

Cross-border Report on Management of the UNESCO World Heritage Sites on the Adriatic



Center for Conservation and Archaeology of Montenegro

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1. Introduction

1.1 About the EX.PO AUS project

The project **EX.PO AUS** (**EX**ension of **P**otentiality of **A**driatic **UNESCO** **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 EX.PO AUS project is to set up a network between the UNESCO World Heritage Sites of the Adriatic Sea area (including some remarkable sites aspiring to obtain this recognition), which will be able to develop in a cross-border context, and diffuse highly qualitative technical and managerial competences by the various public and private actors involved, with the aim of pursuing a joint long term strategy for the sustainable development of the sites based on high levels of managerial, technological, and energy innovation.

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

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

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

1.2 Cross-border Report on Management of the UNESCO World Heritage Sites on the Adriatic

Within the EX.PO AUS project theCenter for Conservation and Archaeology of Montenegrois, as a partner, responsible for coordination and implementation of **WP3 – Cross-border Sustainable Management of the Adriatic UNESCO Sites**.

Within the WP3, the Center for Conservation and Archaeology of Montenegro has been responsible for analyzing the situation regarding management of the UNESCO World Heritage Sites included in the project, with the specific focus on Management Plans preparation and implementation. The relationbetween a management plan and other tools of urban and territorial planning, as well as between the plan and a development dynamics of a territory needed to be anylized. After that, an inter-Adriatic joint approach to sustainable valorization of sites was to be defined,accompanied by cross-border seminars of high education focused on management plans and their implementation. Furthermore, a research on the best ways of efficient management of a site (e.g. elaboration of check-lists of indicators) was to be developed.

In respect of that, the Center for Conservation and Archaeology of Montenegrocreated an **Informative grid** to be used by all the partners to describe the **state of preparation and/or implementation of management plans** in various areas. A draft Informative grid was presented to project partners at the kick off meeting in Dubrovnik. The informative grid template (Annex 6.1)has been distributed to partners in order to obtain information.

Project partners included in the project, who fullfilled Informative Grid and forwarded it to us, are as follows:

LB	City of Dubrovnik
B1	Region of Istria
B2	City of Split
B3	Province of Ferrara
B4	Municipality of Ravenna – Art Museum of the City
B5	Municipality of Alberobello
B6	Aquileia Foundation
B7	University of Primorska, Science and Research Centre
B8	Center for conservation and archaeology of Montenegro
B9	Commission to Preserve National Monuments
B10	Office of Administration and Coordination of Butrint
B11	Municipality of Corfu

The collected material was analyzed and prepared in the form of a cross-border report.

2. UNESCO World Heritage Sites on the Adriatic

2.1 UNESCO World Heritage Sites

*Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage is both irreplaceable sources of life and inspiration. They are our touchstones, our points of reference, our identity. What makes the concept of **World Heritage** exceptional is its universal application. World Heritage sites belong to all the peoples of the world, irrespective of the territory on which they are located.*¹

The United Nations Educational, Scientific and Cultural Organization (UNESCO) adopted the **Convention concerning the Protection of World Cultural and Natural Heritage** in 1972, with the aim to establishing an effective system of collective protection of the cultural and natural heritage of outstanding universal value, organized on a permanent basis and in accordance with modern scientific methods². By signing the Convention the countries recognize that the sites located on their national territory, and which have been inscribed on the **World Heritage List**, without prejudice to national sovereignty or ownership, constitute a **world heritage 'for whose protection it is the duty of the international community as a whole to cooperate'**. States and local communities have therefore a great responsibility in protection and conservation for future generations.

World Heritage sites are inscribed on the **World Heritage List**, list of the most outstanding cultural and natural heritage sites from an international viewpoint, which currently includes **1007** properties. World Heritage sites are cultural heritage monuments, groups of buildings, sites and natural heritage features, geological and physiographical formations, site which are of Outstanding Universal Value.

***Outstanding Universal Value** means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. As such, the permanent protection of this heritage is of the highest importance to the international community as a whole.*³

2.2 UNESCO World Heritage Sites on the Adriatic

The Adriatic Sea is an area of diverse and rich natural and landscape value. The Adriatic was a crossroad of diverse civilizations, main thoroughfare for Greeks, Romans, and Venetians, so it is no wonder that a valuable and diverse cultural heritage sites rims the shores of Italy, Slovenia, Croatia, Montenegro, Albania and Greece. The eastern and western Adriatic coast, from the Strait of

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

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

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

Otranto to the northern marshes of the Po Valley, is rich with layers and remains of past cultures and valuable cultural heritage sites.



Picture1. Map with marked UNESCO WHS on Adriatic, source: <http://whc.unesco.org/en/list/>

Among the cultural and natural heritage of the Adriatic there are also sites of Outstanding Universal Value that are inscribed on UNESCO World Heritage List. Currently, about 30 of UNESCO World Heritage Sites gravitate to Adriatic Sea. In the frame of EX.PO AUS project just some of them are included, **11 already inscribed on the World Heritage List, two on the Tentative List and one not included on the Tentative List yet.**

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

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

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

12. The Natural and Architectural Ensemble of Blagaj, Bosnia and Herzegovina
 13. The Natural and Architectural Ensemble of Stolac, Bosnia and Herzegovina
- and one that not included on the Tentative List yet:
14. Piran cultural landscape with the salt pans of Secovlje and Strunjan, Slovenia

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

The trulli of Alberobello exemplify folk craftsmanship, the Ravenna churches the beauty of Early Christian architecture and art. Aquileia is a Roman and Early Medieval town on the crossroads of the wider region. The Episcopal Complex of the Euphrasian Basilica in Poreč is important because of its state of preservation and durability, as is Diocletian's Palace in Split. Dubrovnik is unique for being a walled medieval town beautifully preserved in its integrity, whereas the Kotor region illustrates the interaction between coastal towns and their surroundings, as does Butrint, for all the differences in historical and natural setting. Bosnia and Herzegovina features in the project with several differing sites, the Old City of Mostar being listed by the World Heritage Centre, and Stolac, Blidinje and Blagaj making the tentative list. The beauty and importance of Corfu resides in its layering of history, architecture, and culture. Piran, on the other hand, is set off by the harmony between the town and the humanised natural surroundings of its salt-pans. This harmony is in full swing in the city of Ferrara as well.⁴



Picture 2. Map with marked UNESCO WHS in EX.PO AUS project

⁴EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites, project publication, 2013

3. Identification and description of UNESCO World Heritage Sites within the EX.PO AUS project

3.1 Sites identification

There are **14 sites** that have been covered by the EX.PO AUS project. Eleven of them are on the UNESCO World Heritage List; two are on the Tentative List, and one has not been included on the Tentative List yet.

Each of the project partners is dealing with one site, except for the Commission to Preserve National Monuments of Bosnia and Herzegovina, which is responsible for three sites. One on them, Mostar, is included on the World Heritage List, while Blagaj and Stolac have been on the Tentative List since 2007. The project treats a common topic defined for these three sites - vernacular architecture of Water Mills.

Within the project different **types of heritage sites** are included:

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

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

- The sites inscribed in the **1970s (three sites)**: Old City of Dubrovnik, Historical Complex of Split with the Palace of Diocletian, Natural and Culturo-Historical Region of Kotor)
- The sites inscribed in the **1990s (six sites)**: The Trulli of Alberobello, Archeological Area and the Patriarchal Basilica of Aquileia, Butrint, Ferrara City of Renaissance and its Po Delta, Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč, The Early Christian Monuments of Ravenna)
- The sites inscribed **after 2000 (two sites)**: Old Bridge area of the Old City of Mostar, Old Town of Corfu)
- The sites inscribed on the Tentative List (**two sites since 2007**): The Natural and Architectural Ensemble of Blagaj, The Natural and Architectural Ensemble of Stolac)

- The site **not included in the Tentative List yet**: Piran cultural landscape with the salt pans of Sečovelje and Strunjan, for which application documentation for the Tentative List will be collected during the project

Table1. Identification of UNESCO sites within the project

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

3.2 Sites descriptions

3.2.1 The Trulli of Alberobello, Italy

Location:

Longitude: 17,23694

Latitude: 40,7825

Alberobello is a small town in the province of Bari, in Puglia, Italy. The town is located in the heart of Valley of Itria, territorial located in the southern plateau of the Murgia, also known as the "Valley of Trulli".

Basic information:

Alberobello has 10,859 inhabitants and has an area of 40.34 km square.

