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Final Thesis

# Management and Governance of UNESCO World Heritage Sites

Supervisor  
Ch. Prof. Fabrizio Panozzo

Co-supervisor  
Arch. Katia Basili

Graduand  
Elena Rangoni Gargano  
848560

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*<<Tangible and intangible heritage are sources of social cohesion, factors of diversity and drivers of creativity, innovation and urban regeneration – we must do more to harness this power.>>*

*Irina Bokova, Director-General of UNESCO  
at the World Urban Forum (Naples, 2012)*



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# Abstract

La tesi, Management and Governance of UNESCO World Heritage Sites, è il risultato di molte riflessioni a posteriori di uno stage di sei mesi svolto presso l'Ufficio del sito "Venezia e la sua Laguna" presso il Comune di Venezia, site manager.

Ufficio del sito Unesco deve garantire una buona gestione e governance del sito stesso, termini spesso fraintesi e confusi; durante l'esperienza di stage ho potuto osservare i diversi problemi di governance dovuti alla molteplicità dei diversi attori coinvolti nella gestione del sito e alla complessità delle tematiche che devono essere affrontate per garantire la tutela e la valorizzazione dei beni.

Ho deciso di iniziare la mia ricerca sulla governance dei siti del patrimonio mondiale con il tutor dell'Università Ca' Foscari, prof. Fabrizio Panozzo, e co-tutorato dall'arch. Katia Basili, coordinatrice di "Venezia e la sua laguna".

L'obiettivo è comprendere la differenza tra "gestione" e "governance" e il loro utilizzo nel contesto dei siti del patrimonio mondiale, con il fine di chiarire il significato dei due termini e la loro applicazione nella gestione dei siti del patrimonio mondiale. Quindi, per raggiungere questo obiettivo, la ricerca parte dalla necessità di una migliore comprensione della terminologia della governance; è stato ricercato il termine all'interno della letteratura accademica e dei documenti UNESCO (Politiche, Linee guida, Manuali, in particolare nel Piano di gestione); ed è stato predisposto e distribuito un sondaggio a diversi siti europei per comprendere meglio come hanno interpretato i due termini e come li hanno attuati nei rispettivi siti, analizzando anche eventuali problematiche da loro affrontate. L'analisi dei risultati dei sondaggi hanno portato ad una nuova consapevolezza dei termini, governance e management.

Le nuove scoperte sono state utili per comprendere un possibile e futuro sviluppo del Piano di gestione per il Sito di "Venezia e la sua Laguna

The thesis, Management and Governance of UNESCO World Heritage Sites, is the result of many reflections made during a six-month internship carried out at the Office of the site "Venice and its Lagoon" at the Municipality of Venice, site manager.

Unesco site office must guarantee good management and governance of the site itself, terms often misunderstood and confused; during the internship experience I was able to observe the different governance problems due to the multiplicity of different actors involved in the management of the site and to the complexity of the issues that must be addressed to guarantee the protection and enhancement of the assets. I decided to start my research on the governance of world heritage sites with the tutor of the Ca 'Foscari University, prof. Fabrizio Panozzo, and co-tutored by the architect Katia Basili, coordinator of "Venice and its lagoon".

The objective is to understand the difference between "management" and "governance" and their use in the context of world heritage sites, with the aim of clarifying the meaning of the two terms and their application in the management of world heritage sites. Thus, to achieve this goal, the research starts from the need for a better understanding of the governance terminology; the term was searched within the academic literature and UNESCO documents (Policies, Guidelines, Manuals, in particular in the Management Plan); and a survey was prepared and distributed to various European sites to better understand how they interpreted the two terms and how they implemented them in their respective sites, also analysing any problems they faced. analysis of survey results led to a new awareness of terms, governance and management.

The new discoveries were useful to understand a possible and future development of the Management Plan for the Venice Site and its Lagoon



Image 1

# 1

# Introduction

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Foreword  
Objectives  
Method  
Results

# Foreword

The research is born from the need to address a very precise and complex issue: governing a World Heritage Site. The comprehension of the demand is the awareness perceived after a six months internship at the Management Office of “Venice and its Lagoon” World Heritage Site, I decided to start a research on the governance of the UNESCO sites with the tutor prof. Fabrizio Panozzo and co tutored by arch. Katia Basili, Coordinator of “Venice and its Lagoon” .

The research focuses on a specific aspect of management plans of sites included in the UNESCO World Heritage List, that is the governance of the Site and the tools that the UNESCO and the literature can provide in this regard. In particular, after a theoretical analysis where I searched for the etymology of the words, I will proceed to a first exploratory analysis based on a desk analysis of existing models of governance and management. Further on, it will follow a survey analysis with the tools and approaches used by the Unesco Existence Site during governance issues.

This research begins from a necessity to get a better understanding of the need of defining a governance for the Site; I took my internship experience of Venice and its Lagoon Site as an example to explore challenges which World Heritages sites are facing in managing World Heritage and in guaranteeing that the OUV are mantenent for future generation. The case of Venice and its Lagoon is emblematic: the management plan has been developed with the Steering Committee and set up a coordination suggested through a Memorandum of Understanding. The Management Plan of the Venice and it Lagoon site worked well from 2010 to 2012 for the plan creation, from 2012 to 2014 worked well for his actualization, but once some political difficulties appeared it has been noticed the absence of the governance for a good management of the site. Starting from the experience of Venice I had the possibility to learn and meet other managers of Unesco Sites in Italy and Europe, that gave me the input to deal with the different UNESCO realities to open the governance comprehension. During the research I analysed the major difficulties in the understanding of the term governance and in its use in World Heritage Sites context, I tested the meaning of the word governance in the academic literature with eyes on the business models and then in the UNESCO documents (Policies, Guidelines, Manual, especially in the Management Plan). We believe the lack of governance represent a crucial issue that must be adequately addressed and define in the management of a site designated as World Heritage.

# Objectives

The specific objective of this research is to understand governance issues in the management of Unesco World Heritage sites. The management of UNESCO World Heritage sites is highly linked to the capacity of the authorities in charge to undertake policies and actions aimed at achieving sustainable development of their territories, in order to reach an adequate protection and conservation of the values that have allowed the inscription on the World Heritage List. World Heritage sites are often settled in delicate situations, where the planning of the territory, the changing of some interests for the site from the State party, the lack of governance and the changing of committee board members could decisively affect the permanence of the site in the List due to the effects that these complex issues can create with respect to the preservation of the universal values of the site.

# Method

The study was structured as follows.

The first chapter introduces the thesis followed by the second chapter which focuses on the theme of Unesco World Heritage and related documents that guide the State parties in the management of the World Heritage site. These documents analysed will show the presence of the two terms during the Unesco publication timeline.

In chapter three, the research analyses in specific the term management from the academic literature, describing its etymology and the correspondence significance and theories. Then some management models will be analysed.

The fourth chapter analyses the other term governance from the academic literature, describing its etymology and the correspondence significance and theories, with its possible governance structure from the business world and Unesco world.

The fifth chapter will analyse the distributed survey comparing the Italian and European sites, and bringing up all the possible solutions for the future.

The last chapter, sixth, goes back to the origin of the problem, the governance structure of Venice and its Lagoon. This section tries to sum up all the results of the thesis, highlight the research as a memorandum of understanding for the significance of the two terms, governance and management.

Further on, it will explain the issues encountered and the possible solutions to achieve a more efficient governance and more successful management of the site.

1

### Internship Experience

**Internship in the Office in charge of managing the World Heritage "Venice and its Lagoon"**

Facing management and governance issues

2

### Managing World Heritage

**World Heritage Convention Standards for the Site implementation Management and Governance WHS**

Missunderstanding between governance and management, where the governance terms is utilized on in the 21 century. UNESCO doesn't give enough tools for governance and the sites are left alone when governance's complexity arrives.

3

### Management

**Etymology, management according to business theories and its possible business model**

The term of management arrives many from the latin language but its nowadays that it found its peak. The management is the day-to-day activities in line with the board goals and direction define by the governing body. It implements the decision and keep the governance bodies informed about the process, outcomes and the use of resources. Feedback is very important.

4

### Governance

**Etymology, governance according to business theories and its possible business model.**

The governance finds its origin in the latin world, with the significance of guiding and directing a ship. In fact, it sets and norms through a strategic vision at the management process. It formulates goals and policies, it controls the management to ensure that the organization is reaching the desired outcomes and make sure is acting prudently, ethically and legally.

6

### Conclusion

**The research goes back to the original problem trying to find solutions**

The study can be seen as a memorandum of understanding to better explain the meaning of the words governance and management. It is important to give a name to the different actors, defining the authorities, their role and who respond to. The thesis, as a final result, tries to suggest a possible structure for WHS.

5

### Study cases

**Survey to learn more about the European perspective about management and governance**

The questionnaire demonstrates similar lack of governance in all the european sites. The governance structures depending on the site characteristics, politic, resurces, fundings and its stakeholders.

Difficulties in integrating the management plan with the state/region policies. Site managers, like heros, work both in the governance sector and management sector, without having a fully managing task.

Fig. 1- Mind map of the thesis

# Results

From the research of the two-words management and governance, it is clear there is a different meaning of the two words that are often misunderstood in the academic literature as in the UNESCO documents. aggiungere e correggere

The concept of governance identifies the set of principles, mechanisms, rules and relationships that govern the management of a company, and that have as their objective the productive management of the company itself. In fact, it is the structure through which business decisions are developed and the methods and tools for achieving the objectives are identified. (Dessain, Meier and Salas, 2008)

Each governance model provides an example for future and existing approach of World Heritage Site to learn from and shows how it may incorporate appropriate representation of stakeholders in decision making and oversight.

A survey was prepared and distributed to various European sites to better understand how they interpreted the two terms and how they implemented them in their respective sites, also analyzing any problems they faced. The analysis of the surveys' results led to a new awareness of terms, governance and management.

Consequently to what has been learned, the last chapter deals with the case of "Venice and its Lagoon", trying to find a more appropriate methodology to deal with the problems perceived during the internship experience. After a better understanding of the terms and its models, the thesis aims to propose management and management systems for "Venice and its Lagoon".





Image 2

# 2

# Managing World Heritage

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World Heritage sites  
World Heritage Convention and World Heritage sites  
The UNESCO standards for the implementation of the World Heritage Convention  
Management and Governance: the Unesco Perspective  
Documents published by UNESCO and the use of the term  
Insights

# World Heritage sites

A World Heritage property is an area included in the World Heritage list, it represents the legacy of the past that we benefit today and heritage we pass on to future generations. It is a heritage that represents particularities of outstanding universal value from a cultural and natural point of view, an irreplaceable source of life and inspiration (UNESCO,2009).

According to the Convention of the 1972, the UNESCO World Heritage List has recognized a total of 1121 sites, Baku 2019, which comprehends 869 cultural sites, 213 natural sites and 39 mixed, which are present in 167 countries of the world (UNESCwO,2009). Currently Italy and China are the countries which hold the largest number of World Heritage sites. In particular, 55 sites are present in Italy with 5 natural sites (Aeolian Islands, Monte San Giorgio, Dolomites, Mount Etna, Ancient primordial beech-woods of the Carpathians and other regions of Europe) and, 50 World Heritage sites of cultural importance. As explained in the Convention of 1972 (UNESCO,2009), the World Heritage sites belong to all the peoples of the world, beyond the territories in which they are located, and to be included in the List the sites must represent exceptional universal value and respond to at least one of the 10 criteria set out in the Operational Guidelines:

- << (i) Representing a masterpiece of man's creative genius.*
- (ii) To show an important interchange of human values in a long time span or within a cultural area of the world, on architectural developments, technology, monumental arts, urban planning and landscape design.*
- (iii) To be a unique or exceptional witness of a cultural tradition or of a living or disappeared civilization*
- (iv) Establish an extraordinary example of a building typology, an architectural or technological whole or a landscape that illustrates one or more important phases in human history.*
- (v) Be an exceptional example of a traditional human settlement, of the use of territorial or marine resources, representative of a culture (or multiple cultures) or of the interaction of man with the environment, especially when the same has become vulnerable due to irreversible transformations.*
- (vi) Being directly or materially associated with living events or traditions, ideas or beliefs, artistic or literary works of exceptional universal significance.*
- (vii) Present exceptional natural phenomena or areas of exceptional natural beauty or aesthetic importance.*
- (viii) Constitute an extraordinary testimony of the main periods of the evolution of the earth, including testimonies of life, of*

*geological processes in progress in the development of the physical characteristics of the earth's surface or of significant geomorphic or physiographic features.*

*(ix) Constitute meaningful examples of important ecological and biological processes underway in the evolution and development of ecosystems and of vegetable and terrestrial, freshwater, coastal and marine environments.*

*(x) To present the most important and significant natural habitats, suitable for the in situ conservation of biological diversity, including those in which threatened species of exceptional universal value survive from the point of view of science or conservation >>.*

Managing heritage is extremely complex, it involves numerous tensions and interests that permeate

*<< all societies between individual and shared property; between the heritage of a singular community and belonging to a nation, or even to humanity as a whole; between the need to assume the legacy of history and the indispensable requirement of adapting to contemporary customs and lifestyles; between maintaining a local lifestyle and developing tourism; between expert knowledge and the real-life experience of residents; between the outstanding character of a unique example and the exemplarity found in a series; between heritage as decreed by public institutions and the heritage claimed by the citizenry >>. (UNESCO, Ville de Lyon, 2016)*

Heritage has an increasing significance to our society, it highlights the past societies and provides a sense of belonging, it is an assurance to modern societies and be an anchor in this rapidly changing world. It defines society identities, and allows a clear understanding of the past giving knowledge to help in managing the problems of the present and the future (UNESCO, Managing Cultural World Heritage, 2013)..

The spreading concept of heritage and its increasing importance in its surrounding, it marks a significant shift in citizens thinking. Heritage sites cannot be protected in isolation or as museum pieces, isolated from natural and humans or from land-use planning considerations (UNESCO, Managing Cultural World Heritage, 2013). Nor can they be separated from development activities, isolated from the society changes that are occurring, or separated from the communities. Only recently in the years the international community understood its

importance and started to find a way to protect it and conserve it, now that is seen as a places where social and cultural factors are shaped, rather than being a physical monument (UNESCO, Managing Cultural World Heritage, 2013).

In the last year, the societies and their heritage have suffered of very low guidance and sites are subject to the risk of eroding rather than reinforcing good traditional heritage management systems, particularly historic centres or other cultural sites which host ongoing multiple land and property uses (UNESCO, Managing Cultural World Heritage, 2013). Heritage nowadays involves many more players or stakeholders in its management. If in the past heritage sites were primarily monuments or buildings under public control, the property manager could have a relatively free hand within the site's boundaries. Now, even though a heritage space is publicly owned and managed, the site manager has to work with various stakeholders and authorities involved in the area to reach a successful site management. It is because of all these actors and different interests that the importance of governance appear (UNESCO, Managing Cultural World Heritage, 2013).

# World Heritage Convention and World Heritage sites

The Convention concerning the Protection of the World Cultural and Natural Heritage, also called World Heritage Convention, was adopted by UNESCO in November 1972. Its key feature, the World Heritage List, has become one of the most popular global programs on conservation, with 1121 sites on the List in 167 countries (July 2019 Conference in Baku). Despite its popularity, this legal instrument is still not well understood from its State Party and those in charge of the site management (UNESCO, 2019). The Convention was conceived as a permanent mechanism that could protect cultural and natural heritage sites deemed to be of “Outstanding Universal Value.”(UNESCO, 2019) The preamble of this Convention declare that:

*<<The cultural heritage and natural heritage are increasingly threatened with destruction not only by the traditional causes of decay, but also by changing social and economic conditions which aggravate the situation with even more formidable phenomena of damage and destruction>> (UNESCO 1972).*

The Convention is a legal intergovernmental instrument which aims at setting up a system for protecting, now and in for future generation, natural and cultural properties of outstanding universal value (Labadi, 2018). This instrument found its power in December 1975 when 20 nations had ratified it the document. States Parties are here the key actors of this international system and they, for themselves, have the power to nominate sites located on their territory for inscription on the List (Labadi, 2018). In the case of sites extending beyond national borders, they can be considered as joint transboundary or transnational nominations by more than one country (Bandarin and Labadi 2007). In a constantly changing world, where conservation challenges appear as daily basis, the ability for adaptation is one of the main key issues of the World Heritage Convention. Whereas the text of the Convention is essentially immutable. The Operational Guidelines are the provisions through which the principles of the Convention are implemented and permit the integration and evolution of new concepts and processes (UNESCO, 2011).

## **Preparing World Heritage Nomination**

Beside the increasingly comprehensive requirements asked by the UNESCO, the preparation of nominations has become an important one, seen as a complex process which requires a good understanding of the values of the area. The participation of local people in the nomination process is also essential to make them feel aware of the importance

of the site and have a shared responsibility with the State Party in the maintenance of the property, and has to be strongly encouraged (UNESCO, 2011).

Once nomination dossiers have been drafted by States Parties, they have to be submitted to UNESCO World Heritage Centre, which acts as the Secretariat to the Committee. Consequently, they will be evaluated by one of the advisory bodies like ICOMOS (International Council on Monuments and Sites) for cultural heritage sites and IUCN (International Union for the Conservation of Nature) for natural heritage sites, where they are mixed site will be a joint evaluation between the two bodies(UNESCO, 2011).

These two bodies will then prepare an evaluation for each site, based on the nomination, consultation with professional experts and on-site visit. Each documents will contains a recommendation saying whether the site should be inscribed on the World Heritage List or not, and additional information about the values of the site. State Parties have to ensure an adequate protection , if this is not guaranteed the Committee, after long discussion and consultation, can decide to put the site in the Danger list. So far, only two sites have been deleted from the World Heritage List (UNESCO, 2011).

# The UNESCO standards for the implementation of the World Heritage Convention

The 1972 Convention identifies cultural heritage as falling into three broad groups –monuments, sites and group of buildings. During the 50th years of the Convention of 1972, the List started to include increasingly complex types of property with correspondingly more demanding management requirements. It is to notice the prestige of World Heritage Status as an attractor for greater public interest in a heritage property and States Parties tend to use them as flagship sites to improve the management of cultural heritage in general (UNESCO, 2011).

The World Heritage system identifies the State Party as holding primary responsibility for a property, and management success depends on the political, social, institutional and economic context of the specific property. From simple physical protection it is possible to see a shift to a more layered approach for site management linked to social, economic and environmental which show the heritage function connected to its community life (UNESCO, 2011).

The World Heritage system asks States Parties to demonstrate two actions to ensure a good site management. Firstly, how it will protect the Outstanding Universal Value of the property by responding to issues raised in the nomination format and create an efficient management plan. Later, it must guarantee an effective long-term management by using a series of World Heritage procedures for a good protection of the site (UNESCO, 2011).

It should be noted that the provisions of UNESCO do not provide a precise format for the preparation of the plan, "recognizing a reasonable margin of freedom, respecting the diversity of the various states, the characteristics of the individual places and the possibility of not adopting a specific one document, but also to use an appropriate management system for the registered site (Garzia, 2014).

For better management of the World Heritage Sites, Unesco suggests to regularly check the websites of the three Advisory Bodies (ICCROM, ICOMOS, IUCN) they propose guidelines for achieving a successful protection of the territories.

In conclusion, even though the UNESCO World Heritage Centre suggests and promotes all the Manuals and Guidelines to create an effective Management Plan to manage World Heritage Site, in the practice each State Party and each World Heritage Site have to manage themselves, in correspondence with the laws of its Country, Region, its Politics and the coordination of its several stakeholders (Ashley, 2014). An effective governance body, with defined roles could help to face complex problems.

The Unesco requests each State Party to ensure a good protection and governance of the the World Heritage Site but in operating the guidelines

the World Heritage Site find it difficult in putting them into effects and achieve good results. Every World Heritage has different characteristics and needs specific site protection that brings to different and unique types of guidelines according to the Site areas (UNESCO, 2011).

# Management and Governance: the Unesco Perspective

## Governance

An effective governance body with a strong management structure is a significant elements to take into account when a World Heritage Site is declared of Outstanding Universal Value for the World and its future generation (Segatori 2012). A responsive UNESCO's recognition, from the citizens and actors involved in the site management, it is essential for the consequences it can have on the perception that the population and local decision makers have of the uniqueness of the cultural, natural and landscape of the World Heritage Site.

Consequently, because of many difficulties in governing and controlling the safeguard of a World Heritage Site, UNESCO site managers are asked to prepare a management plan to govern the values registered in the World Heritage List (Segatori 2012). In the site's application process of the World Heritage List, there is a plurality of actors, each of them is driven by interests that do not necessarily coincide with those of the other actors and among which it can be difficult to reach common objectives. (Pettenati, 2012) A useful tool for reconciling the different interests of stakeholders, can be that of a governance body is able to give voice to the needs not only of the definable stakeholders as "top" or "strong subjects", but more generally to the population as a whole, through the use of instruments of participatory democracy and deliberative democracy (Ercole, 2017). In an article (UNESCO, 2016) the Unesco defines the governance as a:

*<<structures and processes that are designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness, empowerment, and broad-based participation. >> (UNESCO, Bureau for Education, 2016)*

It is seen as the governance symbolizes the norms, values and rules of the game by which public affairs are managed with a defined method which has to be transparent, participatory, inclusive and responsive (UNESCO, Bureau for Education, 2016). Governance therefore can be indirect and may not be always clear and defined. Therefore, governance is about the culture and institutional environment in which citizens and stakeholders interact among themselves and participate in public affairs (UNESCO, Bureau for Education, 2016).

According to the 2009 Global Monitoring Report, the governance can now be defined as:

*<< 'power relationships,' 'formal and informal processes of formulating policies and allocating resources,' 'processes of decision-making' and 'mechanisms for holding governments accountable' >>. (UNESCO, Bureau for Education, 2016)*

The Unesco itself identifies the tendency to mix and equalize governance with word management, where the controversy includes planning, implementation and monitoring functions which aims at achieving the definece governance objectives (UNESCO, Bureau for Education, 2016)

### **Management**

The word management, according to unesco documents, it refers to processes, structures and arrangements that are designed to mobilize and transform the available physical, human and financial resources to achieve concrete outcomes. Management involves individuals or groups of people with the authority of achieving the desired results. Contrary, governance body sets the parameters under which management and administrative systems will operate. Governance represents how the power is distributed and shared, how policies are formulated, priorities set and stakeholders made accountable (UNESCO, Bureau for Education, 2016).

### **Millennium Development Goals**

The literature (UNESCO, Bureau for Education, 2016), defines the word 'good governance' often, mostly related to promote the necessary precondition for creating an enabling environment for poverty reduction and sustainable human development. Good governance has also been accepted as one of the targets of the Millennium Development Goals (MDGs). Good governance aims at reaching the effectiveness of the development efforts; so a good governance should be participatory, transparent, accountable, effective and equitable and promotes rule of law (UNESCO, Bureau for Education, 2016).

# Documents published by UNESCO and the use of the terms

The following documents are the supplement needed to understand the management of the World Heritage Site inscribed in the World Heritage list.

The research analysed some of the most important documents published by the UNESCO World Heritage Centre to search the importance of managing a World Heritage Site and the terminology used in suggesting so.

The documents have been examined and divided in different publish areas:

- Conventions, charters and declarations;
- Recommendations, Policies and Global Strategy;
- Guidelines and Manuals;
- Papers .

These documents have been interpreted by searching the presence of the terms governance and management in the text, in order to see the importance given by the UNESCO.

The analysis chose the most important documents for each section; further on, a deeper analysis explain the curve of presence and absence between the two words starting from the timeline from 1931 with the Athens Charter adopted at the First International Congress of Architects and Technicians of Historic Monuments, where for the first time it is taken under consideration the importance of a World Heritage Site.

It is important to notice that the all research will always represent the governance with the blue color and the management with the green color.

