# Managing World Heritage

How do we check that we are doing a good job?

Encounter of Young Ambassadors of WH Cities

Eugene Jo, ICCROM-IUCN World Heritage Leadership

10 April 2024

Archaeological Areas of Pompei, Herculaneum and Torre Annunziata (Italy)

When Vesuvius erupted on 24 August AD 79, it engulfed the two flourishing Roman towns of Pompei and Herculaneum, as well as the many wealthy villas in the area. These have been progressively excavated and made accessible to the public since the mid-18th century. The vast expanse of the commercial town of Pompei contrasts with the smaller but better-preserved remains of the holiday resort of Herculaneum, while the superb wall paintings of the Villa Oplontis at Torre Annunziata give a vivid impression of the opulent lifestyle enjoyed by the wealthier citizens of the Early Roman Empire.
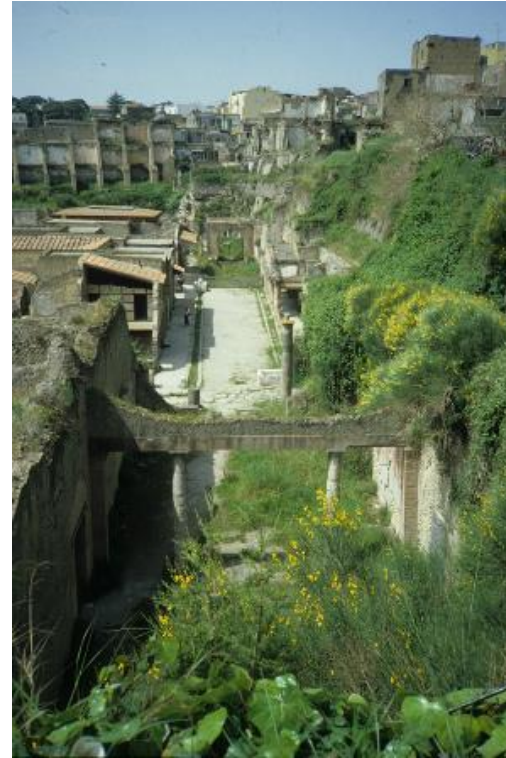
Sacred Mijikenda Kaya Forests (Kenya)

Criterion (v): Since their abandonment as preferred places of settlement, Kayas have been transferred from the domestic aspect of the Mijikenda landscape to its spiritual sphere. As part of this process, certain restrictions were placed on access and the utilisation of natural forest resources. As a direct consequence of this, the biodiversity of the Kayas and forests surrounding them has been sustained. The Kayas are under threat both externally and from within Mijikenda society through the decline of traditional knowledge and respect for practices.

Venice and its Lagoon (Italy)

Founded in the 5th century and spread over 118 small islands, Venice became a major maritime power in the 10th century. The whole city is an extraordinary architectural masterpiece in which even the smallest building contains works by some of the world's greatest artists such as Giorgione, Titian, Tintoretto, Veronese and others.

Mosi-oa-Tunya / Victoria Falls

These are among the most spectacular waterfalls in the world. The Zambezi River, which is more than 2 km wide at this point, plunges noisily down a series of basalt gorges and raises an iridescent mist that can be seen more than 20 km away.

Vegaøyan – The Vega Archipelago (Norway)

A cluster of dozens of islands centred on Vega, just south of the Arctic Circle, forms a cultural landscape of 107,294 ha, of which 6,881 ha is land. The islands bear testimony to a distinctive frugal way of life based on fishing and the harvesting of the down of eider ducks, in an inhospitable environment. There are fishing villages, quays, warehouses, eider houses (built for eider ducks to nest in), farming landscapes, lighthouses and beacons… The Vega Archipelago reflects the way fishermen/farmers have, over the past 1,500 years, maintained a sustainable living and the contribution of women to eiderdown harvesting.

Rapa Nui National Park

Rapa Nui, the indigenous name of Easter Island, bears witness to a unique cultural phenomenon. A society of Polynesian origin that settled there c. A.D. 300 established a powerful, imaginative and original tradition of monumental sculpture and architecture, free from any external influence. From the 10th to the 16th century this society built shrines and erected enormous stone figures known as *moai* , which created an unrivalled cultural landscape that continues to fascinate people throughout the world.

Prehistoric Pile Dwellings around the Alps (Ledro, Italy)

This serial property of 111 small individual sites encompasses the remains of prehistoric pile-dwelling (or stilt house) settlements in and around the Alps built from around 5000 to 500 B.C. on the edges of lakes, rivers or wetlands. Excavations, only conducted in some of the sites, have yielded evidence that provides insight into life in prehistoric times during the Neolithic and Bronze Age in Alpine Europe and the way communities interacted with their environment. Fifty-six of the sites are located in Switzerland. The settlements are a unique group of exceptionally well-preserved and culturally rich archaeological sites, which constitute one of the most important sources for the study of early agrarian societies in the region

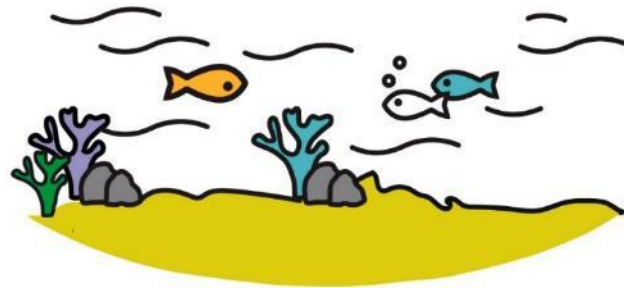Heritage has been created *by* people and it has been created *for* people.

Our world is a better place for the richness that heritage brings.

