



Role: recalling the statutory processes of the implementation of the *World Heritage Convention* and its *Operational Guidelines*

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Operational Guidelines

I.A The *Operational Guidelines*

3. The key users of the *Operational Guidelines* are:

- ▶ a) the States Parties to the *World Heritage Convention*;
- ▶ b) the Intergovernmental Committee for the Protection of the Cultural and Natural Heritage of Outstanding Universal Value, hereinafter referred to as "the World Heritage Committee" or "the Committee";
- ▶ c) the UNESCO World Heritage Centre as Secretariat to the World Heritage Committee, hereinafter referred to as "the Secretariat";
- ▶ d) the Advisory Bodies to the World Heritage Committee ;
- ▶ e) **site managers**, stakeholders and partners in the protection of World Heritage properties.

Operational Guidelines

I.C The States Parties to the *World Heritage Convention*

- ▶ **12.** States Parties to the *Convention* are encouraged to ensure the participation of a wide variety of stakeholders, including **site managers**, local and regional governments, local communities, non-governmental organizations (NGOs) and other interested parties and partners in the identification, nomination and protection of World Heritage properties.

Operational Guidelines

II.C Tentative Lists

Procedure and Format

- ▶ **64.** States Parties are encouraged to prepare their Tentative Lists with the participation of a wide variety of stakeholders, including **site managers**, local and regional governments, local communities, NGOs and other interested parties and partners.

Operational Guidelines

Immediately following the annual session of the World Heritage Committee

Notification to the States Parties

- ▶ The Secretariat notifies all States Parties whose nominations have been examined by the Committee of the relevant decisions of the Committee.
- ▶ Following the decision of the World Heritage Committee to inscribe a property on the World Heritage List, the Secretariat writes to the State Party and **site managers** to provide a map of the area inscribed and the Statement of Outstanding Universal Value (to include reference to the criteria met).

Operational Guidelines

Annex 6

A. THE ICOMOS PROCEDURE FOR THE EVALUATION OF CULTURAL PROPERTIES

3. On site missions

- ▶ These are carried out by experts who have practical experience of the management, conservation, and authenticity aspects of individual properties. Such experts are required to be experienced in heritage management and conservation of the type of property concerned: they are not necessarily high academic experts. They are expected to be able to talk to **site managers** on a basis of professional equality and to make informed assessments of management plans, conservation practices, visitor handling, etc.

To sum up

Site manager;

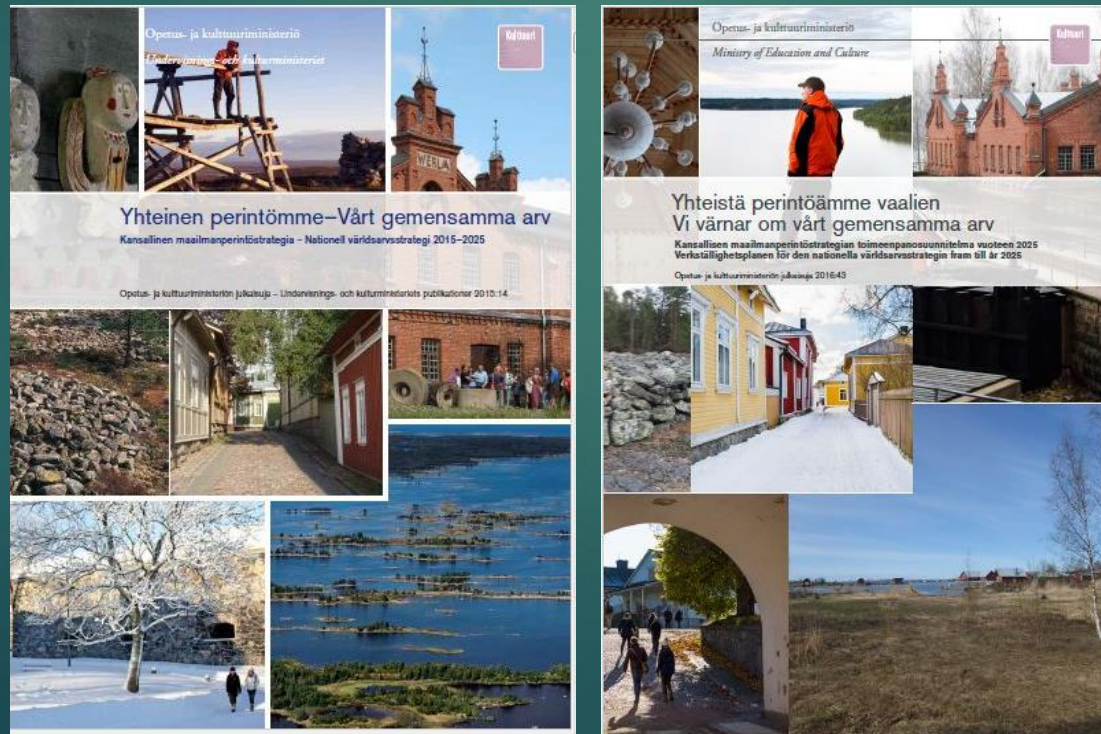
- ▶ Key user of the OG
- ▶ Included in the identification, nomination and protection of World Heritage properties
- ▶ Included in the preparation of the Tentative lists
- ▶ Provide a map of the area inscribed and the Statement of Outstanding Universal Value following the decision of the World Heritage Committee to inscribe a property on the World Heritage List
- ▶ Should talk to the Advisory Body evaluators during the On-site missions