## CONVENTIONS, CHARTERS, DECLARATIONS

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
Charter of Athens	1931	Preservation of the cultural heritage	No	No
Charter of Athens	1933	Architectural Heritage	No	No
Charter of Venice	1964	Heritage Restoration	No	No
Declaration of the United Nation Conference on the Human Environment, in Stockholm	1972	Human Environment	No	No
Convention concerning the Protection of the World Cultural and Natural Heritage	1972 - 2003 - 2006 - 2012 - 2015 - 2016 - 2017 - 2018	Protection of the World Cultural and Natural Heritage	No - No - No - No - No - Yes - No - No	No - Yes - Yes - Yes - Yes - Yes - Yes - No
Declaration of Amsterdam European Architectural Heritage	1975	European Architectural Heritage	No	No
Declaration of Vancouver on Human Settlements	1976	Human Settlements	No	No
Charter of Washington, Conservation of Historic Towns and Urban Areas	1976	Historic Towns and Urban Areas	No	No
Charter of Burra, for Places of Cultural Significance	1999	Places of Cultural Significance	No	No
Charter of the Built Vernacular Heritage, in Mexico	1999	Vernacular Heritage	No	No

## DECLARATIONS, CHARTERS, CONVENTIONS

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
International Charter on Cultural Tourism: Managing Tourism at Places of Heritage Significance	1999	Cultural Tourism	No	Yes
Declaration of Budapest on World Heritage	2002	World Heritage	No	No
Declaration of Xi'an, for Conservation of Setting of Heritage Structure, Sites and Areas	2005	Heritage Structure, Sites and Areas	No	Yes
Declaration of Quebec, for the Preservation of the Spirit, ICOMOS	2008	World Heritage	No	Yes
Strategic Action Plan for the Implementation of the World Heritage Convention 2012 -2022	2011	World Heritage List	Yes	Yes

## ITALIAN LAW FOR WORLD HERITAGE SITES

TITLE	YEAR	THEMATIC	GOVERNANCE	GESTIONE
Legge n 77/2006 Misure speciali di tutela e fruizione dei siti e degli elementi italiani di interesse culturale, paesaggistico e ambientale, inseriti nella «lista del patrimonio mondiale»	2006	World Heritage Convention in Italy	No	Yes
	2010		No	Yes
	2013		No	Yes
	2017		No	Yes

## MANUALS, GUIDELINES

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
Management Guidelines for World Cultural Heritage Significance	1998	Management World Cultural Heritage	No	Yes
Management Guidelines for Tourism at World Heritage Site	2002	Tourism at World Heritage Site	No	Yes
Guidelines for Investing in World Heritage Past Achievements, Future	2002	World Heritage	No	Yes
Manual World Heritage Cultural Landscape	2003	World Heritage Cultural Landscape	No	Yes
Operational Guidelines for implementation of the World Heritage Convention	2005 2012 2017	World Heritage Convention	No No No	Yes Yes Yes
Guidelines in Italy, Per la gestione innovativa dei beni culturali , Vademecum MIBAC	2006	Gestione innovativa dei beni culturali	Yes	Yes
Development of Policy, Impacts of Climate Change and World Heritage	2006	Climate Change and World Heritage	No	Yes
World Heritage Information Kit	2008	Historic urban landscape	No	Yes
Enhancing our Heritage Toolkit	2008	Heritage	Yes	Yes

## MANUALS, GUIDELINES

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
Guidelines Protecting Areas Management	2008	Protecting Areas	No	Yes
Guidelines Business Planning Natural World Heritage	2008	Natural World Heritage	No	Yes
Guidelines World Heritage and Buffer Zone	2009	World Heritage and Buffer Zone	Yes	Yes
Manual World Heritage Cultural Landscape	2009	Cultural Landscape	Yes	Yes
Manual Managing Historical City	2010	Historical City	Yes	Yes
Managing Disaster Risks for World Heritage	2010	Disaster Risks for World Heritage	Yes	Yes
Preparing World Heritage Nominations	2010-11	World Heritage Nominations	No	Yes
Managing Natural World Heritage	2012	Managing Natural World Heritage	Yes	Yes
Managing Cultural World Heritage	2013	Cultural World Heritage	Yes	Yes
New life for historic cities: The historic urban landscape approach explained	2013	Historic urban landscape	No	Yes
World Heritage in Europe Today	2016	World Heritage	Yes	Yes
Manual World Heritage Europe and North-America	2016	World Heritage	No	Yes
Guidelines World Heritage and Urban Heritage	2016	World Heritage and Urban Heritage	Yes	Yes

## MANUALS, GUIDELINES

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
Guidelines For Urban Culture FuteRE	2017	Urban Heritage	No	Yes
Guidelines Tourism Management at UNESCO World Heritage Site	2018	World Heritage	Yes	Yes
Guidelines Sustainable Development for Communities	2018	Sustainable Development	No	Yes
Guidelines Tourism Management at UNESCO World Heritage Site	2018	World Heritage	Yes	Yes

## RECCOMANDATION, POLICIES, GLOBAL STRATEGY

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
Recommendation of th the safeguarding of beauty and Character of Landscape and Site	1962 - 2019	Landscape and Site	No - No	No - No
Recommendation concerning the Preservation of Cultural Propety Endangered by Public or Private Works	1968 - 2019	Cultural Propety	No - No	No -No
Recommendation concerning the Safeguarding and Contemporary Role of Historic Areas, in Nairobi	1976	Historic Areas	No	No
Recommendation on Historic Urban landscape	2011 - 2019	Historic Urban Landscape	Yes - Yes	Yes - Yes
Reccomandation New Urban Agenda	2011	New Urban Agenda	Yes	Yes

## PAPERS

TITLE	YEAR	THEMATIC	GOVERNANCE	MANAGEMENT
Managing Tourism at World Heritage Sites: a Practical Manual for WHS	2002	Paper n 1	No	Yes
Partnerships for World Heritage Cities	2002	Paper n 9	Yes	Yes
Monitoring World Heritage	2004	Paper n 10	Yes	Yes
Linking Universal and Local Values: Managing a Sustainable Future for WorldHeritage	2004	Paper n 13	No	Yes
Climate Change and World Heritage	2007	Paper n 22	No	Yes
World Heritage and Buffer Zones	2009	Paper n 25	Yes	Yes
Managing Historic Cities	2010	Paper n 27	Yes	Yes
Community development through World Heritage	2012	Paper n 31	Yes	Yes
Engaging Local Communities in Stewardship of World Heritage	2014	Paper n 40	Yes	Yes
Understanding World Heritage in Europe and North America Final Report on the Second Cycle of Periodic Reporting, 2012-2015	2016	Report n 43	Yes	Yes
Manual World Heritage and tourism in a changing climate	2016	World Heritage	Yes	Yes

# Insights

## **Governance and Management**

The presence of the word management and governance is not at the same time in the Unesco documents. The presence of the term management begins in 1998 with Management Guidelines for World Cultural Heritage Significance differently the governance appear only in the 2002 with Managing Tourism at World Heritage Sites Even though, the use of management it has been in-variable during the year until the 2009 with the Enhancing our Heritage Toolkit and with the Paper n.25 talking about the World Heritage and Buffer Zones.

## **Manuals and Guidelines**

The presence of the governance term in the section papers and guidelines begins in 2006 with the Italian document Guidelines in Italy per la gestione innovativa dei beni culturali , Vademecum MIBAC. In the following years it is possible to find the word even though, very often, it is confused with the term management. Accordingly, it is possible to see its presence in 2008 in Enhancing our Heritage Toolkit. From the 2016 the term governance it is almost always used in the Unesco documents. The presence of the term management start from the beginning in 1998 with Management Guidelines for World Cultural Heritage Significance and its use is present in all the futures manuals and guidelines. Even though, the use of management it has been in-variable during the year until the 2009 with the Enhancing our Heritage Toolkit.

## **Conventions, Declarations and Charters**

The presence of the governance term in the section conventions, declarations and charters where it is shown the use of the word form the 2011 with th Strategic Action Plan for the Implementation of the World Heritage Convention (2012 -2022) which is one of the first document that propose the use of the two terms, distinguishing their meaning. The presence of the term management start in 1999 with International Charter on Cultural Tourism: Managing Tourism at Places of Heritage Significance.

## **Raccomandations, Policies and Global Strategy**

The presence of the term governance in the section recommendations, policies and global strategy start at the same of the management term, in the 2011 with Recommendation on Historic Urban landscape. Even though they are utilised at the same time their comprehension it is still confused. The presence of the term management in the section recommendations, policies and global strategy start at the same of the governance term, in the 2011 with Recommendation on Historic Urban landscape. Even though they are utilised at the same time their comprehension it is still confused.

## **Papers**

The presence of the term governance in the section Papers start at the same of the management term, in the 2002 with Managing Tourism at World Heritage Sites: a Practical Manual for World Heritage Site Managers. Their significance is still confused until 2009 with the Paper of World Heritage and Buffer Zones. The term management starts at the same of the governance term, 2002.

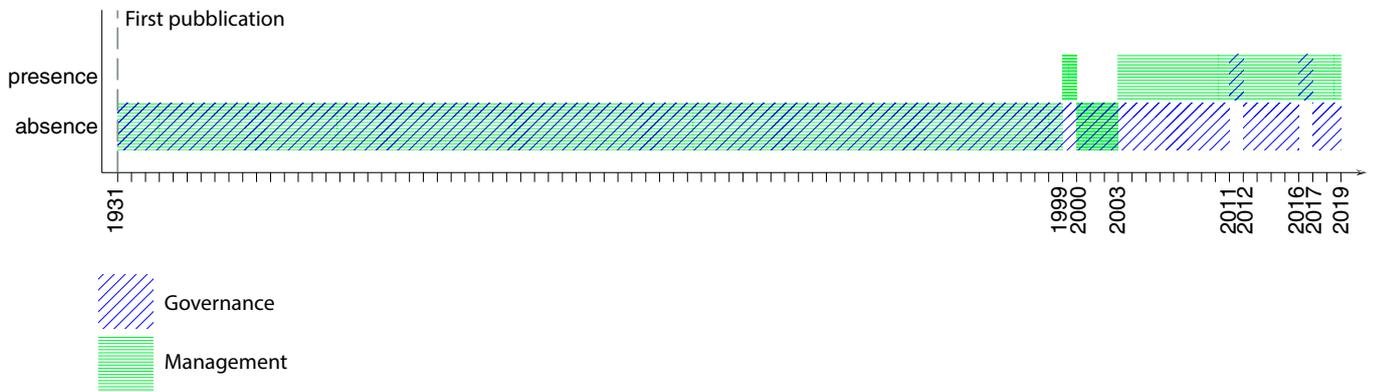


Fig. 2 - Presence of the terms in the sections Conventions, Declarations and charters

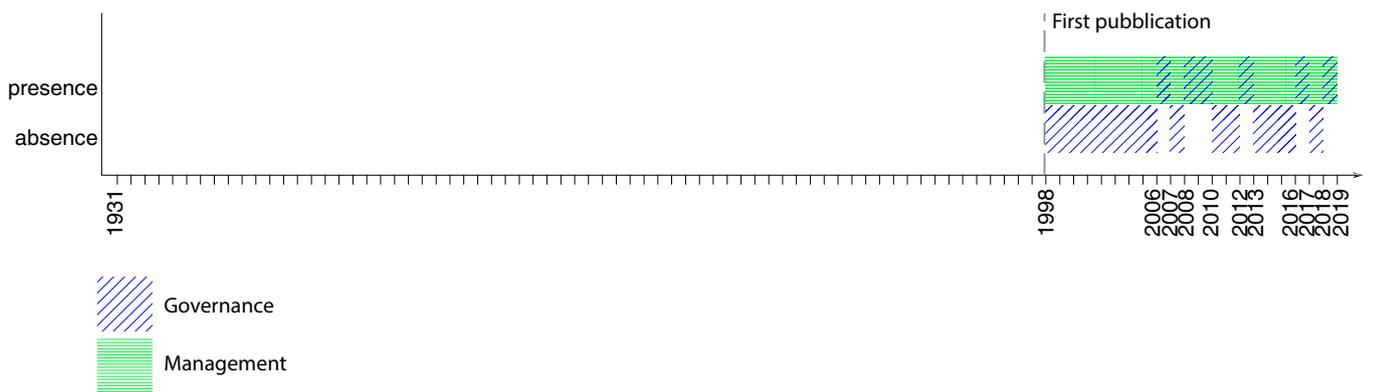


Fig. 3 - Presence of the terms in the sections Manuals and Guidelines

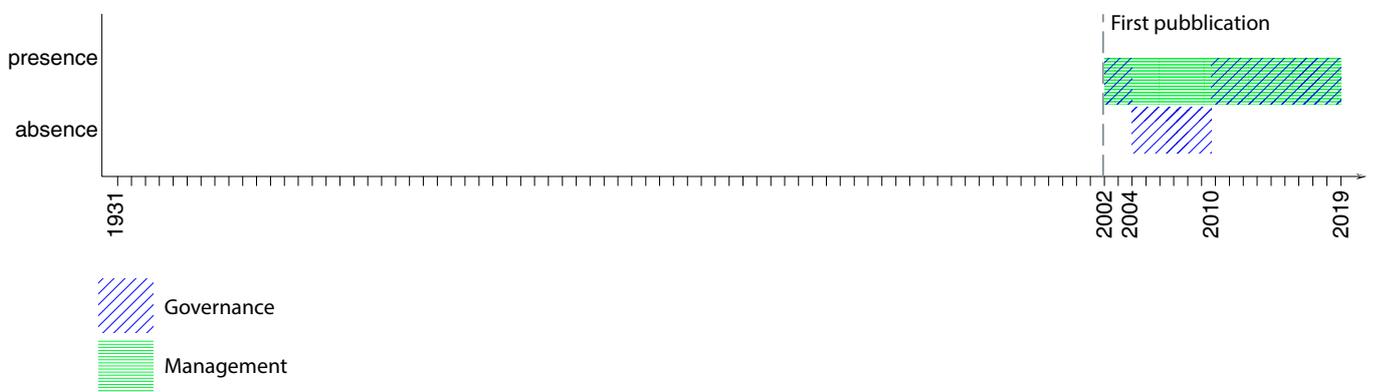


Fig. 4 - Presence of the terms in the sections Papers

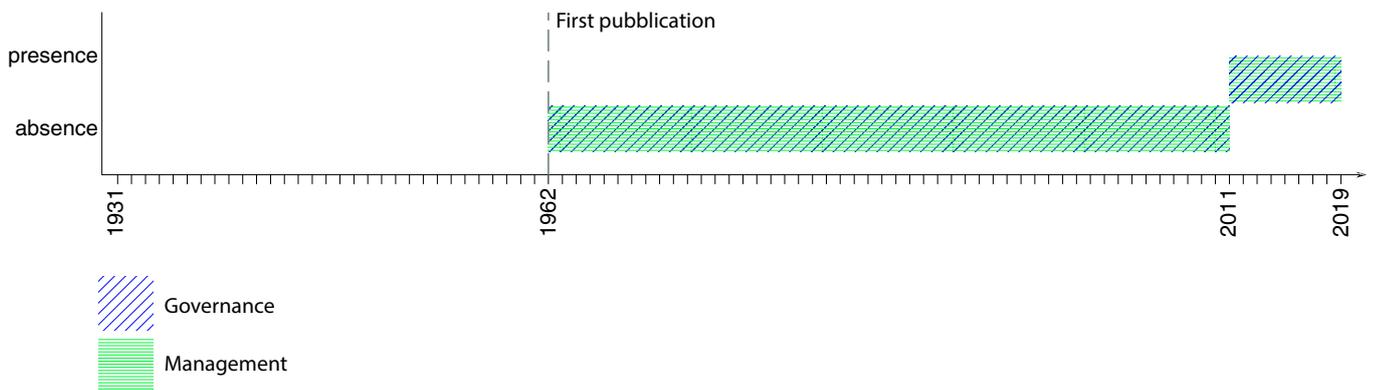


Fig. 5 - Presence of the terms in the sections Raccomandations, Policies and Global Strategy



Image 3

# 3

# Management

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What is Management according to business theories?

Etymology

Managing World Heritage

Sites & Management Plans

Managing World Heritage Sites in Italy

Business models that can be used for the management of the Unesco Sites

Conclusion

# What is Management according to business theories?

During the years, the word management has changed its significance. If before it was related to a more handling capacity in guiding an object or in the ability of using and control an object; nowadays it refers to a administrative practice of coordinating different resources, activity and capabilities, and to obtain the defined objective (Zan, Rossi and Zambon 2006). The management activities are those running in line with the goals and with the direction define by the governing body, They implement the decisions according to the mission and the strategic vision, they make operational decision and policies, and they keep the governance bodies informed about the management process and outcomes. Thanks to its significative evolution, more and more theories about management begin. On of them is the research of "*Discorso del Maneggio*" which represents an accurate case in the history where the italian word maneggiare finds its affirmation in the modern management linked to accounting practices (Zan, Rossi and Zambon 2006). In the twentieth century, the United States started to become industrialized, and some accounting and bookkeeping course were offered in colleges. Therefore, it is with the industrial revolution that the need for more people to work in different capabilities begins to appear. Therefore, in these years, more accorated standards for business were needed and were evolving rapidly. Labor was now managed by machinery rather than manually by man, and the people had to acquire new skills to effectively manage their companies.

Chapter six will start with an analysis of the word management related to busines literature, then about its etymology and sequently it will expose the discovery and thoughts of some theorists.

In conclusion it proposes some management methodologies that can possibly help the understanding the structure for a better management of the World Heritage Sites.

## **Management according to business theories**

Some consider management as a late-modern notion, others associate it to the managerial process of the ancient Sumerian merchants and the builders of the pyramids of ancient Egypt. While, it is with the changing of workplaces, where machines substitute the manual jobs and with military practice that the word management appears (Zan, Rossi and Zambon 2006). With the growing size and complexity of organizations, the distinction of owners (individuals, industrial dynasties or team of shareholders) and daily managers (independent specialists in planning and control) has gradually become more evident (Zan, Rossi and Zambon 2006).

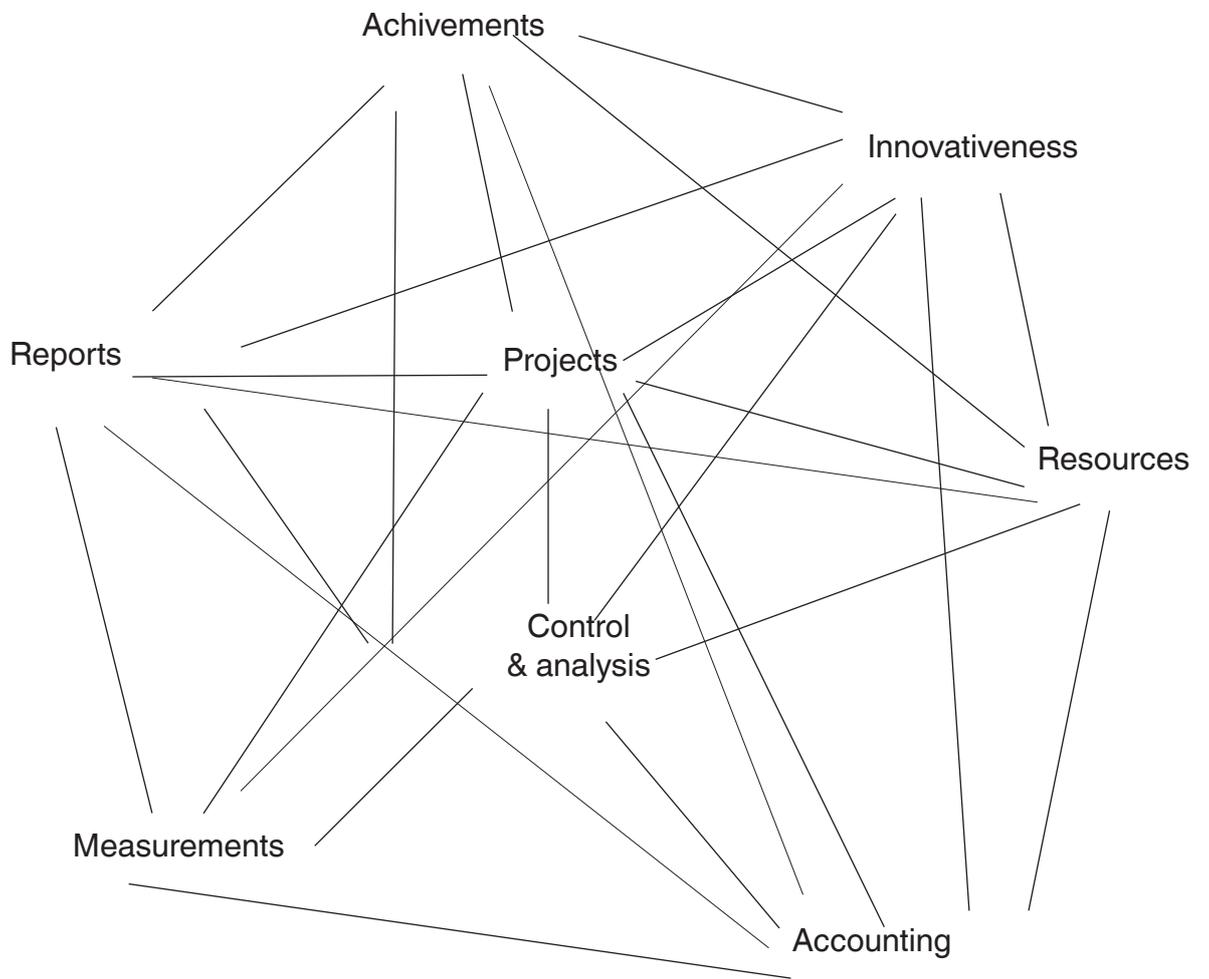


Fig. 6 - Words related to management

Therefore, the current meaning of management can be found in a study conducted on the Venice Arsenal, which show the historical set of relations between the various exponents involved in the management between 1580-1643 (Zan, Rossi and Zambon 2006).

### **Arsenal of Venice**

Back in the sixteenth century, the Arsenale of the Venetian Lagoon had a sophisticated modern structure of management through the use of accounting instrument called "metodo veneziano" (Zan, Rossi and Zambon 2006).

The invention of management is thus seen as a response to economic efficiency issues at the micro level, linked to the affirmation of technologies with strong economies of scale of the last century. In fact, as soon as these practices were born inside the Arsenal, they began to generate information, data, knowledge and theories; spreading a new awareness of these practices and a choice of action plans and results. (Zan, Rossi and Zambon, 2006).

The Arsenal gave birth to some elements like work organization; starting from 1360, a process of hierarchical separation of the work-force seems to emerge, giving rise to a professional elite of employees. Subsequently, new professional figures are created in addition to the growing articulation of institutional figures (Zan, Rossi and Zambon, 2006).

In the 1550, there is a strong change in the role of the manager, who wanted to specialize in order to assume more defined responsibilities to manage the activities (Davis, Schoorman and Donaldson, 1997). The Arsenal begins to organize work according to more procedural structures related to human resources, creating specialized teams assigned to certain specific jobs, even the organization of production and logistics is improved to achieve better control of materials; also indicating some measures to contain the accounting. the capacity for management development, activities and resources remains impressed (Zan, Rossi and Zambon, 2006).

These discoveries brought from the Venetian Arsenal ensured a better evolution of the term that we use nowadays.

The word management is based on two dimension: operational dimension and strategic dimension.

### **Operational dimension**

The operational dimension is a process that coordinates work activities so that they are carried out effectively to complete the activities in order to achieve the organization's goals, and efficiently to obtain the result

(output) with the least use of resources (input) possible. The operational feature show how managers has to work in order to obtain the defined objectives with a low wastage of resources. The manager activity correspond in:

- Planning: define objectives, establish the behaviors necessary to achieve them, develop plans to integrate and coordinate activities.
- Organization: determining which tasks should be performed, who should perform them, how tasks can be grouped, who depends on and reports to whom, where decisions should be made.
- Leading: directing and motivating all parties involved and dealing with problems related to staff behavior.
- Control: monitoring of activities to ensure that they are carried out as established.

### **Strategic dimension**

The strategic dimension comprehend the development of values creation, products, and resources. In this casa, the problems can be faced by assuming the point of view of the decision makers, in order to make the decisions that lead to concrete actions(De Wit, Meyer, 2010). The strategy utilized by the managers have important effect on the development of a company, this is why it is important to design a good strategy to reach an effective and efficient management(De Wit, Meyer, 2010). To obtain an effective planning, there are numerous functions attributed to the strategy and the virtues it should possess (De Wit, Meyer, 2010).

A strategic approach can allow decision-makers to identify critical and essential aspects, problems and it can provide a guide, an order, priorities for decisions and courses of action (De Wit, Meyer, 2010).

### **Strong management system**

A strong scheme of management, as explained by De Wit and Meyer in their studies (2010) can help to maintain or improve the positions reached by the company, seizing the opportunities and averting threats in a context that is changing and, if possible, anticipating this change by innovating (development of competitive advantage). It can help to make common actions possible; to allows the rational exploitation of the resources invested (allocation) and their increase in value; to make a decisive contribution to improving the degree of coordination between functional areas, divisions and business units of the company; to enable a better idea of the company, including the purposes of communication. This thesis analyse the importance of a management structure by

looking at different business models. The management structure is the day-to-day arm of the company vision, with effects on the administration, governance and its perspective from the community and its finance.

### **Strategy management**

As a rule, strategy is seen as the set of decisions that characterize the development of an organization in the medium to long term, as in the short term (De Wit, Meyer, 2010). The management strategy is the tool that promotes and implements the management of the various actors and the achievement of the established objectives, making system the human and financial resources present in the territory; then integrating conservation, communication and enhancement activities for the advantage. It must be implemented in a participatory manner, involving all the actors present in the territory (De Wit, Meyer, 2010).

Managers operate at different levels depending on the of scope of decisions and responsibilities: the top management is responsible for the basic decisions that have consequences for the entire organization, later there is the middle management responsibilities for the most operational activities. then, the first-line management, those who manage the work of the teams, and they are directly involved in the operational tasks necessary for the success of the company (De Witt Meyer, 2010).

### Managing competencies

Mintzberg (1983) reminds us that a balance between the people-oriented, information-oriented, and action oriented require a well-rounded manager.

For this reason, the thesis tried to outlines the 4 managerial competencies, see figure 7, which include: Personal, Interpersonal, Informational, and Actional, readapting the diagram proposed by Mintzberg (1983).

