Good: Policy requirements for the site are identified and policies are largely adequate and appropriate although there are gaps			
	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			
5. Is the plan integrated/linked to other significant national/regional/ sectoral plans that influence management of the World Heritage site?	**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			

	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			
	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			
Plan Content				
	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			
6. Is the plan based on an adequate and relevant information base?	**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)			

	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			
	Poor: Very little information relevant to plan decisions exists			
7. Have the values for the site been identified in the plan and linked to the management objectives and desired outcomes for the site?	**Very Good:** The site values have been clearly identified and linked to well-defined management objectives and desired outcomes for the site			
	Good: The site values have been reasonably identified and linked to management objectives and desired outcomes for the site			
	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			
8. Does the plan address the primary issues facing management of the World Heritage area within the context	**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)			

of the desired future of the site?	**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			
	Fair: Some significant issues for the site are not addressed in the plan or the issues are not adequately addressed			
	Poor: Many significant issues are not addressed or are inadequately dealt with in the plan			
9. Are the objectives and actions specified in the plan represented as adequate and appropriate response to the issues?	**Very Good**: Objectives and actions are adequate and appropriate for all issues			
	Good: Objectives and actions are adequate and appropriate for most issues			
	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			

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?	**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			
	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			
	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			
	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			
11. Does the plan take account of the needs and interests of local and indigenous communities living in or around the World	**Very Good**: Plan identifies the needs and interests of local and indigenous communities and has taken these into account in decision-making			

Heritage site?	**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			
	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			
	Poor: No apparent attention has been given to the needs and interests of local and indigenous communities			
12. Does the plan take account of the needs and interests of other stakeholders involved in the World Heritage site?	**Very Good**: Plan identifies the needs and interests of other stakeholders and has taken these into account in decision-making			
	Good: Plan identifies the needs and interests of other stakeholders, but it is not apparent that these have been into account in decision-making			
	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			
13. Does the plan provide adequate direction on management actions that should be undertaken in the World Heritage site?	**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			
	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			
	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			
	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			

14. Does the plan identify the priorities amongst strategies and actions in a way that facilitates work programming and allocation of resources?	**Very Good**: Clear priorities are indicated within the plan in a way that supports work programming and allocation of resources			
	Good: Priorities are generally indicated making their use for work programming and resource allocation adequate most of the time			
	Fair: Priorities are not clearly indicated but may be inferred for work programming and resource allocation			
	Poor: There is no indication of priorities in the plan so that the plan cannot be used for work programming and resource allocation			
Analysis and conclusions				
Gaps and challenges				
Opportunities, recommendations and follow-up actions				

7.2 Annex 2 - TOOL 8 - Assessment of Management Processes

Site name	
Country	
Institution	
Person filling in questionnaire	
Position	
Date	

Management Planning Information Sheet				
Name of plan	Level of approval Level of approval (L, G, A, SA, D)*	Year of preparation, or most recent review	Year specified for next review	Comments/Explanation
	See key below for details of rating system			*Comments should concentrate on the adequacy, currency and integration of the plan with other planning instruments*

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

Assessment of Management Processes

Management area	Possible responses	Rating	Comments/ explanation	Opportunities, recommendations and follow-up actions
Management standards relevant to the site	*Four responses are given which describe best practice in relation to the management standard and which can be rated from **Very Good** to **Poor**. Choose the one most appropriate to the situation in the World Heritage site.*	***X***	*Add details of why the assessment was made*	*Discuss future actions that may, if necessary, improve performance relating to this management issue*
Management structures and systems				
1. WORLD HERITAGE VALUES Have values been identified and are these linked to management objectives?	**Very Good:** The World Heritage site has agreed and documented values and the management objectives fully reflect these		*Include details of the type of planning instrument being used (i.e. 10-year management)*	
	Good: The World Heritage site has agreed and documented values, but these are only partially reflected in the management objectives			
	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			
2. MANAGEMENT PLANNING Is a plan and is it being implemented?	**Very Good**: An approved management plan exists and is being fully implemented			
	Good: An approved management plan exists, but it is only being partially implemented because of funding constraints or other			

	problems (please state)			
	Fair: A plan is being prepared or has been prepared but is not being implemented			
	Poor: There is no plan for managing the World Heritage site			
3. PLANNING SYSTEMS Are the planning systems appropriate, i.e. participation, consultation, review and updating?	**Very Good**: Planning and decision-making processes are excellent			*Consider opportunities for adjacent landholders and stakeholders to influence management planning, and whether details of the schedule, process for periodic review and updating of the management plan exist.*
	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			
	Fair: There are some planning and decision-making processes in place, but these are either inadequate or are not carried out			
	Poor: Planning and decision-making processes are deficient in most aspects			
4. REGULAR WORK PLANS Are there regular work plans or other planning tools?	**Very Good**: Regular work plans exist, actions are monitored against planned targets, and most or all prescribed activities are completed		*Include details of the type of planning instrument being used (i.e. annual work plan, tourism plan)*	
	Good: Regular work plans exist and actions are monitored against planned targets, but many activities are incomplete			
	Fair: Regular work plans exist but activities are not monitored against the plan's targets			
	Poor: No regular work plans exist			