Operational Guidelines

- ▶ Management system/plan
- ▶ Report of the State of Conservation
- ▶ Para 172 and 174 in the OG
- ▶ Monitoring WH site and its OUV
- ▶ Involment and coordination between different institutions and partners
- ▶ Risk management
- ▶ Periodic Reporting
- ▶ Communication
- ▶ Promotion

Finnish National strategy for the implementation of the World heritage convention 2015-2025

<http://minedu.fi/en/world-heritage>



Site Manager (the Finnish interpretation)

- ▶ Function as the spokesperson for the WH site
- ▶ Takes part in the implementation of the management plan
- ▶ Coordinates the Second part of the Periodic Reporting
- ▶ Reports about/discuss possible challenges/threats at the WH site (to local stakeholders and the Focal Point)
- ▶ Cares for the communication of information regarding the WH site between all (local, regional, national) stakeholders.
- ▶ Actively transmits information about the WH site and the convention to a broader public.
- ▶ Organizes a network of resource persons that take part in the monitoring of the WH site
- ▶ Participate in networks with Finnish-, Nordic- and International Site Managers
- ▶ Is aware about every stakeholder and everything that goes on in the WH site (events, happenings, challenges).

Finnish WH sites



The Fortress of Suomenlinna



Struve Geodetic Arc



Old Town of Rauma



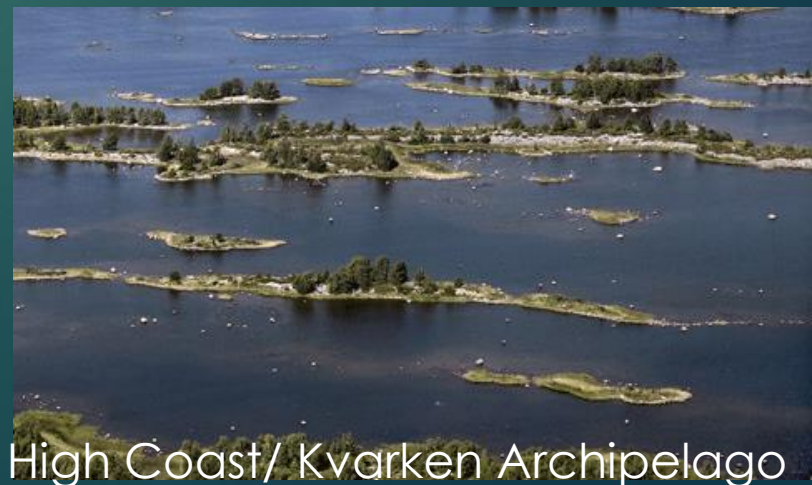
Bronze Age Burial Site of Sammallahdenmäki