A monastery and sacred mountain

Industrial heritage

A marine ecosystem

Heritage

All inherited assets which people value for reasons beyond mere utility. Heritage is a broad concept and includes shared legacies from the natural environment, the creations of humans and the creations and interactions of humans and nature. It encompasses built, terrestrial, freshwater and marine environments, landscapes and seascapes, biodiversity, geodiversity, collections, cultural practices, knowledge, living experiences, etc.
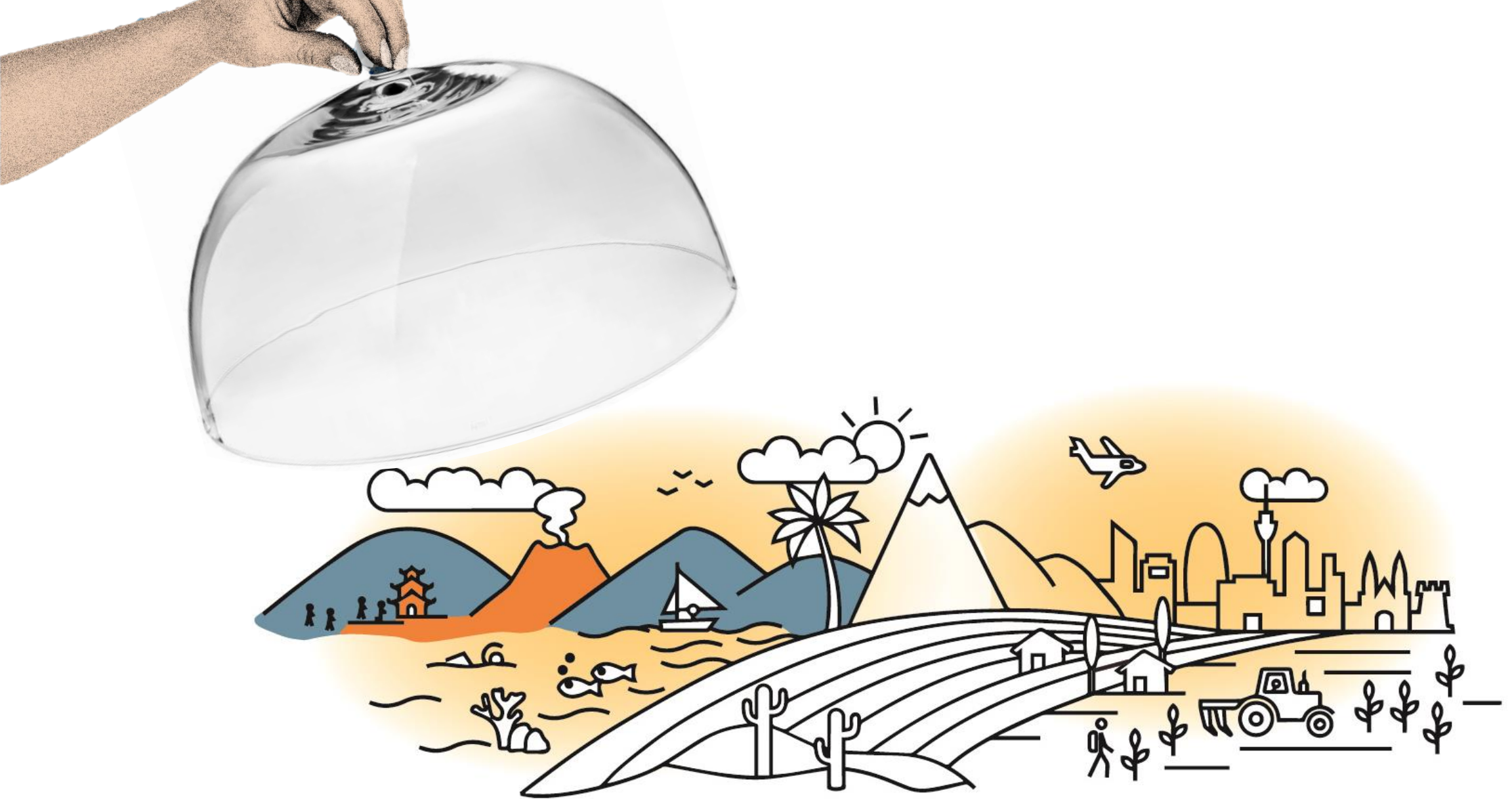
A heritage place that is important for all humankind…
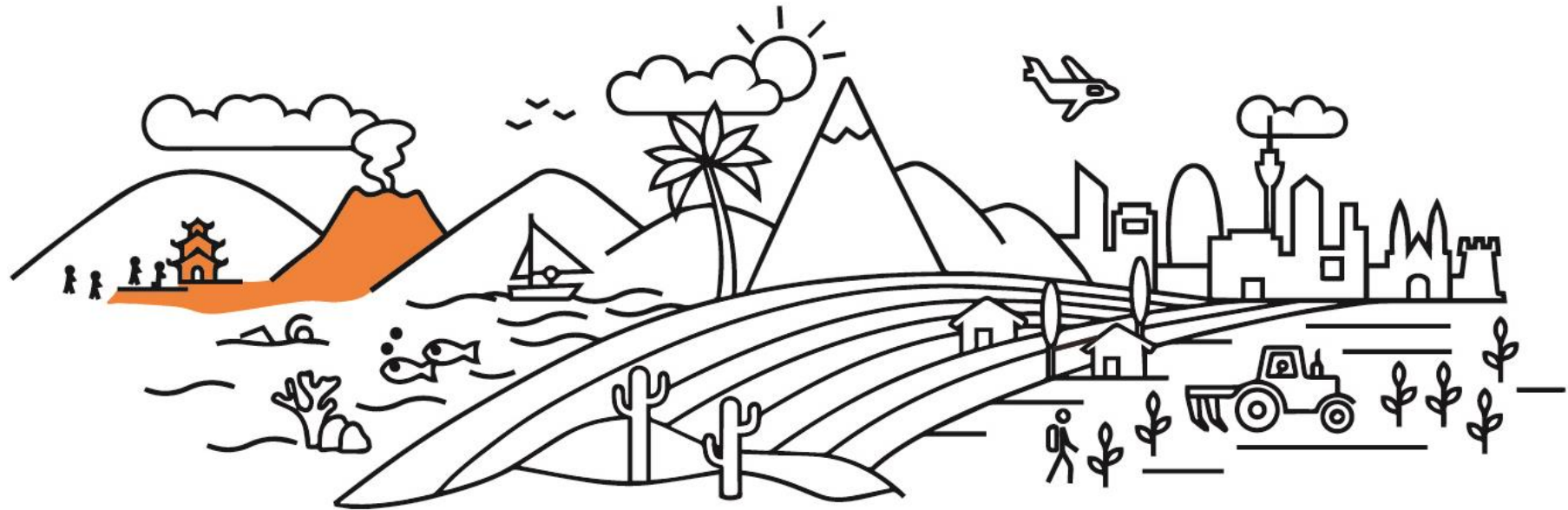
World Heritage property

Who holds the knowledge about what is important at our heritage place?
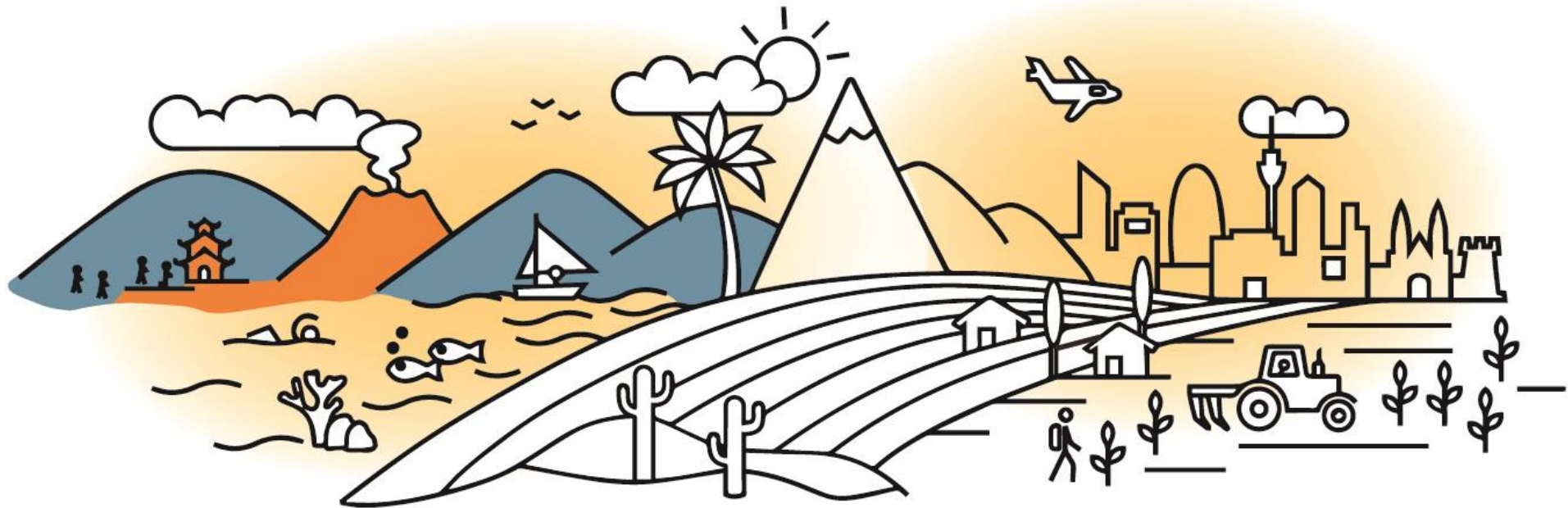
©World Heritage Leadership

World Heritage property

Buffer zone

Wider setting

Managing a World Heritage property…

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Heritage Place

Factors Affecting the Place

Boundaries & wider setting

Services & benefits

Social economic & environmental context

People & communities

Values & attributes
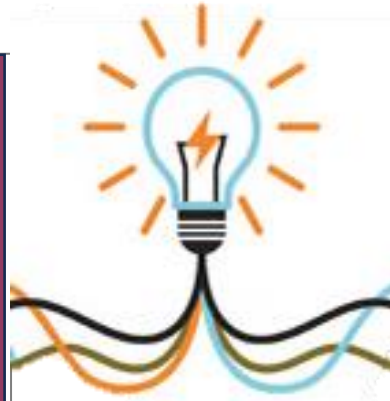
Graphics: World Heritage Leadership

Management effectiveness evaluation

The assessment of how well a World Heritage property or other heritage place is being managed – primarily the extent to which management is protecting the Outstanding Universal Value and the other important values of the property and achieving defined management objectives.

