

- Cooperation, Involvement  
and Exchange –

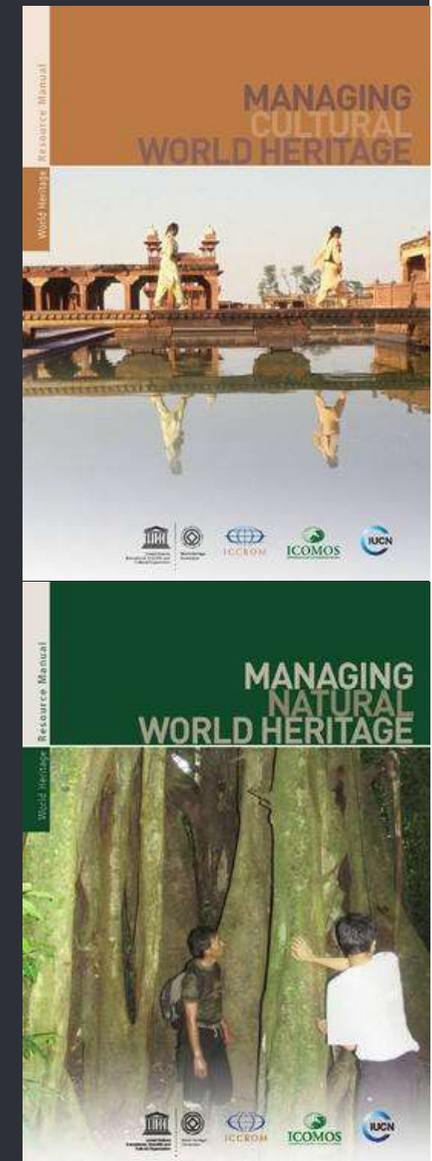
The Site Manager's Key Role in Local and  
International World Heritage Policy

## ● Resource Manual: Management of Natural World Heritage

“It reviews the various processes in place for site managers to report the **results of their management** to the World Heritage Committee.” (p. 12)

“Having the attention and support of the World Heritage community, which is often prompted by the World Heritage Committee decision process, can often help to resolve possible threats. **Being aware of these recommendations** is crucial for the site manager and will **influence the action taken in response.**” (p. 24)

“The toolkit is structured to enable World Heritage site managers to **build a business plan** gradually (...)” (p. 51)



## ● Resource Manual: Management of Natural World Heritage

“Conveying this message is especially important for World Heritage site managers who are **developing World Heritage educational programmes** with schools or other formal or non-formal education institutions in their regions.

When working with educational establishments, one of the most important initial tasks is for site managers and staff **to engage and inspire** teachers/trainers/lecturers about the values of their World Heritage site and how they can be used creatively in the education curriculum” (p. 61)

“(…) to understand how the site managers can **plan sustainable tourism development** that protects the site’s OUV” (p. 68)

“Without an effective monitoring programme World Heritage site managers will find it difficult to **manage their site effectively** and **respond to World Heritage reporting requirements.**” (p. 73)

Site Manager, the „Swiss Army Knife Person“



- Operational Guidelines, par. 108, 109

108. 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.

109. The purpose of a **management system** is to ensure the effective protection of the nominated property for present and future generations.

- Operational Guidelines, par. 110

110. 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. **Impact assessments** for proposed interventions are essential for all World Heritage properties.

- Operational Guidelines, par. 110

111. In recognizing the diversity mentioned above, common elements of an effective management system could include:

- a) a thorough **shared understanding** of the property **by all stakeholders**, including the use of **participatory planning and stakeholder consultation process**;
- b) a cycle of and feedback; **planning, implementation, monitoring, evaluation**
- c) an **assessment of the vulnerabilities** of the property to social, economic, and other pressures and changes, as well as the **monitoring of the impacts** of trends and proposed interventions;
- d) the **development of mechanisms for the involvement and coordination** of the various activities between different partners and stakeholders;
- e) the **allocation** of necessary **resources**; (...)

# Cooperation, Involvement and Exchange

Fields of activity:

- I. Understanding and implementing WHC decisions
- II. Strategic Management Planning: an integrated approach to policy- and decision-making
- III. Stakeholder Analysis and Involvement
- IV. Advocacy, Awareness-raising and Outreach
- V. Site Monitoring and impact assessment



1

Understanding and implementing  
WHC decisions

## Understanding and implementing World Heritage Committee Decisions

Reiterating its concern that the High-Rise Concept abolishes exclusion zones for high-rise buildings in the [property's] urban areas, without having applied appropriate instruments of control for height, volume and urban density respecting the OUV of the property (...), therefore also reiterates its request to the State Party to facilitate the preparation of revised planning rules and guidelines, which:

- a) Establish parameters for the urban density as well as specific standards for building height and volume for the property and buffer zone,

41 COM, 7B.42



## Understanding and implementing World Heritage Committee Decisions

- b. Safeguard the urban morphology that is an essential attribute of the property,
- c. Encourage sustainable development in the property and its buffer zone in harmony with its OUV,
- d. Require that all high-rise projects are evaluated through a comprehensive Heritage Impact Assessment (HIA) (...) including reference to 3D visual simulations, so that the effects of the development on the OUV of the property can be properly considered;