Petäjävesi Old Church



Verla Groundwood and Board mill



High Coast/ Kvarken Archipelago

Responsibilities According to the National strategy

- ▶ **Measure 20:** It will be ensured that all World Heritage sites have cross-administrative management boards that are suitable for their specific nature.
- ▶ **Measure 21:** The Ministry of Education and Culture / National Board of Antiquities and the Ministry of the Environment / Parks & Wildlife Finland agree with the management boards of the World Heritage sites to guarantee that there is a sufficiently resourced person in all of the sites who is responsible for World Heritage coordinator tasks.
- ▶ **Course of action:** • Working in cooperation with the responsible parties for World Heritage sites, the Ministry of Education and Culture, Ministry of the Environment, National Board of Antiquities and Parks & Wildlife Finland will examine the current state of sites, make note of site competence and maintenance needs, set the composition of management boards, specify management board and coordinator tasks and outline the content for management plans during 2017-2018.



Gorham's Cave Complex, United Kingdom

- ▶ Dr Geraldine Finlayson, WH Site Coordinator
- ▶ Director World Heritage Site. Delegated responsibility from HMGoG for management of the World Heritage Site Executive Management Group Chair. Specific responsibility for research. Executive Leader WH Team.
- ▶ Specific responsibility for site conservation.
- ▶ Regular articles and features are published in local news media and interviews are given to local radio and television.
- ▶ The Gibraltar Museum is a member of the Ice Age Europe Project and hosted the annual meeting. Lead body: WH Coordinator
- ▶ Collaboration with local groups in relation to expertise and information sharing.