Core zone: (11 ha) Two neighbourhoods form the UNESCO site "Trulli of Alberobello": Rione Aia Piccola and Rione Monti, that have a uniform building fabric formed by the unification of single trulli reflecting a serial, spontaneous organization. Three more single buildings are part of the core zone: the Trullo Sovrano (the only trullo with upper floor), Casa D'Amore (the first house built using binder in Alberobello) and Casa Pezzolla (example of mimesis between the trullo construction and the houses of the late eighteenth century, typical of the Murgia towns). These elements compose the "core areas", i.e. the area of excellence of the site. (see map)

Buffer zone: (100 ha) For the UNESCO site "Trulli of Alberobello" the application form only defined the boundaries of the core zone; no buffer zone was identified. Fourteen years after the inscription of the site in the World Heritage List a buffer zone was drawn by tracing the perimeter of the "Environmental Historical Centre" (see map) enclosing an area that comprises the two monumental districts and part of the urban area built with "modern" buildings. This area is already subject to a bond of landscape protection under the law 1497/1039.

Values: The inscription of the Trulli of Alberobello into the UNESCO World Heritage list (WHL), in December 1996, was justified by the World Heritage Centre as follows: *"The site is of outstanding universal value being an exceptional example of a form of building construction deriving from prehistoric construction techniques that have survived intact and functioning into the modern world"*.

Significance: Besides the universal values recognized by UNESCO, the Management Plan points out further values, divided into "core values" and "complementary values". The core values, recognized by documents relating to the inscription of the site in the WHL (1996), are those that express the main features of the site. These elements, which define the "substance" of the exceptional and universal value of the site, are:

- values referable to exceptional, spontaneous extension of urban conglomeration
- values related to the uniqueness of the architecture
- witness and documentary values
- values related to the continuous use of the site.

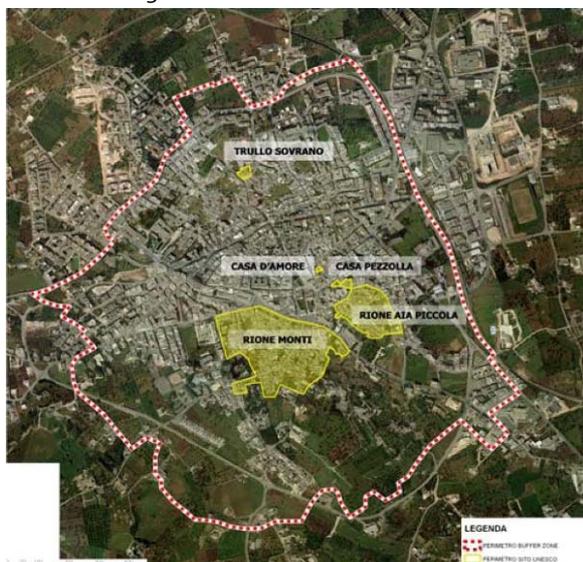
The values defined as "**complementary**" are elements which, while constituting a cultural resource recognizable in the site, are not considered in the dossier for the inclusion of the site in the World

Heritage List. These values are elements of great potential for the construction of actions for the use and management of the site:

- landscape and environment values
- relational values
- values of intangible culture.

Two neighbourhoods form the UNESCO.

Pictures 2. and 3. Alberobello



3.2.2 Archeological Area and the Patriarchal Basilica of Aquileia, Italy

Aquileia (in Friuli-Venezia Giulia), one of the largest and wealthiest cities of the Early Roman Empire, was destroyed by Attila in the mid-5th century. Most of it still lies unexcavated beneath the fields, and as such it constitutes the greatest archaeological reserve of its kind. The patriarchal basilica, an outstanding building with an exceptional mosaic pavement, played a key role in the evangelization of a large region of central Europe.

Pictures 4. and 5. Archeological Area and the Patriarchal Basilica of Aquileia

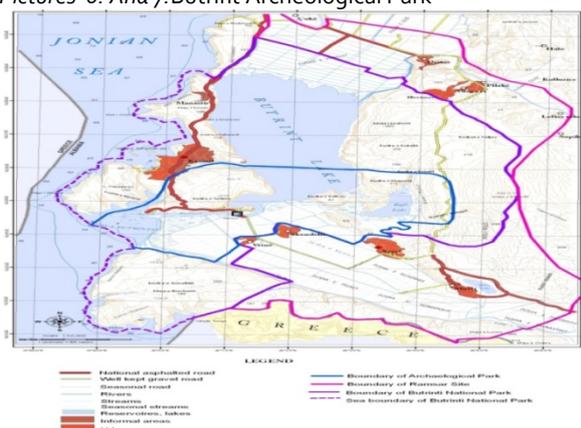


3.2.3 Butrint, Albania

Butrint is situated on a low promontory on the southwest coast of Albania. Set in a marshy landscape between Lake Butrint, an inland lagoon, and the busy straits separating Corfu from Albania, it is an archeological and environmental haven. Butrint is a site rich with cultural and natural heritage, an important tourists' destination and at the same time a source for income and activities for several communities around it.

It has been for years a site with active archaeological activities and in the last year's conservation activity as well.

Pictures 6. And 7. Butrint Archeological Park



3.2.4 Old Town of Corfu, Greece

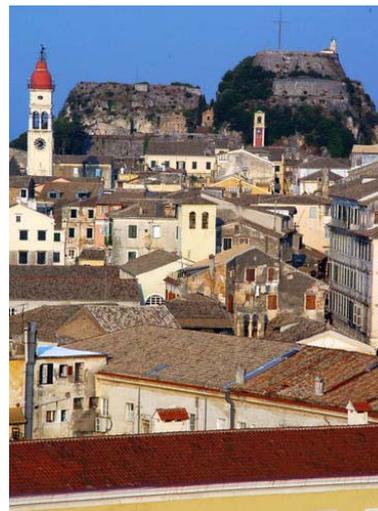
The Old Town of Corfu, on the Island of Corfu off the western coasts of Albania and Greece, is located in a strategic position at the entrance of the Adriatic Sea, and has its roots in the 8th century

BC. The three forts of the town, designed by renowned Venetian engineers, were used for four centuries to defend the maritime trading interests of the Republic of Venice against the Ottoman Empire. In the course of time, the forts were repaired and partly rebuilt several times, more recently under British rule in the 19th century. The mainly neoclassical housing stock of the Old Town is partly from the Venetian period, partly of later construction, notably the 19th century. As a fortified Mediterranean port, Corfu's urban and port ensemble is notable for its high level of integrity and authenticity. The ensemble of the fortifications and the Old Town of Corfu is located in a strategic location at the entrance to the Adriatic Sea. Historically, its roots go back to the 8th century BC and to the Byzantine period. It has thus been subject to various influences and a mix of different peoples. From the 15th century, Corfu was under Venetian rule for some four centuries, then passing to French, British and Greek governments. At various occasions, it had to defend the Venetian maritime empire against the Ottoman army. Corfu was a well thought of example of fortification engineering, designed by the architect Sanmicheli, and it proved its worth through practical warfare. Corfu has its specific identity, which is reflected in the design of its system of fortification and in its neo-classical building stock. As such, it can be placed alongside other major Mediterranean fortified port cities.

The urban and port ensemble of Corfu, dominated by its fortresses of Venetian origin, constitutes an architectural example of outstanding universal value in both its authenticity and its integrity.

The overall form of the fortifications has been retained and displays traces of Venetian occupation, including the Old Citadel and the New Fort, but primarily interventions from the British period. The present form of the ensemble results from the works in the 19th and 20th centuries. The authenticity and integrity of the urban fabric are primarily those of a neo-classical town.

Pictures 8. And 9. Old Town of Corfu



3.2.5 Old City of Dubrovnik, Croatia

Location:N42 39 2.016 E18 5 29.004

County of Dubrovnik-Neretva, City of Dubrovnik

The 'Pearl of the Adriatic', on the Dalmatian coast, was an important Mediterranean sea power from the 13th century onwards. Although severely damaged by an earthquake in 1667, Dubrovnik managed to preserve its beautiful Gothic, Renaissance and Baroque churches, monasteries, palaces and fountains.

Dubrovnik was founded in the first half of the 7th century by a group of refugees from Epidaurum, who established their settlement at the island and named it Laus. The Latin name Ragusa (Rausa), in use until the 15th century, originated from the rock (Lat. lausa = rock). Opposite that location, at the foot of Srđ Mountain, the Slavs developed their own settlement under the name of Dubrovnik, derived from the Croatian word *dubrava*, which means oak woods. When the channel that separated these two settlements was filled in the 12th century they were united. From the time of its establishment the town was under the protection of the Byzantine Empire; after the Fourth Crusade the city came under the sovereignty of Venice (1205-1358), and by the Treaty of Zadar in 1358 it became part of the Hungarian-Croatian Kingdom, when it was effectively a republican free state that reached its peak in the 15th and 16th centuries. An economic crisis in Mediterranean shipping and, more particularly, a catastrophic earthquake on April 1667 that levelled most of the public buildings, destroyed the well-being of the Republic. This powerful earthquake came as a turning point in the city's development.