5. MONITORING AND EVALUATION Are management activities monitored against performance?	**Very Good**: A good monitoring and evaluation system exists, is well implemented, and used for adaptive management			
	Good: There is an agreed and implemented monitoring and evaluation system of management activities, but results are not systematically applied to management			
	Fair: There is some ad hoc monitoring and evaluation of management activities, but no overall strategy and/or no regular collection of results			
	Poor: There is no monitoring and evaluation of management activities in the World Heritage site			
6. REPORTING Are all the reporting requirements of the World Heritage site fulfilled?	**Very Good**: Site managers fully comply with all reporting needs and have all the necessary information for full and informative reporting			
	Good: Site managers fully comply with all reporting needs, but do not have all the necessary information for full and informative reporting			
	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			
	Poor: There is no reporting on the World Heritage site			
7. MAINTENANCE OF EQUIPMENT Is equipment adequately	**Very Good**: Equipment and facilities are well-maintained and an equipment maintenance plan is being implemented			

maintained?	**Good**: There is basic maintenance of equipment and facilities. If a maintenance plan exists it is not fully implemented		
	Fair: There is some ad hoc maintenance, but a maintenance plan does not exist or is not implemented		
	Poor: There is little or no maintenance of equipment and facilities, and no maintenance plan		
8. MAJOR INFRASTRUCTURE Is management infrastructure (e.g. roads, offices, fire towers) adequate for the needs of the site?	**Very Good**: Management infrastructure is excellent and appropriate for managing the site		
	Good: Management infrastructure is adequate and gen- erally appropriate for the site		
	Fair: Management infrastructure is often inadequate and/or inappropriate for the site		
	Poor: Management infrastructure is inadequate and/or inappropriate for the site		
9. STAFF EQUIPMENT AND FACILITIES Are the available facilities (e.g. vehicles, GPS, staff accommodation) suitable for the management requirements of the site?	**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		
	Fair: Inadequate staff facilities and equipment constrain achievement of some management objectives		
	Poor: Inadequate staff facilities and equipment mean that achievement of major objectives is constrained		
10. STAFF/ MANAGEMENT COMMUNICATION Do staff have the opportunity to	**Very Good**:Staff directly participate in making decisions relating to management of the site at both site and man- agement authority level		

feed into management decisions?	**Good**: Staff directly contribute to some decisions relating to management			
	Fair: Staff have some input into discussions relating to management, but no direct involvement in the resulting decisions			
	Poor: There are no mechanisms for staff to input into decisions relating to the management of the World Heritage site			
11. PERSONNEL MANAGEMENT How well are staff managed?	**Very Good**: Provisions to ensure good personnel management are in place		*Include details of the types of personnel management systems that are in place*	*For example, job descriptions, staff appraisals, grievance procedures, promotion plans, insurance*
	Good: Although some provisions for personnel management are in place, these could be improved			
	Fair: There are minimal provisions for good personnel management			
	Poor: There are no provisions to ensure good personnel management			

12. STAFF TRAINING Are staff adequately trained?	**Very Good**: Staff training and skills are appropriate for the management needs of the site, and for anticipated future needs			
	Good: Staff training and skills are adequate, but could be further improved to fully achieve management objectives			
	Fair: Staff training and skills are low relative to the management needs of the site			
	Poor: Staff lack the skills/training needed for effective site management			
13. LAW ENFORCEMENT Do staff have the capacity to enforce legislation?	**Very Good**: The staff have excellent capacity/resources to enforce legislation and regulations			*For example, lack of skills, no patrol budget, staff management problems*
	Good: The staff have acceptable capacity/resources to enforce legislation and regulations, but some deficiencies remain			
	Fair: There are major deficiencies in staff capacity/resources to enforce legislation and regulations			
	Poor: The staff have no effective capacity/resources to enforce legislation and regulations			
14. FINANCIAL MANAGEMENT Does the financial management system meet critical management needs?	**Very Good:** Financial management is excellent and contributes to effective management of the site		*Include details on whether audits are regularly carried out*	*For example, the timely release of funds for the financial year*
	Good: Financial management is adequate but could be improved			

	Fair: Financial management is poor and constrains effectiveness		
	Poor: Financial management is poor and significantly undermines effectiveness of the World Heritage site		