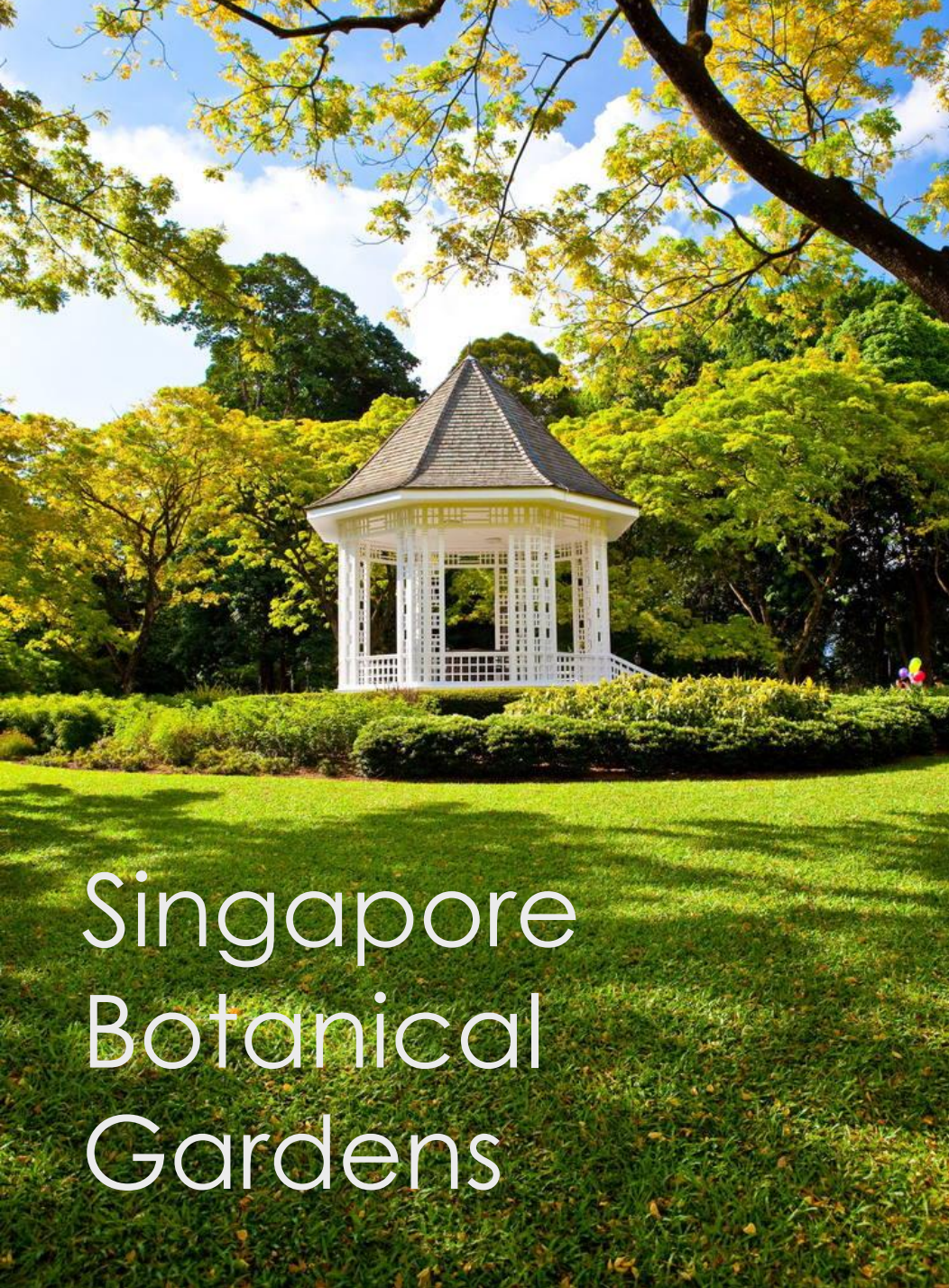


Antigua Naval Dockyard and Related Archaeological Sites



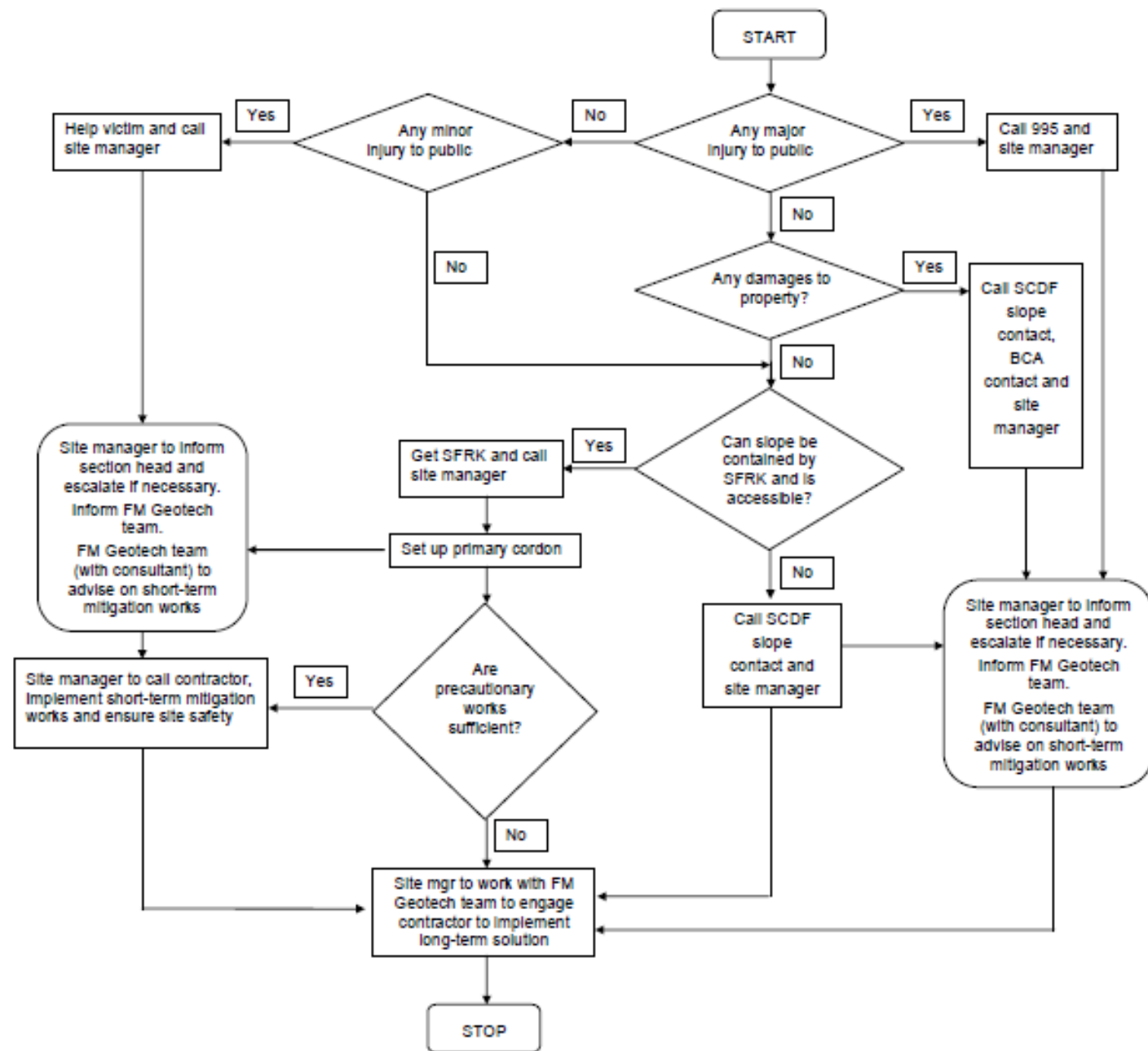
Property Management.