- Understanding and implementing World Heritage Committee Decisions

Site Manager as Interpreter and Communicator



● Understanding and implementing  
World Heritage Comittee Decisions

Site Manager as knowledge source



- Understanding and implementing World Heritage Committee Decisions



Site Manager as local counterpart

2

## Strategic Management Planning:

an integrated approach to policy- and decision-making

“

***“Multiple objectives now characterize the management of most cultural properties. (...) These [various] factors often work in a complex mesh and establishing and maintaining suitable management approaches is all the more difficult. Overcoming this challenge is vital for the future of the cultural property being managed. “***

Managing World Cultural Heritage,  
World Heritage Resource Manual, 2013

## ● Strategic Management Planning

### Long-term vision

- Vision

### Objectives and Strategies

- Strategic objectives
- Medium-term strategies and management processes
- Coordination of stakeholders

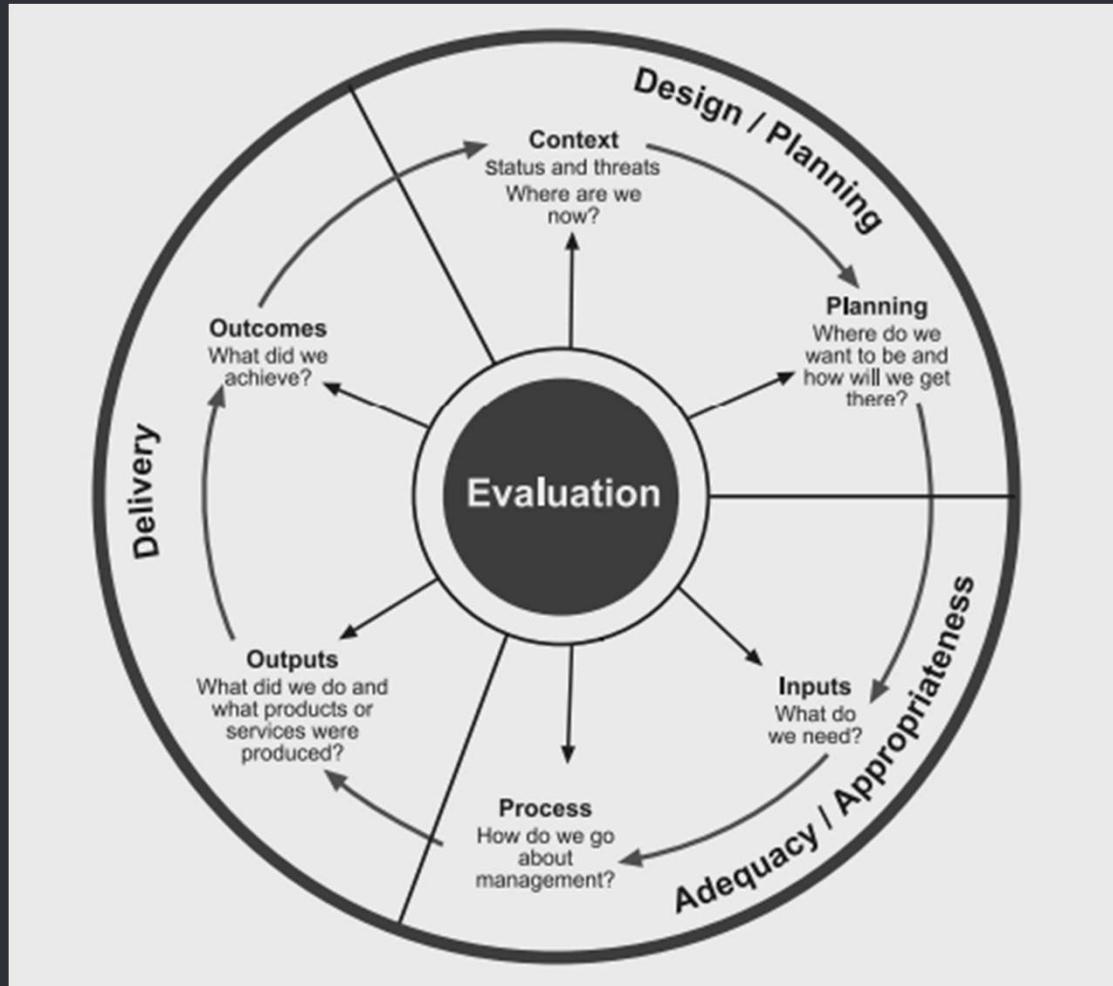
### Implementation

- Guidance for implementation of strategies
- Actions plans

### Evaluation

- Indicators for quality assurance
- Assessment scheme

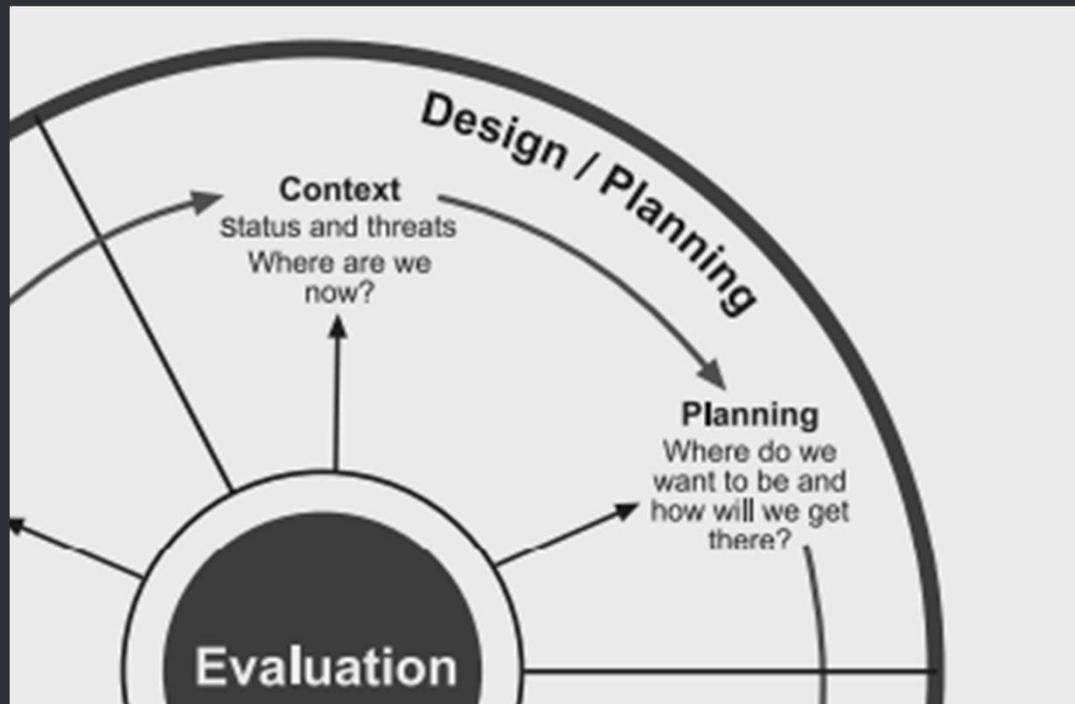
## ● Strategic Management Planning



The WCPA Framework  
for Assessing Management  
Effectiveness.  
Source: Hockings et al. (2006).

- Strategic Management Planning

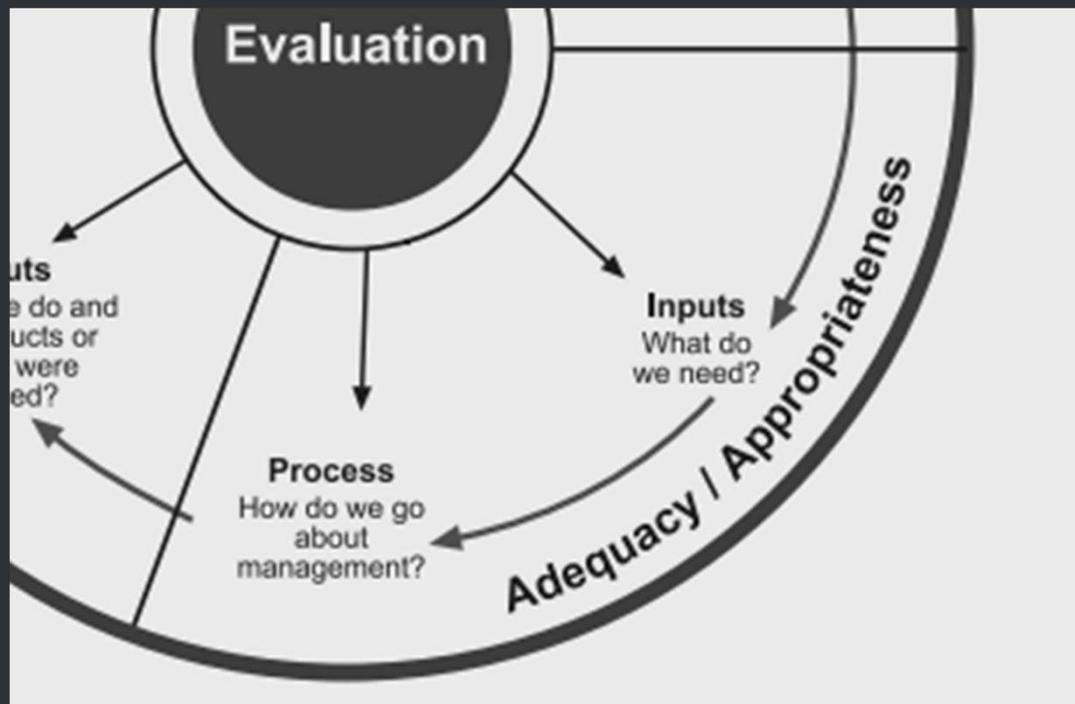
Site manager:  
The analyst  
and planner



The WCPA Framework  
for Assessing Management  
Effectiveness.  
*Source:* Hockings et al. (2006).