Resource management				
15. MANAGING RESOURCES Are there management mechanisms in place to control inappropriate land uses and activities?	**Very Good**: Mechanisms for controlling inappropriate land use and activities in the World Heritage site exist and are being effectively implemented			
	Good: Mechanisms for controlling inappropriate land use and activities in the World Heritage site exist, but there are some problems in effectively implementing them			
	Fair: Mechanisms for controlling inappropriate land use and activities in the World Heritage site exist, but there are major problems in implementing them effectively			
	Poor: There are no management mechanisms for controlling inappropriate land use and activities in the World Heritage site			
16. RESOURCE INVENTORY Is there enough information to manage the World Heritage site?	**Very Good**: Information is sufficient to support planning and decision-making and is being updated		*Detail which areas (i.e. tourism, conservation, planning) have either sufficient or deficient information resources.*	
	Good: Information is sufficient for some areas of planning/decision making and plans exist (e.g. research and monitoring) to fill data gaps			
	Fair: Some information is available but this is insufficient to support planning and decision-making and further data gathering is not being carried out			
	Poor: There is little or no information available			

17. RESEARCH Is there a programme of management orientated survey and research work?	**Very Good**: There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs			
	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.			
	Poor: There is no research taking place directed towards the needs of World Heritage site management			
19. CULTURAL/ HISTORICAL RESOURCE MANAGEMENT Are the site's cultural resources adequately managed?	**Very Good**: Requirements for management of cultural/historical values are being substantially or fully implemented			
	Good: Requirements for management of cultural/historical values are only being partially implemented			
	Fair: Requirements for management of cultural/historical values are known, but are not being implemented			
	Poor: Requirements for management of cultural/historical values have not been assessed and/or active management is not being undertaken			
Management and tourism				
20. VISITOR FACILITIES Are visitor facilities (for tourists, pilgrims etc.) adequate?	**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			
	Fair: Visitor facilities and services are inappropriate for current levels of visitation			

	Poor: There are no visitor facilities and services despite an identified need			
21. COMMERCIAL TOURISM Do commercial tour operators contribute to World Heritage site management?	**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			
	Fair: There is contact between managers and tourism operators, but this is largely confined to administrative or regulatory matters			
	Poor: There is little or no contact between managers and tourism operators using the World Heritage site			
22. VISITOR OPPORTUNITIES Have plans been developed to provide visitors with the most appropriate access and diversity of experience when visiting the World Heritage site?	**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			
	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			
	Fair: Consideration has been given to policies and programmes to enhance visitor opportunities, but little or no action has been taken			
	Poor: No consideration has been given to the provision of visitor opportunities to the World Heritage site			
23. EDUCATION AND AWARENESS PROGRAMME Is there a planned education	**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			

programme that addresses all audiences (i.e. local communities as well as visitors)?	**Good**: There is a planned education and awareness programme, but there are still serious gaps either in the plan or in implementation			
	Fair: There is a limited and ad hoc education and awareness programme, but no overall planning			
	Poor: There is no education and awareness programme			
24. ACCESS Is visitor access sufficiently controlled? (For example, through patrols, and permits etc.)	**Very Good**: Visitor management systems are largely or wholly effective in controlling access to the site in accordance with objectives			
	Good: Visitor management systems are moderately effective in controlling access to the site in accordance with objectives			
	Fair: Visitor management systems are only partially effective in controlling access to the site in accordance with objectives			
	Poor: Visitor management systems are ineffective in controlling access to the site in accordance with objectives Management and communities/neighbours			
Management and involvement of communities				
25. LOCAL COMMUNITIES Do local communities resident in or near the World Heritage site have input to management decisions	**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			
	Fair: Local communities have some input into discussions relating to management, but no direct involvement in decision-making			

	Poor: Local communities have no input into decisions relating to the management of the World Heritage site			
27. LOCAL PEOPLE'S WELFARE Are there programmes developed by the World Heritage managers that consider local people's welfare whilst conserving the sites resources?	**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			
	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			
	Poor: There are no programmes in place which aim to enhance local, indigenous and/or traditional peoples welfare			

28. NEIGHBOURing CULTURAL HERITAGE SITES Is there cooperation with neighbouring cultural heritage sites owners and users?	**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			
	Fair: There is contact between managers and neighbouring cultural heritage sites owners and users, but little or no cooperation on management			
	Poor: There is no contact between managers and neighbouring cultural heritage sites owners and users			
29. CONFLICT RESOLUTION If conflicts between the World Heritage site and stakeholders arise, are mechanisms in place to help find solutions?	**Very Good**: Conflict resolutions mechanisms exist and are used whenever conflicts arise			
	Good: Conflict resolutions mechanisms exist, but are only partially effective			
	Fair: Conflict resolution mechanisms exist, but are largely ineffective			
	Poor: No conflict resolution mechanisms exist			

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