- ▶ The Antigua Naval Dockyard World Heritage site will be managed by the National Parks Authority. It is a proven management system, with strong legislation and experienced, qualified management in place.
- ▶ There are eight senior managers, with assistants who are also qualified and experienced. Management qualifications include two MBAs, one MA in heritage tourism, 2 PhDs (archeology, restoration, the environment). Senior staff include additional MA's, Bas and various diplomas. The Commissioner holds an MBA and has over 25 years experience. All senior management have over ten years' experience at the Dockyard.
- ▶ A World Heritage Committee Focal Point has been established and a member included on the Board of the NPA to ensure that the OUV, integrity and authenticity and values of World Heritage are sustained. The Heritage Department, and current focal point for World Heritage, will monitor, document and assist in the management process, an activity which has already been implemented.



Singapore Botanical Gardens

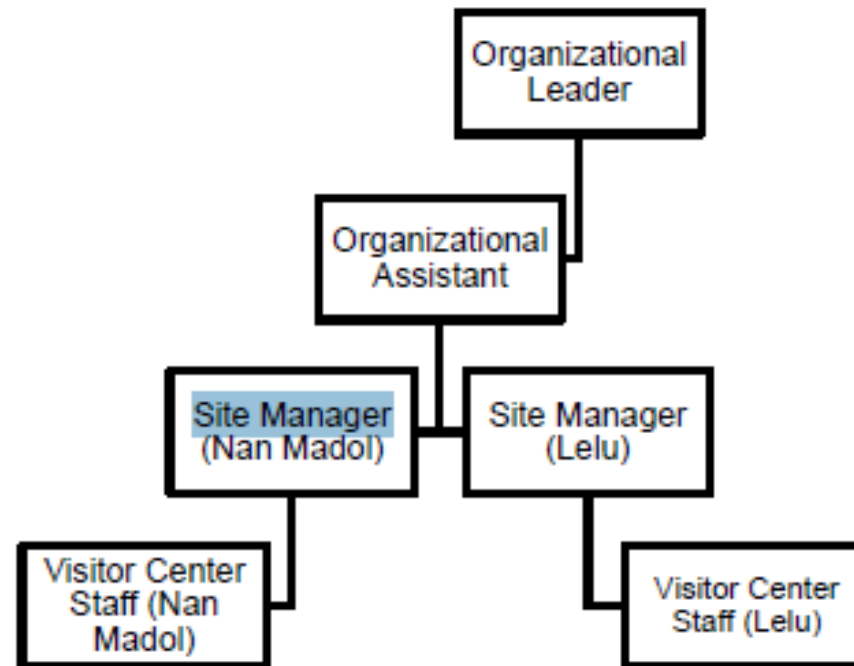
Slope Failure SOP National Parks Board



Nan Madol, Micronesia

Organizational Structure

The organizations structure for the Lelu and Nan Madol historic sites will be as follows:



Organizational Leader

- ▶ - Responsible for overall management of both Lelu and Nan Madol historic sites.
- ▶ - Interfaces with government to secure funding. Manages overall finances for both sites.
- ▶ - Determines and maintains sustainable strategic plan.
- ▶ - Works with Organizational Assistant to implement plan and marketing strategies.

Organizational Assistant

- ▶ - Works with Organizational Leader to carry out strategic plan.
- ▶ - Interfaces with Site Managers on strategic and marketing plans.
- ▶ - Manages procurement for Visitor Centers and Sites.
- ▶ - Manages hiring of new employees.

Site Managers

- ▶ - Manage daily operations of historic sites.
- ▶ - Manage inventory levels of merchandise in stores.
- ▶ - Quality control on all SCUBA and kayak equipment.
- ▶ - Determines scheduling for employee work hours at Visitor Center.

Visitor Center Staff

- ▶ - Interfaces with visitors to answer questions and give information.
- ▶ - Lead guided tours of historic sites.
- ▶ - Daily maintenance of historic sites.
- ▶ - Manage sales of merchandise and tours at Visitor Center.



Nan Madol, Micronesia

Staff Profile

- ▶ Human capital is one of the greatest assets to an organization. This becomes even more valuable when building on the sustainability side of these heritage sites. The organizational structure and staff profiles will help provide risk management and quality assurance. Transparency in this environment is key; we would recommend having a profile and picture section listed at the visitor center at each site. This would allow visitors to help connect with the heritage site staff, enriching the visitor's experience and knowledge.

Archaeological Site of Ani, Turkey

Monitoring of the property is held regularly by related institutions in the light of their own legal responsibilities. These institutions are as follows:

- ▶ Ministry of Culture and Tourism
 - ▶ General Directorate of Cultural Heritage and Museums (central)
 - ▶ Kars Regional Council for Conservation of Cultural Heritage (regional)
 - ▶ Erzurum Directorate of Surveying and Monuments (regional)
 - ▶ Kars Museum (local)
- ▶ Kars Governorship
 - ▶ Provincial Special Administration (provincial)
- ▶ Kars Municipality (provincial)
- ▶ Excavation Team
- ▶ Site Management (local)
 - ▶ Site Manager
 - ▶ Advisory Board
 - ▶ Supervision and Coordination Council



Archaeological Site of Ani, Turkey

- ▶ The Museum Director Mr. Necmettin ALP has been appointed in 2013 as the “site manager” responsible for proceeding of preparation, implementation and monitoring process of management plan.
- ▶ Preparation an assessment report by site manager at yearly base.
- ▶ Preparation an “5-Year Assessment Report” on management plan implementation by site manager at the end of 5 year.
- ▶ Submission of all audit reports and formal letters to the Ministry of Culture and Tourism for notification and action.
- ▶ Fulfilling any scientific research activity in coordination with site manager and the head of excavation team.
- ▶ Establishing a knowledge management system for information and data flow between the General Directorate of Cultural Heritage and Museums, Site Manager and Advisory Board.
- ▶ Museum Director (Site Manager) will be the main responsible for managing the Ani library.

Summary

- ▶ Operational Guidelines do not give a specific definition of the Site manager and the Site managers role.
- ▶ There is however a lot of responsibilities in the OG that need a home - these are often interpreted as the responsibilities of the Site manager
- ▶ Worldwide the interpretation of the Site manager and The role of the Site manager is very different.
- ▶ Usually there is a group of people responsible for the "site manager duties" and very often the leader of that group is named as the Site manager on the paper.
- ▶ The Site Manager is a person representing an organisation.