- **Strategic Management Planning**

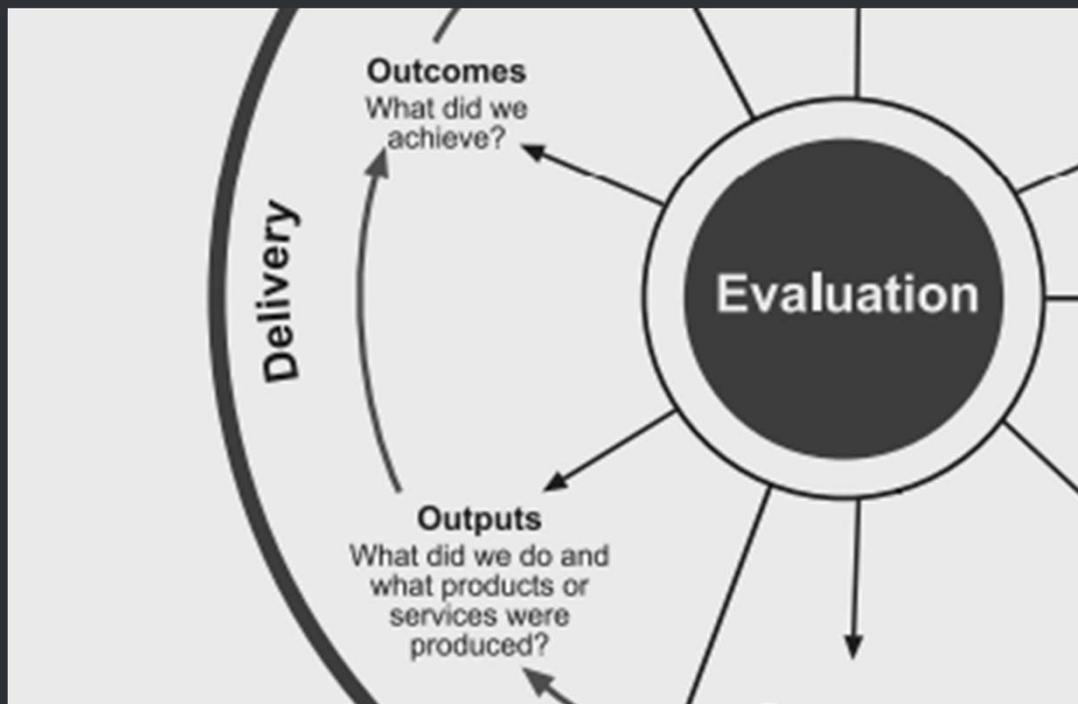
Site manager:  
The manager  
and facilitator



The WCPA Framework  
for Assessing Management  
Effectiveness.  
*Source: Hockings et al. (2006).*

- **Strategic Management Planning**

Site manager:  
The critical  
reviewer and  
guarantor of  
success



The WCPA Framework  
for Assessing Management  
Effectiveness.  
*Source: Hockings et al. (2006).*

3

## Stakeholder Analysis & Involvement

- **Stakeholder Analysis & Involvement**

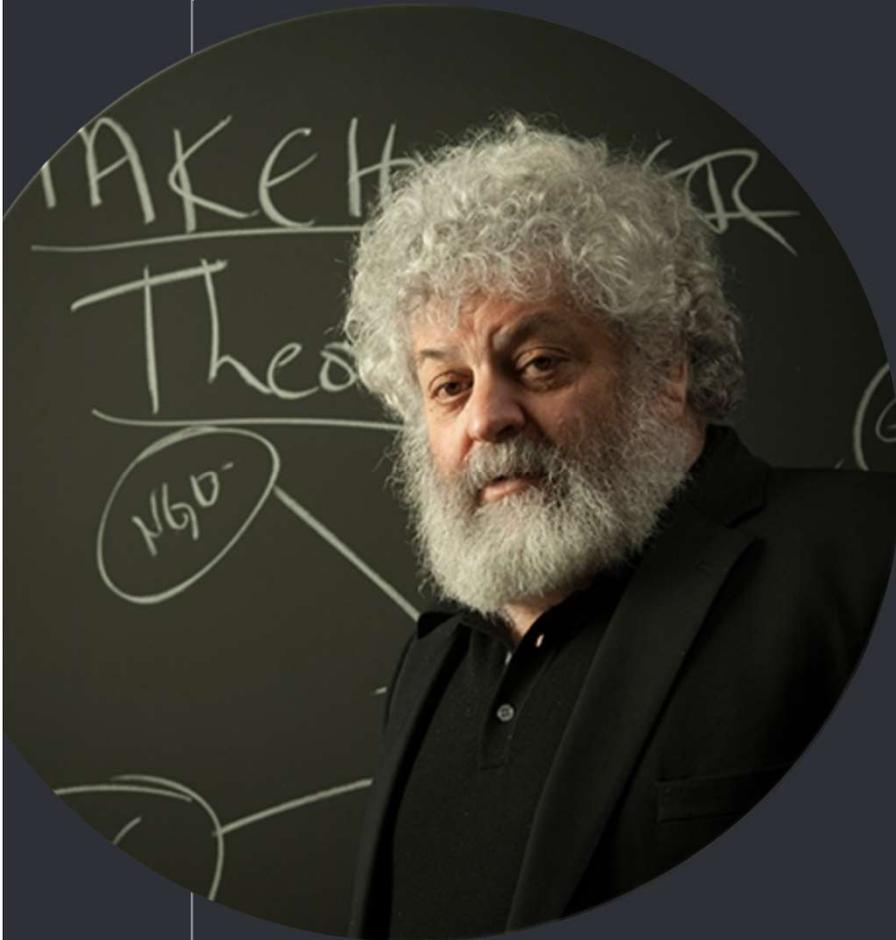
## Definition



“any group or individual who is affected by or can affect the achievement of an organizations objectives” (Freeman 1984, 46)

## Stakeholder Analysis & Involvement

## Benefits



- Gives people some say over how projects or policies may affect their lives;
- Generates a sense of ownership if initiated early in the development process;
- Provides opportunities for learning for both the management team and stakeholders themselves;
- Builds capacity and enhances responsibility.
- Coordinates efforts of different institutions

## Stakeholder Analysis & Involvement

Site manager as analyst

IMPORTANCE INFLUENCE	High / Medium	Low / Not known
High / Medium	<b>A</b> These stakeholders are the most important ones for the project. The implementing organization must consider their interests and expectations in order to ensure effective coalition and support for the project.	<b>B</b> These stakeholders are a source of significant risk. They need careful monitoring and management.
Low / Not known	<b>C</b> These stakeholders should be adequately informed about the development of the project, to protect their interest, but they only require limited monitoring and management.	<b>D</b> These stakeholders are of low priority. They require limited monitoring and management.