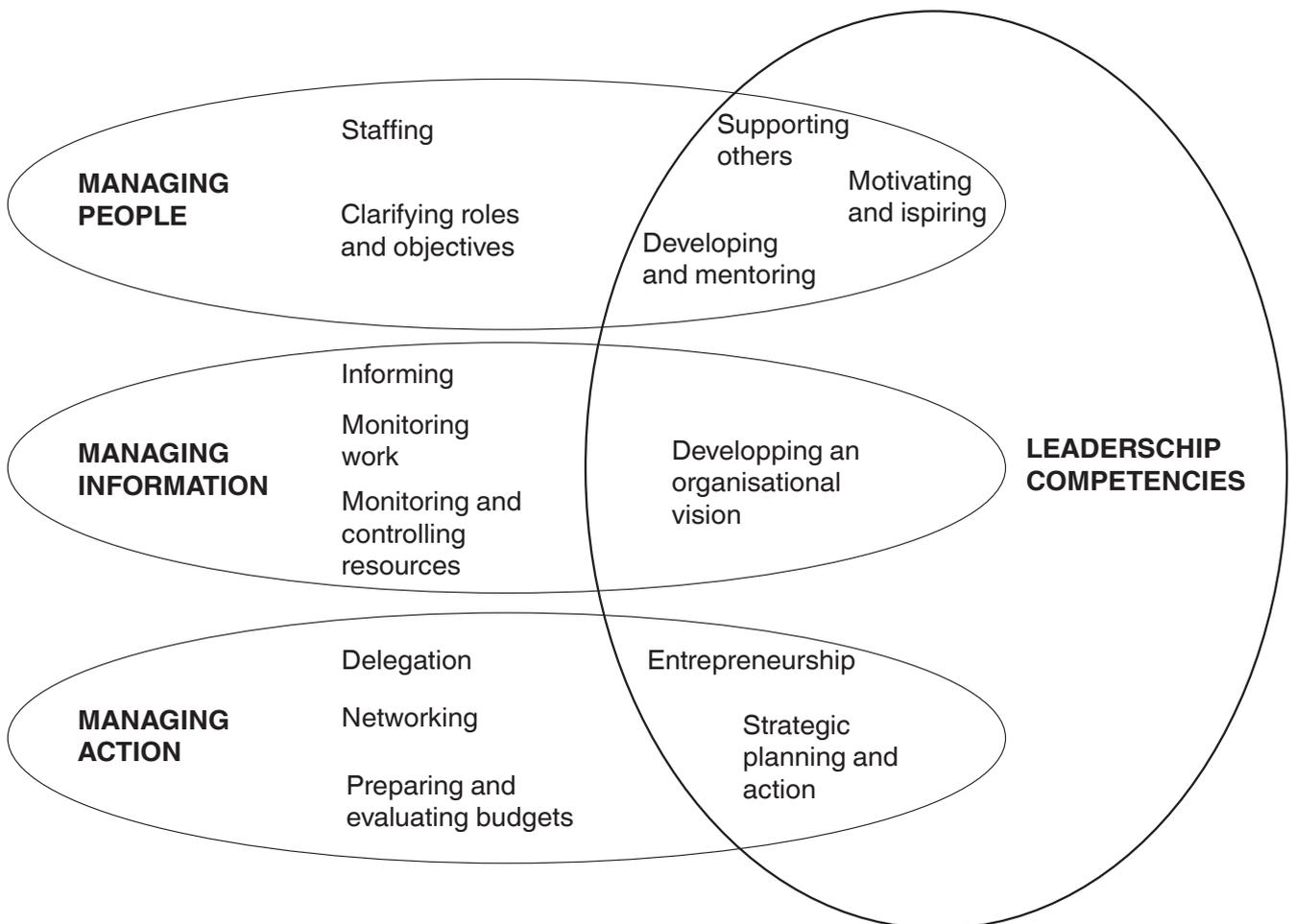


Fig. 7 - Management competencies

# Etymology

The verb "to manage" finds its origin in the Italian language, and before Latin, maneggiare (Zan, Rossi and Zambon, 2006). Its meaning was originally to "control a horse" and is therefore very close to contemporary translation "handling".

## **Manneggiare (Italian)**

The English verb "to manage" derives from the two Latin words manus (hand) and agere (to act), which further on will create the term maneggiare in the Italian language, with the meaning (Treccani, 2019) Back in the days, the term management was also used with the translation of reggere or governare, in English to rule or to govern. Maneggio in the Italian language corresponds to the use of objects or instruments linked to a certain technique, usually applied with expertise. For example: training at m. of weapons, of the sword, of the oar; be skilled in the m. of brushes; in the sense of fig., m. of language, appropriate use of it (Zan, Rossi and Zambon, 2006). An other Italian possible conversion of the term maneggio, can be conduzione (management), gestione (management), amministrazione (administration).

## **Mesagement or Ménagement (French)**

The term management, or to manage, originated from the Italian term, it has been translated a significance still use nowadays. In fact, the seventeenth and eighteenth centuries, the French word influenced the semantic development of the English word management (Pagnotta, 2011). The French term was primarily used at the beginning in reference with cleaning, ménagerie. The French manege is documented in the dictionary from the 1635-45 with the meaning of control and handle a horse.

## **Management (English)**

The term management, to manage, in English arrives in 1555-65 from the translation of the French word with the significance of conduction, direction. In the last years, the English term has now designed a new imposed translation in the common language, where the verb to manage represents a set of activities necessary to identify the objectives of an organization. In this case, the new meaning of management needs to be helped by the term coordination of the activities that have to be managed to achieve results. Nowadays, the word contains a plurality of connected actions, where the practitioners playing these abilities and powers are called managers from the 1588.

### **Administracion (Spanish)**

The translation of the word management doesn't find similar translation in all the languages. In the spanish language, for example, the italian word maneggio has created the spanish verb manejar, with the meaning of "drive an action". of The word "administration", is formed from the prefix "ad", to and from "minister".

In the recent years, the spanish dictionary Rae has introduced the word màanager, a substantive term coming from the english term manager .

### **Verwaltung or Management (German)**

The german term Verwaltung used with the current meaning of management comes from the word administration, in some cases the german dictionary utilize the same english term add in the last years in their vocabulary, with the significance of activity, process and process of running a business (Wiktionary,2012).

# Managing World Heritage Sites & Management Plans

The management of World Heritage Sites is underlined in 1998 and further documents, inside it's reclaimed the adoption of a management plan for those sites areas part of the World Heritage List, it becomes into effect on February 1, 2005, being it compulsory for properties inscribed on the World Heritage List (UNESCO, Managing Cultural World Heritage, 2013).

The Recommendation on the Historic Urban Landscape (UNESCO World Heritage Centre, 2011) propose the presence of a management body in charged of the coordination of the actions and implements for the management plan (UNESCO, Managing Cultural World Heritage, 2013). Each state party must ensure the support and the outstanding of the universal value, while respecting the diversity of resources, conditions and traditions, each country must prepare a "reactive", participatory, integrated management structure including the preparation of planning, allocation of the necessary means, monitoring, reporting and feedback on the activities carried out, in a manner of absolute transparency and clarity (UNESCO World Heritage Centre, 2011). The Guidelines show that the management plan goes beyond a

*An <<appropriate management plan or other documented management system is asked which should specify how the exceptional universal value of the site will be maintained, possibly through participatory processes>> (UNESCO World Heritage Centre, 2011).*

The required model is set up as a governing body that controls the effects of the universal value recognition obtained and the cultural and natural heritage system registered in the World Heritage List (UNESCO World Heritage Centre 2005).

The seven key elements of the plan are indicated in paragraph 111 of the Recommendation on the Historic Urban Landscape, 2011 (Ercole, 2017):

*<< a) "a thorough shared understanding of the property by all stakeholders" ; b) "a cycle of planning, implementation, monitoring, evaluation and feedback" ; c) "the monitoring and assessment of the impacts of trends, changes, and proposed interventions" ;*

*d) "the involvement of partners and stakeholders"; e) "the allocations of necessary resources"; f) "capacity building"; g) "an accountable, transparent description of how the management system functions" (Recommendation on the Historic Urban Landscape, 2011). >>*

From the 2002, the UNESCO, asks the State Parties of the future sites, and the present ones already inscribed in the World Heritage List, to adopt an adequate system of management for the Site in order to comprehend the strategy of conservation, social-economic development, communication, research and sensibilization, with an obligatory dossier of Site candidates better known as Management Plan of the World Heritage Site. (Mibac, Tiziana Brasioli e Valeria Esposito, 2018)

The Management Plan coordinates the maintenance over time of the site and the integrity of the values that allowed the registration to the WHL. The Plan represents a "declaration of principles", through which the Authorities responsible for the management of the sites and the national and local communities to which the sites "Belong", create a participative and engaging protection, conservation and enhancement compatible with identity cultural associations of local communities (Ernst & Young, 2006). The plan is the document which informs on the status of cultural heritage, identifies the problems to be solved for the conservation and enhancement, decides the ways to implement a process of actions, a policy of sustainable local development which methodically evaluates the results. (Ernst & Young, 2006)

In conclusion, the plan defines a management system that, starting from the values of the World Heritage site, brings out an integrated analysis of the state of places by identifying the actions of change in progress (Ernst & Young, 2006). It identifies the achievable future aims through intervention options and possible strategies, it assesses their impacts likely on the local system, chooses action plans to achieve the goals fixed, explains the methods of coordination and implementation and verifies the achievement through a series of indicators that implement monitoring systematic results over time (Ernst & Young, 2006)

# Managing World Heritage Sites in Italy

With the ratification of Italy of the Convention 1972, each state party is committed in guarantee the identification, the protection, conservation, valorization and transmission of the heritage to the future generations (Mibac, Montevecchi, 2018). In guaranteeing this deal, Italy started to give more importance to the World Heritage of its territory by creating in 2006, the Law n.77/2006 (Mibac, White book, 2018).

## **Law 77/2006**

*<<Special measures for the protection and use of Italian sites of cultural, landscape and environmental interest, included in the World Heritage List, placed under the UNESCO protection>>*

The Law 77/2006 is a reason of pride for Italy, which is a state with the mayor number of UNESCO Site (counting 54 World Heritage Sites) and one of the few States that have emanate a law in specific for the World Heritage Site. (Mibac, Montevecchi, 2018)

The Law 77/2006 was approved by the Italian Parliament the 20th February 2006. It was considered a highly innovative law, fruit of a long political-parliamentary confrontation which, in part, redirected the objectives of the actors towards a more attention to the management factors of the World Heritage Site and the turistic flow offered. (Mibac, Ferroni and Patrignani, 2018)

The Law 77/2006 intend to support all the projects linked to the management of the Italian Heritage Site, for a compatible administration of the Site and a correct turistic and services flow. Most of the financial, in particular the 30% until now, have been used for realization of plan of sensibilization, in line with the Convention adopted by the General Conference of UNESCO 1972 (Mibac, Montevecchi, 2018). Infact, the Convention ask to all the states to make the most in the safeguarding of the Site, and adopt a politic intended that consider the values of the World Heritage Site in correspondence to its collective life (Mibac, Brasioli and Esposito, 2018).

After 10 years from Law 77/2006 emanation, of the 53 World Heritage Site inscribed in the WHL, 47 have drafted up a Management Plan for the Sites, 11 cases have updated it, while only 6 don't have any Management Plan even though they started writing of it. A satisfying result that brought to a stronger awareness of the World Heritage Site (Mibac, Brasioli and Esposito, 2018).

# Business models that can be used for the management of the Unesco Sites

A good system of management must lead to governance agreements in order to achieve the integrity of the landscape and geological heritage, enhancing research, operational and management measures in relation to the key criteria and themes, organized according to intervention axes (Managing Cultural World Heritage, 2014).

Accordingly, management can be considered the process of conducting a business, where its effectiveness brings to achieve the organization's goals.

The thesis has analysed three Management models: the cascade model; the Iterative model; and then the Agile model.

## **Cascade model (Fig 8)**

The Cascade model is a prescriptive model that consists in a sequence of well-defined phases. Called prescriptive for its prescribe set of elements for the process: structural activities, software engineering actions, tasks, results, quality assessment, change control mechanisms for each project, also prescribing how they are correlated between their. (Birello, 2011)

The model has a positive process thanks to its very detailed plan, to its rigidity, for its documentation oriented and standard oriented. It can be suitable only for hierarchical organizations because it involves the customer only at the end of the process. It adapts well with projects that have well-defined requirements, some issues are found in the lack of flexibility since it's difficult to modify the strategies "in the running" process. In fact, the phases are strongly connected to each other (Birello, 2011)

## **Iterative model (Fig 10)**

This model can be represented with the spiral model with a systematic management of project risks, that bring to the progressive decrease of the uncertainty. (Birello, 2011) The risks are evaluated continuously and explicitly, with a modeled spiral process that interact and involves four phases:

- Inception (feasibility): Definition of the objective where each round identifies its own objectives;
- Elaboration (design): Risk assessment and reduction, risk prioritization, where the risks must be addressed;
- Construction (coding and testing): Development and validation where each round includes development -validation;
- Transition (deployment): Planning of the project.

The benefits of this method comes when there are unstable requirements, it is flexible, adaptable to user needs by evaluating the risk for each iteration (Birello, 2011).

### **Agile model (Fig 9)**

The method propose a less structured approach focused on delivering feedback to the customer, quickly and frequently (Birello, 2011).

It proposes the formation of small, poly-functional and self-organized development teams, iterative and incremental development, adaptive planning, and the direct and continuous involvement of the client in the development process (Birello, 2011).

In conclusion, as it is explained in Birello research (2011), the Agile method divides the overall project into small parts of fixed duration for each interval, while it maintains the usual divisions within it, to know the exactly time of the process and the total progress.

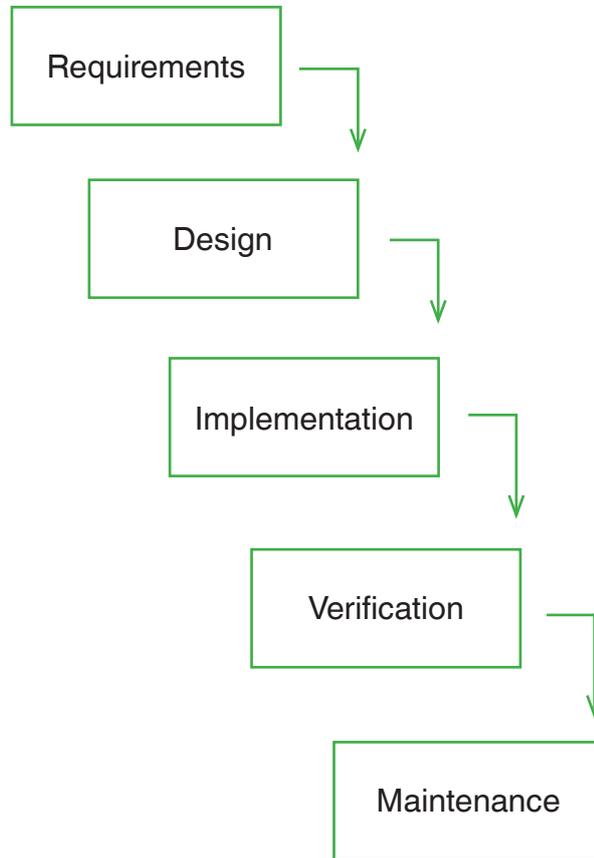


Fig. 8 - Cascade model

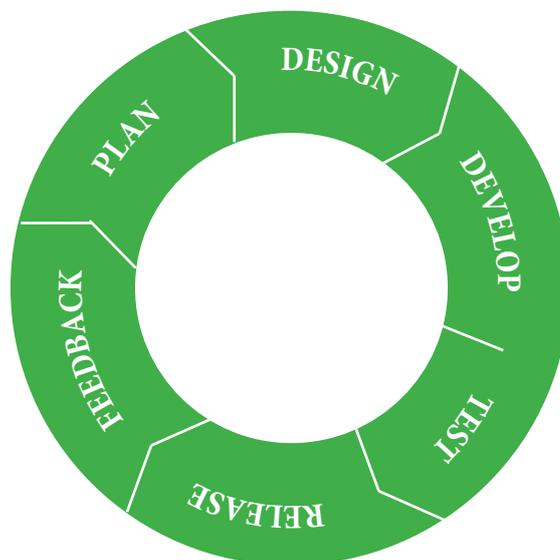


Fig. 9 - Agile model

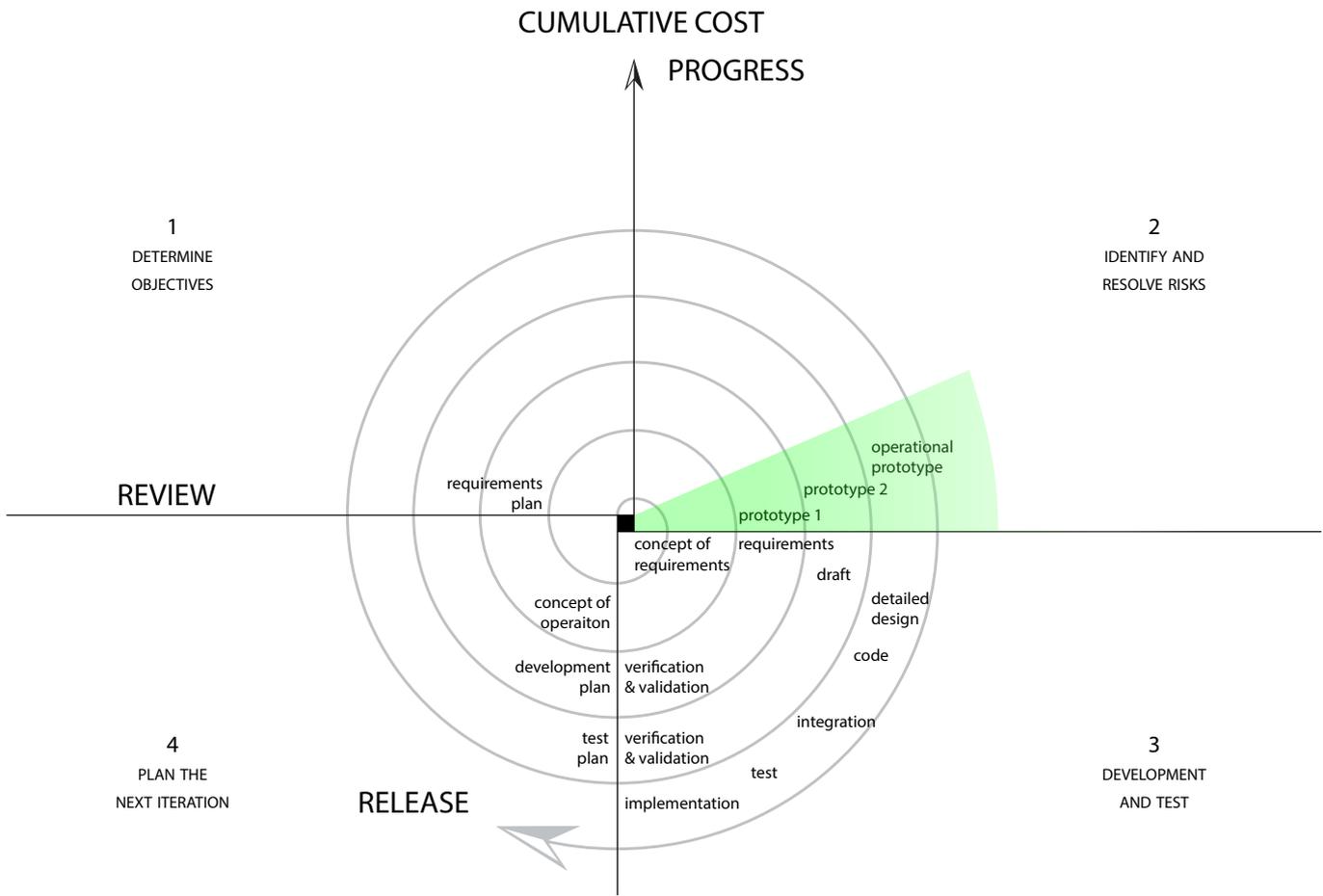


Fig. 10 - Management competencies

**Management**

# Conclusion

The evaluation of the effectiveness of the management model of a World Heritage site can be considered one of the most important elements when looking at its best protection. Therefore, a well defined system permits to know the sequences of actions needed to manage the World Heritage site (Re, 2012).

The management structure is the day-to-day arm of the Site vision. It can have an effect on how the Heritage is administered, governed, perceived and financed. There is not a one-size-fits-all management model that fits all the World Heritage Site. Instead, a range of possibilities exists that suit different environments and situations where some approaches likely work better than others (Ashley, 2014).

Although it is important to ensure a feedback process where the output of the system is returned to its input order; this will be able to regulate its further output and should be essential for the monitoring, planning and implementation of the site management. This mechanism helps to maximise the capacity of stages and creates awareness on the issues and actions occurring during the process bringing management improvement. Feedback enhance the management performance.



Image 4

# 4

# Governance

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What is Governance according business theories?

Etymology

The governance of the World Heritage Sites

Governance models

Governance models of Italian World Heritage Sites

Conclusion

# What is Governance according business theories?

The term governance is the set of rules of each level (laws, regulations, etc.) which govern a company or a body, public or private. The governance structure is seen as a networked of hierarchies and sectors, highly collaborative, and responsive to the concerns of citizens and society (Doeser and Marazuela Kim, 2018).

The term governance will then assume the name of corporate governance referring to the strategic operational of managing private companies, including the production level, on a financial level, the human resources and assets. In other words, the term identifies the set of principles, mechanisms, rules and relationships that govern the management of a company, and its goals is the productive management of the company itself. In other words, governance is the structure through which business decisions are developed and the methods and tools for achieving the objectives that have been defined by the company (Huynh-Quan-Suu, no date).

A proper and suitable governance framework have to decide who is in charge for performing certain tasks, roles and responsibilities are given for those participating in governance and those bound by the governing body (Gill, 2002). The authority of the participants must be defined from the beginning. Governance is a structure composed by three essential elements: accountability, authority, and the decision-making process (Ponzini, 2008). All actors involved must identify who is in charge and who has been empowered with decision-making ability and direction (Gill, M. 2002). The chosen governance structure must have a delineated path for decision making. Everyone should be aware of the steps needed for requesting pronouncements, evaluating risk and issue mitigation, and the redress and review processes. Gill (2002) explain the important for boards leaders to be in touch with the people in charge of the project management, this make sure they are connected to the management and results; in fact a good governance body is linked to all the areas of an organization in order to control and set direction according to the results (Fig11).

Thanks to its variety of nuances, the concept gives answer to a plurality of expectations, at least it is supposed (Hermet and Kazancigil, 2005). It is important to involve all the players, political and social; if included, they can see themselves renewed and transformed by being part of the governance. The structure is a way to be included in the change and the decision of the company, being part of this evolution means bringing different interest in action where all the partners wants to reach their goal but have to find a reconcile the governance (Hermet, 2005).

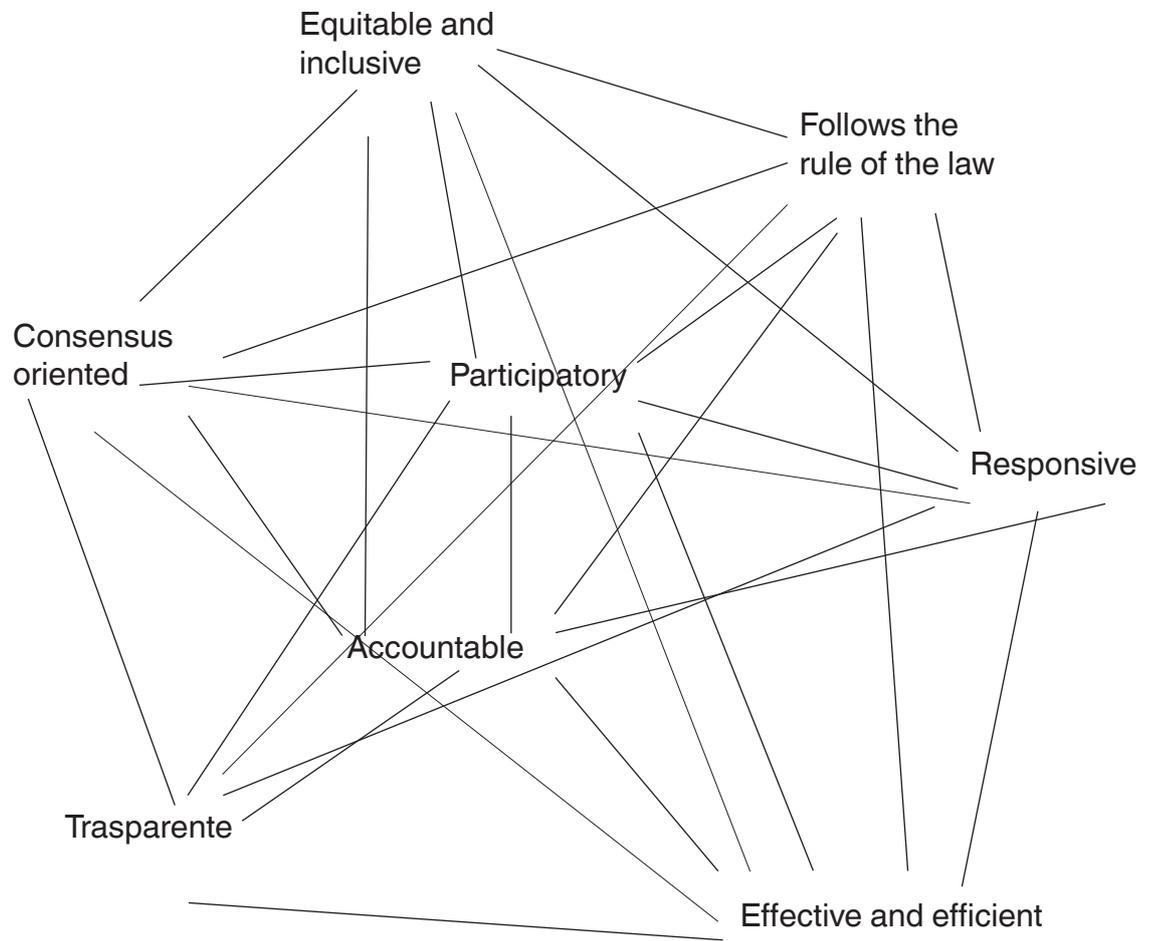


Fig. 11 - Good governance

# Etymology

The etymology of the word governance finds its root in the Latin *gubernare* (Moschetti, 1966), holding the rudder, and before even in the ancient Greek *κυβερνάω* with the meaning of directing a ship. The metaphorical meaning first attested in Plato and in the nautical field, but it can assume various meanings depending on the field in which it is used (Huynh-Quan-Suu, no date)..