What is it about?

- Applicability to all World Heritage properties, as well as other heritage places;

- Focus on critical elements of the management system, rather than a detailed assessment of all its aspects;

- Ability to engage a wide range of actors, without the need for additional tools;

- Information gathering and analysis based on low-technology and low-cost processes;

- Self-assessment and an action-oriented methodology.

Health Check

The twelve EoH tools

Tool 1: Values, attributes and management objectives

Tool 2: Factors affecting the property

Tool 3: Boundaries, buffer zones and wider setting

Tool 4: Governance arrangements

Tool 5: Legal, regulatory and customary framework

Tool 6: Management planning framework

Tool 7: Needs and Inputs

Tool 8: Management Processes

Tool 9: Implementation

Tool 10: Outputs – Monitoring productivity

Tool 11: Outcomes – Monitoring the state of conservation

Tool 12: Review of Management Effectiveness Assessment Results

How to use it?

As all heritage places are different, you will need to **adjust and adapt** the use of the Toolkit to your own situation.

When to use it?

Management effectiveness assessments are most useful if repeated at regular intervals, preferably **aligned with the management planning cycle** and linked with revisions of the management plan, to track changes and help identify progress and improvements.
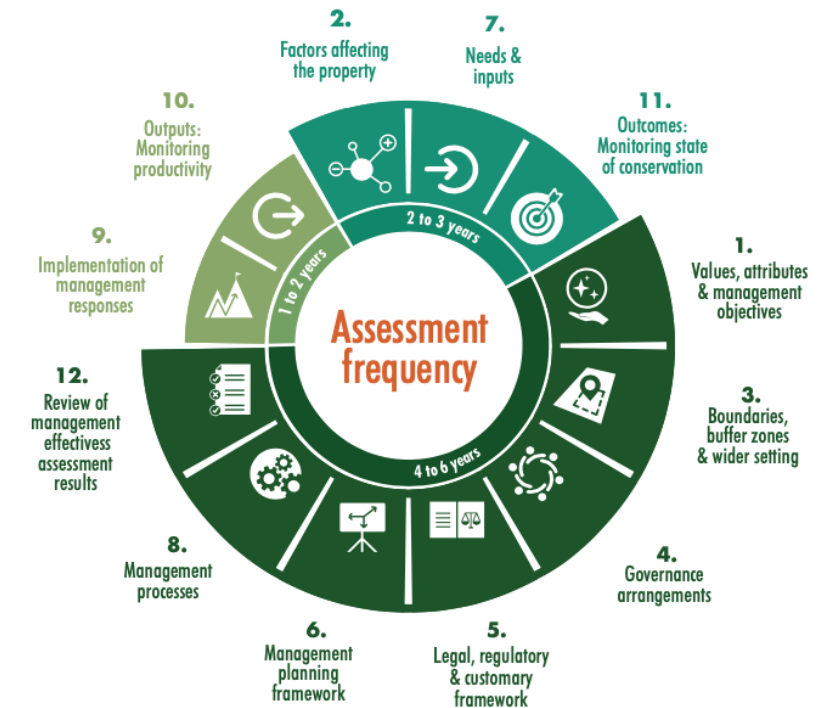
Who should be involved in the assessment?

EoH 2.0 is essentially conceived as a participatory process for use by managers at local, regional and national levels.

Therefore, ideally, all those involved in the governance and management of the World Heritage property or other heritage place should take part. In practice, involvement will vary and deciding who should be involved, and at what moments of that process, needs careful consideration upfront.

Phases in the assessment
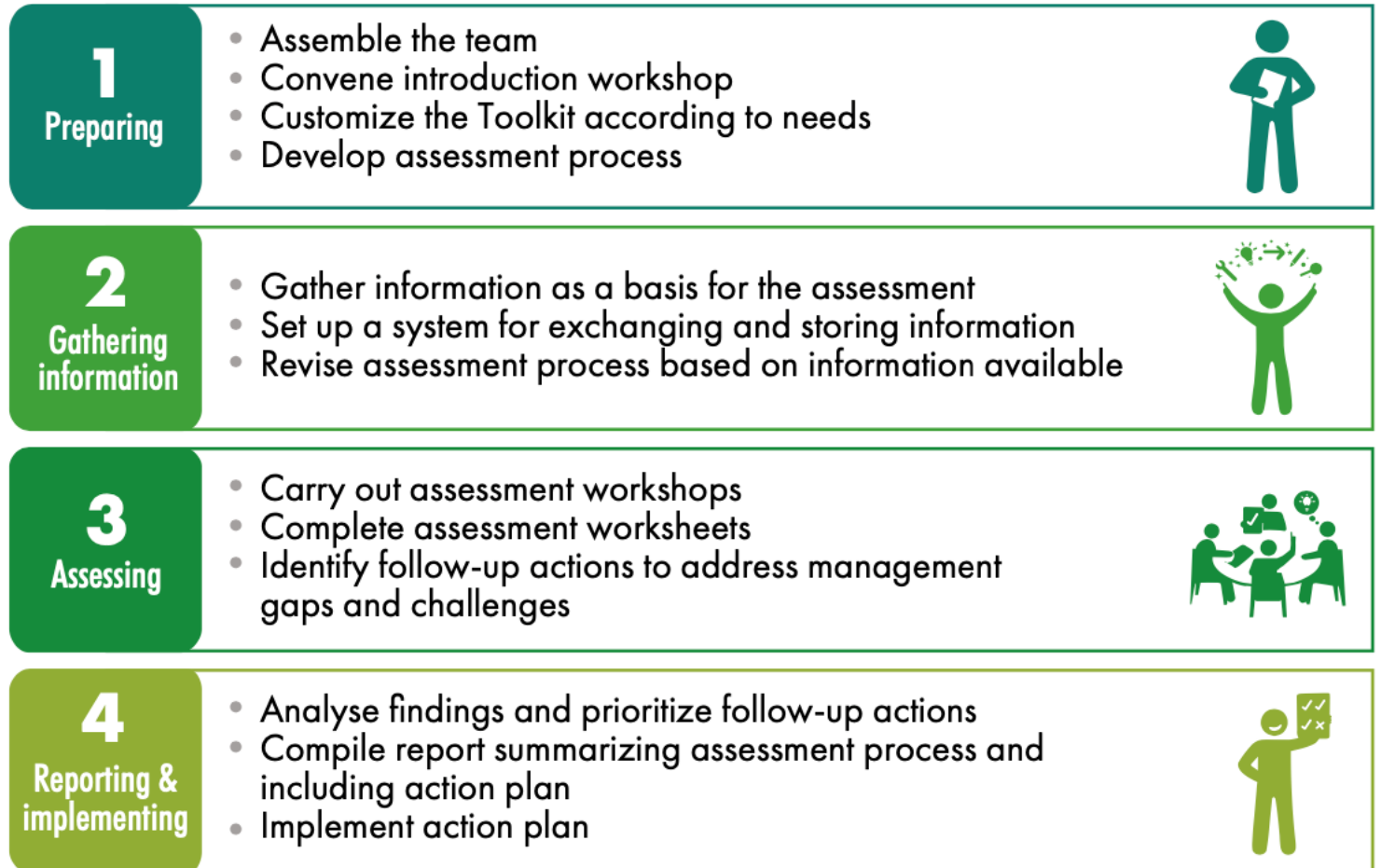
1 Preparing
- Assemble the team
- Convene introduction workshop
- Customize the Toolkit according to needs
- Develop assessment process