Source: UNITAR

## Stakeholder Analysis & Involvement

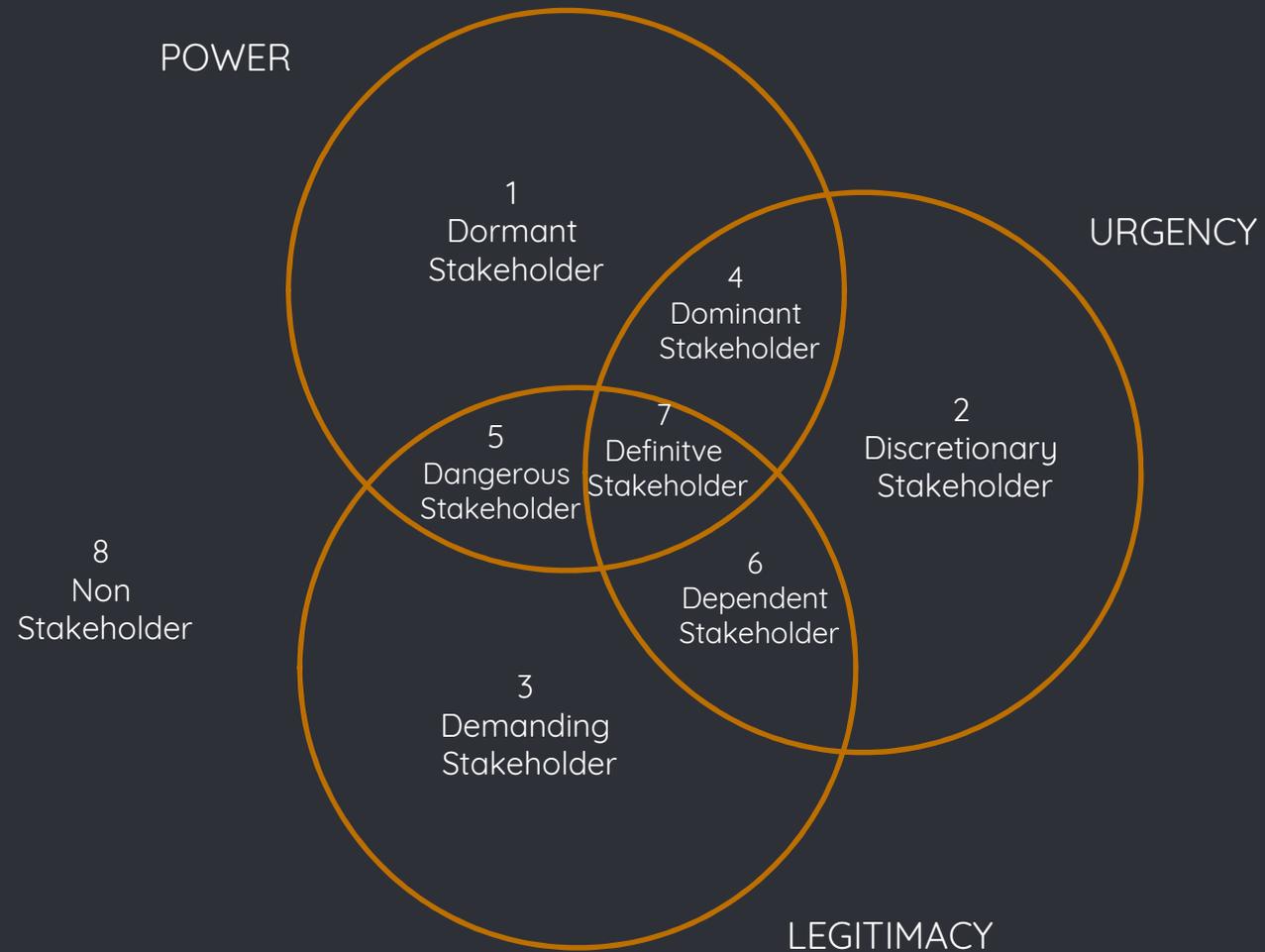
Site manager as analyst

IMPORTANCE INFLUENCE	High / Medium	Low / Not known
High / Medium	<p><b>Manage closely</b>  <b>(promoters)</b></p> <p>These stakeholders are the most important ones for the project. The organization must consider their interests and expectations in order to ensure effective coalition and support for the project.</p>	<p><b>Keep satisfied</b>  <b>(latents)</b></p> <p>These stakeholders are a source of significant risk. They need careful monitoring and management.</p>
Low / Not known	<p><b>Monitor</b>  <b>(apathetics)</b></p> <p>These stakeholders should be adequately informed about the development of the project, to protect their interest, but they only require limited monitoring and management.</p>	<p><b>Keep informed</b>  <b>(defenders)</b></p> <p>These stakeholders are of low priority. They require limited monitoring and management.</p>

Source: UNITAR (with overlay of World Bank categorization)