Thus, for the Romance languages the word governance has almost the same meaning as in Latin and its derivatives, like *gubernantia*. During the years the term has generated different words in the different languages:

*French: gouverner, gouvernement, gouvernance, etc.*

*English: govern, government, governance, etc.*

*Spanish: gobernar, gobierno, gobernanza, etc.*

*Portuguese: governar, governo, governação, governança, etc.*

*Italian: governare, governo, governo, etc.*

The research tried to analyse the different nuances of the different languages to distinguish the several nuances in the history:

## **Gouvernance (in French)**

The term in old French *gouvernance* was first used in the 13th century as the equivalent of "government", art or way of governing, then, from 1478, it was used to designate certain territories of the North of France with a status particular administrative, before also applying it in a domestic field, at the expense of housekeeper (Huynh-Quan-Suu, no date).

## **Gouverner (in French)**

It is the meaning of apply over a country, a people, a political power, especially the executive power, to direct public affairs, the political life of a state, expressed as an executive power, or direct of the affairs of the state (Huynh-Quan-Suu, no date).

## **Governance (in English)**

It was in the fourteenth century that the French term passed into the English dictionary, creating the term *governance* (action or manner of govern). It has various nuances connected to geopolitics, to organization, to individual citizens linked to human rights, freedom of speech, economic transactions on a global basis (Huynh-Quan-Suu, no date).

### **Governança (in Portuguese)**

The governança Portuguese derives from the French word and has coated very similar meanings in the politico-administrative and domestic spheres. It's first use is linked to institutional structures, specifically in Charles Plummer's text of the fifteenth century translated in 1885 by John Fortescue with the title of *A Diferença entre um Absoluto e uma Monarquia Limitada* (Huynh-Quan-Suu, no date).

### **Gobernanza (in Spanish)**

The term comes from its archaics form governança, it would date at the same time of the portugues translation, with the meaning of "government" and describes the way citizens are governed. Spanish Dictionary RAE (Rae, 2019) express also the most recent translation with the meaning of <<Art or way of governing t>> (Wikimedia, 2007).

### **Governare (in Italian)**

The italian dictionary didn't really had a direct equivalent of the term governance with the italian suffix -anza, but the word governo i s used with the meaning of guiding a ship, it appears in Dante in the thirteenth century in the *Divina Commedia* <<La provvidenza che governa il mondo>> (*La Divina commedia, Paradiso*) (Huynh-Quan-Suu, no date).

In conclusion, an interesting translation of the word governance come up during the research, referred to piloting a ship or a airplane, so connected with our latin word gūbĕrnare, hold the rudder of the ship (Moschetti, 1966). The key point appears analysing the link between governance and shipe guide, where we could associate the steersman and its crew to the stakeholders guiding a WHSite under the name of Steering Committee.

Therefore, Steering Committee present in the English vocabulary, define a committee of people with strategic decision-making tasks. The steering committee, as a pilot, exercises strategic control over a project through coordinating all the actors and periodic meetings in which the persons responsible for the implementation, inform the committee on the progress and any critical issues emerged and any possible action to be taken.

# The governance of the World Heritage Sites

Governing and managing property listed as a World Heritage is an hard task according to the different actors whose goals may be varied and even divergent. This is why, how the Plan de Gestion de Lyon says (2016), it is necessary to clarify the vision of the future of this property, to implement the appropriate tools for governance and determine the strategic directions to follow. Protecting a World Heritage site involves strategies that are as many as they are varied and a multiplicity of actors, who have a broad choice of tools at their disposal. So, the site management of a World Heritage needs a rigorous plan and methodic actions in order to reach the conditions for proper coordination of all participants.

The Unesco documents have the aims of involving and engaging the local communities in the s conservation and management, in fact, it has been one of the five Strategic Objectives of the World Heritage Committee, with Conservation, Credibility, Capacity and Credibility (Unesco, 2018)

The registration of a sites in the World Heritage List does not sanction only the recognition of its importance, but it constitutes a responsibility towards a heritage that belong not only to the mere local and national reality, but it is considered world-wide, in a perspective that incorporates past generations, present and future (Unesco, 2018). Successfully, this inscription is an opportunity to reflect and analyse the different possibility to develop by involving local resources in a set of integrated protection, conservation actions and cultural and economic enhancement (Unesco, 2018).

Governing a site listed as a World Heritage can be a complex work involves various actors whose goals may be different and divergent (UNESCO, 2013). The Unesco and every State Party should clarify the vision for the future of these properties and implement the appropriate tools for governance and determine strategic directions that must be followed. The UNESCO is not always giving a strong tool to make the governance and to coordinate the actors included in the management plan f a World Heritage Site, all the site have the need to take a long-term approach to the issues of governance (UNESCO, 2013). The World Heritage Convention is the most popular legal text and instrument introduced for the conservation and management of cultural and natural heritage sites (Libadi,2018).

The importance of a good governance it is seen in the UNESCO documents through participatory processes in the World Heritage Site, where it is expressed the need to define the roles of technicians and citizens in the development of environmental impact indicators (Joumard, 2010). The difficulties in governing a public space is

guaranteeing that all the right voices are heard during the planning of the site management plan and that all these voices are also heard during the management of the site (Unesco, 2010).

The laboriousness is that there are interests – administrative offices, businesses, citizens, NGO, local politician and international politician, universities, artists but also local community members and others – whose views are important to both planning and management, but whose ‘voices’ can be overtaken by central or local government, or by developers, whose interests are important but should probably not be decisive. (Ashley, 2014)

As confirmed from the Lyon Management plan, the challenge for the management Heritage Site should be acting together coherently in a stronger way with all the stakeholders (UNESCO, 2002) For instance, a successful governance must requires the re-evaluation and adaptation of Heritage Site model in response to changing circumstances and aims, whether they be political, cultural, economic or social (UNESCO, 2002). A possible solution is making sure site management is properly steered politically and technically (UNESCO, 2016); only by then it is possible to implement a system that is more fully identified from all the stakeholders and clear in the different site use (UNESCO, 2002). In conclusion, a more effectively governance for the World Heritage site need to involve all the actors included in the management plan of the Heritage site, in order to meet the challenges of the early twenty-first century, which will have considerable impact on the future (UNESCO; Ville de Lyon, 2016).

# Governance models

The concept of governance identifies the set of principles, mechanisms, rules and relationships that govern the management of a company, and that have as their objective a productive management of the company itself. In fact, governance can be seen as the structure through which business decisions are developed and the methods and tools for achieving the objectives are identified. (Dessain, Meier and Salas, 2008). Having a governance model means defining: the objectives; the management structure, methodologies and processes aimed at achieving the objectives; and the rules by which to monitor processes and objectives. A system for governance apply the use of those policies and structures, and responsibility of every member of the site management (UNESCO, 2002).

The structure and patterns of organization is perceived differently depending on the governance framework. It is important to consider the basic of governance which are accountability, authority and decision-making; and the plan, scope, cost control, stakeholder communication, risk and issue escalation of its model

## **Governance model for profit and nonprofit organization**

The organization of the governance model, both nonprofit and profit organization, can be as at variance as the organizations that boards serve (Barlow, 2016). Commonly, nonprofit organizations begin by serving an humanitarian or environmental need, contrary, for-profit companies create income for the company, its employees, and its shareholders. The governance perspective includes the relationships between the various stakeholders which are involved, and the objectives for which the company is managed. The main players are the shareholders (shareholders), the board of directors and the management (management).

Indeed, there is not a specific model suitable to every organization, it became apparent that probably most of the boards develop hybrids, employing a variety of practices that uniquely suited them (Barlow, 2016). In fact, it can happen that rigid rules and prescriptive structure fail in flexibility and internal accountability.

There are some governance models fitting either nonprofit or for-profit entities, depending upon the needs of the organization; but, some structures are only appropriate to nonprofit organizations, while other models are more amenable for-profit organizations. It can happen that some board decide to find a fair board adopting a combination of board elements (Barlow, 2016).

### **Vision, Trust, Goals, Accountability**

As explained in Barlow's article (2016) an organizational model functions very well if they have a good purpose and communication between the actors. It can happen that, by adding a new actor in the board, the old board change; for this reason, it is important to have strong stubborn board when complexity times arrive.

### **Models**

Starting from 2004, the legal system recognizes the use of three governance models: the traditional model, the monistic model and the dualistic model. In Italy more than 80% of companies utilise the traditional model, so only a minimal percentage has chosen to structure their governance on monistic and dualistic models (Università Niccolò Cusano, no date)

#### **Traditional model**

The ordinary system requires the presence of a board of directors and a board of statutory auditors, whose activities are clearly distinct. these administrative activities may be represented by a single director or a board (Coscarella,2015)

#### **Monistic model**

The monistic system provides a single administrative body that deals with both administration and control. The management control committee, seen in Coscarella research (2015), is set up within the same board of directors, consisting of directors who possess certain requisites (integrity, professionalism and independence).

#### **Dualistic model**

The dualistic governance model, has a supervisory board, which is appointed by the shareholders' meeting; the board is responsible for the control and at the same time for the management committee.

The three models have been developed during the years into more defined system according to the need of the organization (Coscarella,2015). In fact, it is important to create a governance model aligned with the values of the various participants of the company, and that provides for a periodic check of the efficiency of the model (Wikipedia, 2019).

# Governance models of Italian World Heritage Sites

World Heritage sites are under the control and responsibility of a wide number of stakeholders, defining a perfect governance model can be hard if it is not well defined the role of the authority in-charge of the coordination. When thinking about the World Heritage Management Site it is essential to identify a competent structure for the governance of the site, if the site is managed by one competent structure or more competent structures each on a specific territorial unit or for a particular topic (Ernst and Young, 2005).

To build the management model for implementation, it is necessary to understand the most suitable legal form for the site and the management coordination structure of the various bodies involved in the management of the site. A study runned by Ernst and Young's company (2005) shows different Unesco governance models and related benefits; they include the Consortium, the Agreement between local authorities, Recognized associations, Foundation and the Local special company.

This research will explain each model and the corresponding characteristic, later on in Chapter 6, a deeper desk analysis will be runned to evidence the best elements for a possible governance model for the World Heritage Site, Venice and its Lagoon.

## **Consortium**

Consortium with external activities, this could involve local authorities such as the region, the province and the municipalities, but also private institutions such as non-profit associations, foundations, ecclesiastical bodies, but also public ones. It could therefore be a consortium signed with a contract, without there being an obligation to pay minimum capital.

## **Agreements between local authorities**

Agreements between local authorities local authorities can sign an agreement whose object is the coordinated development of one or more services. In the offices, the institutions can establish a special office, which operates with personnel seconded by the bodies included in the management. In this office, institutions can entrust the exercise of public functions, it can be structured according to the needs of the site. Within this office, a management board, a control committee, a technical committee and a cultural committee can be envisaged. Each board or committee will have adequate skills in its area.

## **Recognized associations**

The purpose of an association is the non-profit purpose. The institutions included, public or private, come together to pursue established objectives, an exemption to economic purposes can be an activity aimed at implementing the corporate purpose. As a result, the association has

a legal recognition according to a request to be made to the prefect.

### **Joint-companies**

The system of financial law provides for the possibility of setting up joint-stock companies in the form of limited liability companies or shares; their patrimonial liability is limited by the capital at risk.

### **Foundations**

The foundations have the purpose of achieving a certain purpose set by the founder, and therefore the personality of the subjects who participate will not be taken into consideration. To constitute a foundation, a large number of actors is not necessary, but even a single person is sufficient who binds a given patrimony to the achievement of the objectives. The subjects who paid the assets then lose their ownership, which will be managed only by the board of directors. 'administration. Specific for small group of actors.

### **The Consortium Companies**

Usually the typical function of a consortium company is to produce goods or services necessary for the associated companies.

Once the legal forms have been identified, the most suitable ones must be selected; to do reach a good overview it is possible to use a benchmarking analysis on the best individualize experiences, national and international. When looking at the managing body of the Italian WH Site, the governance of the Site is defined by the referent subject identified by the memorandum of understanding, which also indicates, if it exists, the presence of a Unesco office in charge of the managing of the World Heritage Site. From a study conducted by the Mibac shows how of the 53 World Heritage Site inscribed in the WHL by the 2018, they have different governance authority, see Figure 11.

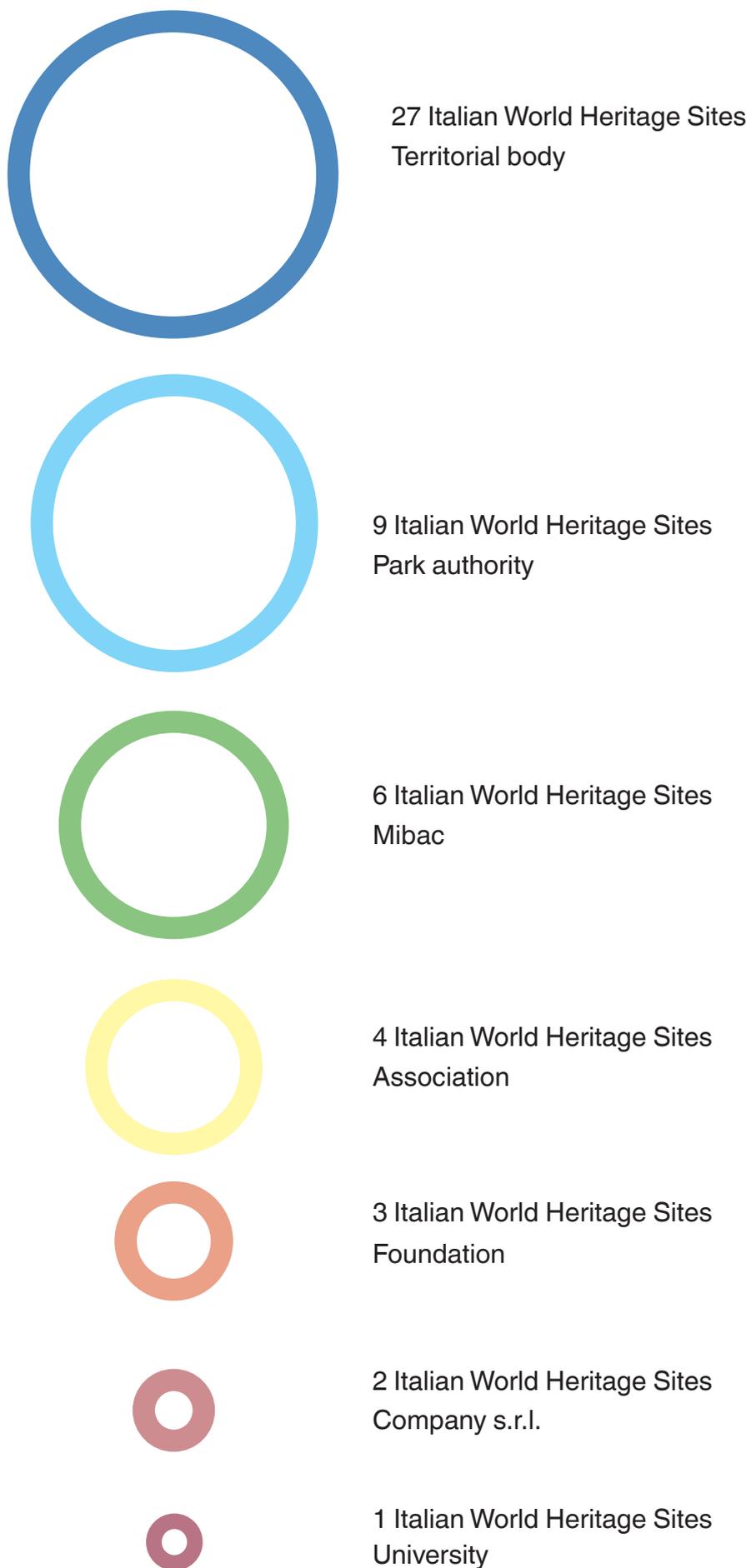


Fig. 12 - Italian governance authorities

**Governance**

# Conclusion

It is important to identify the tools and system for an efficace and responsive governance for the World Heritage Site. A strong structure of governance intend to reach a good coordination of all the stakeholders and call for a broad consultations and discussions between them. The consultation of the stakeholders will not build consensus without an agreement of all the parties.

The research analysed that often the attributions of responsibilities may not be very clear, followed by flutterings, hesitations, contradictory actions of several actors; this issues can bring to a lack of governance and un ever-reaching of successful results of the management plan. A clear governance structure will allow an overview of the activities, of the direction of the objectives, and consequently of evaluating the management of the site in a perspective consistent with the management plan. (Re, 2012).

This chapter analyzed different models with various goals and structure; if some board governance models can be appropriate for either nonprofit or for-profit entities, based upon the needs of the organization, certain structures are suitable only to nonprofit organizations or just for-profit organizations (Price,2018). It can happen that boards adopt a combination of board governance models to have a equilibrated model that suit the need of their organization (Price,2018)

In our UNESCO case, when building a governance model, it is important to be aware of all the alternative approaches to governance models and understand the elements that can make it stronger and reliable, according to the need of the organization. The research studies revealed that it is complicated to individualise a determinate governance approach for a certain organization, this is why it is important to have a mix of all the different alternative models. (Price,2018)

The success of the proposed methodology depends on the level of integration and coordination that can be achieved in UNESCO site management process, and therefore in the ability to transform a geographical territory in a cultural district.



Image 5

# 5

## Study cases

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Objectives  
Analysis surveys  
Conclusions

# Objectives

The research intends to analyze the major difficulties in the understanding of the term governance and in its use in World Heritage Sites context. It seems, from the analysis, the word has a gap in the academic literature and UNESCO documents, as well in the Management Plan of World Heritage Sites. Governance is a crucial issue that must be adequately addressed in the management of a site designated as World Heritage. The purpose of this brief survey is to gather information about the governance of the different sites, specifically how it is currently managed and governed. We kindly asked to the different sites if they wanted to be cited and if they wanted to be updated with the research, all of them agreed. For respect of the interviewers the analysis will not show the names of the candidates.

The surveys will be attached as Annex 1 for the European questionnaire and Annex 2 for the Italian questionnaire.

# Analysis surveys

The survey has been distributed to several World Heritage Sites, we have received 12 answers from the Italian World Heritage, thanks to the support of the Association of Italian Heritage World Heritage (Associazione Beni Italiani Patrimonio Mondiale) and 6 answers from some World Heritage Sites in Europe (France, Belgium, Slovenia, Bath and England).

## **Design of the survey and analysis of the answers**

In the following sections the questions (Qn) and synthesis of the answers are reported and interpreted.

*Q.1 The Site Manager of your Heritage Site is a politician,*

*technical expertise, others?*

The analysis wanted to understand the level of the site manager (politician/professional) in charge of managing the site to understand the capabilities applied and peoples background knowledge. From the survey, it seems that the 80% of the EU World Heritage Sites have technical experts as site managers, and 20% are civil servants (on behalf of city administration). In the Italian context the role of site manager is mostly played by a politician (60% of politician managers, 40% technical manager).

*Q.2 What are the most recent management issues you had to face in managing your World Heritage Site?*

The question wanted to analyze the most recent management issues faced in protecting managing your World Heritage Sites. The answer identifies numerous problems connected with tourism, development pressure, quality of new buildings, adapting major infrastructure and droughts. Some also have reported about issues that tend to erase the patrimonial and cultural dimension, and some on difficulties in giving notice under par. 172 of the Operational Guidelines to UNESCO concerning a new development proposals.

The Italian answers to the survey showed different issues like the institutional changing of the managing bodies and the Steering Committee. The many difficulties faced by being public operator in a territories with many private heritages. The hardness in increase awareness and therefore the participation of all the subjects responsible

for the site in the management of the World Heritage. Ensuring a good maintenance and accessibility of the World Heritage Site. Moreover, some critical issues faced have seen the presence of the five critical issues analyzed in the Periodic Report and the Management Plan. This last one had to face problems in the analysis of the management of the impact of long-term tourism; the decrease residents in the Site and climate change are also issues under concern.

The most common issues are related to the inadequacy of the governance structure, with reference to the role and subordination of the site manager and roles and responsibilities and procedures operational of the Steering Committee.

Also the request of drafting HIAs for some land transformation interventions are seen either as opportunity or as a problem. The sites also faced issues in integrating management plans within already existing territorial plans.

The recognition of the WHS is considered as an opportunity to open a confrontation between different areas and administrations and to design a new model of territorial development, aimed at transforming the condition of fragmentation from weakness into a strong point, working on the integration of various factors. Quality must characterize a model of territorial development based on the balance between man and nature, favoring synergies between the leading sectors of the economy. Participatory processes and the overall management strategy have highlighted several strengths and weaknesses related to the management of the Sites, like: Criticalities due to the presence of unsustainable human activities in the areas directly adjacent to the site, high emigration rate towards the industrialized centers of the plain, pressure of tourist flows due to concentration and seasonality; and abandonment of traditional agro-silvo-pastoral activities.

*Q.3 What are the most recent governance issues you had to face and how did you solve it?*

The sites interviewed faced different governance issues such as Communication between partners and ownership of activities. In one -is faced in linking relationship between the municipality, Government and NGO. The site manager works very closely with the City Council, and while they try to work closely with the Government Agency, the culture of external partnership and cooperation is still growing. This WHS works hard at integration through activities, but has not yet achieved structural integration. As a consequence, World Heritage is still a bit of a city

management add-on rather than central to the approach of managing the city. Other governance problem faced by the different site are: the development led by local elected representatives without a global strategy, the recruiting and appointing a new chairperson to our Advisory Board, including decisions about the type of person required, the role, payment, term of office etc. In the end, the solution was decided based on experience and in consultation with the partners.

Further issues were the monitoring upgrade, and difficulties with public partnership. Further on, issues were related to insufficient level of integration between regional sectors and with the technical structures of the MIBAC, on the theme of the enhancement of the serial site.

Efforts were made to improve interactions and increase cooperation between regional offices and between the Region and MIBAC, on the theme of the enhancement of the serial site. Efforts were made to improve interactions and increase cooperation between regional offices and between the Region and MIBAC structures and interested local authorities.

In conclusion, there are no clear set of rules for the site management and governance, plus clear responsibilities for decision making, in the Italian sites there are poor stakeholders and communities' participation, because of the many actors there are conflicts of interest and ownership.

*Q.4 In your World Heritage Site Office, do you have a department of marketing or a financial accountant ?*

The aim is to understanding the activity of the office in charge of site management, trying to analyse if there was a marketing responsible so someone who was in charge on the relation and the communication (governance activity), if there was a financial accountant, someone who was measuring and controlling the performance of the Office (management activity) and further on if the Office has a specific tool to engage their stakeholder (governance activity).

The responses were surprising. Mostly all the European sites, 66,7%, have an accountant that who follows the measurements of the performance of the company, it means the office practices a management activity. Where, in Italy the 66,7% of the Sites doesn't have an accountant.

About the marketing activity, only the 33,3% of the European Sites considers the marketing activity bearing an important role in the Office; in the Italian answers to the questionnaire 0% of the activity is reported on Marketing.

Some studies show how governance strategies have been generally poor at integrating media and communication issues into their analysis, research and strategic plans (James Deane, 2015). The same research explains how ensuring a communicative governance on the media can be helpful to enhance the accountability of governments to citizens, often in order to improve service delivery and state responsiveness, improve state-citizen relations, support more informed democratic/ electoral decision-making, or shift social norms to decrease public tolerance of corruption or poor governance (accountability objectives). Moreover, a more communicative role can improve debate, dialogue and tolerance especially in fragile or conflicted societies, increase the availability of balanced, reliable and trustworthy information.

According to a study from Ernst and Young (2006) for a better governance the design communication and specific public relations can help to send messages to the various targets aimed at promoting the services offered. (Examples are the fairs, events of sector, the Internet site, etc.). The main objective of the communication activities is to create a climate of collaboration between the various subjects responsible for the development of the UNESCO site area, encouraging them to participate jointly in the development policies; to this end it is necessary to highlight what are the development objectives common to all stakeholders, explaining the correlations between public and private interests. (Ernst and Young, 2006)

*Q.5 Does your Office have a tool or a mode for the stakeholder engagement?*

When asking for governance tools, since the governance problem in the first part was high we would expect that they probably do make any use of tools for the engagement of their stakeholder. Incorrect, almost all the interviewed have an instrument for the engagement, the percentage it is higher for the European sites with 83,3% of offices with a governance tool and only 41,7% of the Italian Sites with specific tools for engaging and reaching an efficient governance.