Dubrovnik is a remarkably well-preserved example of a late-medieval walled city, with a regular street layout. Among the outstanding medieval, Renaissance and Baroque monuments within the magnificent fortifications and the monumental gates to the city are the Town Hall (now the Rector's Palace), dating from the 11th century; the Franciscan Monastery (completed in the 14th century, but now largely Baroque in appearance) with its imposing church; the extensive Dominican Monastery; the cathedral (rebuilt after the 1667 earthquake); the customs house (Sponza), the eclectic appearance of which reveals the fact that it is the work of several hands over many years; and a number of other Baroque churches, such as that of St Blaise (patron saint of the city).

The original World Heritage site consisted solely of the defences and the intra-mural city. It was later extended to include the Pile medieval industrial suburb, a planned development of the 15th century, and the Lovrijenac Fortress, located on a cliff, which was probably begun as early as the 11th century, but owes its present appearance to the 15th and 16th centuries. Also included were the Lazarets, built in the early 17th century to house potential plague-carriers from abroad, the late 15th-century Kase moles, built to protect the port against south-easterly gales, and the Revelin Fortress, dating from 1449, which was built to command the town moat on its northern side.

The island of Lokrum lies to the south-east of Dubrovnik, some 500 m from the coast. In 1023 it became a Benedictine abbey, the first of several in the Republic of Dubrovnik. It was continually enlarged in succeeding centuries, passing to the Congregation of St Justina of Padua in the late 15th century, when a new monastery was built in Gothic-Renaissance style to the south of the ruins of the Benedictine establishment. During their occupation of the island in the early 19th century the French began work on the construction of the Fort Royal Fortress, which was completed by the Austrians in the 1830s. In 1859 Archduke Maximilian of Austria (later Emperor of Mexico) bought the island with

the intention of building a villa in classical style on the ruins of the Benedictine abbey, but only a small part of this work was completed.

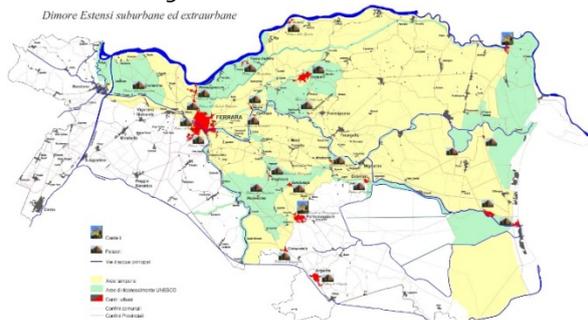
Pictures 10. And 11. Old City of Dubrovnik, Lokum Island



3.2.6 Ferrara, City of Renaissance and its Po Delta, Italy

In 1995 UNESCO included in the World HeritageList "Ferrara, City of the Renaissance" as historicalcenter, an example of culture and urban planning ofexcellence. In 1999, the Committee approved theextension of the site to the territory of historical deltaof the river Po, as a territorial system of importantmonuments and cultural landscape associated withthe Renaissance. The name of listed asset hasbecome "Ferrara, City of the Renaissance and its PoDelta."Ferrara site cover an area of over 46,700 hectares,with a wide buffer zone (over 117,000 hectares) inthe territory of 22 municipalities of the province.

Pictures 12. And 13. Ferrara and its Po Delta



3.2.7 Natural and Culturo-Historical Region of Kotor, Montenegro

The culturo-historical region of Kotor has exerted considerable influence, over a span of time and within a cultural area of the world, on developments in architecture and human settlement. Kotor and its neighbours were main bridgeheads of Venice on the southern Adriatic coast. Its art, goldsmithing and architecture schools had a profound and durable influence on the arts of the coast.

It is among the most characteristic examples of a type of structure representing important cultural, social and artistic values. It is considered to possess outstanding universal value by the quality of its architecture, the successful integration of its cities to the Gulf of Kotor and by its unique testimony to the exceptionally important role that it played in the diffusion of Mediterranean culture in the Balkan lands.

Founded by the Romans on the Adriatic coast in Montenegro, Kotor developed in the Middle Ages into an important commercial and artistic centre with its own famous schools of masonry and iconography. Throughout the centuries, many empires battled for control of the city. In the 10th century, it was an autonomous city of the Byzantine Empire. From 1186 to 1371, it was a free city of medieval Serbia. It was under Venetian and Hungarian control for brief periods, an independent republic from 1395 to 1420, and then returned to Venetian control once again. French occupation from 1807 to 1914 was followed by Austrian rule until 1918, when Kotor finally became part of Yugoslavia. Throughout its turbulent history, a variety of buildings have been erected. The largest and most impressive of these is the St Tryphon Cathedral. The original church was constructed in the 8th century, according to the annals of the Byzantine Emperor. A new church, built in 1166, was subsequently damaged during the 1667 earthquake and then restored.

The limits of the World Heritage site coincide approximately with the crests of the natural sinkhole formation. At both ends, the site is bordered by the national parks of Orjen and Lovcen, making a vast protected natural area. The Gulf of Tivat (formerly part of the approaches to Kotor) is omitted because of the authenticity of its settlements, which has been downgraded by recent industrialization (shipyards, harbour equipment).

Most of Kotor's palaces and houses, many Romanesque churches, all of Dobrota's palaces, and Perast's main buildings have all suffered from earthquakes, and some have been partly destroyed. The city was evacuated by all its inhabitants after the most recent, on 15 April 1979. An intensive restoration and reconstruction programme has now been completed and the city is flourishing again.

Pictures 14. And 15. Natural and Culturo-Historical Region of Kotor



3.2.8 Old Bridge area of the Old City of Mostar, Bosnia and Herzegovina

Mostar is the result of interaction between the natural phenomena and the human creativity in the long historical period. The universal qualities of the cultural landscapes of south-eastern Europe represent a universal phenomena that is the common property of all humankind. The cultural and historical value of Mostar represent the urban agglomeration that was created in the 16th century during the highest might of Ottoman Empire around the Old Bridge.

The historic town of Mostar, spanning a deep valley of the Neretva River, developed in the 15th and 16th centuries as an Ottoman frontier town and during the Austro-Hungarian period in the 19th and 20th centuries. Mostar has long been known for its old Turkish houses and Old Bridge, Stari Most, after which it is named. In the 1990 conflict, however, most of the historic town and the Old Bridge, designed by the renowned architect Sinan, was destroyed. The Old Bridge area, with its pre-Ottoman, eastern Ottoman, Mediterranean and western European architectural features, is an outstanding example of a multicultural urban settlement. The reconstructed Old Bridge and Old City of Mostar is a symbol of reconciliation, international co-operation and of the coexistence of diverse cultural, ethnic and religious communities.

With the “renaissance” of the Old Bridge and its surroundings, the symbolic power and meaning of the City of Mostar - as an exceptional and universal symbol of coexistence of communities from diverse cultural, ethnic and religious backgrounds - has been reinforced and strengthened, underlining the unlimited efforts of human solidarity for peace and powerful co-operation in the face of overwhelming catastrophes.

Pictures 16. And 17. Old Bridge area of the Old City of Mostar



3.2.9 The Natural and Architectural Ensemble of Blagaj, Bosnia and Herzegovina

The natural and architectural ensemble of Blagaj forms a spatially and topographically self-contained ensemble. Blagaj is one of the most valuable urban-cum-rural structures in Bosnia and Herzegovina, distinguished from other similar structures in:

- its much-ramified, disjunct urban layout, organically linked solely with the position of the čaršija as the central functional element;
- the presence of the fortress of Stjepan grad, to which two minor and one major road formerly led.

Blagaj's urban structure, spatial physiognomy and organization can be traced from the mediaeval outskirts of the fort, which were transformed in the Ottoman period into a kasaba (town), and then into an administrative centre. The Austro-Hungarian period brought no changes to Blagaj's urban development. The period between the two world wars was marked by stagnating urban development, lasting until 1961 when there was a sudden increase in the population and unplanned building of residential areas.

An analysis of Blagaj's architectural heritage and old urban quarters (mahalas) indicates that buildings of major monumental and townscape value occupy a relatively confined area along the river Buna: from the Leho bridge to the source of the Buna, and from Bunsko and Harmanamahalas to the Džamija or Carska (Imperial) mahala (by the Bunsko brook).

These constitute the boundaries of Blagaj's historic centre, with the oldest mahalas and the čaršija, the crafts and trade area. The other mahalas (with the exception of Do and Podgrađe) were much more sparsely populated, and their names were often derived merely from the toponyms of older residential areas.

Both oriental and Mediterranean features are to be seen in Blagaj's urban layout, while the settlement itself was the outcome of the influence of a number of different factors: the natural configuration of the terrain, and socio-economic relations.