## Stakeholder Analysis & Involvement

Site manager as analyst

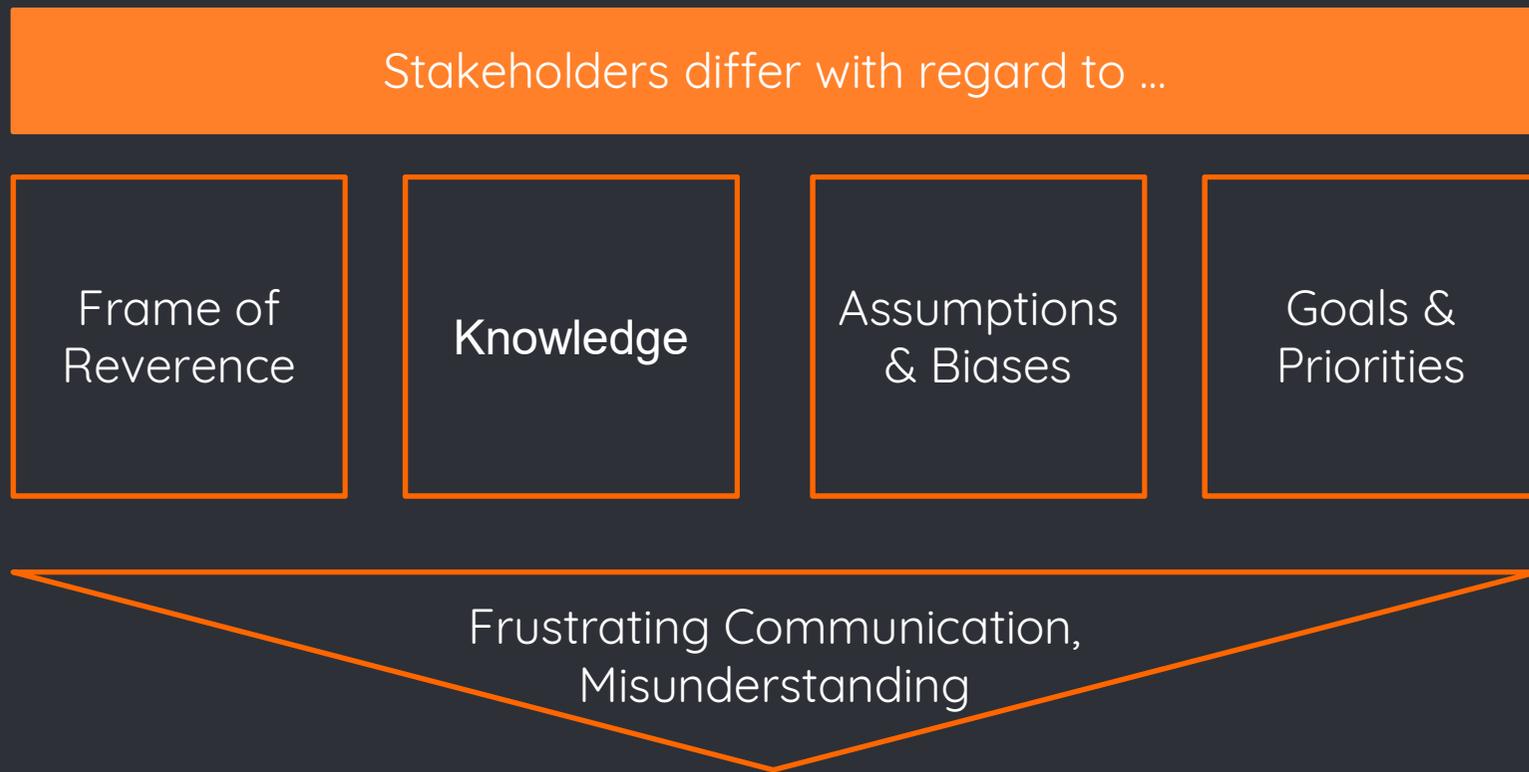


### Stakeholder Salience

as introduced by Agle, Mitchell, and Sonnenfeld (1999)

## Stakeholder Analysis & Involvement

Site manager as partner and reference



**Multi-Stakeholder Collaborations**  
(Kaner, Watts & Frison, 2008)

## Stakeholder Analysis & Involvement

Site manager as  
emphatic support

**Making a Decision**  
(Kaner, Watts & Frison, 2008)

### GRADIENTS OF AGREEMENT: BETTER VOCABULARY

1	2	3	4	5	6	7	8
<b>Whole-hearted Endorsement</b>	<b>Agreement with a Minor Point of Contention</b>	<b>Support with Reservations</b>	<b>Abstain</b>	<b>More Discussion Needed</b>	<b>Don't Like But Will Support</b>	<b>Serious Disagreement</b>	<b>Veto</b>
"I really like it."	"Not perfect, but it's good enough."	"I can live with it."	"This issue does not affect me."	"I don't understand the issues well enough yet."	"It's not great but I don't want to hold up the group."	"I am not on board with this - don't count on me."	"I block this proposal."

## ● Involvement beyond...

How to be involved in planning processes outside the boundaries and buffer zone of the site?

How to identify opportunities that can support the implementation of your actions?

How to reach decision-makers you do not cooperate with yet?

How to deal with decision-makers who pursue planning initiatives with potentially adverse effects on your site?