Some of the sites interviewed were so kind to explain us their tools for the engagement where it is notable that they mainly use projects as a means of creating community engagement. Other sites suggested to engage stakeholders was the use of meetings of territories and networks animation. It is possible to have several tools for the engagement, it includes social media accounts, talks and lectures, a new visitor centre, etc. In the case of a natural park, they have a board of stakeholders and

## **Study cases**

they use their stakeholders in the site projects.

In the Italian questionnaire, the offices used different tools like participating tables, meetings, direct call to the Steering Committee, the process of drafting the Management Plan, and they often rely on external companies (experts in participation processes) for the development of consultation of the local population. Some Sites declare to have an active Institutional Board which periodically brings together all the stakeholders.

One of the sites has a body of supporters established to ensure the participation of all those involved in the management of the UNESCO World Heritage and to develop a shared idea of sustainable development of the asset. This body is currently composed of about 160 subjects, they are networked and involved through annual meetings, dedicated initiatives, as well as through digital platforms such as Facebook and others groups. In this case, marketing is considered as an essential tool for being more communicative, trust and accountable; this instrument it is still not well understood and used in the public sector, whether can be very effective to reach a higher commitment of the stakeholders.

*Q.6 What are the elements that lead to a correct management of the Site?*

The interviewed said that a correct management of the Site is led by political and institutional alignment, buy-in and integration, enforcement of relevant policies (relevant policies alone are not very useful), a positive use of World Heritage as a means of achieving positive outcomes for residents and heritage. To ensure a balance management for the site, it is also important to have a global strategy, a strong network involvement and the local community support.

Good awareness can also be a key issue, for this reason, it is difficult to manage effectively if no-one knows or cares about the site. Important as well is the decision making, often based on experience and training. To be noted is the relevant attention to sufficient funding, legal base, knowledgeable employees, and a strong credibility in the eyes of stakeholders, who become keen to discuss and find a solution together. In conclusion, the impact of official advisory commissions is an evident need, the fact that there are multiple official parties involved making the management of a site a hard job.

The Italian replies to the survey show the essential in having an effective

governance, where the auditors are aware of the value of the World Heritage, and the Management planning keeping in mind the importance of the Site. Further on, it is important to ensure a quality of service, correct communication, and attention to the visitor, to the awareness and participation. A strong management is reinforced with a unique governance, efficient maintenance and accessibility. The identification of a site manager and the responsible office (appropriate governance system) would give more power to the protection of the Site. It is important to have a development of an integrated Management Plan, an adequate, regular and concerted focus on investments to enhance fruition and promotion.

In Italy, it is evident the need for collaborating with public and private bodies, plus collaborative relationships between site managers and higher bodies (like Superintendence - Ministry). Could be interesting to set up a system of governance that provides the technical collaboration of the offices for the respective Bodies. Coordination between the various managing bodies of the WHS included in the World Heritage List is essential for an efficient program management, including the creation, during the planning phase, of a single referent body for the entire UNESCO site.

*Q.7 What are the main activities that a site manager has to do?*

According to all the relevant World Heritage documentation and the survey, the main activity for a Site Manager is to be super(wo)man. In fact, the Site Manager has to coordinate between different parties using high levels of tact and diplomacy, represent World Heritage, shape relevant policies, shape relevant activities, report the results of the Management Plan.

Further on, the site manager also has to develop local and global actions, animate teams & local community, search for partnerships, prospection, innovation. He/she has to ensure a good relation between all the stakeholder by coordinating different interests, identifying key stakeholders, engaging with them and ensuring they are on board. Set out clearly how the World Heritage Site is to be protected, conserved and presented and set priorities for doing this. Good effective communication is vital.

In conclusion, the main activities that a Site Manager should follow are coordination of stakeholders using high levels of tact and diplomacy, represent the World Heritage Site, shape relevant Policy, shape relevant

activities and report the results. The expressed Site Manager has mainly a governance role in keeping relationship with the different actors included in the Management of the Site , and has as well an importance in reporting and planning the Management Plan,Activities and Projects.

*Q.8 Could you explain the difference between governance and management?*

By analyzing some of the answer, we can define a very good comprehension of the terms.

Governance is the structure that enables effective management. Management is the coordination of people and activities. Governance relates to the functioning of the structure in relation with the local authorities and the State when management is the responsibility of the internal team and the relationship between the structure and the territory. Governance is strategic. Management is every-day.

Governance is seen as setting out the lines and making decisions, management is working with & within the framework that is laid out. Governance is the frame for building knowledge and decisions. Management is the implementation of the actions.

Governance is the organizational, institutional form that there are data for planning activities; Management is what is then reported in actions. Governance is the vision and management the day by day actions. Governance must offer a vision of the site and the policies to implement it. Here, Management represents the technical 'arm' of governance.

Governance therefore determines the environment and the working method set up to effectively and efficiently implement what is contained in the Overall Management Strategy, a real tool that promotes and implements network management, putting human resources at the system level. and financial - present in the territory. It provides an operational guide useful for bringing together the vast complex of management responsibilities active in the WHS, towards specific objectives of conservation, communication and enhancement of the OUVs.

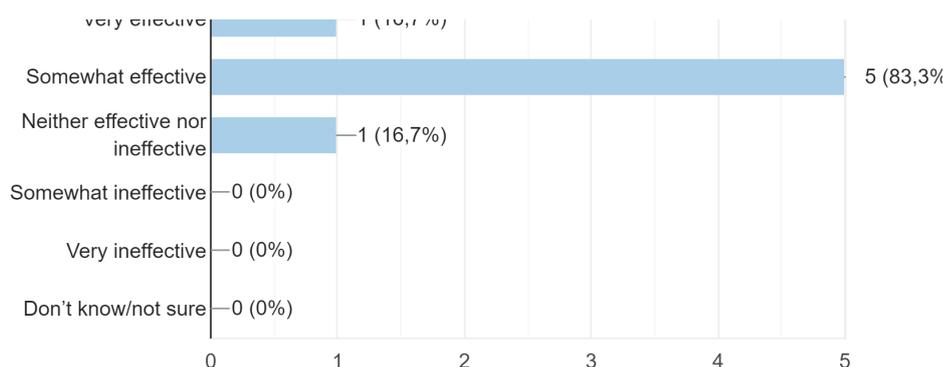
It is believed that "governance" is the theoretical-bureaucratic predisposition of what is then necessary to put into practice with "management".

In conclusion, *Governance* is to be intended as the strategic framework among governing bodies, citizens and stakeholder to achieve the main goal of protecting the OUV of WH sites and is based on a clear set of shared goals and rules to deliver effective, functioning forms of government (level of decision makers- political). Instead, *Management* is to be intended as the coordination of activities and of resources (human, financial and intellectual) in implementing decision-makers' mandate (level of professionals- technical)

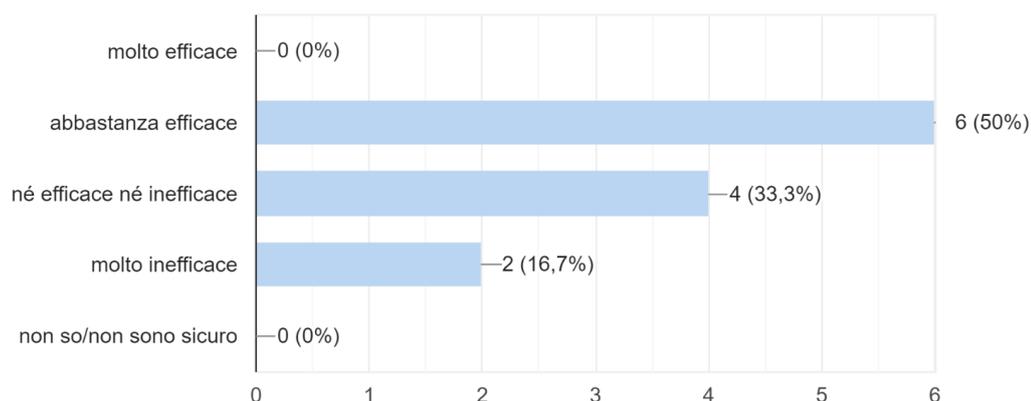
### Analysis of the graphics

*Q.9 How do you rank the effectiveness of your governance model of your World Heritage Site?*

The survey shows how the European World Heritage sites consider their governance model somewhat effective (83,3%) with other almost positive answers. Conversely the Italian World Heritage sites demonstrate a good percentage of site (50%) with a neither effective nor ineffective governance model, but with a (33,3%) of ineffective governance model.



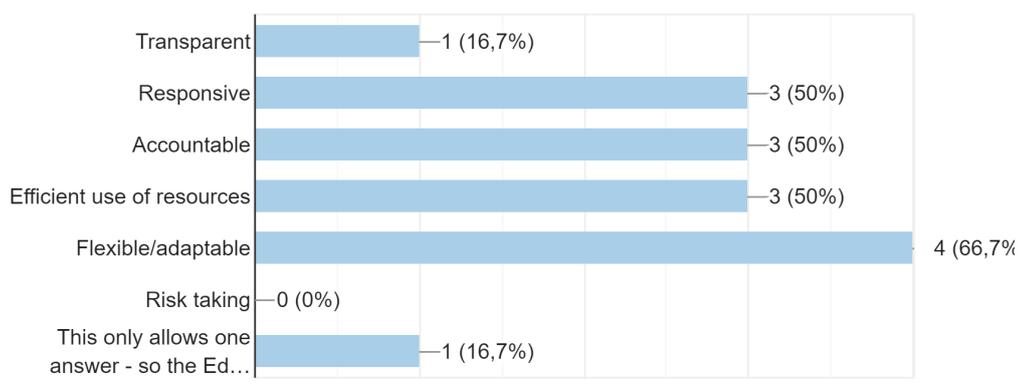
Tab. 1 - Answers from European WHS



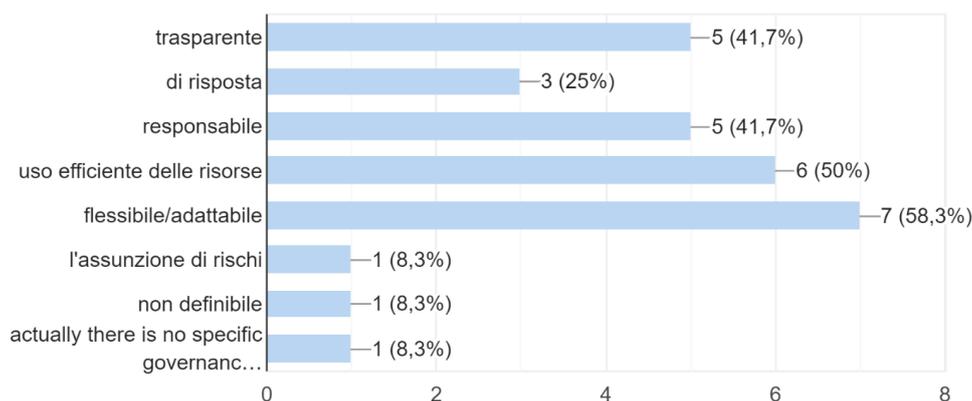
Tab. 2 - Answers from Italian WHS

**Q.10 What are the strengths of your current governance model?**

The survey shows how the governance model of the European World Heritage Sites can be considered flexible and adaptable (66,7%), responsive (50%), accountable (50%), with an efficient use of resources (50%). The flexibility and transparency of the governance structure open to the public permits the Office in charge of the site management to find funding from non-state actors, which brings to an efficient use of resources. Quite the same are the data collected by the Italian World Heritage Sites where 58,3 % of the sites consider their governance model flexible and adaptable, 50 % of the site use the resources efficiently and the the governance model it is consider transparent and responsive (41,7%).



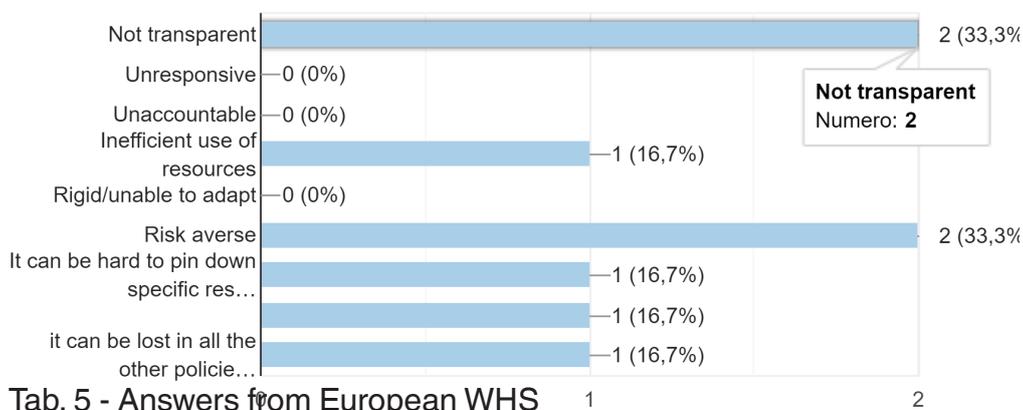
**Tab. 3 - Answers from European WHS**



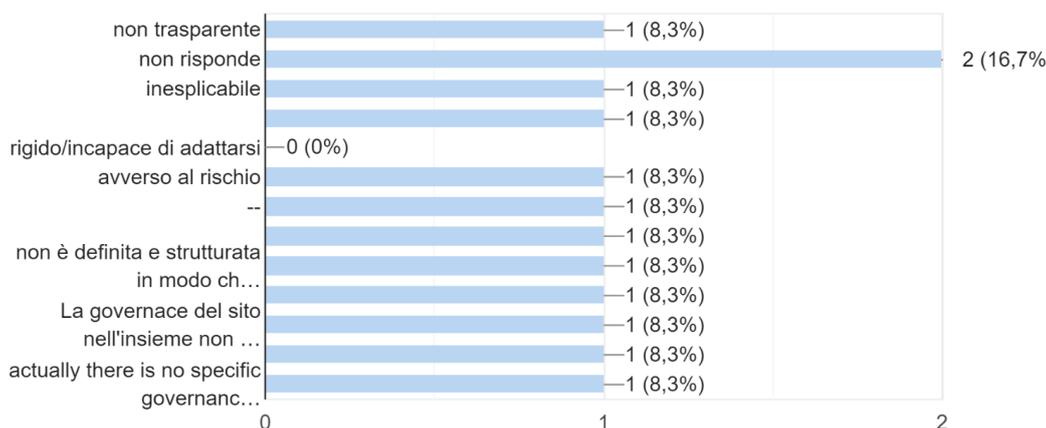
**Tab. 4 - Answers from Italian WHS**

**Q.11 What are the weaknesses of your current governance model?**

The survey's results show the weaknesses of the governance structure of the European World Heritage Sites reflected in its not transparency (33,3%), it can have adverse risks (33,3%), it can be hard to find specific resolution (16,7%) and it can be lost in all the other policies (16,7%), it has limited executive power (16,7%) and it doesn't have an efficient use of resources (16,7%). Contrariwise, the Italian World Heritage Sites show how the governance structure is unresponsive (16,7%), unaccountable, un efficient in the resources use (8,3%), and risk adverse (8,3%). There is a risk of lack of continuity in the management activity in relation to the rotation and change of the Local Administrations of the political representatives and technical personnel involved in the network structure of Site (8,3%), The site manager considered a municipal official and the rest of the staff is composed by University and of the Municipality. Therefore, there is a lack of staff that has a contract with the Municipality.



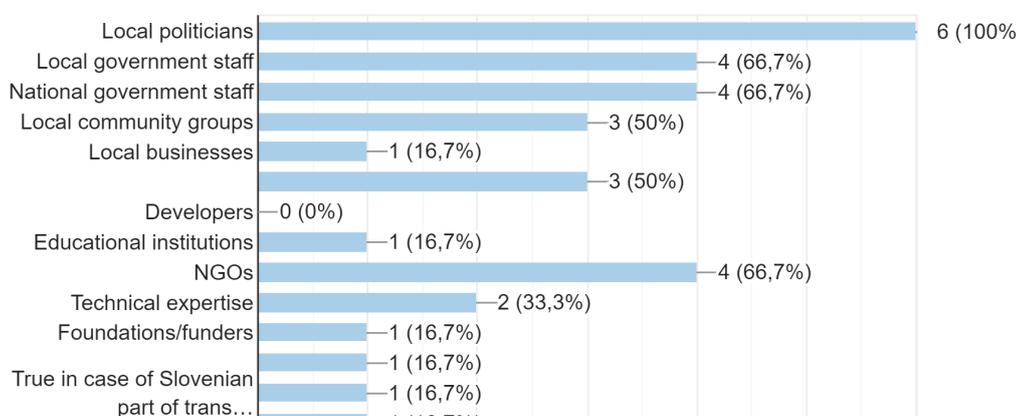
**Tab. 5 - Answers from European WHS**



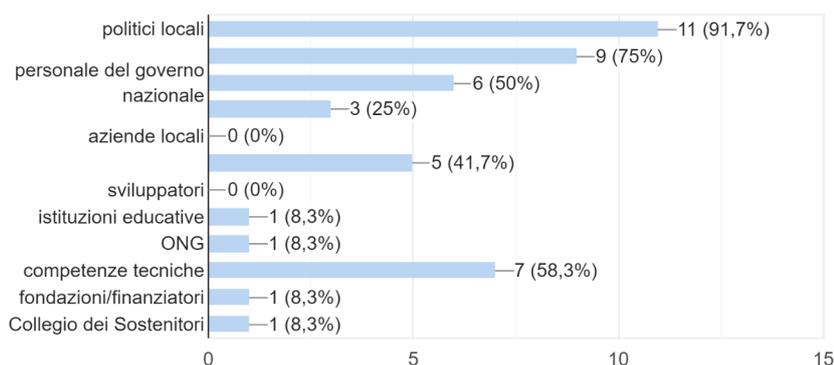
**Tab. 6 - Answers from Italian WHS**

**Q.12 Which stakeholders are part of the governance structure of your World Heritage Site?**

The survey shows the actors involved in the governance structures of the European World Heritage Sites which mostly are represented by local politician (100%) local government staff (66,7%), NGOs (66,7%) and national government staff (66,7%). Some sites also include local community groups (50%) and local cultural organization (50%). Only few of them have local businesses (16,7%), educational institution (16,7%), founders (16,7%), technical expertise (33,3%), project leaders (16,7%) and national politician (16,7%). None of the European site analysed include developers. Differently from the Italian World Heritage Sites which mostly include local politician (91,7%) and local government staff (75%), national government staff (50%) technical expertise (58,3%) and cultural local organizations (41,7%). Only few of them have local community (25%), educational institution (8,3%), ONG (8,3%), fundraiser (8,3%) and body of supporters (8,3%) None of the Italian site include developers and enterprise.



**Tab. 7 - Answers from European WHS**

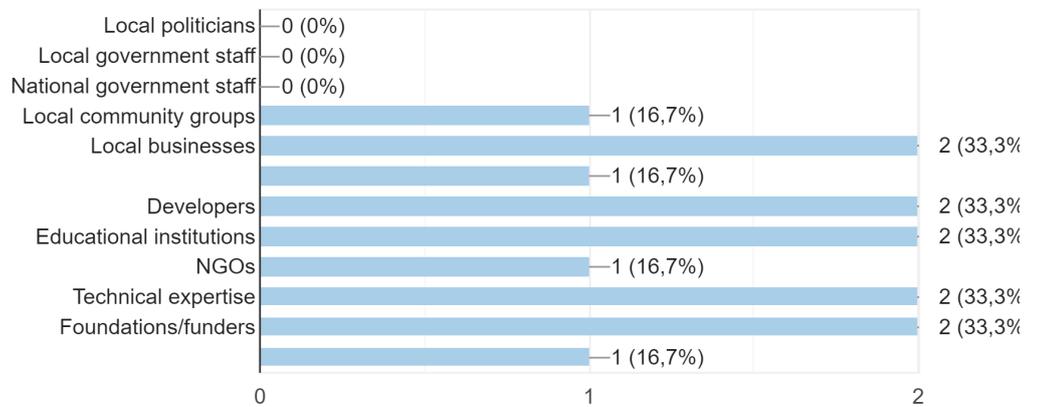


**Tab. 8 - Answers from Italian WHS**

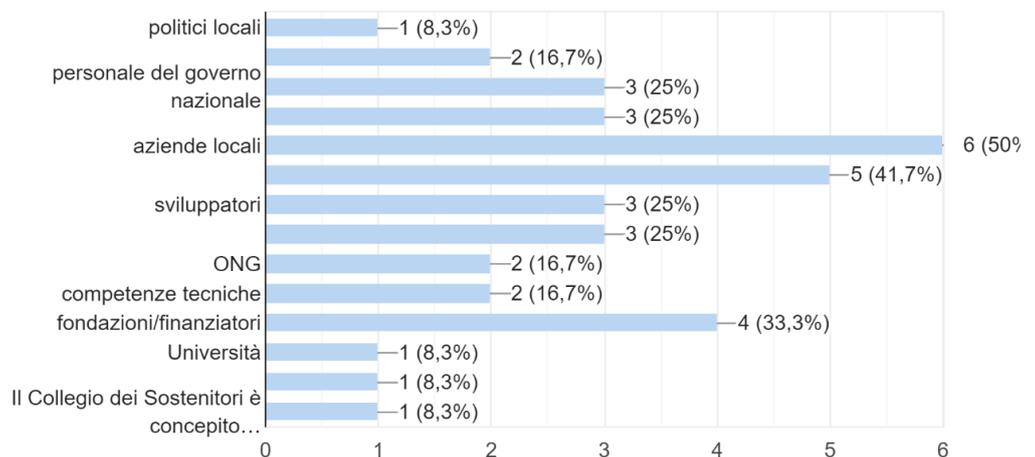
**Q.13 Are there any stakeholders you feel are missing in your current governance structure?**

The survey shows the actors that are missing and could be interesting to involve in the governance structures of the European World Heritage Sites. These are local businesses, developers, educational institutions, technical expertise and funders.

Some of them also feel the need to involve more NGOs, schools and local cultural organizations. The actors missing in the governance structures of the Italian World Heritage Site which could be interesting to involve are local politicians, local and national government staff, local community, education institutions, Universities, and body of supporters designed to include all categories of local stakeholders within the governance system. Most of the Italian Sites are interested in involving local enterprises (50%), local cultural organizations (41,7%), developers (25%) and foundations and funders (33,3%).



**Tab. 9.- Answers from European WHS**



**Tab. 10 - Answers from Italian WHS**

# Conclusions

The survey shows how there are few differences in the results between the international surveys and the Italian ones. The comprehension of the term *governance* and *W* it is almost understood by all of the interviewed, except some who skipped the question. It is evident that the main role of Site Manager both international and national comprehend activities of governance (coordination, guidelines, cooperation, communication, relations etc) even though the activities are several in that sector there are not many communication areas internal at the responsible office that manages the World Heritage Site; those who have an efficient governance (England) have communication persons in charge of engaging the stakeholders also through media marketing.

It is clear that, even though many of the office in charge of the site management don't have governance tools and their governance is not effective and transparent; all The office, European and Italian, have a quite good comprehension of the terms governance and management and distinguish them well. The problems comes from the absence of instrument and tool to have a good governance that should be ensured from a defined body with defined rules, roles and responsibilities.

Most of the stakeholders of the sites are local politician, national and local government staff, NGOs, local organization; evident is the fact that the italian decision-makers tend to be politician, for this reason the Office sites ask for having more politician internal in the management, rather than the NGOs, Community, Civil Society and Local Association. Differently from the international sites which ask for having more community and local association, in fact those who ask for more social society involvement are those whose decision-making need a strong community engagement.

Having a clear governance body is essential to guarantee adequate management for the maintenance of the World Heritage Site. It is also importante to raise more awareness about the OUV and about the specific procedures and commitments with regard to the World Heritage status of the site, as seen reported in Par. 172 of the Operational Guidelines (integration of the Management Plan within the legal and planning system, adoption of HIAs and EIA/SIA assessment tools for assessing impacts of projects and plans, coordination of sectoral responsibilities and involvement of communities and stakeholders in decision-making and management process, reinforcing of ownership at different levels).





Image 6

# 6

## Venice and its Lagoon World Heritage Site

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The implications of the research for Venice and its Lagoon WHS  
History of the World Heritage Site of “Venice and its Lagoon”  
Suggestions  
Conclusion

# The implications of the research for Venice and its Lagoon WHS

This research starts from the need to address a very specific aspect related to the governance structure of the UNESCO World Heritage site "Venice and its Lagoon", and the necessity to build an efficient management system with defined responsibilities between the authorities responsible for its protection

The presence of a site in the UNESCO World Heritage List means guaranteeing an effective protection defined by the governance body, those who are responsible for its site management. Here, The Management Plan is the instrument which will guide the safeguard actions to guarantee the integrity, maintenance and continuity of the exceptional values recognized for the Site itself.

An effective management plan, as in the UNESCO documents and guidelines, and recalled in the Italian models (Ernst & Young, 2006), should include a thorough shared understanding of the property by all stakeholders, and a cycle of planning, implementation, monitoring, evaluation and feedback.