2 Gathering information
- Gather information as a basis for the assessment
- Set up a system for exchanging and storing information
- Revise assessment process based on information available

3 Assessing
- Carry out assessment workshops
- Complete assessment worksheets
- Identify follow-up actions to address management gaps and challenges

4 Reporting & implementing
- Analyse findings and prioritize follow-up actions
- Compile report summarizing assessment process and including action plan
- Implement action plan

The twelve EoH tools

Tool 1: Values, attributes and management objectives

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How does it really work?

To facilitate their use, the **tools are accompanied by worksheets**, in the form of either a template to help compile information is a systematic way or a questionnaire offering a series of questions to help users identify opportunities and necessary actions.
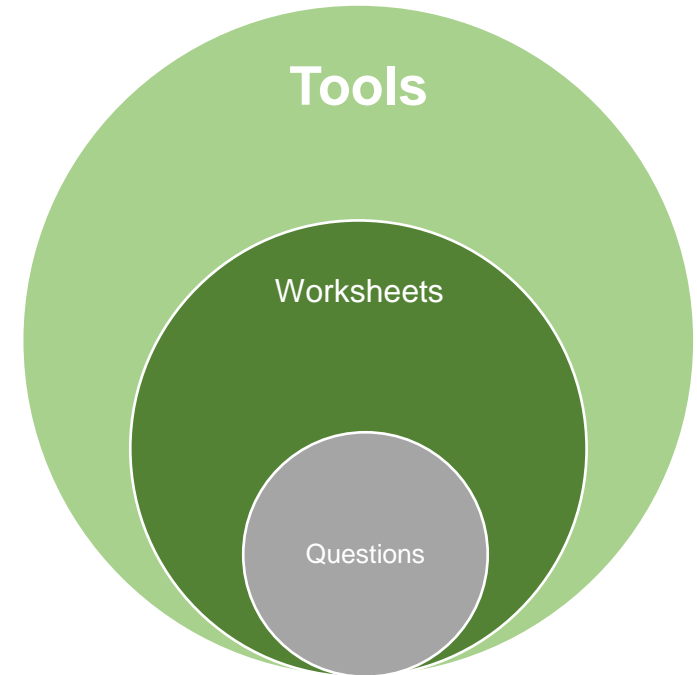
Assessment findings
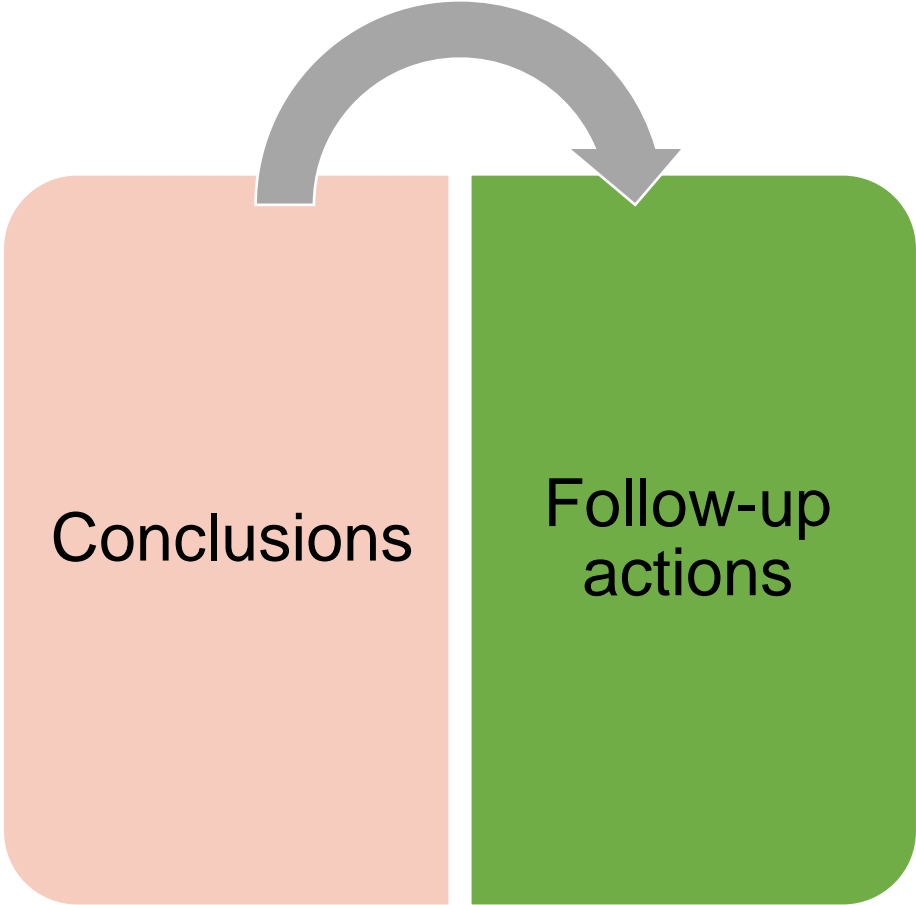
Pollution

Volcano eruption

Earthquake

Tourism

Fires

Floods

Threats

The standard list of threats/factors affecting the Outstanding Universal Value of World Heritage properties consists of a series of 14 primary factors, encompassing each a number of secondary factors.

More about threats

Buildings and Development	Commercial development Housing Industrial areas
	Interpretative and visitation facilities
	Major visitor accommodation and associated infrastructure

Transportation Infrastructure	Air transport infrastructure Effects arising from use of transportation infrastructure
	Ground transport infrastructure Marine transport infrastructure
	Underground transport infrastructure

| Services Infrastructures | Localised utilities   Major linear utilities   Non-renewable energy facilities |
| | Renewable energy facilities   Water infrastructure |

| Pollution | Air pollution   Ground water pollution   Input of excess energy |
| | Pollution of marine waters   Solid waste   Surface water pollution |

Biological resource use/modification	Aquaculture Commercial hunting Commercial wild plant collection
	Crop production Fishing/collecting aquatic resources Forestry /wood production
	Land conversion Livestock farming / grazing of domesticated animals
	Subsistence hunting Subsistence wild plant collection

| Physical resource extraction | Mining   Oil and gas   Quarrying   Water (extraction) |

| Local conditions affecting physical fabric | Dust   Micro-organisms   Pests   Radiation/light   Relative humidity   Temperature |
| | Water (rain/water table)   Wind |

Social/cultural uses of heritage	Changes in traditional ways of life and knowledge system
	Identity, social cohesion, changes in local population and community
	Impacts of tourism / visitor / recreation Indigenous hunting, gathering and collecting
	Ritual / spiritual / religious and associative uses Society's valuing of heritage

| Other human activities | Civil unrest   Deliberate destruction of heritage   Illegal activities   Military training |
| | Terrorism   War |

| Climate change and severe weather events | Changes to oceanic waters   Desertification   Drought   Flooding |
| | Other climate change impacts   Storms   Temperature change |

| Sudden ecological or geological events | Avalanche/ landslide   Earthquake   Erosion and siltation/ deposition |
| | Fire (widlfires)   Tsunami/tidal wave   Volcanic eruption |