Pictures 18. and 19. Natural and Architectural Ensemble of Blagaj



3.2.10 The Natural and Architectural Ensemble of Stolac, Bosnia and Herzegovina

Stolac is located in the area known as Herzegovina Humina, on the tourist route crossing Herzegovina linking the mountainous hinterland in Bosnia with the coastal regions of Bosnia and Herzegovina, Dubrovnik and Montenegro.

Containing, in one small space, unique cultural-artistic and aesthetic values, Stolac's historic core is an example of a complex cultural-historical and natural environmental ensemble. It is an example of the organic link between human and natural architectures, which also witnesses that the beauty of the location was decisive at its planning and building – the principle often present in the development of mediaeval towns.

Nine historical layers constitute the architectural ensemble of Stolac: pre-history, Illyrian-Roman epoch, the early Middle Ages, developed and late Middle Ages, Ottoman epoch, Austro-Hungarian epoch, and first and second Yugoslavia. The most visible material part of evidence of the town's

statement shows a multitude of various, influences on the architecture of town, in that encounter of contrasts and similarities, laws and paradoxes, planning and full spontaneity, lend this town a complex image of outstanding and universal value.

Due to its emphasised openness and easiness to survey, due to the non-everyday possibility and cultural privilege to grasp at a glance as many as four empires (Roman, Byzantine, Ottoman, and Austro-Hungarian), three kingdoms (Bosnian, Hungarian and Yugoslav), three world's monotheistic religions - Christianity (Orthodox Christianity and Catholicism), Islam, and Judaism – the most versatile architectural styles and customs within the cultural circles defined as Mediterranean, Central-European, West-European, Byzantine, Balkan, and Ottoman, the historical core of Stolac is a coherent and harmonious cultural-historical monument with individual properties grown together into one ensemble.

Pictures 20. and 21. Natural and Architectural Ensemble of Stolac



3.2.11 Piran cultural landscape with the salt pans of Sečovlje and Strunjan, Slovenia

Piran cultural landscape with Sečovlje and Strunjan salt pans is characterized by exceptional cultural values, but it also has special social significance. The composite cultural landscape of the town and of the salt pans organically evolved by strict interconnection and interdependence of the whole area. It represents an excellent example and model for the formation of a maritime urban area surrounded by salt pans, which is also at a global level remarkable due to best preserved core cultural values and traditional traditional production processes of the "white gold" salt.

The history of the town of Piran is older than that of the salt pans - the Piran peninsula has a very attractive position, thus it was settled already in Prehistory. During the time of the Roman Republic the Piran coastline was strewn with several maritime villas, probably aggregating the economic activities of larger estates, perhaps already connected to ancient salt pans, and at the same time serving maritime connections in the Northern Adriatic.

During the tumultuous Late Antiquity the inhabitants started seeking shelter in the more guarded refuges along the shoreline. The strategic placement of the Piran peninsula came to a fore once again. The cult and probably fortification centre of the settlement was on the ridge since Prehistoric

times. Here was the castle of the *Aquileiangastald* and the main town church of St. George. Archaeological remains attest to a very rich history of the place.

The town evolved firstly in the area of the Cape Madona, centring on the *Piazza Vecchia* - the square that housed the original Town Hall during the reign of the Aquileian patriarch. At the same time the first of the now visible walls is also erected.

Under the Venetian Republic the town started spreading beyond the only landward gates; beautiful examples of Late Gothic Venetian architecture were built in this period. By expanding landward the town was encircled by multiple walls. The first and second walls were gradually immured in the building structures, while the monumental third and final wall built between 1470 and 1534 on the *Mogoron* slopes still gives the town its characteristic image.

Apart from religious buildings the town also gained a number of important private and secular buildings in the 16th and 17th centuries mirroring late Renaissance and early Baroque style features.

When Trieste was declared a free port in 1719 a new economic wave hit the somewhat distant Piran, which instigated the building of a series of imposing neoclassical buildings, e.g. the palaces Travisini, Gabrieli and others around the inner harbour. The town's final outline is set with the desiccation of the inner harbour, making room for a spacious town square with a magnificent Town Hall and the statue of the legendary violinist and composer Giuseppe Tartini, proprietor of a music school in Piran with students from all over the world, which the townspeople had built in front of his birth house.

Pictures 22. and 23. Piran cultural landscape with the salt pans of Sečovlje and Strunjan



Decades of dependence on salt made Piran an important port on the western Istria coast between Trieste and Pula and due to the salina mud and brine the townspeople of Portorož developed their health tourism early on.

Salt-panning, together with maritime transport and salt trade, had been the most important economic activity in Piran since the Early Middle Ages, reflected also in the privileges and obligations in concessions and taxes in the first town statute.

The geological conditions of Piran's hinterland, in the alluvial plains of the Roja stream in Strunjan, the Fazan stream in Lucija and the river Dragonja in Sečovlje, were extremely auspicious for the building of salt-pans; other conditions also favoured this primary economic discipline, i.e. the high percentage of salt in the Trieste gulf, as well as nice sunny days with the gentle breezes of the *bora* and *tramontane* winds to expedite evaporation and power the wind pumps used to pump water from lower to higher lying salt-pan basins.

Traditional salt-panning gained new momentum at the end of the 14th century as a new surface layer of algae microorganisms, plaster and salina mud, called *petola*, was cultivated, with which the pure and whence forth characteristic white salt was produced in Piran.

The ruins of the salt-pan houses in the abandoned area of the Sečovlje salt-pans called *Fontanigge* still remind us of the centuries-long way of life, giving the landscape a characteristic and recognisable mark. The Museum of Salt-Making has preserved and revived the technologically pristine salt production in Venetian tradition, with the genuine ratios of salt-fields, original work processes, and storage in the refurbished salt-pan houses.

On the part of the Sečovlje salt-pans called *Lera*, and in Strunjan the beginning of the 20th century brought a modernisation of production with a redistribution of the basins, motor pumps and mining technology inspired transport; nevertheless, salt production still takes place on the basis of traditional materials, from the salina mud built *cavedins* to the surface crust *petola*.

The salt-pan areas in Strunjan and Sečovlje are under special protection as landscape and nature parks, as these are inhabited by rare, endangered and characteristic wildlife species, i.e. a typical salt-pan ecosystem made through the long-term activities of man. In Strunjan the high sandy cliffs give the park a special signature, while Sečovlje houses a wetland on an abandoned part with exceptional landscape and ecological worth.

The Piran salt-pans are the work of human hands with a millennium of tradition. Out of the numerous salt-pans in the Northern Adriatic only the ones in Strunjan and Sečovlje have been preserved in their original scope and production. They represent a good example of heritage nestled in modern life and not just a historic, economic, technical, landscape and aesthetic monument.

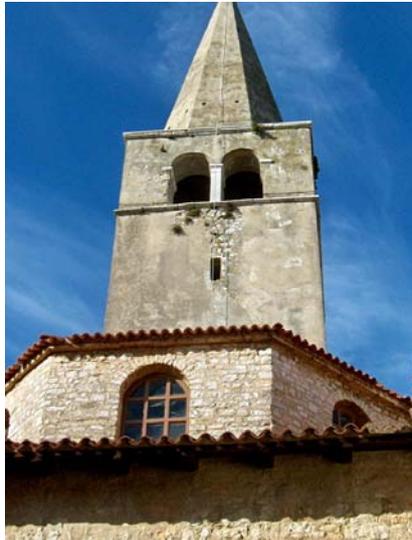
3.2.12 Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč, Croatia

Poreč cathedral complex Eufrasiana is located at northern part of a historic centre of Poreč. It was named after the bishop Eufraius who had the old Poreč cathedral completely renovated, enlarged and artistically furnished in the mid 6th century.

It is the best preserved early Christian cathedral complex in the world, since almost all of the structures have been preserved in their original form. These are: Eufrasian basilica with a narthex and atrium, octagonal baptistery, episcopium, cellatrichora and medieval rectory. Relatively large surfaces of color floor mosaics survived as well as large wall mosaic in the main apse. On top of this there are archaeological remains of two older churches from 4th and 5th century that survived in the

section between the basilica and the antique city wall. Due to its significance derived from the authenticity of all structures, the monument became UNESCO World heritage site in 1997.

Pictures 24. and 25. Eufrasiana – Cathedral complex in Porec



3.2.13 The Early Christian Monuments of Ravenna, Italy

3.2.13.1 *The Basilica of San Vitale*

Dating from the 6th century, it is one of the most important monuments of early Christian art in Italy. The eastern influence has a dominant role here: no longer a Basilica with nave and two aisles but a central octagonal plan surmounted by a large cupola. Inside San Vitale, the eyes are drawn up to the stupendous mosaic decorations of the apse and the extraordinary representation of the imperial couple of the Byzantine Empire, Justinian and Theodora with their court.

