



Capacity Building Seminar for Site Managers

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Recommendations

on the world heritage site manager's role, functions and competences

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Position

The site manager requires to have:

- a) legal mandate;
- b) institutional backing and adequate resources;
- c) access to information and data related to the property and its buffer zone.

Role

The site manager should be:

- a) a key figure in managing, monitoring, protecting, maintaining and promoting the world heritage property and its attributes of outstanding universal value in situ;
- b) a contact person, a communicator, a mediator, a negotiator between national authorities (including Focal Point), municipalities, local communities and other stakeholders;
- c) committed to the site and the protection of its outstanding universal value and well informed about the world heritage property;
- d) an expert, an analyst and a transmitter of information about the site and its outstanding universal value, a continuing teacher/learner of best practices implementing World Heritage Convention in situ, interpreter and promoter of the site.

Functions and responsibilities

The site's manager in collaboration with the relevant stakeholders has the responsibility to:

- a) participate in the identification of the outstanding universal value and preparation of the nomination of the proposed property;
- b) protect, conserve, manage, maintain, monitor and promote the outstanding universal value of the property;
- c) initiate and/or coordinate the implementation of the management system of the property and in this context, develop policy proposals; participate in preparing strategic and spatial planning documents;
- d) promote the world heritage property, its outstanding universal value through awareness-raising activities among the wider public, professionals, national authorities, municipalities, local communities and all other parties and stakeholders;
- e) initiate and organise research and educational campaigns on the world heritage property;
- f) communicate with national authorities, municipalities, local communities and other stakeholders;
- g) contribute to the reports of the State of Conservation, including participation in Reactive Monitoring, Advisory Missions and to the Periodic Reporting process of the property, in particular by responding to Periodic Reporting Questionnaire (2nd part);
- h) mobilise technical and financial resources and consolidate partnerships to support the implementation of the World Heritage Convention at the property;
- i) sustain international/regional cooperation which is particularly essential to transboundary/transnational properties;
- j) represent the world heritage property at the international events and meetings of the World Heritage Convention and if it is relevant to be a member of the national delegation at the World Heritage Committee sessions.

The site manager is a highly qualified specialist of a particular world heritage property, who:

- a) understands the requirements of the World Heritage Convention and the World Heritage Committee decisions;
- b) has detailed knowledge of the property, its outstanding universal value in both terms of technical conservation and historical background;
- c) is familiar with social and economic issues that affect the property, its surroundings and stakeholders (including - how the property affects social and economic sustainability);
- d) understands heritage management systems for heritage and the particular system(s) operating for the property;
- e) has knowledge of the legal / regulatory / policy framework within which the property must be managed both at local, national and international level;
- f) has good communication skills, negotiation / advocacy and facilitation skills including in international communication;
- g) has political and social sensitivity and an ability to build rapport and credibility with others underlining UNESCO values in general;
- h) has skills in strategic and project management;
- i) has skills in world heritage property promotion, interpretation and involvement with 'end-users' (e.g. visitors, local communities).