By designing governance, it is important to give a name to the different actors, explaining and defining what power they have and who they respond to; answering here means that sometimes feedback will be asked for results. So there is the governance structure with a budget available that is used for a total number of people who keep the results and inform the board about the objectives achieved, these last actions are management. If there is no governance structure in site management, a conflict of interest will thus be created.

The results of the thesis are in line with the fact that there is a specific need on understanding governance as a key aspect , separate from the concept of management as the Third Cycle of the periodic report can show. This shows that evidently there more focussed interest in understanding the governance structure within site management, or that when the two words were, as the thesis also shows, they were used as synonyms or inappropriately. This Periodic Report is the tool utilised for monitoring the mechanisms of the World Heritage Convention. The last Report (2018) finally asked to monitor the governance of a World Heritage Site, asking the States parties to measure the adequacy of the legal framework for heritage protection, the nature and level of involvement of key stakeholders (transparency of processes), action plan(s) to promote heritage, legislation for heritage protection (Periodic Report, 2018).

The research intended therefore to investigate the meaning of the words governance and management to achieve a good comprehension of the terms and existent business models, in order to give possible suggestion to the development of a sustainable, effective and efficient management and governance structure for the World Heritage Site of Venice and its Lagoon.

# History of the World Heritage Site of “Venice and its Lagoon”

The World Heritage Site "Venice and its Lagoon" has been inscribed on the World Heritage List in 1987 for the uniqueness of its cultural values, consisting in historical, archaeological, urban, architectonic, artistic heritage and exceptional cultural traditions, integrated into and extraordinary and outstanding environmental, natural and landscape context (Basili-De Vettor, 2014).

The Lagoon of Venice is one of the most ancient and complex examples of the relationships between human activities and natural dynamics, hosting the highest concentration of architectonic and cultural heritage, with a strong artistic expression, accumulated over centuries.

Accordingly, the Site is considered a "cultural landscape" that illustrates the combination of man's ability and nature's capacity over time, under the influence of physical constraints and environmental, social, economic and cultural opportunities. A property considered an "Outstanding Universal Value" must meet the conditions of "integrity" and "authenticity".

Venice and its Lagoon Outstanding Universal Value

The Site "Venice and its Lagoon" was inscribed in the 1987 as "Outstanding Universal Value" in the World Heritage List, during the XI<sup>o</sup> session of the World Heritage Committee, satisfying all 6 cultural criteria (Basili-De Vettor, 2014).

- I) To represent a masterpiece of human creative genius;
- II) To exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning and landscape design;
- III) To bear a unique or exceptional testimony to a cultural tradition or to a civilization which has disappeared;
- IV) To be an outstanding example of a type of building, architectural or technological compound or landscape, which describes one or more significant stages in human history;
- V) To bear an outstanding example of a traditional human settlement, use of land or marine resources, which is representative of a culture (or cultures) or of human interaction with the environment, especially when it has become vulnerable under the impact of the irreversible changes;
- VI) To be directly or tangibly associated with ideas or beliefs, with artistic or literary works, of outstanding universal significance.

## **Governance and Management of WHS Venice and its Lagoon**

The inscription of the World Heritage site Venice and its Lagoon gave more awareness to its citizens and tourism in comprehending the importance of this unique Italian Heritage. During the drawing up of the Management Plan for the Site which was conducted through a series of consultation thematic tables, the site management perceived a high level of participation from the stakeholders included in the management of the Site, and the Management plan with its actions appeared efficient and effective. The management was entrusted to Political Body, the Municipality of Venice, where a specific Office was created for the coordination of the Management plan, the monitoring of the state of conservation of the Site, and the coordination of the activities of the Steering Committee.

It has been a few years that the WHS “Venice and its Lagoon” is facing many challenging issues related to tourism pressure, urban and territorial transformations and new developments, and difficulties in fully raising awareness on the OUV, from the citizens to the stakeholders involved in the site management, plus further issues regarding the compliance to the UNESCO standards for the protection of the site.

The site’s coordination became harder since the previous stakeholders changed and new non-committed actors were involved in the site management. The absence of a defined governance structure brought to unclear set of rules and responsibilities for decision making, leading to poor stakeholder and communities' participation, issues linked to conflicts of interest and ownership, between political and social point of views. Many actors involved at the beginning changed and the commitment and the sense of responsibility in protecting the WHs risks to decrease. The absence of a contract or an agreement signed by the stakeholders and the Municipality of Venice complicated management activities, and the power of action of the “management committee” almost disappeared.

The office in charge of the management of Venice and its Lagoon has tried to engage the stakeholders during the years by consultation working groups, incorporated into the management activities. Now, the World Heritage Site of Venice and its Lagoon has to define its governance structure in order to defined vision, shared objectives and coordinated actions.

In conclusion the defined goals that could ensure an efficient safeguard of the WHS are to be fully not achieved because of an unclear set up of responsibilities and roles in the governance body, thus financial

resources are not adequate and human resources are not entirely provided. Thus, the Governance body is either efficient and either inefficient, there is no specific governance at WH site level; the actors involved are mainly local politician, technical experts and governmental staff, with no civil society, enterprises, NGO or research institutions. Furthermore, the site manager, whose role should be the coordination of activities and resources, engagement of stakeholder and communities in the management system, implementation of projects, communication, orienting and advising policy makers, integrating MP into legal framework, is now playing the governance role trying to be superman(woman) and not serving the primary management activities. The survey analysis shows that these problems of efficiency and effectiveness of the governance structure and consequently the methodology of the management process are common elements found in different sites. Consequently, the different actors' interests, the management plans not integrated with urban plans& laws, the policies of the moment and the variety of actors have often led to a poor management of the heritage could sometime bring the WHS out of the World Heritage List.

For this reason, the thesis tries to give some governance and management suggestions for a possible model useful for the World Heritage Site of Venice and it Lagoon and maybe for others.

# Suggestions

## **New perspective for Venice and its Lagoon**

The main problem was that within a governance structure and well-coordinated site management, issues and actions of governance are often addressed to the management body. For this reason, it is important to understand the meaning of the two words and clarify and divide the actions in their field of belonging.

Thinking about management actions, it would be normal to expect a series of activities that include measuring performance, results and objectives; almost absent elements in the offices interviewed in the survey. A management body must provide information on the results obtained, very often this dimension is not available.

This last problem of coordination and different interests in the achieving objectives brings to a governance problem. If a World Heritage site doesn't have a site manager that has a formal authority, they will never have the managers task; thus, they will remain generic facilitators of relationships without ever reaching the profile of the manager.

The result of the thesis is an advice given to UNESCO or to site managers, to reflect first on the distribution of authority and management responsibility, which is called governance, otherwise what you call site management will never happen. The message is that it is useless to talk about good or bad results if you have not put people who are site managers in the position of being managers. You are not a manager, if you are not in a governance structure that clarifies which levers you can pull and to get what result.

## **Possible structure for Venice and its Lagoon**

In choosing the model for the coordination (governance system) it is important to decide the actors of the territory, superintendence, municipalities, regions, public entities, associations, privates; the organization of the site management with a chart definition, chart function, units involved, reporting lines and coordination, appointment procedures, assigned responsibilities; and the tools used to define the responsibility, organization charts and function charts.

## **Steering Committee**

The structure includes a Steering Committee, it is important to define who is in it and what role it has, for this group to work there must be within all the interests and resources. It is very important to have a mapping of the interested parties and to identify for each interested party the name, the position, the territorial units involved, the degree of involvement. The actors involved include the superintendence, the municipalities of the site territory, the regions involved, the public

bodies of the territory interested, NGOs and private associations. The Steering Committee is then in charged in finding the referents, in each sector/actor, responsible for the management and actualization of the management plan, according to the defined objectives and competences.

In the case of Venice and its Lagoon, the steering committee includes the Mayors of, Municipality of Campagna Lupia, Municipality of Cavallino Treporti, Municipality of Chioggia, Municipality of Codevigo, Municipality of Jesolo, Municipality of Mira, Municipality of Musile di Piave, Municipality of Quarto d'Altino , Municipality of Venice, Veneto Region, Province of Padua, Province of Venice, Veneto Regional Secretariat of Mibact, Superintendence for Archaeology, Fine Arts and Landscape for the City of Venice and the Lagoon, Archival Superintendence for Veneto, Hub Museum of Veneto , State Archives of Venice, Diocese of Venice, Port Authority of Venice, Interregional Superintendence of Public Works. The members of the Steering Committee can be institutional that brings resources or non-institutional partner that brings representation and competences. Within this we must also understand the funding channel, which is why it is important to understand where opinions and actions are formed, and where the money comes from.

Within the Steering Committee, the direction is formed, which is then transmitted; it is more a political vision and strategic vision, which forms opinions and the final decision must be unambiguous. The responsibility of all these institutions is to find a balance, found the latter, and transmit it to the site manager as results to be obtained in management.

The report is here understood as a Board-CEO, where the Steering Committee has the shareholders and their task is to agree, formulate indications for the management.

The question of budgets is also discussed in order to finance the site management, the projects and the figures responsible for site management.

### **Scientific Committee**

The Scientific Committee, untied from any political interest, provides Steering Committee with technical and scientific advice on matters and problems concerning the management and conservation of the asset; provides opinions on management monitoring and research activities on request, with the power to propose improvements. The Scientific Committee could have a duration of three years, not to be tied to political interests.

The thesis proposes to shift political problems (agreements to be found, conflicts of interest, the relationship between politics and science,

etc.) within governance and therefore to the Steering Committee. Consequently, the site manager receives the results to be obtained, and the latter is also paid based on the results obtained.

### **Site manager**

In this way, the governance responsibility that is often entrusted to the Site Manager is removed, freeing it from all decision-making responsibilities, but it receives the objectives to be achieved and coordinates the site management based on the decisions taken by the Steering Committee that must be implemented for achieve the established goals. In this way, the site manager is no longer within political discussions, which will take place in the Steering Committee. The site management will therefore have paid people working in a specific location, receiving information on the results to be obtained and funding to obtain these results. The site manager is than seen as an Interpreter, communicator, knowledge source and counterpart. His/her role is to strategically analyst and planner the objective for an efficient site management; in order to guarantee successful results (Source: Associazioni beni culturali italia).

The site manager needs to assemble a working team of members whose competencies are multidisciplinary in understanding the requirements of the World Heritage Convention and the World Heritage Committee, comprehend the property and its heritage values and a good understanding of the factors affecting them, understand the management of the site; further on, team with strong communication skills and expert in information management (Managing Cultural World Heritage,2013).

The thesis proposes to shift the political problems to the agreements to be found, the conflicts of interest, the relationship between politics and science, etc.) within the governance and therefore of the Steering Committee. Consequently, the site manager receives the mandate to be achieved, the results to be obtained, and the latter is also paid based on the results obtained. The management is then implemented by a site management structure with different skills like communication and marketing, accounting, human resources and administration, technical skills in the field of architectural, urban planning, environmental, historical and artistic culture. In this way, the site manager is like the head of a site management company, made up of full-time or part-time people, who implement the four fundamental site management tasks. The implementation of the management plan can be resolved through a high level of commitment by all the actors involved, both in the

governance structure and management system, all orientation to result and objectives (Ernst and Young, 2005). This coordination helps an empowerment of the monitoring activity that guarantee the protection of the site and the implementation of the management plan.

The proposed management method suggests a process of actions of monitoring and implementation, where a feedback model guarantee the availability of resources. These are given to someone who has to achieve the defined results, and which are monitored and controlled. This system ensures the success of the management site by showing evident results, until the objectives are not reached the feedback circle help to reimplement the management plan.

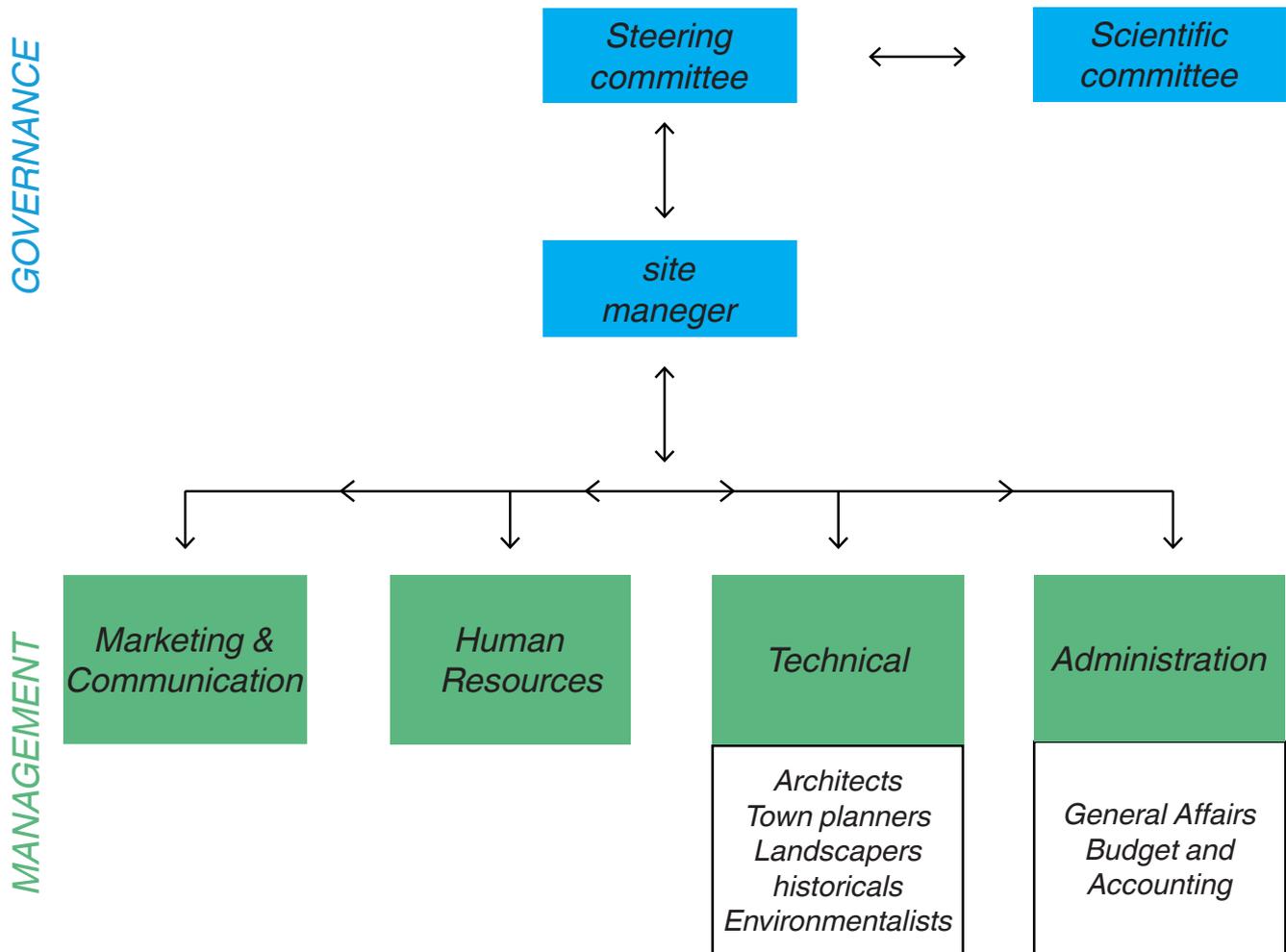


Fig. 13 - Governance and Management structure

# Conclusion

It is imperative that the protection and safeguarding of the natural and cultural heritage be given a higher priority in politics and become an independent topic of development cooperation. The richer countries in particular are called upon to do much more for the protection of the world natural and cultural heritage, as mandated in Target 11.4 of the Sustainable Development Goals. There is a blatant contradiction between increasing the number of World Heritage sites by more than 20 each year while not providing and even reducing the means of their safeguarding. If this trend continues, we should not be surprised to lose many more World Heritage Sites in the future (Ercole, 2017)

The World Heritage Watch Report 2019 presented is an

*<< eloquent testimony that many governments still need to raise their awareness that they share the right to manage World Heritage sites in their territories with the world community, and that they have an obligation to preserve their world heritage sites not only for their own nations but for humankind as a whole>>.*

The difference of the governance and management of the World Heritage Site is made by people. When we imagine a director, and therefore when creating a board we must understand the abilities of the people who must be part of it, and not just where they should come from. So the different internal board players must have mutual trust in the abilities of the entire board.

Important is to notice the different needs of the World Heritage Sites analysed by the questionnaire. In fact, it appears that the European Sites recognize the important of having a mixed board including the technical expertise etc Compared to the Italian Sites that often see the need of having a small board with more political actors without naming the civil society. The Program Management could instead be outsourced to project management experts, who would be able to carry out the progress and monitoring of the Management Plan with a managerial approach. As said, for each area of the organization chart the activities must be defined main, thus building the function-gram. Below is a table how function-gram hypothesis for the defined management structure. The thesis thus becomes a memorandum of understanding that seeks to explain governance issues not understood when management is implemented. A World Heritage Site has a political board that decides the objectives and funding to be used, the management of the site will then be implemented by an organizational structure financed with competent personnel.



# Annex

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Annex: from europe  
Annex: from Italy

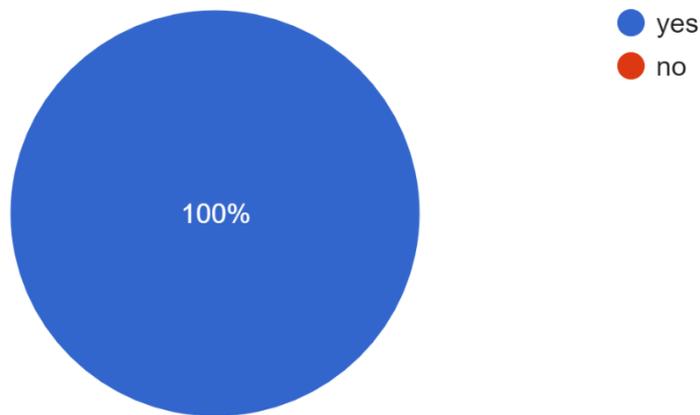


# Annex: Surveys Europe WHS

6 answers from European World Heritage Sites  
(France, Belgium, Slovenia, Bath and England)

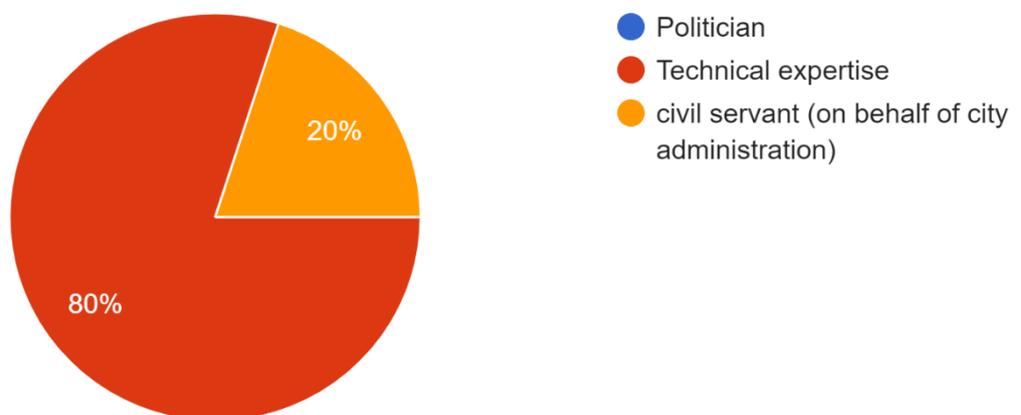
## Are you willing to be contacted for follow-up?

6 risposte



## The Site Manager of your Heritage Site is a

5 risposte



**What are the most recent management issues you had to face in managing your World Heritage Site?**

6 risposte

numerous - tourism, development pressure, quality of new build, adapting major infrastructure

Technical answers that tend to erase the patrimonial and cultural dimension

Sending a section 172 notice to UNESCO concerning a new development proposal.

Droughts

development pressure & infrastructure

not really issues but rather interrogations on topics such as 'acceptable tourism', 'raising awareness' about the OUV by politicians, technical stakeholders and citizens

**What are the most recent governance issues you had to face and how did you solve it?**

6 risposte

(a) Communication between partners / ownership of activities. We has a three-way relationship between the municipality, Government and our NGO, WHS. We work very closely with the City Council, and while we try to work closely with the Government Agency, it's culture of external partnership and cooperation is still growing. (b) integration of the management plan into the wider city plan. While WH works hard at integration through activities, we have not yet achieved structural integration. As a consequence, World Heritage is still a bit of a city management add-on rather than central to the approach of managing the city

A development led by local elected representatives without a global strategy

Recruiting and appointing a new chairperson to our Advisory Board. There are many decisions about the type of person required, the role, payment, term of office etc. The matter was decided based on experience and in consultation with our partners.

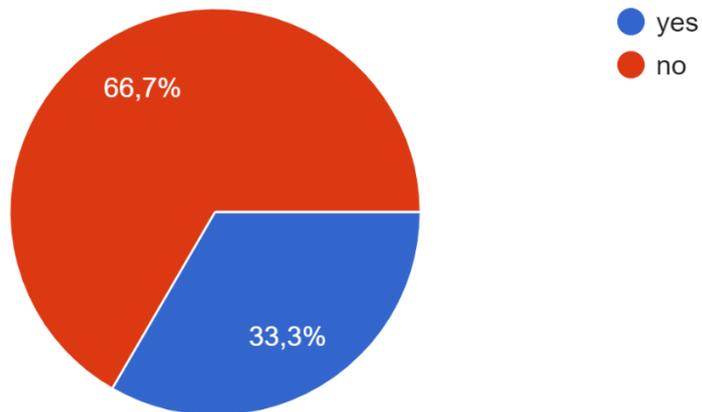
Monitoring upgrade, full time position for site manager

political decision making does not only look at preserving the OUV - we try to discuss issues and compromise

it depends on what you mean by governance but it would be : awareness about the OUV ; sharing the goals and the philosophy of the management plan

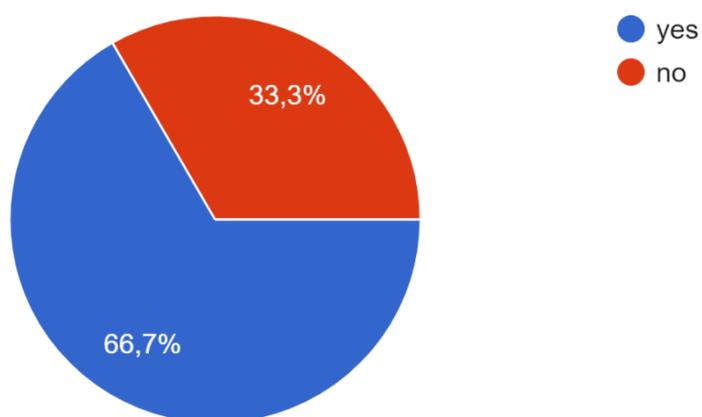
## In your World Heritage Site Office, do you have a department of marketing?

6 risposte



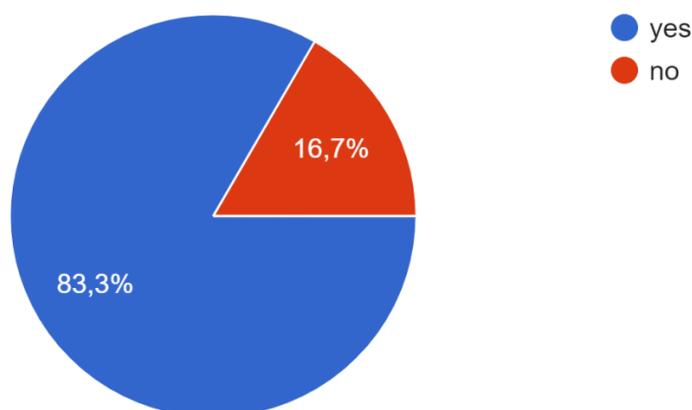
## In your World Heritage Site Office, do you have a financial accountant?

6 risposte



## Does your Office have a tool or a mode for the stakeholder engagement?

6 risposte



### If yes, can you describe it?

6 risposte

We mainly use our projects as a means of creating community engagement, following the landscape approach. This WHS is also lucky to have a strong civil society, with a wide range of actors, with whom we engage regularly

Meetings of territories and animation of networks

We undertake a considerable amount of stakeholder engagement using a variety of tools. These include social media accounts, talks and lectures, a new visitor centre, etc.

As a nature park there is a board of stakeholders. We include stakeholders in projects.

Public consultation is part of most building permit procedures in Flanders

the management plan which describe the 6 strategic orientations and the 16 actions following; a commission for the monitoring of the management plan

### What are the elements that lead to a correct management of the Site? (at least 3)

6 risposte

- Political and institutional alignment, buy-in and integration - Enforcement of relevant policies (relevant policies alone are not very useful) - Positive use of World Heritage as a means of achieving positive outcomes for residents and heritage

Global strategy / Network involvement / Local community support

Good co-ordination is vital. The manager needs to pull together different stakeholders and interest to act together. Good awareness is also key. It is difficult to manage effectively if no-one knows or cares about the site. Good decision making is needed, often based on experience and training. Sufficient founding, legal base, knowledgeable employees, credibility in the eyes of stakeholders willingness to discuss & find a solution // impact of official advisory commissions // the fact that there are multiple official parties involved: city & Heritage (national heritage administration) politician support; common culture among departments about the site and its OUV; sharing with citizens and participatory activities

### **What are the main activities that a site manager has to do? (at least 5)**

6 risposte

According to all the relevant World Heritage documentation, the main activity is to be super(wo)man - coordinate between different parties using high levels of tact and diplomacy - represent world heritage - shape relevant policies - shape relevant activities - report (this is the least exciting bit)

Development of local and global actions, animation of the team & local community, search for partnerships, prospection, innovation...