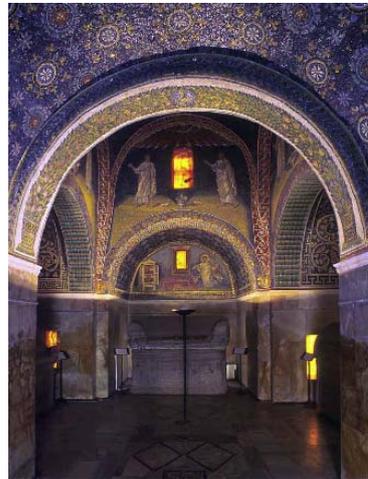
Picture 26. The Basilica of San Vitale



3.2.13.2 *The Mausoleum of Galla Placidia*

Picture 27. The Mausoleum of GallaPlacidia

Daughter, sister, wife and mother of emperors, GallaPlacidia reigned the Western Roman Empire and halfway through the V century had this small Mausoleum built. The exterior is sober in contrast with the magnificence of the interior decoration. The countless stars of the cupola make a profound impression on the imagination and sensitivity of visitors to Ravenna. It is said that Cole Porter, wrote his famous Night and Day while thinking of the starry sky of GallaPlacidia.



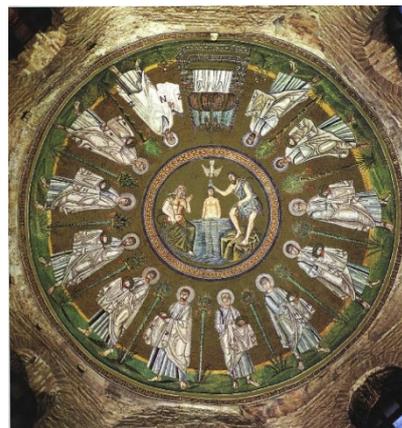
3.2.13.3 The Neonian Baptistery

This is the most ancient monument of Ravenna. Its architecture dates to the end of the 4th or the beginning of the 5th century. The interior is decorated with bright mosaics which still highlight the Hellenic-Roman influence.

3.2.13.4 The Arian Baptistery

Built around the end of the 5th century, when Theodoric ruled and the Arian cult was the official religion of the Court. On the dome there is a beautiful mosaic depicting the baptism of Christ and the 12 Apostles. According to Arian doctrine, Christ was the Son of God but retained His human nature.

Picture 28. The Arian Baptistery



3.2.13.5 The Archiepiscopal Chapel

Built as a private chapel by Bishop Peter II during the reign of the Ostrogoths, it presents a mosaic iconography of great interest: the Glorification of Christ, whose figure dominates every part of the mosaic decoration, may be interpreted as an anti-Arian element. Superb is the decoration of the

vault of the vestibule where in a golden sky, between a sequence of lilies and small roses, the images of over 99 species of birds can be seen, some of which can be particularly found in the natural environments of Ravenna.

3.2.13.6 The Basilica od Sant'Apollinare Nuovo

The Basilica of Sant'Apollinare Nuovo was built in the 6th century originally as Theodoric's palatine church. The magnificent mosaics of the interior, constitute the largest surface area which we have inherited from antiquity. The procession of Virgins and Martyrs represents one of the most typical examples of the Byzantine style. The mosaics of the *palatium*, the port of Classe and the procession of the Three Wise Kings are famous throughout the world.

Picture 29. The Basilica od Sant'Apollinare Nuovo



3.2.13.7 Theodoric's Mausoleum

Theodoric himself had it built in 520AD, entirely made of Istria stone, following the most ancient funeral monument models. It's also roofed with a single block of Istria stone, of 10 metres diameter and weighing 300 tons. The decorations in the King's tomb were gradually stripped off during the course of centuries. In its interior, there is a circular porphyry tub in which it is supposed that Theodoric was buried.

Picture 30. Theodoric's Museum



3.2.13.8 Basilica of Sant'sApollinare in Classe

Built during the first half of the 6th century, it's one of the most perfect Basilicas in Ravenna. In addition to its architectural structure, Sant'Apollinare in Classe is famous for the marvellous mosaics of its apse and marble sarcophagi of former archbishops along the side naves. The imposing Basilica was originally intended to stand on the Adriatic coast where it was built but which is now immersed in the countryside just outside Ravenna, right next to the extensive archaeological area of the ancient port of Classe, home of the Roman fleet.

3.2.14 Historical Complex of Split with the Palace of Diocletian, Croatia

The historic core of Split is located on the south western part of the city, on the coast of the Adriatic Sea in a natural bay. The area of the HC, not including the buffer zone is of 221,350 m² (22.1 Hectares).

The importance of Diocletian's Palace far transcends local significance because of its level of preservation and the buildings of succeeding historical periods, starting in the Roman period, which form the very tissue of old Split. The palace is one of the most famous and integral architectural and cultural buildings on the Croatian Adriatic coast.

The ruins of Diocletian's Palace, built between the late 3rd and the early 4th centuries AD, can be found throughout the city. The monumental residence of the retired sovereign is a very original and unusual achievement of the late antique architecture, which uses formal elements of an ancient Roman town, a military camp and a luxurious villa.

The cultural values of Split are the result of its long history and of the different cultures which created the place, had impact on it and left its tangible and non tangible remains. All periods and cultures left their tangible attributes, some of which fall under category of archaeology, some under town planning, historic settlements, fortifications, Palaces, historic port, residential architecture.

Being a living city, and not an archaeological site, one of its most important values is the fact that it is very much alive, for its inhabitants and visitors.

Thus, the HC of Split has important scientific, historic, architectural, urban and social values – all reflected in its buildings, town plan, setting and their details.

While keeping its liveliness and ongoing changes, the Historic Core of Split is as authentic as a city can be, with extremely few non compatible structures, which do not have significant impact on the whole. It is surrounded by historic neighborhoods and buildings, which provide the adequate buffer zone, to protect the core and its integrity.

It did not suffer of destructions and demolitions, except for very few, which are also a testimony of a period and of cultural priorities.

Pictures 31. and 32. Historical Complex of Split with the Palace of Diocletian



4. Management plans

4.1 Management plans for World Heritage Sites

Sites are inscribed on World Heritage List and considers as having Outstanding Universal Value if they meet:

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

*All properties inscribed on the World Heritage List must have adequate long-term legislative, regulatory, institutional and/or traditional **protection and management** to ensure their safeguarding, as stated in **The Operational Guidelines for the Implementation of the World Heritage Convention**.*

*Each nominated property should have an appropriate **Management Plan or other documented management system** which must specify how the Outstanding Universal Value of a property should be preserved, preferably through participatory means. The purpose of a Management System is to ensure the effective protection of the nominated property for present and future generations.⁵*

The requirement of **sustainable management** was included in the Operational Guidelines for the Implementation of the World Heritage Convention in **2005**. Since then, all the sites nominated for the World Heritage List must submit the Management Plan along with the Nomination file. For the sites inscribed in WHL before 2005, *a management plan or other management system may not be fully in place at the time when a property is nominated for the consideration of the World Heritage Committee. The State Party concerned should then indicate when the management plan or system will be fully in place, and how it proposes to mobilize the resources required to achieve this. The State Party should also provide documentation which will guide the management of the site until the management plan or system is finalized fully in place.*⁶

⁵Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 13/01, July 2013

⁶Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 13/01, July 2013

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

An Informative grid, distributed to all the EX.PO AUS project partners, was used to analyze, through a set of questions, the state of Management Plans at the selected sites. The idea was to obtain the following information for each site: whether the Management Plan exists or if it is in the phase of development; and if the Management plan exists, whether it is implemented and updated. The results are presented in the table below.

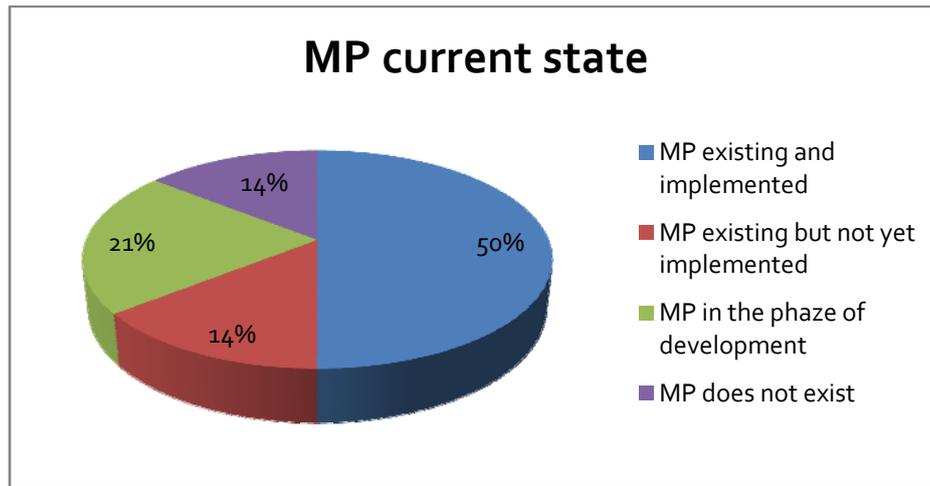
Table 2. Management plan condition at the sites included in the project

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

Seven out of 14 sites included in the EX.PO AUS project have and implement a Management Plan, while at two of them the Management Plan is regularly updated.