4

## Advocacy, Awareness-raising & Outreach

## ● Advocacy, Awareness-raising & Outreach

Site manager as public relation specialist



### Public Relations

#### Definition

- all activities related with communication to constructively influence specific parts of the general public
- maintaining and care of relations, mostly aiming at creation or improvement of relations
- has to be adapted to the strategic planning of the site

## Advocacy, Awareness-raising & Outreach

Site manager as public relation specialist

### Internal Dimension of PR

- Core team responsible for site management
- The board / council monitoring site management
- Other stakeholders directly involved in the decision-making or management

### External Dimension of PR

- External stakeholders, e.g. political representatives, public influencers, regional planning authorities, local communities, NGOs, UNESCO
- Visitors

## ● Advocacy, Awareness-raising & Outreach

## Public Relations

Aims for Site Management

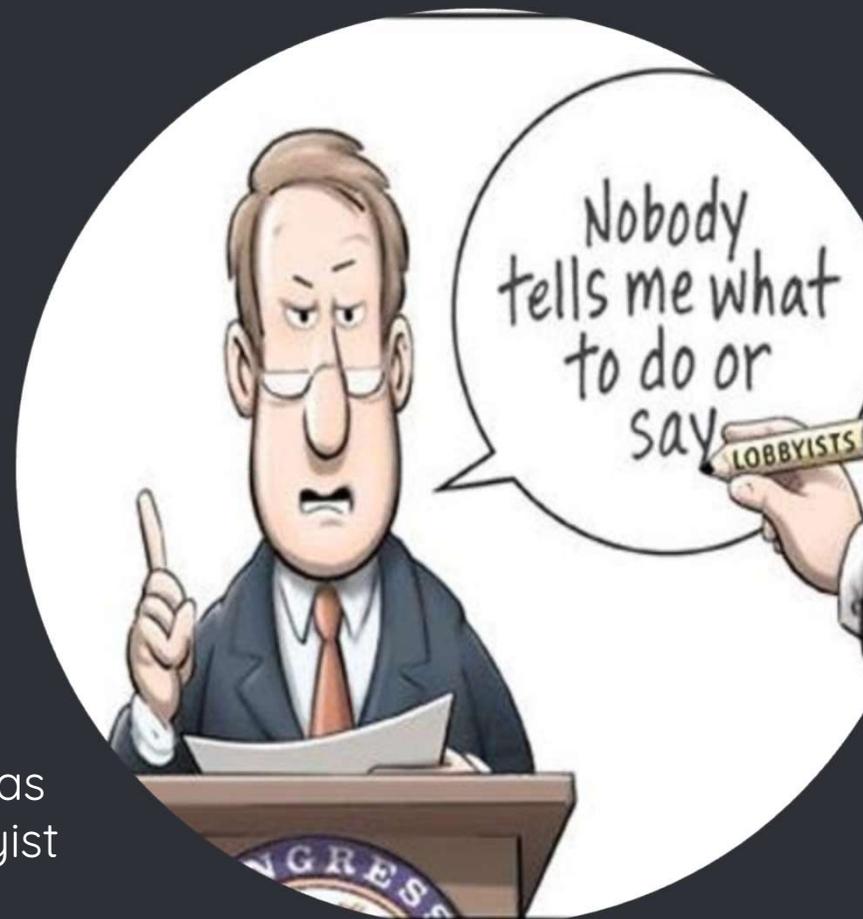


- Become the go-to person for questions on the site
- Be consulted on projects which may have an impact on the World Heritage Site (invited to meetings or included in the official consultation process)
- Be informed about relevant future planning initiatives by partners and stakeholders
- Be informed about funding opportunities

● **Advocacy, Awareness-raising & Outreach**



Site manager as networker



Site manager as lobbyist

## ● Advocacy, Awareness-raising & Outreach

## Lobbying Definition

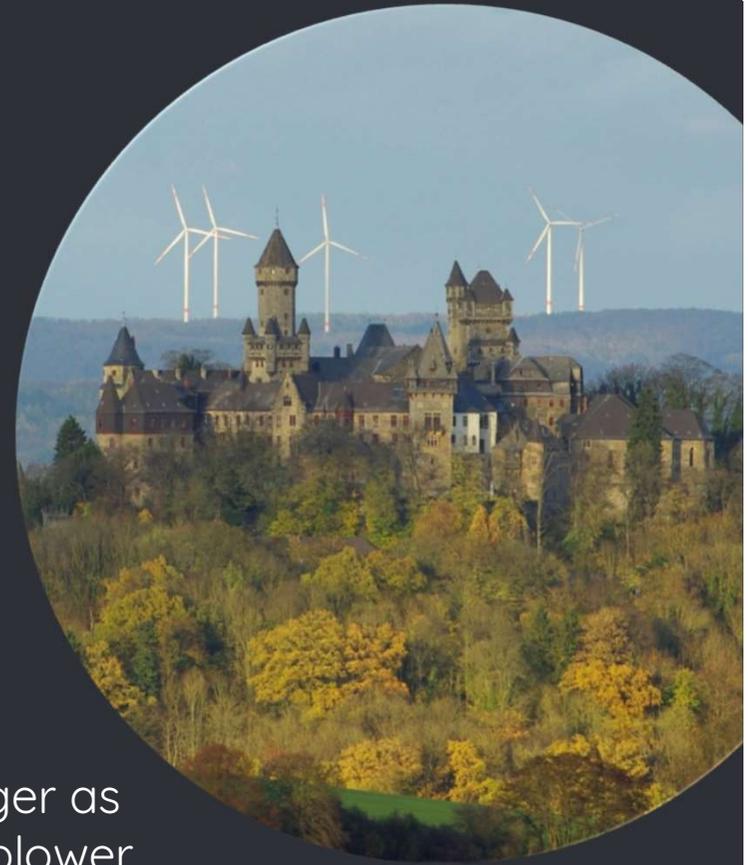


„any attempt by individuals or private interest groups to influence the decisions of government; in its original meaning it referred to efforts to influence the votes of legislators, generally in the lobby outside the legislative chamber.” (Britannica Online)