Co-ordinate different interests. Identify key stakeholders, engage with them and ensure they are on board. Set out clearly (usually through writing a management plan) how the site is to be protected, conserved and presented and set priorities for doing this. Good effective communication is vital. You need to know your site very well, and be able to identify the threats and opportunities facing it and be able to respond. You need to be a champion for your site and be committed to it.

Obligations to International coordination group, holistic approach towards informing and promotion, sustainable management, monitoring, working with stakeholders

follow up on building projects // monitor the OUV, integrity and authenticity // develop management policy // develop management strategies // educate and raise awareness

listening to the operational departments and services to understand their topics, jobs; by a participatory methodology, building a strategy shared by all the stakeholders; fostering the virtuous activities; work on benchmark and sharing with other sites; organising the communication towards citizens and visitors

### **Could you explain the difference between governance and management?**

6 risposte

Governance is the structure that enables effective management. Management is the coordination of people and activities

Governance relates to the functioning of the structure in relation with the local authorities and the State when management is the responsibility of the internal team and the relationship between the structure and the territory.

Governance is strategic. Management is every-day. Our Advisory Board is our principal governance mechanism, involving a range of stakeholders who set the strategic priorities and direction. As

manager, I then find ways to deliver these. As manager I react to changing circumstances and demands and report back to the Advisory Board for a 'steer'. The Advisory Board is therefore the strategic policy setting body and a sounding board. There are different governance methods that could be employed, so governance is distinct from management.

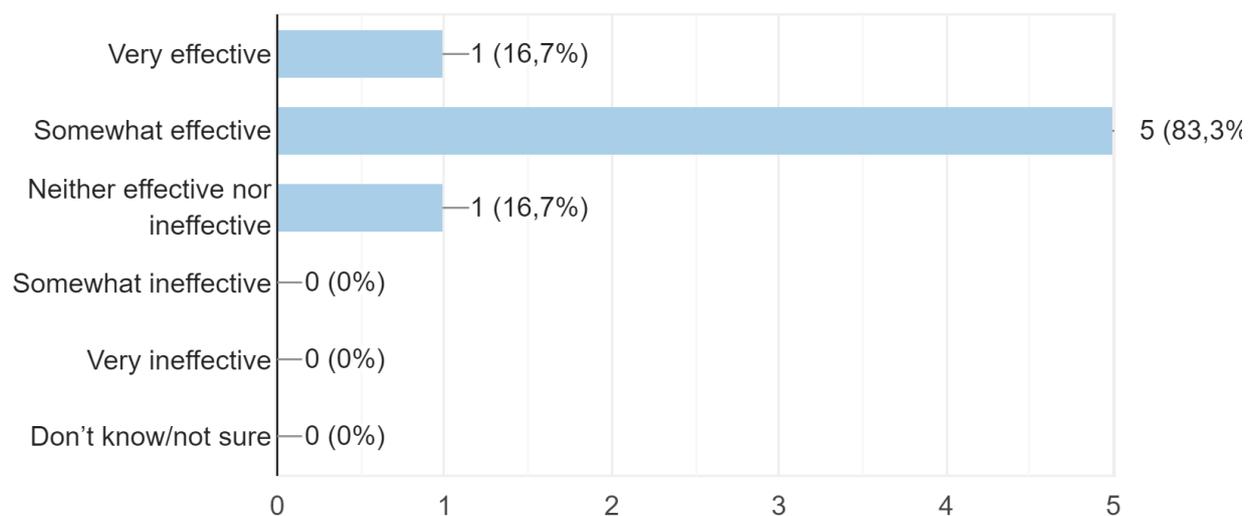
No

governance is about setting out the lines and making decisions, management is working with & within the framework that is laid out

I really don't know precisely and am very eager to read your study. Governance is the frame for building knowledge and decisions. Management is the implementation of the actions.

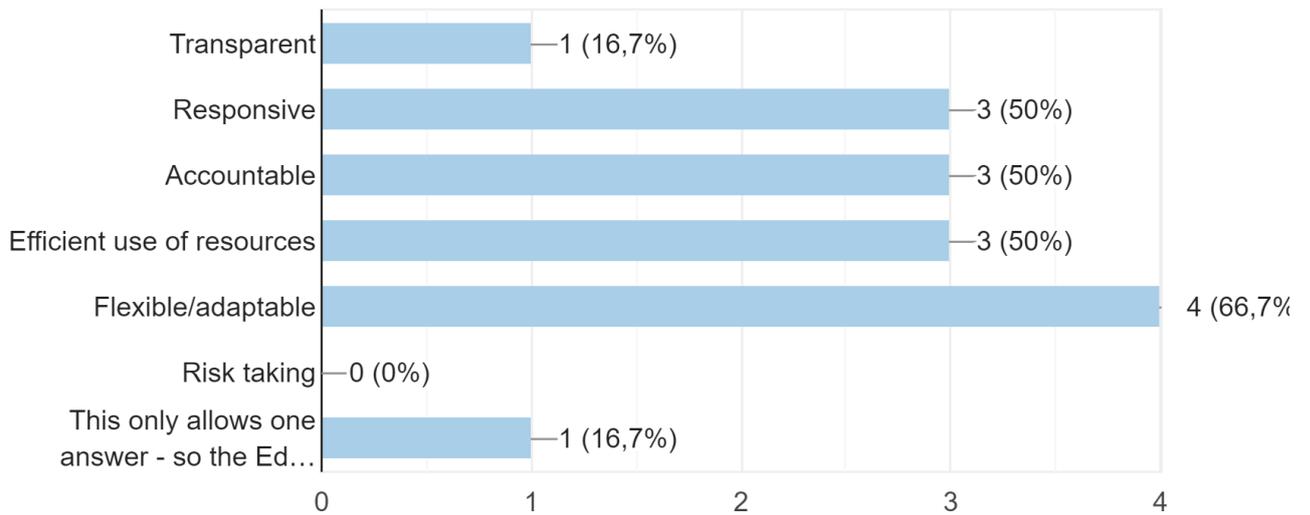
## How do you rank the effectiveness of your governance model of your World Heritage Site?

6 risposte



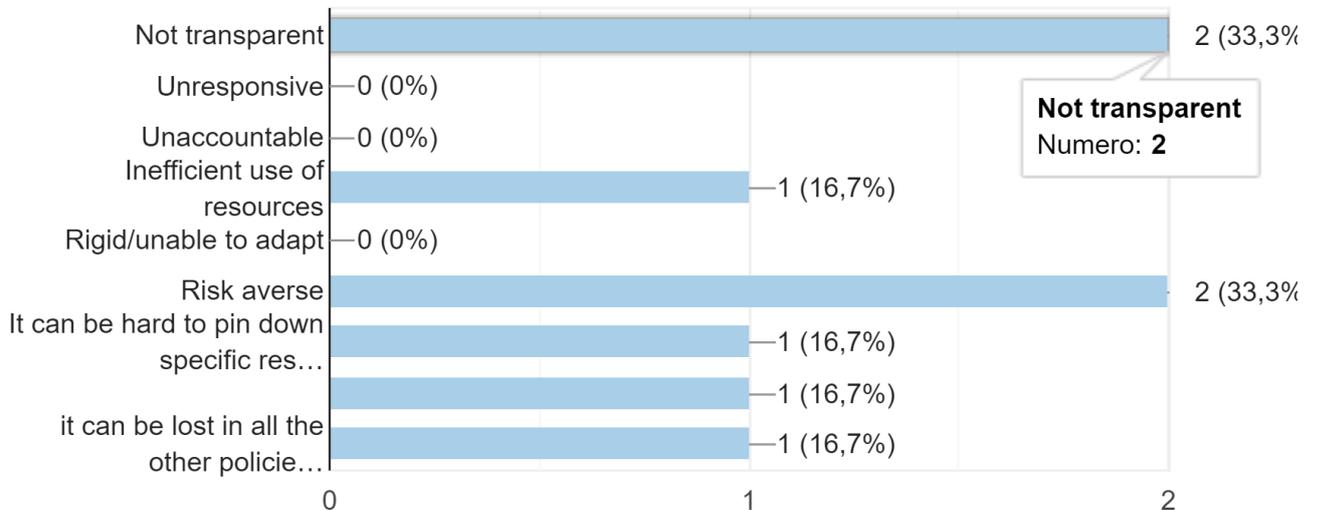
## What are the strengths of your current governance model? (please select all that apply)

6 risposte



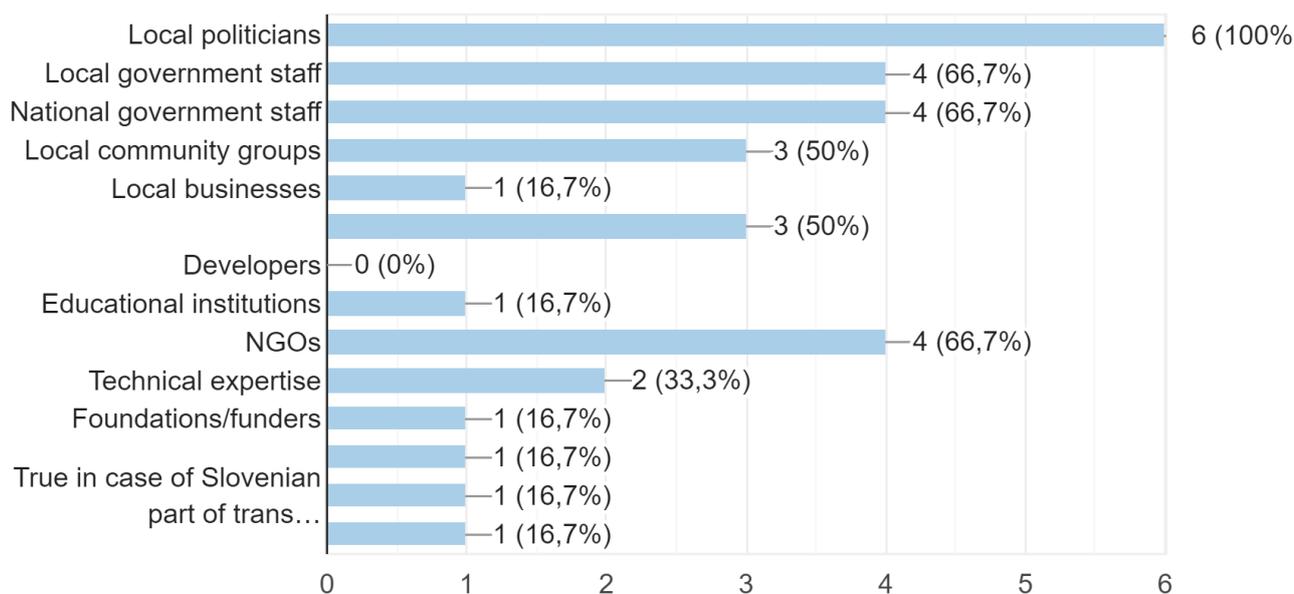
## What are the weaknesses of your current governance model? (please select all that apply)

6 risposte



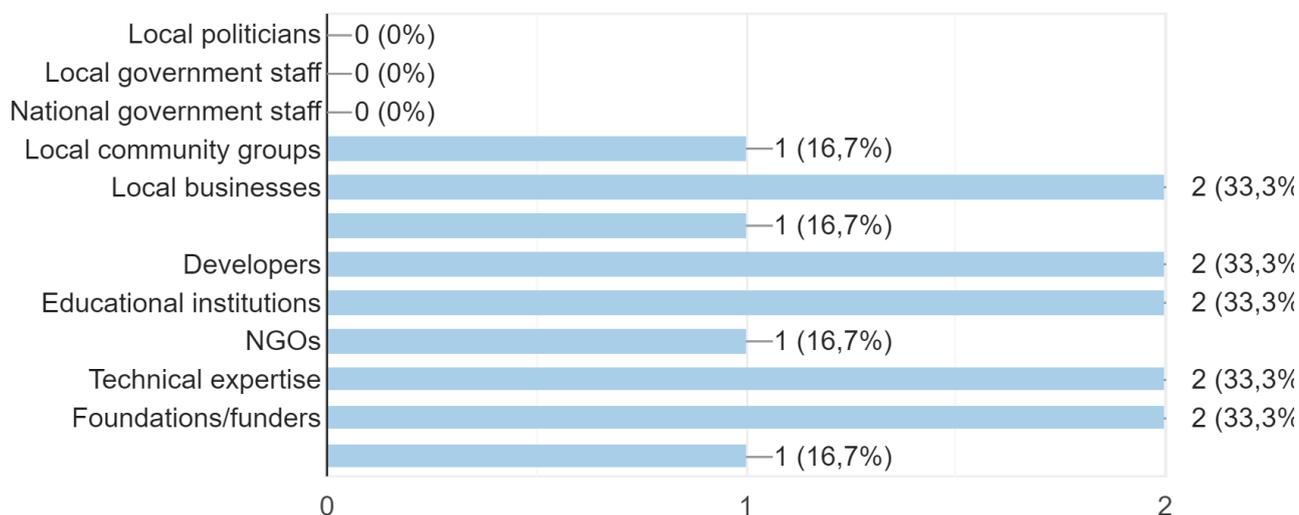
## Which stakeholders are part of the governance structure of your World Heritage Site? (please select all that apply)

6 risposte



## Are there any stakeholders you feel are missing in your current governance structure? (please select all that apply)

6 risposte

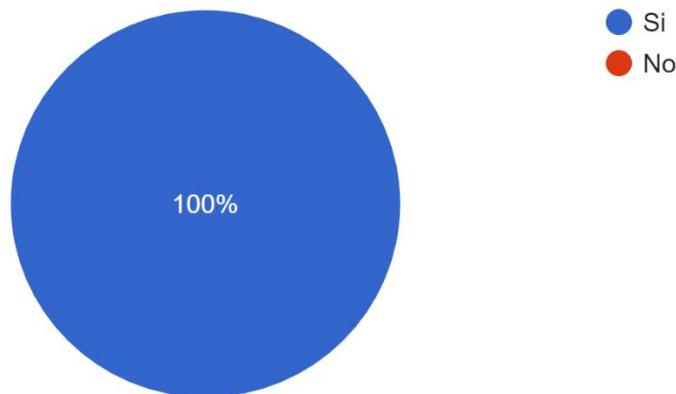


# Annex: Surveys Italian WHS

12 answer received form italian World Heritage Sites

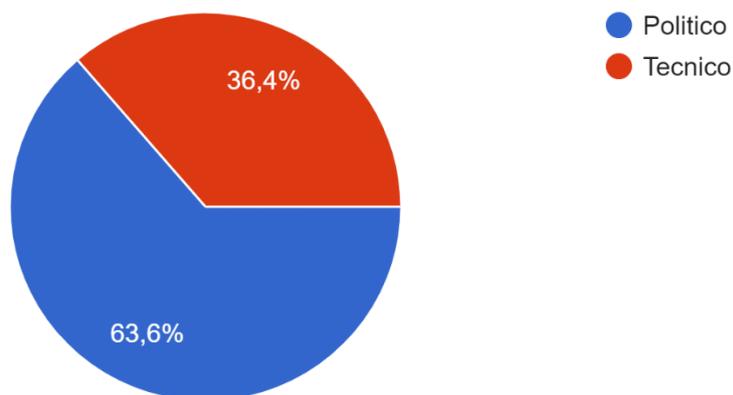
## Desiderate essere contattati per i risultati finali?

11 risposte



## Il Site Manager del vostro sito Unesco è

11 risposte



11 risposte

Sono cambiati (istituzionalmente) i soggetti gestori e del Comitato di Pilotaggio.

Gestore pubblico in un mondo che funziona con logiche privatistiche

Accrescere la consapevolezza e quindi la partecipazione di tutti i soggetti responsabili del sito  
Manutenzione e accessibilità

Le cinque criticità analizzate dal Rapporto Periodico e presenti nel Piano di Gestione: Gestione dell'impatto del turismo a lungo termine; diminuzione dei residenti nel sito; esondazione dell'Arno e cambiamenti climatici; problemi nella gestione della mobilità urbana e relativi problemi legati all'inquinamento; limitata conservazione monumentale rispetto alle necessità dell'alta concentrazione di patrimonio

Sottodimensionamento dell'ufficio regionale preposto rispetto al fabbisogno generale connesso alle attività per i siti UNESCO. Difficoltà, sia sul piano finanziario che su quello organizzativo, nel realizzare attività/iniziative capaci di incrementare i flussi di visitatori.

Un'Advisory mission ha rilevato difficoltà gestione del governo del territorio, nonché una struttura di governance non adeguata, con riferimento al ruolo e subordinazione del site manager e ruoli e le responsabilità e le procedure operative del Comitato di Pilotaggio. Nel 2017 è stata redatta una HIA per alcuni interventi di trasformazione del territorio, segnalati dal WHC.

manca una gestione integrata dei diversi soggetti che fanno parte del Sito

Il Sito UNESCO si sviluppa su un'area nella quale si parlano quattro lingue differenti e ufficialmente riconosciute. Le province coinvolte sono caratterizzate da un quadro istituzionale e amministrativo composito perché diversificata è stata la loro storia nel contesto europeo. Il riconoscimento è l'occasione per aprire un confronto fra aree e amministrazioni diverse e per disegnare un nuovo modello di sviluppo territoriale, teso a trasformare la condizione di frammentazione da debolezza a punto di forza, lavorando sulla integrazione di vari fattori. La qualità deve caratterizzare un modello di sviluppo territoriale basato sull'equilibrio tra uomo e natura, favorendo le sinergie tra i settori trainanti dell'economia montana. Il processo partecipativo e la Strategia complessiva di gestione hanno messo in luce diversi punti di forza e debolezza correlate alla gestione del Sito i UNESCO, di seguito si propongono alcuni esempi delle principali criticità riscontrate, per un elenco esaustivo si rimanda ai detti documenti. - Criticità dovute alla presenza di attività antropiche non sostenibili nelle aree direttamente adiacenti al sito - Alto tasso di emigrazione verso i centri industrializzati della pianura - Pressione dei flussi turistici dovuta alla concentrazione e alla stagionalità -

Abbandono delle attività agro-silvo-pastorali tradizionali

Il sito UNESCO è un sito territorialmente esteso e il Comune ha sul suo territorio di competenza solo tre dei Parchi Archeologici che rientrano nel Patrimonio Mondiale dell'Umanità, gli altri sono collocati in altre località. Il problema che maggiormente si manifesta è sicuramente quello della costituzione di un'immagine coordinata e condivisa che, finora, è stato difficoltoso creare dato che,

peraltro, anche i Parchi che hanno sede nel medesimo Comune sono gestiti spesso da enti diversi (alcuni dai Comuni, alcuni dalla Soprintendenza per i Beni Archeologici...)

tourism pressure, urban and territorial transformations and new developments, reporting under par. 172 OG, raising awareness on the OUV and compliance to the OG

### **Quali sono gli ultimi problemi di governance che avete affrontato e come li avete risolti?**

11 risposte

Necessità di modifica della governance (soggetti) - non ancora risolto.

Partnership pubblico privata

E' stato istituito, quale ultimo tassello per la costituzione della governance del sito, l'Ufficio del Sito Unesco, con un Protocollo sottoscritto da tutti i soggetti responsabili del sito

Il problema, non risolto, è una governance unica.

Aumentare la consapevolezza del ruolo dell'Ufficio all'interno dell'Amministrazione locale e degli altri uffici (soprattutto quando vengono richieste informazioni ad altri uffici, funzionali per lo sviluppo di ricerche e studi); mancanza di personale con contratto all'interno dell'Ufficio  
Eterogeneità delle proprietà (pubblica – statale, regionale, comunale – e privata) con conseguenti e sostanziali differenze nell'accesso e nella valorizzazione-promozione. Complessità della gestione delle interazioni fra i soggetti proprietari, in ragione della loro diversa natura e della loro numerosità. Ancora insufficiente livello di integrazione tra settori regionali e con le strutture tecniche del MIBAC, sul tema della valorizzazione del sito seriale. Si è operato per migliorare le interazioni e accrescere la cooperazione tra uffici regionali e tra Regione e strutture del MIBAC ed enti locali interessati.

Problema principale è la mancata attivazione del Comitato di Pilotaggio dall'approvazione del piano di gestione nel 2007. Le riunioni del Comitato di Pilotaggio sono state avviate a partire dal 2017, in concomitanza della HIA, e poi proseguite con una cadenza semestrale/annuale. E' in corso la definizione di un percorso per la redazione del nuovo Piano di Gestione e la definizione della governance del sito.

Fino ad oggi la governance si è retta su accordi e protocolli d'intesa tra i diversi soggetti. E' in via di costituzione una Fondazione per la gestione integrata del Sito Unesco

Sia presso il Museo che presso il comune sono stati assegnati carichi di lavoro che prevedono la gestione dei relativi monumenti del sito. Nei fatti le attività portate avanti nell'ultimo anno sono legate alla Legge 77/2006 che prevede un atto d'intesa per la gestione del sito nell'insieme, finalizzato però alla richiesta di contributi al Mibac. Si tratta dell'unica forma di collaborazione che prevede un rapporto unificato per le attività di valorizzazione, previste appunto dalla legge.

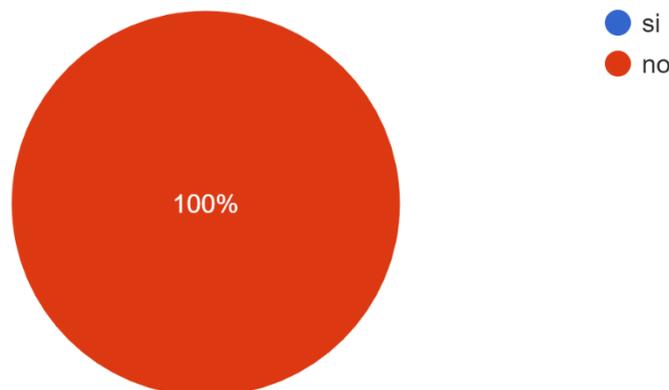
Le modalità operative della Fondazione promuovono lo sviluppo di una consapevolezza dei valori del sito, condivisa sia tra le componenti del Consiglio di amministrazione e del Collegio dei sostenitori che tra i vari soggetti coinvolti in progetti specifici, i cittadini e i visitatori. Nella consapevolezza di posizioni diverse, il coordinamento interregionale/provinciale operato dalla Fondazione costituisce una piattaforma di dialogo, orientato ad esempio attraverso le "Reti tematiche". Tale approccio, che mira a prevenire i conflitti da un confronto costante, non sempre si concretizza pienamente in particolare per quanto riguarda la profonda diversità degli interessi degli attori coinvolti oltre alla non sempre costante partecipazione sia dei tecnici che dei politici ai lavori

delle “Reti tematiche”. Ulteriori complicazioni nel rendere pienamente efficace questo sistema di governance derivano dal rilevante frazionamento amministrativo del territorio con conseguente significativo sforzo di coordinamento e dalla mancanza di continuità nell'attività di gestione che spesso si manifesta in relazione alla rotazione e al cambiamento all'interno delle Amministrazioni Locali sui diversi livelli non solo dei rappresentanti politici, ma anche del personale tecnico coinvolto nella struttura a rete della Fondazione.

Il problema che maggiormente si manifesta è sicuramente quello della costituzione di un'immagine coordinata e condivisa che, finora, è stato difficoltoso creare dato che, peraltro, anche i Parchi che hanno sede nel medesimo Comune sono gestiti spesso da enti diversi (alcuni dai Comuni, alcuni dalla Soprintendenza per i Beni Archeologici...). Gli enti territoriali stanno attualmente confrontandosi per la creazione di un circuito unitario e di un unico referente nella gestione. no clear set of rules and responsibilities for decision making, poor stakeholder and communities' participation, conflicts of interest, ownership

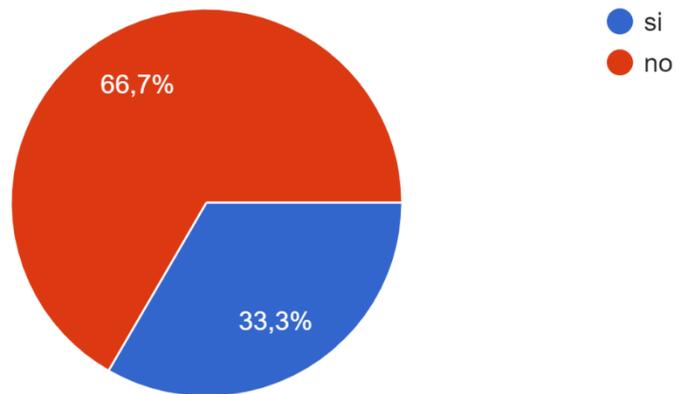
## Nel vostro ufficio sito Unesco, avete un dipartimento di marketing?