Out of 14 sites, two have Management Plans but have not started implementing them yet, three are in the phase of developing their Management Plans, and two do not have Management Plans.

Graph1. Memagement plan condition at the sites included in the project



Eleven out of 14 sites included in the EX.PO AUS project **are inscribed on the World Heritage List.**

Out of these 11 sites only one does not have a Management Plan and has not started with its preparation yet (Old City of Dubrovnik).

At two sites their Management Plans are in the phase of development and will have been finished by the end of the project (Archeological Area and the Patriarchal Basilica of Aquileia and Episcopal Complex of the Euphrasian Basilica in the Historic Centre of Poreč).

The Management Plan for the Historical Complex of Split with the Palace of Diocletian has been drafted but not adopted yet. At present, the Plan is being revised by a Committee set up by the City Council.

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

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

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

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

Some of the key topics that have been recognized are:

- The process of preparation of the management plan has **provided numerous initiatives** to ensure **adequate information and participation of citizens and 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. (Alberobello)
- In order to present opportunities for development of the site and to support the identification of all those actions that are necessary to achieve the objectives of protection and enhancement identified by UNESCO, a SWOT analysis can be useful, considering the strengths and weaknesses inside the site, and recognizing the opportunities and threats. (Alberobello)
- The **main challenge in preparing a** Management Plan for the site that has **cultural and natural values/ properties was to cover all the issues**, as well as to prepare an **Integrated Management Plan** (Butrint)
- Challenge to use the existing material, especially if several management plans have been previously developed (Butrint)
- Different models of preparation of Management Plans, with different stakeholders and phases>
 - For the implementation of the management plan of the site a **steering committee** made up of people responsible for the site has **mandated a technical group** that wrote the MP and then had monitored its implementation. Currently the technical group has prepared a general long term profile within which it would be possible to predict individual actions to implement the usability of the site, its protection and proper storage. (Ferrara)
 - The Management Plan has been drawn up on the initiative of the Municipality of Corfu and the Corfu Branch of the Technical Chamber of Greece. The preliminary preparation of the Management Plan was entrusted to **two architects**, who drew up the first draft on the basis of the data concerning the Property and their own great experience. That first draft of the Management Plan was submitted to select committees of the two bodies responsible for its preparation and was then revised and expanded. Once it had been accepted, it was presented to the local community and sent to the Ministry of Culture (Directorate of Byzantine and Postbyzantine Antiquities), to other parties involved in the management of the Site and to the Regional Authority of the Ionian Islands and the Prefecture of Corfu for their assent. Finally, after widespread consultation and discussion, it was approved by the Municipal Council in 2005. (Corfu)

- The process of the Management Plan development was realized in two phases (2006-7 and 2011). It was led by the Regional Institute for Cultural Heritage Protection in Kotor and the Ministry of Culture of Montenegro. In order to draw up a Draft Management Plan the following bodies were formed: Coordination team (9 members), Working group (22 members) composed of representatives of the relevant state and local institutions, media, non-governmental organizations and Advisory body (5 members) composed of prominent individuals in the fields of science, education and culture. In the second phase, when it was necessary to elaborate the Draft Management Plan in accordance with the suggestions provided by the UNESCO, a Working group (16 members) was formed composed of representatives of the relevant state and local authorities and institutions, faculties, Municipality of Kotor and NGO sector. In addition, two ICOMOS experts were involved in the process as expert consultants, as well as representatives of Tivat and Herceg Novi Municipalities for the part of the plan regarding Kotor Region's buffer zone. The process of Management Plan development included the following activities: training of staff, presentation of experiences of developing the Management Plan, study tour, as well as a workshop in order to formulate a Draft Statement of Outstanding Universal Value. (Kotor)
- The Management Plan has become a political issue because these discussions about the plan were used as a platform to criticize the overall situation in the old city core, but also the inability of the local government to cope with the problems of running the city in general, and the lack of adequate democratic procedures in making strategic decisions. (Split)
- In order to make the plan sustainable, it is very important to **achieve consensus**. That is why a series of round tables for different stakeholders interested in issues of historic core, need to be organized. (Split)
- It is important to inform and engage the public in the process of Management plan creation through different activities. (Kotor)
- In cases when there is no available information and data, this made the process of the plan development difficult. Medjutimprikupljena I objedinjanadokumentacijatokomprocesaizrade MP je veomakorisnazadaljeaktivnosti. (Kotor)
- The fact that a Logical framework of Management plan was developed proved to be very useful because it connected the key recognized topics, factors, aims, priority tasks, guidelines, measures and regimes of protection and activities. (Kotor)

During implementation process, the following issues have been recognized:

- Today there is a **strong involvement of the community** in the projects both in terms of planning activity and of active participation to the projects. The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alerobello is **participating in numerous calls for funding**, also thanks to a continuous technical accompaniment (Alberobello)
- The **vastness of the territory** that characterizes the site and the **amount of those involved make it particularly complex its management**. The mode implemented until now was inspired by a general coordination, leaving to single subjects, territorially competent, direct management of the assets. (Ferrara)
- The **Agency was founded** in order to carry out professional ,and other affairs in the field of regional planning, heritage protection, the proper preservation of the properties in the UNESCO protected zone, the implementation of the management plan, drafting proposals

and development plans, and cooperation with all levels of government – state, federal, cantonal and city. (Mostar)

- In the **strategy** adopted by the Municipality of Corfu **for the sustainable urban development** three main strategies are in direct synergy with the Old Town's Management Plan:
 - The Strategy of Sustainable Development
 - The Strategy of Total Quality
 - The Strategy of Citizens' Active Participation.

All the above strategies are the Municipality's tools for its approach to the achievement of local development objectives, but also to the implementation of Old Town's Management Plan. (Corfu)

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

5. General management issues

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

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

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

5.1 Legal and institutional framework

*A heritage management system is a framework made up of three important elements: a **legal framework** which defines the reasons for its existence, an **institution** which gives form to its organizational needs and decision-making, and **resources** (human, financial and intellectual) which are used to make it operative⁷.*

According to Operational Guidelines for the Implementation of the World Heritage Convention *States Parties to the World Heritage Convention, have the responsibility to: take appropriate legal, scientific, technical, administrative and financial measures to protect the heritage⁸.*

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

5.1.1 The Trulli of Alberobello

Legal and institutional framework represent:

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

⁷World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013

⁸Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC. 13/01, July 2013

- 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

5.1.2 Archeological Area and the Patriarchal Basilica of Aquileia

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

5.1.3 Butrint

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

5.1.4 Old Town of Corfu

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

5.1.5 Ferrara, City of Renaissance and its Po Delta

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

character of the area of the eastern plain, with particular attention to the vast area that makes up the UNESCO World Heritage Site, as well as for buffer zones. The Municipality of Ferrara has approved the new **urban planning tool (PSC)** that identifies all the historic city within the Renaissance walls as an area of cultural interest and confirms the high protection rules already in place since 1975. Next to the PSC and the RUE (Planning rules and building regulations) have been active for several years different programs with specific targets, notably for the preservation of the Renaissance walls and open spaces, inside and outside the walls.

5.1.6 Natural and Culturo-Historical Region of Kotor

The protection of Kotor Region is done in accordance with:

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

Institutional framework:

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

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

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

5.1.7 Old Bridge area of the Old City Mostar and the Natural and Architectural Ensemble of Blagaj and Stolac

Legal and institutional framework represents **Commission to persevere national monuments of Bosnia and Herzegovina, Nacional Commission for Cooperation with UNESCO, Ministry of**

Physical Planning, Inspection of the Federation BiH, the relevant Departments of the Municipality of Stolac, as well as UNESCO office in Sarajevo.