Invasive/alien species or hyper-abundant species	Hyper-abundant species Invasive / alien freshwater species
	Invasive / alien marine species Invasive/alien terrestrial species
	Modified genetic material Translocated species

Management and institutional factors	Financial resources Governance High impact research / monitoring activities
	Human resources Legal framework Low impact research / monitoring activities
	Management activities Management systems/ management plan

Tool 2: Factors affecting the property

Worksheet 2. Analysis of factors affecting the property

Factor	Positive or negative	Current or potential	Origin: inside or outside	Causes	Attributes affected	Impact of factor		Management measures			Comment/ Explanation
						Extent	Severity	Action	Priority for action	Responsibility	
Analysis and conclusions											
Gaps and challenges											
Opportunities, recommendations and follow-up actions											

Managing dynamics, interactions and overall significance...
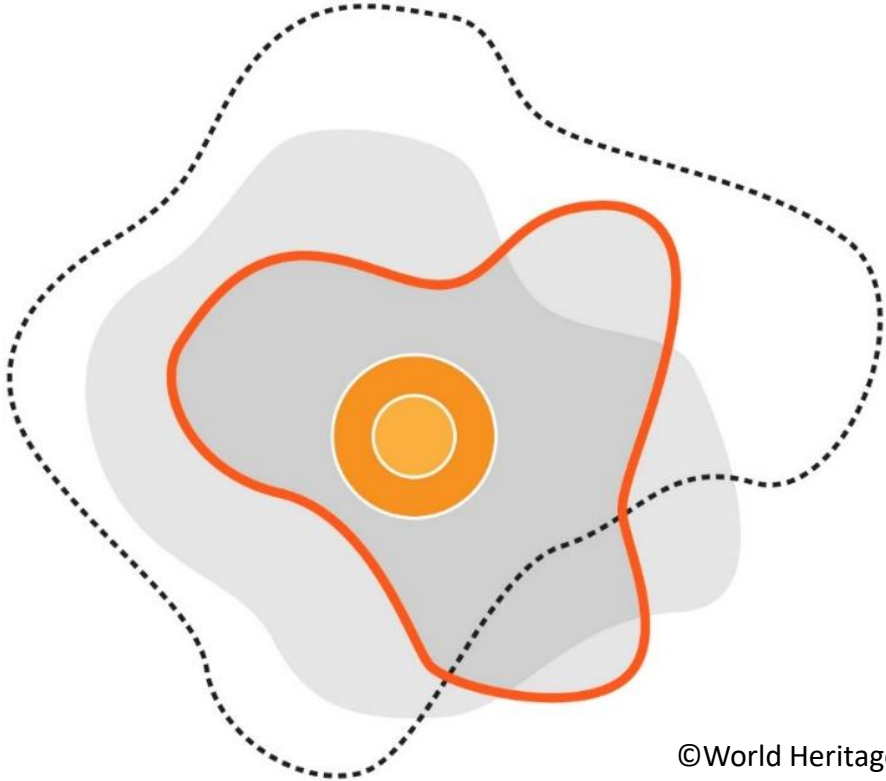
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Mapping attributes

Legal protection

Nominated World Heritage Site
The Great Spas of Europe
Map 4: Statutory Monument Protection

4. KARLOVY VARY
10/08/2018

☐ Nominated property	1123 Ha
☐ Buffer zone of nominated property	1029 Ha
■ Listed building	Total: 2152 Ha
▨ Conservation Area	
✛ Reference point	

Scale: 1:20 000
Sheet DIN A3

0   200   400   Meter

Map made by: O. Malina, M. Urban, L. Zeman
Data source: Czech Office for Surveying, Mapping and Cadastre,
National Heritage Institue
Coordinate system: WGS 1984 UTM Zone 33N (EPSG 32633)
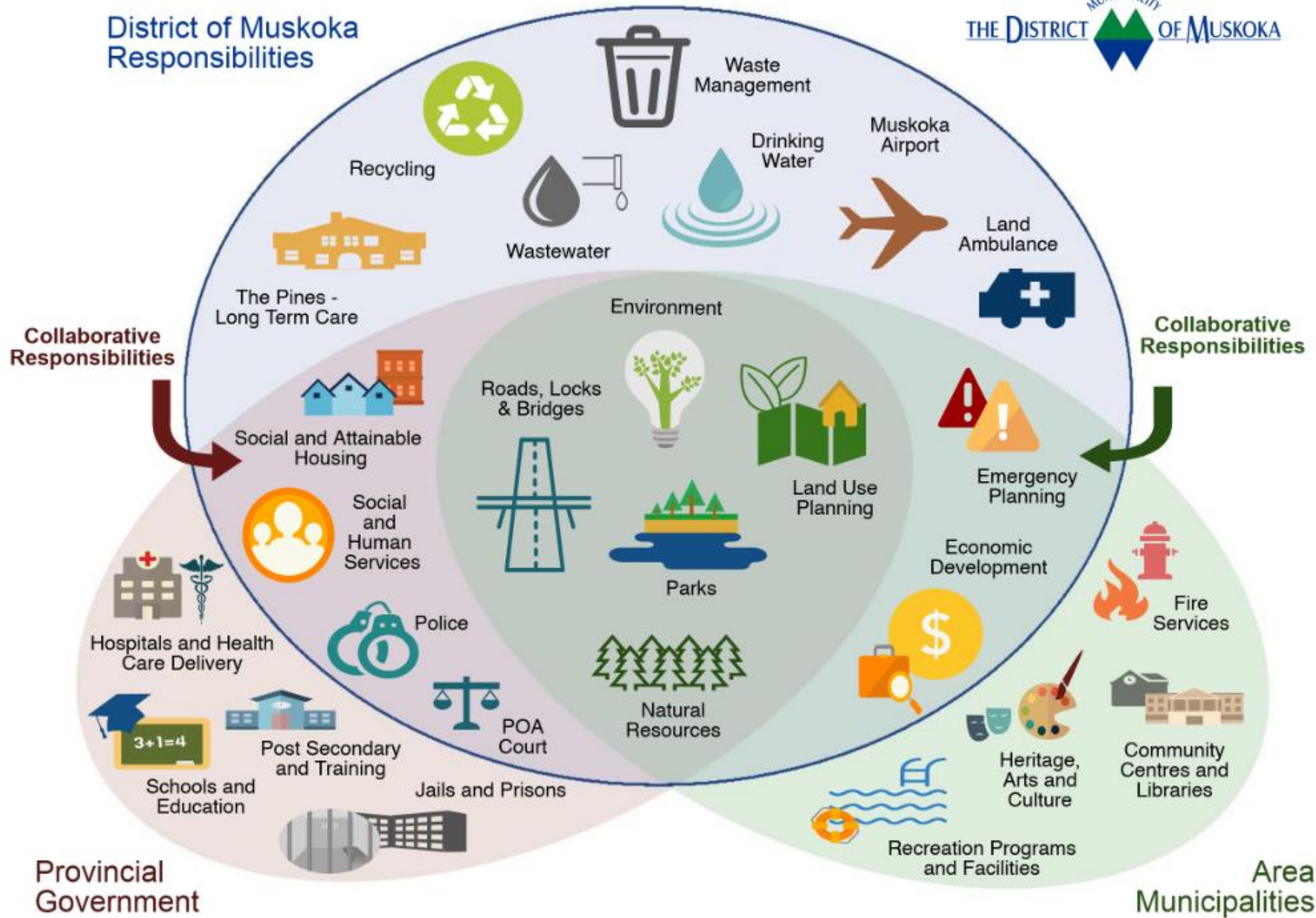
Worksheet 3. Assessment of boundaries, buffer zones and the wider setting

Question	Response/Explanation	Recommendations
World Heritage property		
1. Were the boundaries of the property defined in relation to the identification and mapping of the attributes that convey its Outstanding Universal Value? What other considerations were used to determine the boundaries??		
2. Are the boundaries and size of the property adequate to protect those attributes identified in response to Question 1? Do the boundaries and size of the property ensure functional, spatial and/or visual connectivity between the attributes?		
3. Are the boundaries and size of the property adequate to protect other important values of the property? (If not, respond to this question together with Question 9 below in relation to the buffer zone(s)).		
4. If there are other designations (at the international, national or local levels), are there issues deriving from different boundaries associated with those other designations?		
5. Are the boundaries of the World Heritage property well known to, and easily identified by, managers and rights-holders?		
6. Are there unresolved issues or grievances related to the delineation of the World Heritage property?		