12 risposte



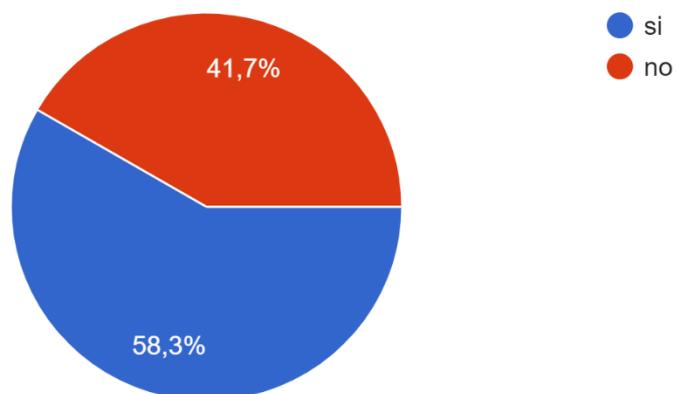
Nel vostro ufficio sito Unesco avete un contabile della gestione del sito?

12 risposte



Nel vostro ufficio usate uno strumento o una modalità per il coinvolgimento degli stakeholders?

12 risposte



## Se sì, puoi descriverlo?

Tavoli partecipati, incontri, riunioni...

Solitamente convochiamo più volte l'anno il Comitato di Pilotaggio + tavoli tecnici + ad ogni processo di elaborazione del Piano di Gestione, ci affidiamo a ditte esterne (esperte in processi di partecipazione) per lo sviluppo di momenti di consultazione della popolazione locale

Riunioni periodiche per la condivisione delle azioni da intraprendere

E' attivo un Tavolo Istituzionale che riunisce periodicamente tutti gli stakeholders

Nell'ambito del progetto "Comunicare il sito Unesco ed i Musei del Territorio: identità visiva e presenza online" finanziato a valere su fondi della Legge 77/2006 con DM 22/12/2017 a valere sul cap 7305 E.F. 2017- Soggetto beneficiario : - Soggetto referente, per il progetto operativo si è operato dal basso, attraverso il coinvolgimento degli operatori locali dei rispettivi ambiti di competenza ( teatro, musica, spettacolo) ed anche per l'aspetto didattico coinvolgimento delle scuole.

Lo Statuto della Fondazione prevede l'istituzione formale dell'organo denominato "Collegio dei Sostenitori", costituito nell'ottica di assicurare la partecipazione di tutti i soggetti coinvolti nella gestione del Patrimonio UNESCO e di sviluppare un'idea condivisa di sviluppo sostenibile del bene. Il Collegio è composto oltre che dai Soci fondatori anche da tutti i Sostenitori della Fondazione nominati dal Consiglio di amministrazione, ovvero da quei soggetti (in particolare da Comuni, Amministrazioni dei parchi, Università e Enti di ricerca, Associazioni e privati) del territorio Bene UNESCO che, condividendo gli scopi della Fondazione, contribuiscono all'attività della Fondazione. Il Collegio dei Sostenitori è attualmente composto da circa 160 soggetti. I Sostenitori sono messi in rete e coinvolti attraverso incontri annuali, iniziative dedicate, nonché mediante piattaforme digitali quali gruppi Facebook e NING.

NOTE: come specificato sopra ogni Parco Archeologico rientrate nel sito UNESCO ha, attualmente , una gestione a sé, pertanto l'ente si occupa, in collaborazione con l'Agenzia Turistico Culturale Comunale, degli aspetti gestionali, di promozione e marketing, e di coordinamento del parco che è di sua diretta competenza

Consultation working groups- to be incorporated into management activities regularly

## Quali sono gli elementi principali che portano a una corretta gestione del sito? (ne citi 3)

11 risposte

Governance efficace; Sindaci consapevoli del valore; Programmazione delle opere pubbliche avendo ben presente l'importanza del Sito.

Qualità del servizio, corretta comunicazione, attenzione al visitatore

Consapevolezza, partecipazione, e sistematizzazione

Governance unica, manutenzione e accessibilità

individuazione di un site manager e relativo ufficio (appropriato sistema di governance) sviluppo di un Piano di Gestione integrato processo di partecipazione

Confronto con le buone pratiche internazionali comparabili (siti seriali con analoghe caratteristiche sia strutturali che gestionali) Investimenti adeguati, regolari e concertati per potenziare la fruizione e la promozione Attuazione di strategie intersettoriali centrate sul sito (cultura, turismo, ricerca,

istruzione e formazione, governo del territorio, agroalimentare) e coinvolgimento dei soggetti privati maggiormente interessati alla valorizzazione del sito.

#### Competenze Programmazione Organizzazione

coinvolgimento del territorio - collaborazione tra enti pubblici e privati - rapporti di collaborazione tra gestori del Sito ed enti superiori (soprintendenza - ministero)

Il sito è gestito da Enti diversi. Occorre quindi al di là della collaborazione dei rispettivi gestori per i contributi della Legge 77/2006 mettere su un sistema di governance che prevede la collaborazione tecnica degli uffici dei rispettivi Enti, per l'aspetto della promozione del sito nell'insieme. Cosa che purtroppo oggi manca

Facendo riferimento a quanto riportato nell'action plan della Strategia Complessiva di Gestione del Sito UNESCO i risultati attesi dalla applicazione della SCG estesa all'intero Bene, risultano essere: 1. Intese di governance, ovvero accordi di programma inter-regionali /inter-provinciali per la conservazione dell'integrità del paesaggio e del patrimonio geologico e geomorfologico; valorizzazione della ricerca scientifica, della divulgazione, delle specificità economiche e culturali. 2. Misure operative e gestionali, in relazione ai criteri ed ai temi, sviluppate per ciascun sito, ed organizzate secondo le linee strategiche. 3. Protocolli di monitoraggio dello stato di conservazione del Bene e modalità di autovalutazione dell'efficacia gestionale.

Coordinamento tra i vari enti gestori dei Parchi inseriti nel sito UNESCO; Creazione (in fase di pianificazione) di un unico ente referente per tutto il sito UNESCO; Creazione di un biglietto unico per la visione almeno dei parchi collocati nello stesso Comune o a breve distanza gli uni dagli altri (in fase di pianificazione).

clear goals to achieve, clear set up of responsibilities and roles, adequate financial and human resources

#### **Quali sono le principali attività che un responsabile del sito deve svolgere? (ne citi 5)**

11 risposte

Programmare le attività; Tenere rapporti con i Comuni componenti il Sito; Essere parte attiva con la "Cabina di Pilotaggio" del Sito; Avere rapporti con il Mibac; Avere contatti e relazioni con altri Siti.

Budgeting, definizione piano comunicazione, coordinamento con stakeholder del territorio, individuazione di KPI, monitoraggio costante dei servizi per capirne pregi e difetti

Azione coordinata, impegno alla conservazione, rispetto e promozione del Valore Eccezionale del sito, raggiungimento delle finalità e degli obiettivi del Piano di gestione

Promozione, Policy maker, manutenzione, accordi con gli enti su cui insiste il sito, partecipazione a bandi di finanziamento.

costituzione di un ufficio con risorse sia umane che finanziarie lavoro di advocacy sia locale che internazionale sviluppo di un Piano di Gestione Integrato monitoraggio del Piano di Gestione e sviluppare in modo congiunto monitoraggio dello stato di conservazione del sito assolvere alle richieste da parte del Centro del Patrimonio Mondiale (es. Rapporto Periodico)

Dare attuazione al Piano di Gestione Mantenere l'integrità del Sito da trasmettere alle generazioni future Pianificare un turismo sostenibile e responsabile Far conoscere alle popolazioni locali il proprio Patrimonio culturale e naturale

Analisi, conoscenza e verifica stato conservazione del sito Gestione comunicazioni e rapporti con WHC-MiBAC Costruzione, implementazione e monitoraggio PdG Coinvolgimento, coordinamento tra soggetti coinvolti, stakeholders Sviluppo delle attività del PdG coordinare tutti gli stakeholders - tenere i rapporti con tutti gli enti, sia orizzontali che verticali - coordinare e fare sintesi delle proposte provenienti dagli stakeholders - verificare la correttezza delle azioni dei diversi stakeholders - proporre progetti di interesse comune promuovere la conoscenza del sito nell'insieme - valorizzazione del territorio e delle tradizioni materiali ed immateriali legati alla storia del sito - azioni di marketing sia generiche che specifiche - didattica museale attraverso il coinvolgimento delle scuole - comunicazione ufficiale congiunta tra i proprietari dei monumenti del sito

Come premesso il modello di governance della Fondazione UNESCO è molto complesso ed è teso a ribadire che i soggetti deputati all'attuazione della Strategia Complessiva di Gestione rimangono in primo luogo le Amministrazioni regionali e provinciali, i Parchi (naturali, regionali e nazionali) e gli Enti locali (Comunità, Comuni) che hanno responsabilità diretta sul territorio del WHS e che esercitano le proprie competenze nella organizzazione e pianificazione territoriale. Laddove si intendano attribuire alla figura del Direttore della Fondazione le funzioni di attuatore di tale modello, è possibile individuare le principali attività di Sua competenza come segue: 1. Cura l'attuazione degli indirizzi e degli obiettivi stabiliti dal Consiglio di Amministrazione. 2. Stipulare nei limiti delle previsioni regolamentari i contratti e gli atti di gestione inerenti l'attività della Fondazione. 3. Partecipare e sovraintendere alle sedute degli organi collegiali della Fondazione. 4. Individuare misure concrete per la sostenibilità finanziaria della struttura. 5. Coordinare le azioni di comunicazione e valorizzazione.

Coordinamento delle aperture; Custodia dei percorsi; Manutenzione dei percorsi; Promozione; Verifica e re-investimento degli introiti dati dai biglietti di ingresso (laddove presenti).

coordination of activities&resources, engagement of stakeholder&communities in the management system, implementation of projects, communication, orienting and advising policy makers, integrating MP into legal framework

### **Potresti spiegare la differenza tra governance e gestione?**

11 risposte

La governance è la forma organizzativa/istituzionale che ci si è dati per programmare le attività; La gestione è ciò che viene poi tradotto in azioni.

la governance ha una visione, la gestione è un day by day

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La governance deve offrire una visione del sito e le politiche per realizzarla. La gestione rappresenta il 'braccio' tecnico della governance

governance è la struttura (l'Ufficio fa parte del Comune, è situato sotto l'Area di Coordinamento Amministrativa e si avvale di personale proveniente dall'Associazione e del Laboratorio UNIVERSITA'; è presente un Comitato di Pilotaggio i cui membri sono: Comune, Ufficio UNESCO MiBAC, Soprintendenza e Segretariato Regionale MiBAC, Regione) gestione è amministrare (gestione del sito Patrimonio Mondiale)

Nel nostro caso la governance ha una dimensione politica (basti pensare che il comitato di pilotaggio del sito è composto in gran parte da politici) che si sostanzia nel governo delle relazioni con un variegato e numeroso insieme di stakeholder. Trattandosi di un sito seriale, inoltre, la governance assume una dimensione ulteriore rappresentata dal governo di una rete di soggetti, peraltro di natura diversa. La gestione ha invece una dimensione tecnica e si sostanzia nell'attuazione degli interventi presenti nel piano di gestione.

Governance: riguarda le regole/condizioni/valori che vari soggetti definiscono per il governo del sito. Gestione: riguarda la modalità/ struttura/ruoli con cui la governance opera per raggiungere gli obiettivi prefissati.

Sinteticamente: la governance definisce le regole e le linee strategiche di indirizzo - la gestione predispose piani e progetti, coordina le attività e controlla il corretto svolgimento delle attività la governance è il gruppo dei portatori di interessi che ha il compito di dare indirizzi alla gestione. La gestione è affidata ai ruoli tecnici che hanno il compito di perseguire la mission museale

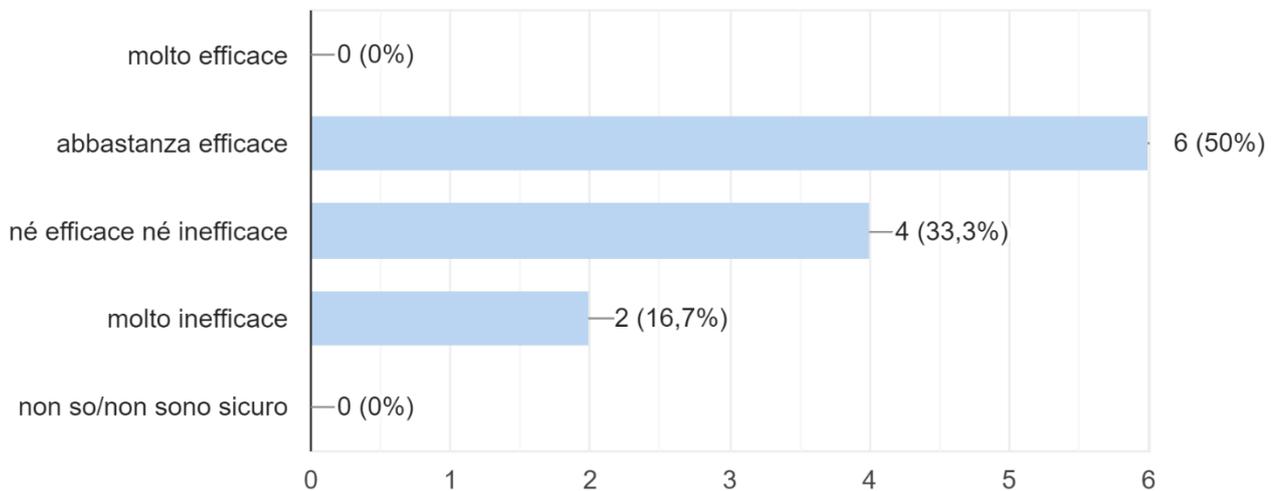
Il sistema di governance del Sito UNESCO declina e, sotto alcuni punti di vista, attualizza i principi di gestione collettiva dei beni comuni che le culture hanno tradizionalmente sviluppato: l'autonomia amministrativa e legislativa, la condivisione, la comunità e la reciprocità. La governance del WHS si fonda principalmente sui seguenti elementi: la Fondazione UNESCO, in qualità di soggetto referente e di coordinamento, i cui vari organi istituzionali favoriscono il confronto tra gli Enti territoriali (Consiglio di Amministrazione), gli obiettivi scientifici (Comitato Scientifico) e gli interessi socio-economici ed ambientali (Collegio Sostenitori) e degli Enti locali (Comuni e Comunità), e le Reti Funzionali mettono in pratica il concetto di gestione a rete, frutto dell'interpretazione della struttura seriale del Bene. La governance determina quindi l'ambiente e il metodo di lavoro predisposto per dare attuazione in modo efficace ed efficiente a quanto contenuto nella Strategia Complessiva di Gestione, strumento vero e proprio che promuove ed implementa la gestione a rete, mettendo a sistema le risorse – umane e finanziarie - presenti sul territorio. Essa fornisce una guida operativa utile a far convergere il vasto complesso delle responsabilità gestionali attive sul territorio dolomitico, verso specifici obiettivi di conservazione, comunicazione e valorizzazione degli OUV.

Si ritiene che la "governance" sia la predisposizione teorico-burocratica di quanto poi è necessario mettere in pratica con la "gestione".

Governance is to be intended as the strategic framework among governing bodies, citizens and stakeholder to achieve the main goal of protecting the OUV of WH sites and is based on a clear set of shared goals and rules to deliver effective, functioning forms of government (level of decision makers- political); Management is to be intended as the coordination of activities and of resources (human, financial and intellectual) in implementing decision-makers' mandate (level of professionals- technical)

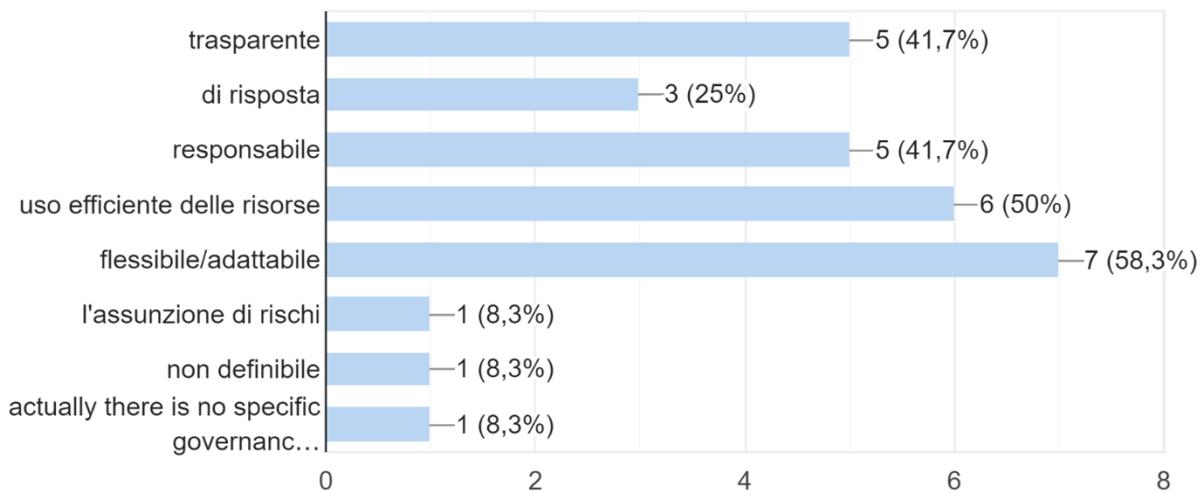
## Come giudichi l'efficacia del vostro modello di governance all'interno del Sito?

12 risposte



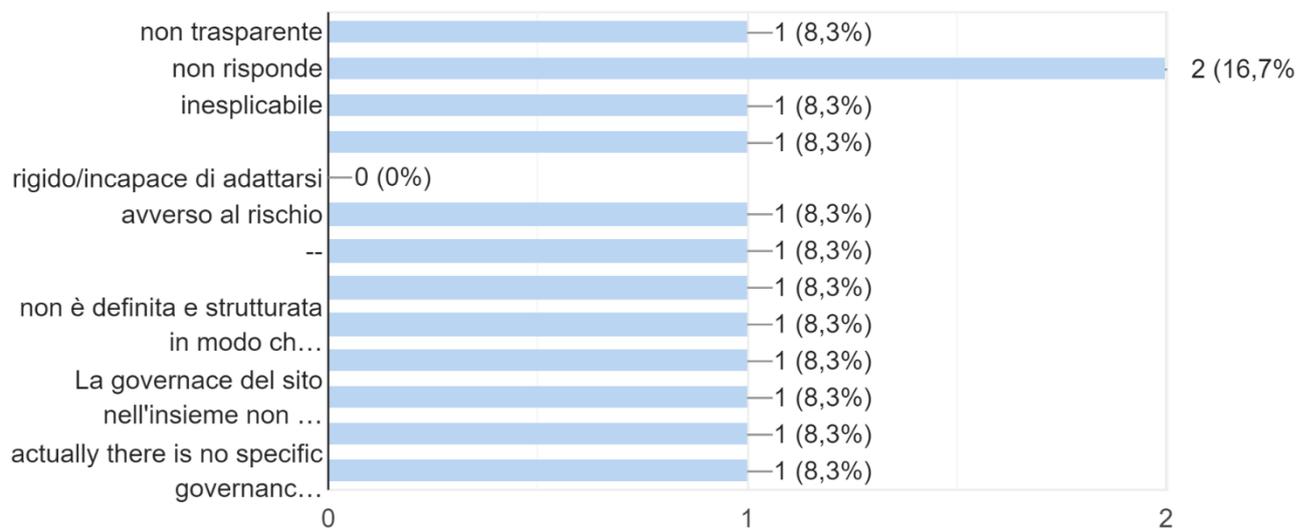
## Quali sono i punti di forza del vostro attuale modello di governance? (seleziona tutte le risposte pertinenti)

12 risposte



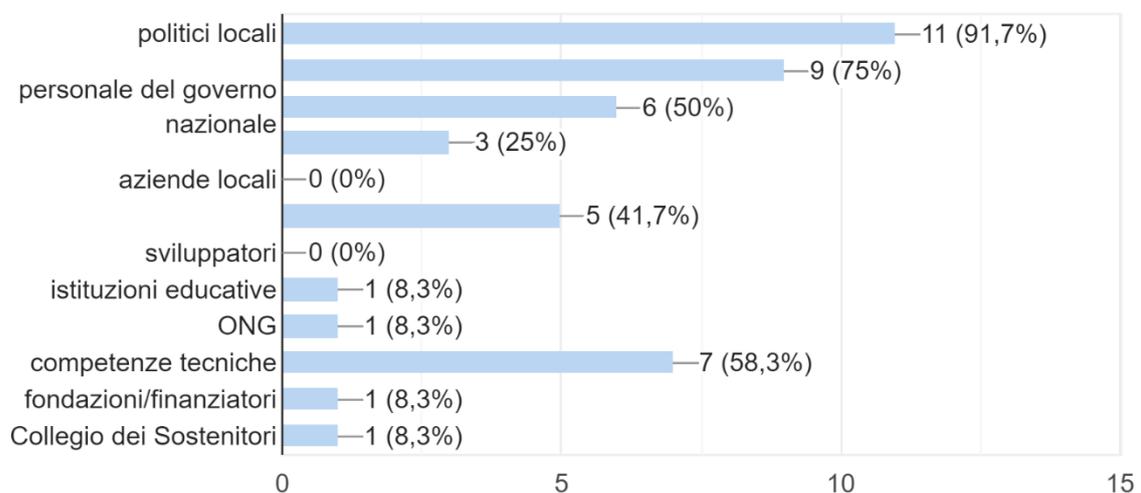
## Quali sono i punti deboli del vostro attuale modello di governance? (seleziona tutte le risposte pertinenti)

12 risposte



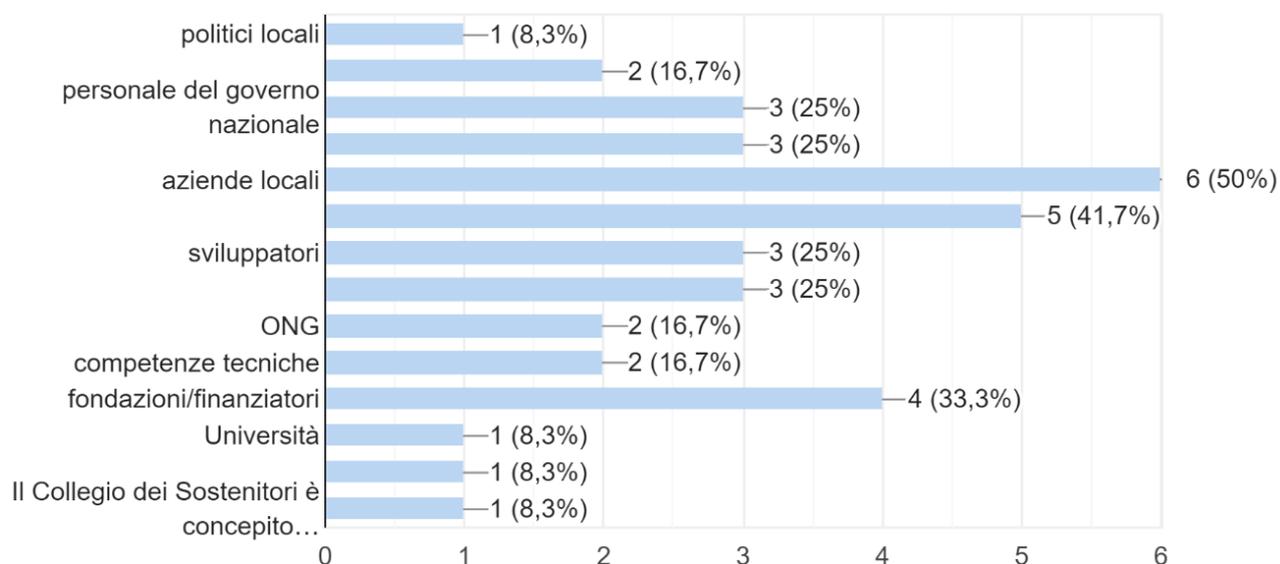
## Quali sono i soggetti coinvolti nella struttura di governance del vostro sito del patrimonio mondial...ona tutte le risposte pertinenti)

12 risposte



## Ci sono degli stakeholders che sentite mancare nella vostra attuale struttura di governance? (...iona tutte le risposte pertinenti)

12 risposte







# Captions and Credits

## Images

- 1**      **Castel del Monte**, UNESCO World Heritage Site  
*Inscription in the World Heritage List:*  
Merida, Yucatan (Messico), 2-7 dicembre 1996  
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- 2**      **Isole Eolie**, UNESCO World Heritage Site  
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Cairns (Australia), 27 novembre-2 dicembre 2000  
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- 3**      **I Trulli di Alberobello**, UNESCO World Heritage Site  
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Merida, Yucatan (Messico), 2-7 dicembre 1996  
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- 4**      **The City of Verona**, UNESCO World Heritage Site  
*Inscription in the World Heritage List:*  
Cairns (Australia), 27 novembre-2 dicembre 2000  
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- 5**      **The Dolomites**, UNESCO World Heritage Sites  
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Siviglia (Spagna), 22-30 giugno 2009  
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- 6**      **Venice and its Lagoon**, UNESCO World Heritage Sites  
*Inscription in the World Heritage List:*  
Parigi, 7-11 dicembre 1987  
Photographer Alessio Busato



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