„actions to intentionally influence political decisions by people who are not involved in the decision-making process“ (Peter Köppl)

- **Advocacy, Awareness-raising & Outreach**

Site manager as  
fund-raiser



Site manager as  
whistle-blower

5

## Site Monitoring and impact assessment

## ● Site Monitoring System

Site manager as designer and supervisor

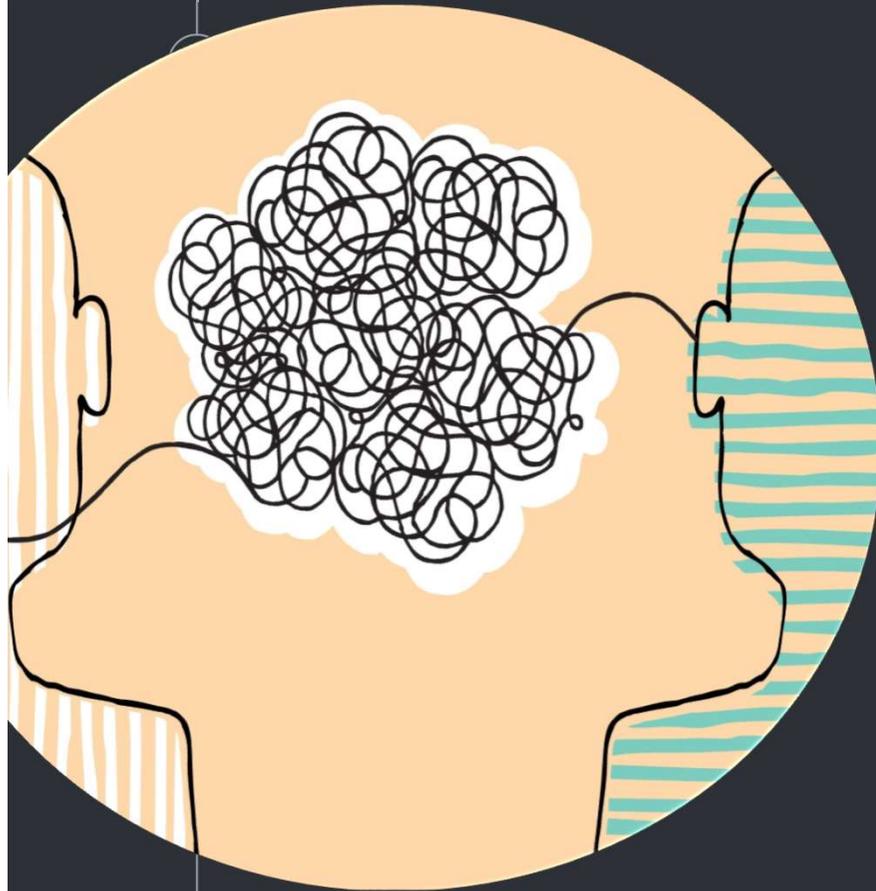


Site Monitoring is part of the Strategic Management Cycle focused on indicators linked to the OUV, authenticity and integrity,

- covers condition of the property, risks and challenges, the impact of corrective measures (if applicable)
- measurable and quantifiable (SMART)
- requires information gathered by different municipal departments – a clear questionnaire on the necessary data is crucial
- Designed and supervised by the site manager

## ● Site Monitoring

Site manager as focal point, collector and synthesizer



- Focal point for assessment of the site condition and management process
- Gathering of information through cooperation and communication
- combining data from various sources
- Summarize observations and trends for documenting, analyzing and reporting
- Communicate results

- **Site Monitoring**

Site manager as compiler and author of reporting process



- Compiling the contribution of site's response to Periodic Reporting Questionnaire (2<sup>nd</sup> part);
- Compiling a stat of conservation report if requested;
- Provide information at both, the national and the site level

Coordinator, facilitator and  
developer of indicators

## ● **Impact Assessment**

Challenges in Heritage Impact Assessments:

1. Law: legal requirement and necessity
2. Assessor: qualifications and interests
3. Client: terms of reference and sources of finance
4. Standards: HIA Guidance and others
5. Methods: assessment indicators and matrices
6. Judgement: comparability and references
7. Implementation: Acceptance and mitigation





- I. Interpreter, communicator, knowledge source and counterpart
- II. Strategic analyst and planner; manager and facilitator; critical reviewer and guarantor of success
- III. Analyst, partner, reference and emphatic support
- IV. Lobbyist, Public Relations Specialist, Fundraiser and Whistle-blower
- V. Designer, facilitator and supervisor of monitoring and impact assessment, focal point, collector and synthesizer, report author and compiler



**Planner**

**Coordinator**

**Partner**

**Lobbyist**

**Reviewer Supervisor**

**PR-Specialist**

**Facilitator**

**Fundraiser**

**Manager**

**Analyst**

**Designer**

**Interpreter**

**Collector Synthesizer**

**Communicator**

**Compiler**

**Author**

**Focal point**

**Counterpart**