District of Muskoka Responsibilities

THE DISTRICT OF MUSKOKA

Collaborative Responsibilities

Collaborative Responsibilities

Provincial Government

Area Municipalities

Recycling

Waste Management

Drinking Water

Muskoka Airport

Wastewater

Land Ambulance

The Pines - Long Term Care

Environment

Social and Attainable Housing

Roads, Locks & Bridges

Land Use Planning

Emergency Planning

Social and Human Services

Parks

Economic Development

Fire Services

Hospitals and Health Care Delivery

Police

Natural Resources

Schools and Education

Post Secondary and Training

POA Court

Jails and Prisons

3+1=4

Recreation Programs and Facilities

Heritage, Arts and Culture

Community Centres and Libraries

https://www.muskoka.on.ca/en/area-municipalities/area-municipalities.aspx

PLANS

(event, punctual)

VS

PLANNING PROCESSES

(continuous, never static)

Planning framework

National Strategies & plans

Regional or broad scale plans
(e.g. land-use plans, master plans).

Management plan specific for
heritage place.

Subsidiary plans
(e.g. disasterrisk management plan
or visitor management plan)

Operational plans, work plans &
work programmes

Worksheet 6a. Assessment of management planning framework

Name of plan	Territorial scope of plan	Level of approval*	Year of finalizing instrument or last review	Year of starting implementation	Year specified for completing implementation or next review	Brief description of plan	Main issues/comments

* L = plan has force of law

G = plan has been approved by government but is not a legal instrument

O = plan has been approved but is not recognized as an official instrument by government

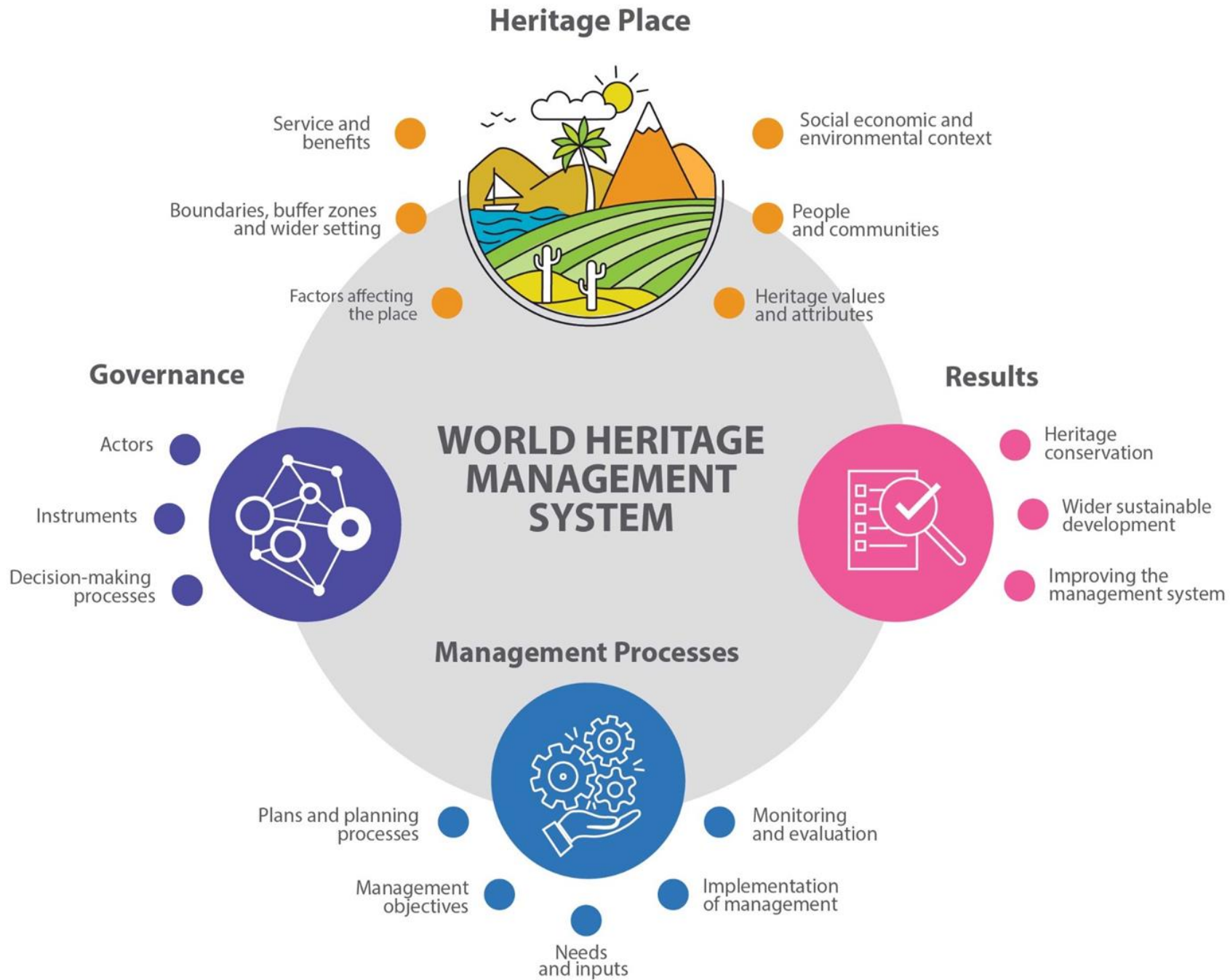SA = plan has been finalized but has not been formally approved or is not being implemented
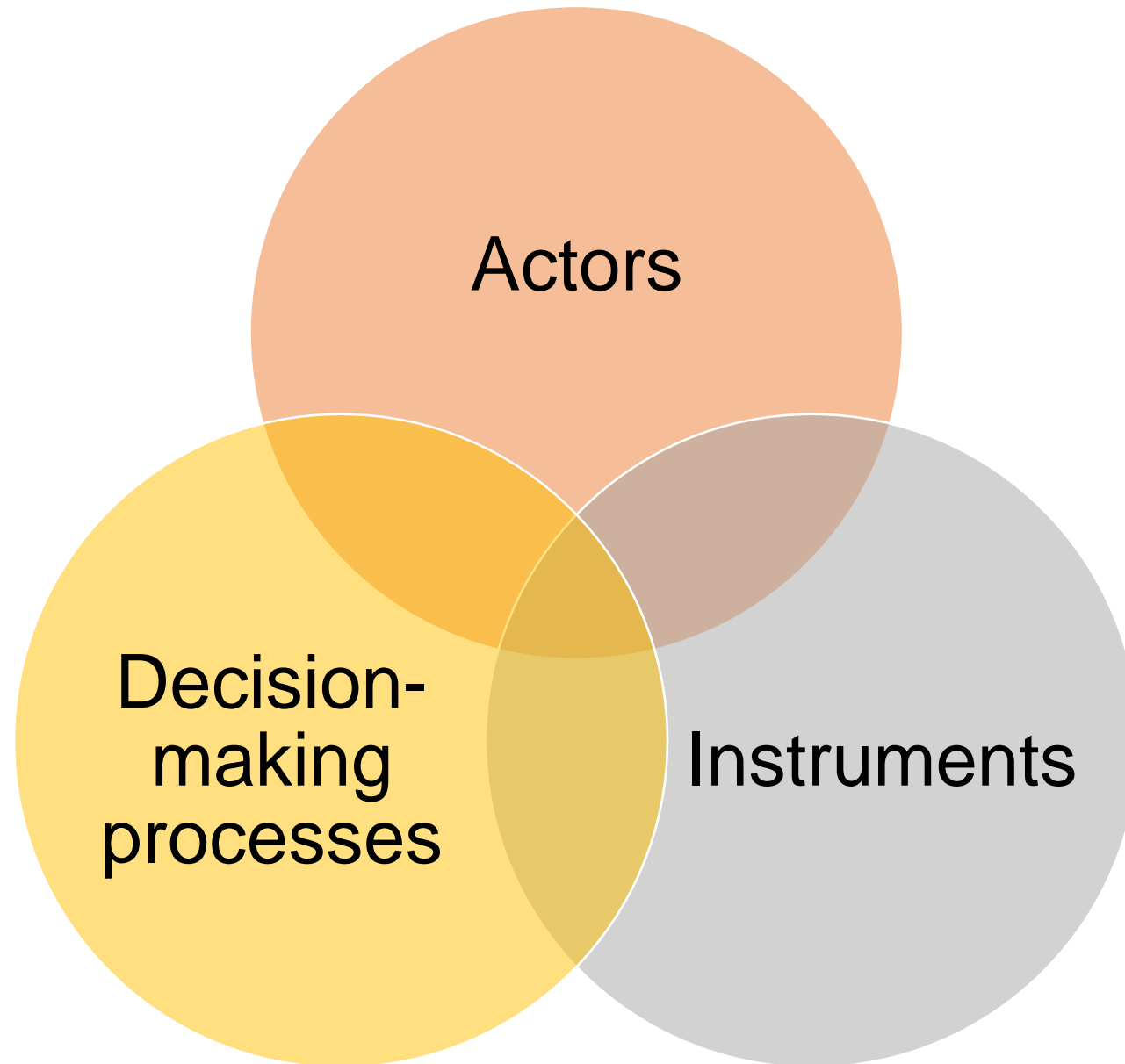
D = plan is a draft