5.1.8 Piran cultural landscape with the salt

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

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

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

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

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

5.1.10 The Early Christian Monuments of Ravenna

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

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

4. Archdiocese of Ravenna: partner

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

5.1.11 Historical Complex of Split with the Palace of Diocletian

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

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

There is collaboration between national organizations and UNESCO, ministries and relevant city departments, all in accordance with state law and laws that protect and preserve cultural properties:

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

5.1.12 Conclusions

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

The most common elements of legal framework are:

- National and regional laws governing cultural heritage protection
- Special laws for the protection of World Heritage Sites or constituting specific institutions for management of WHS
- Supplementary legislation from other fields: governing nature and environment protection, spatial planning and construction of buildings, etc.
- Different regulations at: regional, provincial and municipal level
- International regulations (for example: UNESCO 1972 World Heritage Convention) including regulations at European level (Natura 2000, Ramsar,..)

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

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

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

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

*An effective management system **depends on the type, characteristics and needs** of the nominated property and its cultural and natural context. Management systems **may vary according to different cultural perspectives, the resources available and other factors**. They may incorporate **traditional practices, existing urban or regional planning instruments, and other planning control mechanisms, both formal and informal**⁹.*

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

5.2.1 The Trulli of Alberobello

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

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

Key stakeholders are:

1. Institutional actors:

- Superintendence of Cultural Heritage
- Region Puglia
- Province of Bari
- Municipality of Alberobello
- Chamber of Commerce

2. Enterprises

- Operators in the field of accommodation and catering,
- Business association

3. Social and cultural actors

- Museum of the Territory
- Craft Museum
- Oil Museum
- Pro Loco Alberobello
- Diocese
- Local Media

5.2.2 Archeological Area and the Patriarchal Basilica of Aquileia

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

⁹Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 13/01, July 2013

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

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

5.2.3 Butrint

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

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

Key stakeholders are as follows:

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

They all coordinate through the Butrint National Park Board.

5.2.4 Old Town of Corfu

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

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

and it is in direct synergy with:

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

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

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

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

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

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

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

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

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

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

5.2.5 Ferrara, City of Renaissance and its Po Delta

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

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

5.2.6 Natural and Culturo-Historical Region of Kotor

According to the Law on Protection of the Natural and Culturo-Historical Region of Kotor, the activities of protection and conservation of the Kotor Region are done, within their competence, by the **state authorities, bodies of the Municipalities of Kotor and public services established by the**

state/or municipality. Protection and conservation of Kotor Region's buffer zone is also provided by the authorities of neighbouring municipalities.

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

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

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

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

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

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

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

5.2.7 Old Bridge area of the Old City of Mostar

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

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

5.2.8 Piran cultural landscape with the salt pans of Sečovelje and Strunjan

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

Key stakeholders are: Municipality of Piran/ *Občina Piran*, Public Institute Sečovelje Salina Landscape Park / *Javnizavod Krajiški park Sečoveljskesoline*, SOLINE Pridelava soli d.o.o.(Salt Production Co. Ltd.), Public Institute Landscape Park Strunjan/ *Javnizavod Krajiški park Strunjan*.

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

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

Key stakeholders are:

- Poreč and Pula Bishopric,
 - Town Poreč,
 - Ministry of culture RH – Department for Protection of Cultural Heritage;
- almost all parts of the site are open to public.

5.2.10 The Early Christian Monuments of Ravenna

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

- Superintendence for the Architectural and Landscape Heritage for the provinces of Ravenna, Ferrara, Forlì-Cesena and Rimini (Ministry of Heritage and Culture)
- Municipality of Ravenna
- Region of Emilia-Romagna (through Regional Directorate for Cultural Heritage and Landscape)
- Archdiocese of Ravenna

A **Coordination Committee** brings together the institutional actors and has the role of implementing the Management Plan, particularly with regard to the actions of conservation, enhancement and

promotion of monuments and cultural values associated with them. It is chaired by the Municipality of Ravenna.

Key stakeholders are:

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

5.2.11 Historical Complex of Split with the Palace of Diocletian

Key stakeholders are:

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

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

5.2.12 Conclusions

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

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

- When the WHS is an individual, privately owned site, the owner is the key stakeholder, while other stakeholders are engaged in connection with specific fields of activity. Such an example is the Episcopal Complex of the Euphrasian Basilica in Poreč owned by the church, in the protection and maintenance of which the Town of Poreč and Department for Protection of Cultural Heritage are also included
- In cases when the WHS is an urban area, or part of urban area (for example: Alberobello and Corfu), the Municipality is usually responsible for management. The Municipality, then, coordinates other stakeholders. In such cases a Steering Group, or an operative Technical Committee can be formed (Corfu)
- When the WHS is a complex site, cultural landscape or archaeological site, a coordination body is often formed, composed of representatives of the key stakeholders, both public institutions and other actors. Such examples are:
 - Steering Committee of the Site (Ferrara)
 - Coordination Committee (Ravenna)
 - Council for Management (Kotor)
 - Management Unit (Split)
- In some cases, separate public institutions can be formed by the state. Such examples are:
 - Old Town Agency of Mostar
 - Office of Administration and coordination of Butrint
 These public institutions can have Boards (Butrint)
- There are different forms of public-private partnerships, as in the case of Aquileia Foundation
- Interesting are the models that connect different stakeholders in different ways, such as: Partnership Assembly assuring the participation of stakeholders in defining strategic policies (Corfu) or horizontal national and transnational networks aimed at strengthening the collaboration relationships, exchanging information and good practices, planning and carrying out specific activities on the basis on common interests.

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

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

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

Museums, etc.)

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

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

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

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

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

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

Entrepreneurships, service and infrastructure companies

5.3 Relation of management with conservation, restoration and maintenance

When dealing with World Heritage, through framework set up by World Heritage Convention, the general aim is **identification, protection, conservation, presentation and transmission to future generations of cultural and natural heritage of Outstanding Universal Value.**¹⁰

Protection and management of World Heritage properties should ensure that their Outstanding Universal Value, including the conditions of integrity and/or authenticity at the time of inscription, are sustained or enhanced over time.¹¹

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

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

5.3.1 The Trulli of Alberobello

The **Management Plan** has fostered a reflection about the values of the site and, consequently, has allowed to expand the interest and the focus from the single monument to the wider context of the town. The **Protection of the territory** strategic line is a priority to maintain the integrity first of all of the monumental areas, and of all the artifacts characterized by the 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.

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

5.3.2 Archeological Area and the Patriarchal Basilica of Aquileia

Excavation campaigns and other interventions on the archaeological areas have to be authorised by and coordinated with the Soprintendenza per I Beni Archeologici del Friuli Venezia Giulia (national decentralised office of the Ministry for Cultural Assets and Activities in charge for the region Friuli Venezia Giulia).

¹⁰In World Heritage Convention, Article 4, it is defined that each State Party recognizes that the duty of ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage situated on its territory.

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

5.3.3 Butrint

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

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

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

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

5.3.4 Old Town of Corfu

The management plan focused on:

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

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

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

5.3.5 Ferrara, City of Renaissance and its Po Delta

From the Management Plan depends:

- The networking of the historical city centre and suburban residences of the Dukes;

- Enhancement of the original elements of the Renaissance landscape of the historical river PoDelta;
- The adaptation and standardization of rules for the use and transformation of landscape within the site in agreement with all planning tools provided by regional legislation.

5.3.6 Natural and Culturo-Historical Region of Kotor

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

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

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

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

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

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

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

Maintenance and small repairs are financed by Bishporic from admission ticket earnings. Big systematic **restoration works** are financed through the Ministry of culture that every year invites to tender from a fund for improvement of cultural services. **Each operation has to be approved and is monitored** by the Ministry through its Department for Conservation in Pula. Town Poreč participates in maintenance of the Complex and in organization of cultural manifestations (mostly concerts).

5.3.9 The Early Christian Monuments of Ravenna

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

5.3.10 Conclusions

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

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

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

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

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

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

5.4 Relation of management with urban and spatial planning

*Effective management involves a cycle of short, medium and long-term actions to protect, conserve and present the nominated property. **An integrated approach to planning and management** is essential to guide the evolution of properties over time and to ensure maintenance of all aspects of their Outstanding Universal Value. This approach goes beyond the property to include any buffer zone(s), as well as the broader setting.¹²*

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

5.4.1 The Trulli of Alberobello

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

5.4.2 Archeological Area and the Patriarchal Basilica of Aquileia

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

5.4.3 Butrint

Butrint National Park has been created for both, its **cultural and natural values**. Some of those values, for which the site has been inscribed under the Ramsar convention for protection of wetlands, are internationally recognized. Others are without any doubt of very high natural values, whether nationally or for the local communities. These values are independent of the cultural ones, but at the same time, the nature is the setting of the cultural site and one of the reasons it is located at this location. Therefore, their **protection and management must be integrated** and the responsibility of one competent body. It is quite obvious that the **environmental issues** are the most complicated, due to their diversity, vulnerability and mainly due to the human factor and conflicting interests.