E = plan has officially expired but it is still used

Analysis and conclusions	
Gaps and challenges	
Opportunities, recommendations and follow-up actions	

Heritage Place

- Service and benefits
- Boundaries, buffer zones and wider setting
- Factors affecting the place
- Social economic and environmental context
- People and communities
- Heritage values and attributes

Governance

- Actors
- Instruments
- Decision-making processes

WORLD HERITAGE MANAGEMENT SYSTEM

Results

- Heritage conservation
- Wider sustainable development
- Improving the management system

Management Processes

- Plans and planning processes
- Management objectives
- Needs and inputs
- Implementation of management
- Monitoring and evaluation

3 Large groups of actors

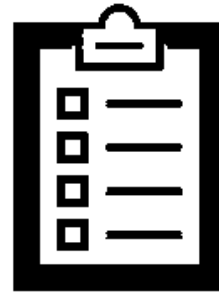- Managers
- Rights-holders
- Stakeholders

Worksheet 4a. Assessment of roles and responsibilities of managers

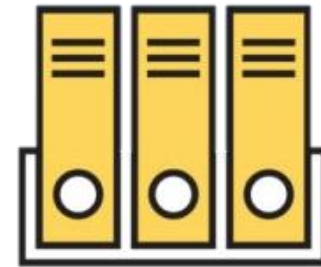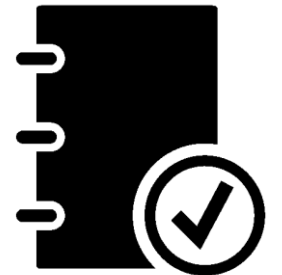| Group or institution recognized as managers	Specific role, mandate and responsibilities to manage the property	Key instruments and powers at the managers' disposal to implement mandate	Extent of involvement in the decision-making processes	Comments/ explanation
List the name of the institution or group in this column	*Describe briefly the specific role(s)/mandate(s)/responsibilities for managing the property and buffer zone*	*Record the specific legal, regulatory or customary instruments at the managers' disposal; briefly summarize the managers' key powers*	*Record the extent to which the manager is in charge of developing, coordinating and taking decisions about the management of the property and buffer zone*	
Analysis and conclusions				
Gaps and challenges				
Opportunities, recommendations and follow-up actions				

Instruments

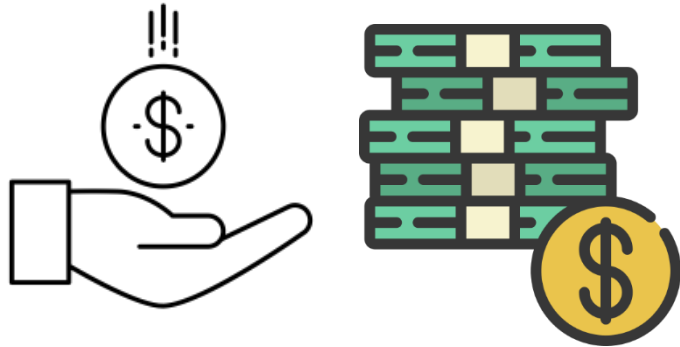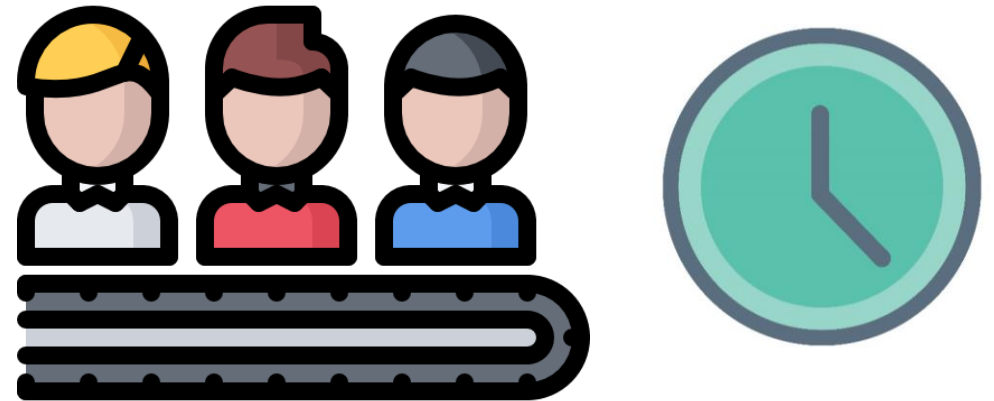| Laws | Regulations | Plans | Policies |
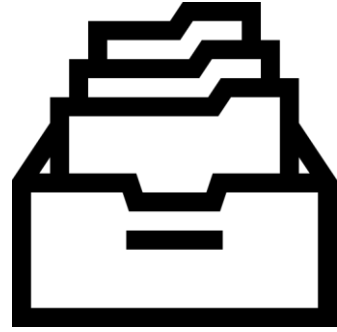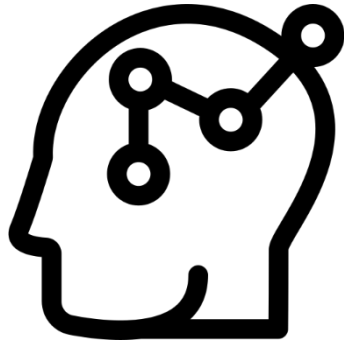
Knowledge (Individual, Institutional)
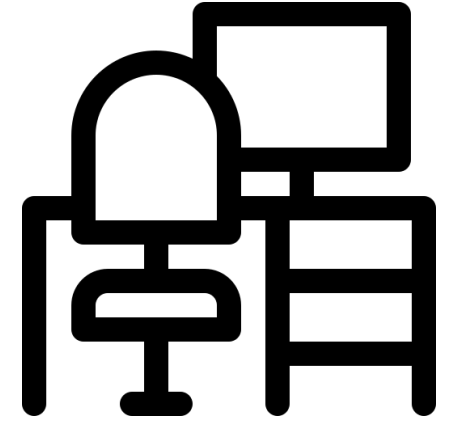
Material (Tools and infrastructure)