¹²Operational Guidelines for the Implementation of the World Heritage Convention, WHC. 13/01, July 2013

5.4.4 Ferrara, City of Renaissance and its Po Delta

At the **regional level, two specific planning tools**(Landscape Plan - PTPR and Delta Park Plan) laydown rules for particular attention to the protection of historical and cultural identity of the settlements, the landscape and areas of natural and ecological interest.

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

5.4.5 Natural and Culturo-Historical Region of Kotor

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

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

The process of accelerated urbanization is unfortunately still present on the territory of the protected region and its buffer zone and threatens, to a certain extent, its OUV. This was confirmed by the Advisory Mission in 2013, which concluded that the link between spatial planning and protection policy is rather weak, that spatial and urban plans tolerate and to a certain degree encourage this urbanization, while they fail to integrate to a sufficient level the requirements for the protection of OUV and cultural landscape attributes. The mission identified as a serious problem the weakness of the protection system and its inability to exert positive influence of the process of urbanization, spatial plans and transport networks. “The protected region has not yet been granted the legal status of cultural landscape; there are no detailed regimes and regulations for the development of spatial and urban plans; decisions made by the protection authorities are not binding; managerial structures are weak and insufficiently coordinated, without a clear vision of development.”

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

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

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

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

5.4.8 The Early Christian Monuments of Ravenna

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

Exploiting the environment, whether by fishing, agriculture, pasture construction and development, as well as **the impact of human activities'** by-products and needs (infrastructure, sewage, solid waste and garbage), are the cause for **biggest threats and to the values of the local environment**. Uncontrolled growth of the towns and communes, with all their by products, infrastructure and needs are another big threat' whether physical or visual.

In many ways **that attractiveness of the region for visitors is at risk, due to over and uncontrolled misuse and abuse of the resources.**

5.4.9 Conclusions

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

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

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

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

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

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

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

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

In order to face new global challenges, cultural heritage also could no longer be 'confined to the role of passive conservation of the past', but should instead 'provide the tools and framework to help shape, delineate and drive the development of tomorrow's societies'¹³. The potential of heritage to contribute to environmental protection, social capital and economic growth is being increasingly recognized.

*The definition of **development** in Article 3 of the UNESCO Universal Declaration on Cultural Diversity (2001) corresponds closely to the **role in the development process that we would like to give heritage**, interpreted in its broadest sense: '**development, understood not only in terms of economic growth, but also as a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence**'.¹⁴*

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

1. *As a concern for **sustaining the heritage**, considered as an end in itself, and **part of the environmental/cultural resources** that should be protected and transmitted to future generations to guarantee their development (intrinsic).*
2. *As the **possible contribution that heritage and heritage conservation can make to the environmental, social and economic dimensions** of sustainable development (instrumental).¹⁵*

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

5.5.1 The Trulli of Alberobello

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

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

¹³The Paris Declaration On heritage as a driver of development, ICOMOS, 2011

¹⁴The Paris Declaration On heritage as a driver of development, ICOMOS, 2011

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

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.

5.5.2 Archeological Area and the Patriarchal Basilica of Aquileia

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

5.5.3 Butrint

Development of archaeological and natural sites is done for the **benefit of the visitors**. More on this subject will be included in the tourism chapter.

Butrint is probably Albania's most visited archaeological site, and as its WHH inscription suggests, one of the most valuable archaeological sites in the world (meets the requirements for having Outstanding Universal Value). As such, and being impressive for its built remains, setting and nature, it already attracts large number of visitors, but is very far from the number of visitors to other renowned archaeological sites (including around the Mediterranean sea). Proper actions and Albania in general, attracting more tourists, will bring many more visitors to the site.

At the same time it is obvious that the **site's potential** to attract and interest visitors is far higher than nowadays numbers of visitors to the site, while at the same time it is also true that the site is not ready to accept much larger numbers.

Archaeological sites planners speak often of a **site's carrying capacity**. Indicators for carrying capacity and limiting factors for limiting numbers of visitors could be size of site, threat to values when numbers of visitors are higher than a certain amount, size of parking area and other facilities, etc. Even without proper studies and measuring, there is no doubt that Butrint's carrying capacity is much bigger than the numbers of visitors nowadays – but the site is not ready for more visitors and much of its potential is wasted.

5.5.4 Ferrara, City of Renaissance and its Po Delta

The Management Plan includes:

- actions to raise awareness on quantity and quality of heritage characterizing the site (censuses targeted, community maps, presence in basic education);
- actions to adapt to the objectives of the site, the binding rules of the Municipal Structural Plans – PSC already approved or pending approval, as well as the Provincial Territorial Cooperation Plan – PTCP and provincial sartorial plans;

- use of extraordinary intervention tools such as the Special Area Program "Actions for the urban development of areas of excellence of the city of Ferrara," which has made possible many redevelopment of the historic center, and comes as an instrument closely related to the Management Plan of UNESCO Site;
- measures to improve the quality of large infrastructure projects being prepared, which will interfere with the area of the Site;
- actions for the identification of landscape relevant elements, also in the buffer zone;
- Interventions to increase the quantity and quality of services dedicated to the enjoyment of the heritage of the site, with particular attention to the full accessibility and correct and complete information

5.5.5 Natural and Culturo-Historical Region of Kotor

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

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

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

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

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

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

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

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

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

5.5.8 The Early Christian Monuments of Ravenna

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

5.5.9 Conclusions

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

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

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

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

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

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

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

5.6 Financing and funds

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

5.6.1 The Trulli of Alberobello

The preparation of the Management Plan has had a strong impact in terms of planning framework. Today the municipality of Alberobello is participating 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)

5.6.2 Archeological Area and the Patriarchal Basilica of Aquileia

Financing and funds are as follows:

- 2 M euro/year from Friuli Venezia Giulia **Region**
- 100.000 Euro/year from the **Province** of Udine

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

5.6.3 Butrint

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

5.6.4 Old Town of Corfu

Available allocations of funding derive chiefly from the Office of the Old Town that is provided by the "Programme Contract 2006- 2012" between the Ministry of Culture – Ministry of the Environment, Spatial Planning and Public Works – Archaeological Receipts Fund – Municipality of Corfu. Other agencies that finance the implementation of the Plan is the Ministry of Culture, through two regional offices that are active in Corfu – the 21st Ephorate of Byzantine Antiquities and the 6th Ephorate of Prehistoric and Classical Antiquities and the Ionian University.

5.6.5 Ferrara, City of Renaissance and its Po Delta

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

5.6.6 Natural and Culturo-Historical Region of Kotor

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

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

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

5.6.7 Piran cultural landscape with the salt pans of Sečovelje and Strunjan

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

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

The expenses for management, maintenance and restoration are provided from three sources:

1. Poreč and Pula Bishopric (mostly from admission tickets earnings)
2. Ministry of culture: for restoration
3. Town Poreč: partly for maintenance and an employee

5.6.9 The Early Christian Monuments of Ravenna

Financing and funds are usually State funds and tickets incoming.

5.6.10 Historical Complex of Split with the Palace of Diocletian

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

5.6.11 Conclusions

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

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

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

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

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

6. Annexes

6.1 Informative grid

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

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

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

	<ul style="list-style-type: none"> a) Management plan does not exist b) Management plan is in the phase of development c) Management plan is prepared but it has not been implemented yet d) Management plan exist and is being implemented e) Management plan exist, it is implemented and updated regularly 	
2.1.2	If the management plan exists, please describe your experiences during its development (process, lessons learnt) and updating (if the plan is updated regularly)	
2.1.3	If the management plan is being implemented, please describe your experiences (positive and negative aspects, challenges, lessons learnt)	
2.2.	General management issues	
	Legal and institutional framework	
	Type of management systems	
	Key stakeholders, responsibilities, coordination between stakeholders	
	Relation of management with conservation, restoration and maintenance	
	Relation of management with urban and spatial planning	

	Relation of management with development (policies, strategies, ..)	
	Financing and funds	

Note: If the management plan for your site exists, please send it along with the informative grid

7. Bibliography

A: Literature:

- B.M., Feilden, I., Jokilehto: Management Guidelines for World Heritage Sites, Rome, 1993
- Convention Concerning the Protection of the World Cultural and Natural Heritage, 1972
- Operational Guidelines for the Implementation of the World Heritage Convention, World Heritage Centre, WHC. 13/01, July 2013
- World Heritage Information Kit, UNESCO World Heritage Centre, 2008
- World Heritage Paper 23 - Enhancing our Heritage Toolkit /Assessing management effectiveness of natural World Heritage sites, 2008
- The Paris Declaration On heritage as a driver of development, ICOMOS, 2011
- World Heritage Resource Manual - Managing Cultural World Heritage, UNESCO / ICCROM / ICOMOS / IUCN, 2013
- EX.PO AUS Extension of Potentiality of Adriatic UNESCO Sites, project publication, 2013

B: Internet

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