Resources
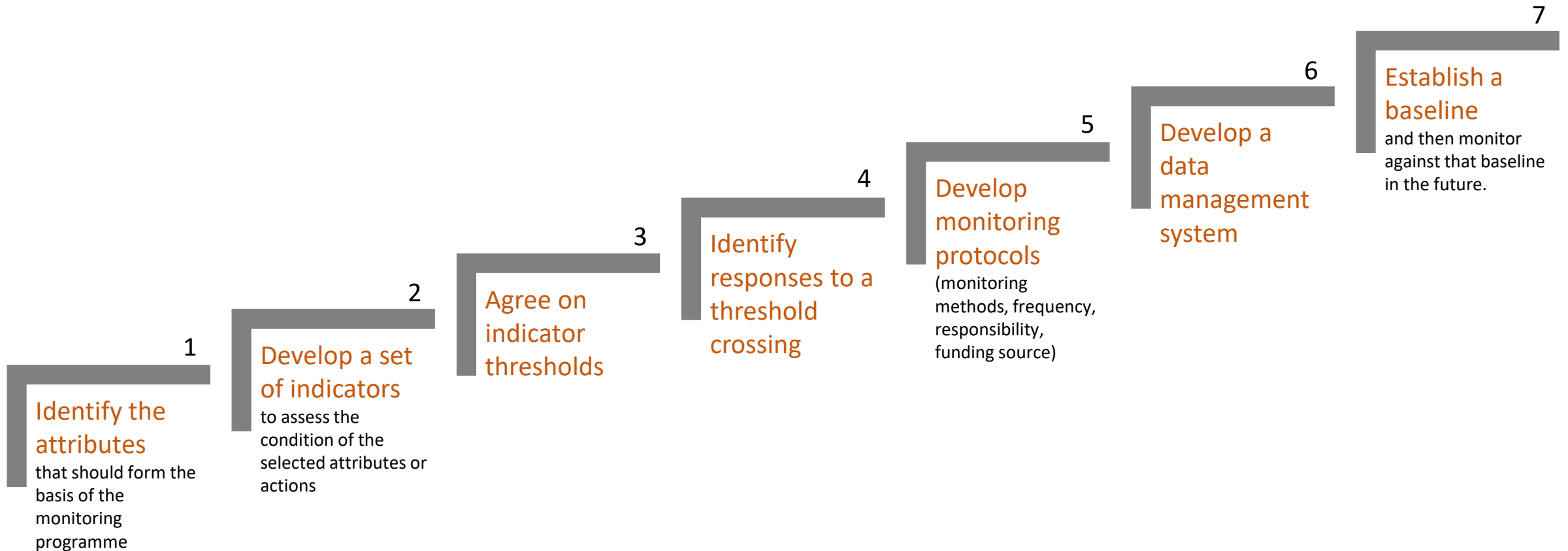
Finance (Project, Institutional)

Human (Capacity, Competency)

Worksheet 7a. Assessment of human capacity

Staff category	Required number of staff	Current number of staff	Percentage of time dedicated to management of the property	Main competences required	Level of competences*	Comments/Explanation

* Very good: more than 75% of staff have at least basic- to medium-level competences to carry out activities required

Good: 50 to 75% of staff have at least basic- to medium-level competences to carry out activities required

Fair: between 25% and 50% of staff have at least basic- to medium-level competences to carry out activities required

Poor: less than 25% of staff have at least basic- to medium-level competences to carry out activities required

Analysis and conclusions	
Gaps and challenges	
Opportunities, recommendations and follow-up actions	

A step-by-step process for developing a monitoring programme

1

Identify the attributes
that should form the basis of the monitoring programme

2

Develop a set of indicators
to assess the condition of the selected attributes or actions

3

Agree on indicator thresholds

4

Identify responses to a threshold crossing

5

Develop monitoring protocols
(monitoring methods, frequency, responsibility, funding source)

6

Develop a data management system

7

Establish a baseline
and then monitor against that baseline in the future.

Worksheet 9a. Assessment of implementation of planning instrument

Name of planning instrument assessed:

Period covered: *(e.g. 2022–2023)*

		Not commenced	Preparatory work in progress	Implementation commenced	Substantial progress	Completed	Comments/Explanations
[list action]	Year 1						
	Year 2						
[list action]	Year 1						
	Year 2						
[list action]	Year 1						
	Year 2						
[list action]	Year 1						
	Year 2						
Total							
Analysis and conclusions							
Gaps and challenges							
Opportunities, recommendations and follow-up actions							

Worksheet 11. Assessment of outcomes

| Attribute(s)	Indicator	Threshold	Overall state of conservation of the attribute(s)	Comparison with baseline and last assessment	Rating		Management responses: Urgency and details of actions
					Status	Trend	
List the attribute or attributes related to the indicator	List the indicator used to measure the condition of the attribute(s)	List the threshold acceptable range of variation	Assess the overall state of conservation of the attribute(s) here.	How does this compare with any previous assessments?	Summarize the state and trend of the condition of the attribute(s)		Identify any specific actions needed in response to monitoring information collected
Analysis and conclusions							
Gaps and challenges							
Opportunities, recommendations and follow-up actions							

Rating	Assessment status
Good	The overall condition of the attributes is good.
Low concern	The overall condition of the attributes is stable, although there are reasons for caution.
High concern	Serious threats are developing which could negatively impact, or are already negatively impacting, some of the attributes, and which may contribute to their loss if not addressed urgently.
Critical	Loss of attributes or serious concerns about the state of conservation of attributes.

Figure 11.1. Rating system for summarizing the state of conservation of attributes.

The twelve EoH 2.0 tools

Tool 1: Values, attributes and management objectives
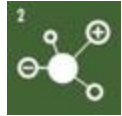
Tool 2: Factors affecting the property

Tool 3: Boundaries, buffer zones and wider setting

Tool 4: Governance arrangements

Tool 5: Legal, regulatory and customary framework

Tool 6: Management planning framework

Tool 7: Needs and Inputs

Tool 8: Management Processes

Tool 9: Implementation of management measures

Tool 10: Outputs – Monitoring productivity

Tool 11: Outcomes – Monitoring the state of conservation

Tool 12: Review of Management Effectiveness Assessment Findings

F | I | GB USA MEX

ONE SIZE DOES NOT FIT ALL

Heritage Place

- Service and benefits
- Boundaries, buffer zones and wider setting
- Factors affecting the place
- Social economic and environmental context
- People and communities
- Heritage values and attributes

Governance

- Actors
- Instruments
- Decision-making processes

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- Monitoring and evaluation