



EAC Symposium
Athens, Greece, 9-11 March, 2017
Dare to Choose: Making Choices in
Archaeological Heritage Management

MANAGEMENT PLANS:
A TOOL FOR PARTICIPATIVE DECISION MAKING

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New needs of management

- Adoption of new practices for the conservation of monuments
- Interaction with the wider natural, social and economic environment
- Introduction of a new management concept that takes into account a wide range of factors that may affect, positively or negatively, a cultural property
- *In the frame of the WH Convention*
Ensuring that the Outstanding Universal Value of the inscribed property, as well as the conditions of integrity and authenticity, are maintained

WH properties of Greece

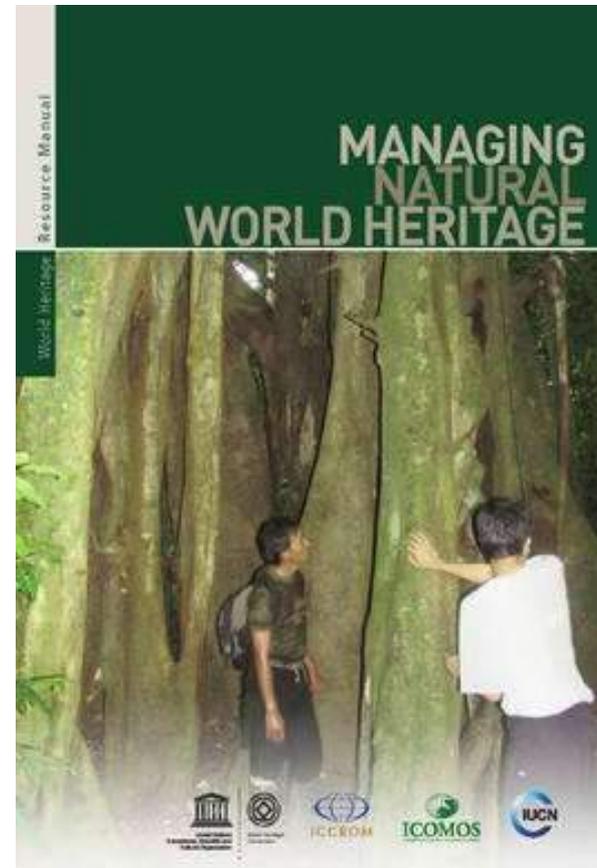
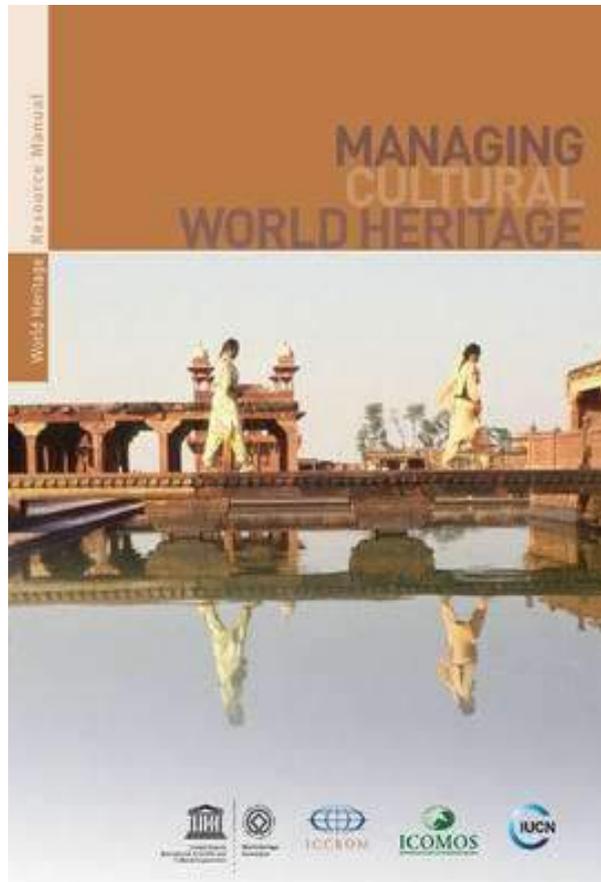


The content of a Management Plan

Common elements

- a) Reflects the needs and possibilities of a site or monument
- b) Describes and prioritizes objectives and actions for the protection, conservation, and enhancement of the site/monument, as well as for the dissemination of its values to the widest possible audience
- c) Includes short, medium and long-term planning
- d) Foresees methods for measuring the effectiveness of the different levels of intervention in the monument, as well as users' satisfaction, so that the results of these measurements can be taken into account when assessing and updating the management plan
- e) Aims not only to the effective protection and conservation of the monument but also to the upgrading of services provided to citizens who visit it for research, tourism, educational or other purposes, and takes into account the impact it may have in the wider area

World Heritage Centre Resource Manuals



Para III of the Operational Guidelines mentions as essential element of every management plan:

a thorough shared understanding of the property by all stakeholders, including the use of participatory planning and stakeholder consultation process

A **stakeholder** is any person or organization that can be affected by the plan or that could influence its success. Other stakeholders are those who have an entitlement resulting from an obligation or from the requirements of the law

(Definition taken from Managing Cultural World Heritage Resource Manual)

Stakeholders

1. Competent central agencies

Ministry of Environment and Energy, Ministry of Infrastructure and Networks, Ministry of Tourism, Ministry of Rural Development and Food, etc

2. Local Government

Regional Units and Municipalities

3. The Orthodox Church and representatives of other religions and doctrines

4. Institutions of civil society, NGOs, research and educational institutions, etc

5. Professionals acting in the region, such as tour operators, guides, local producers, etc

6. Owners and users of monuments

Stakeholders' involvement

Pros and cons

- Development of a common understanding of the values of the monuments
- Balancing of opposing views and resolving conflicts of interest
- Joint shaping of a vision for the protection and enhancement of the monument
- Introduction of new management concepts into practice
- Utilization of the experience and concerns of the local community
- Awareness raising and commitment on the part of the shareholders
- Development of a collaborative culture and creation of relations of trust between actors
- Rationalization of resources and facilitation of access to funding

Stakeholders' involvement

Pros and cons

- Increased complexity of the process and cost of the whole endeavour
- Different levels of understanding and capacity of the various shareholders
- High expectations of stakeholders arising from the participation process, possibly beyond the feasible and desirable limits
- Exclusion of certain groups of citizens with limited knowledge or capacity for intervention

Developing communication and interaction

- **Everyday experience, utilization of archives and of other information available**
 - citizens claims
 - complaints and demands
 - local initiatives and actions
 - local press and websites
- **Reaching and understanding other shareholders**
 - committees and working groups
 - workshops
 - meetings for recording views and opinions
 - public hearings
 - public consultation through Internet
 - audience research
- **For World Heritage sites**
 - Communication and consultation processes with the organs of the Convention and the Advisory Bodies (ICOMOS, ICCROM, IUCN)

Archaeological Site of Philippi Engraving of 1876





The ancient theatre
of Philippi



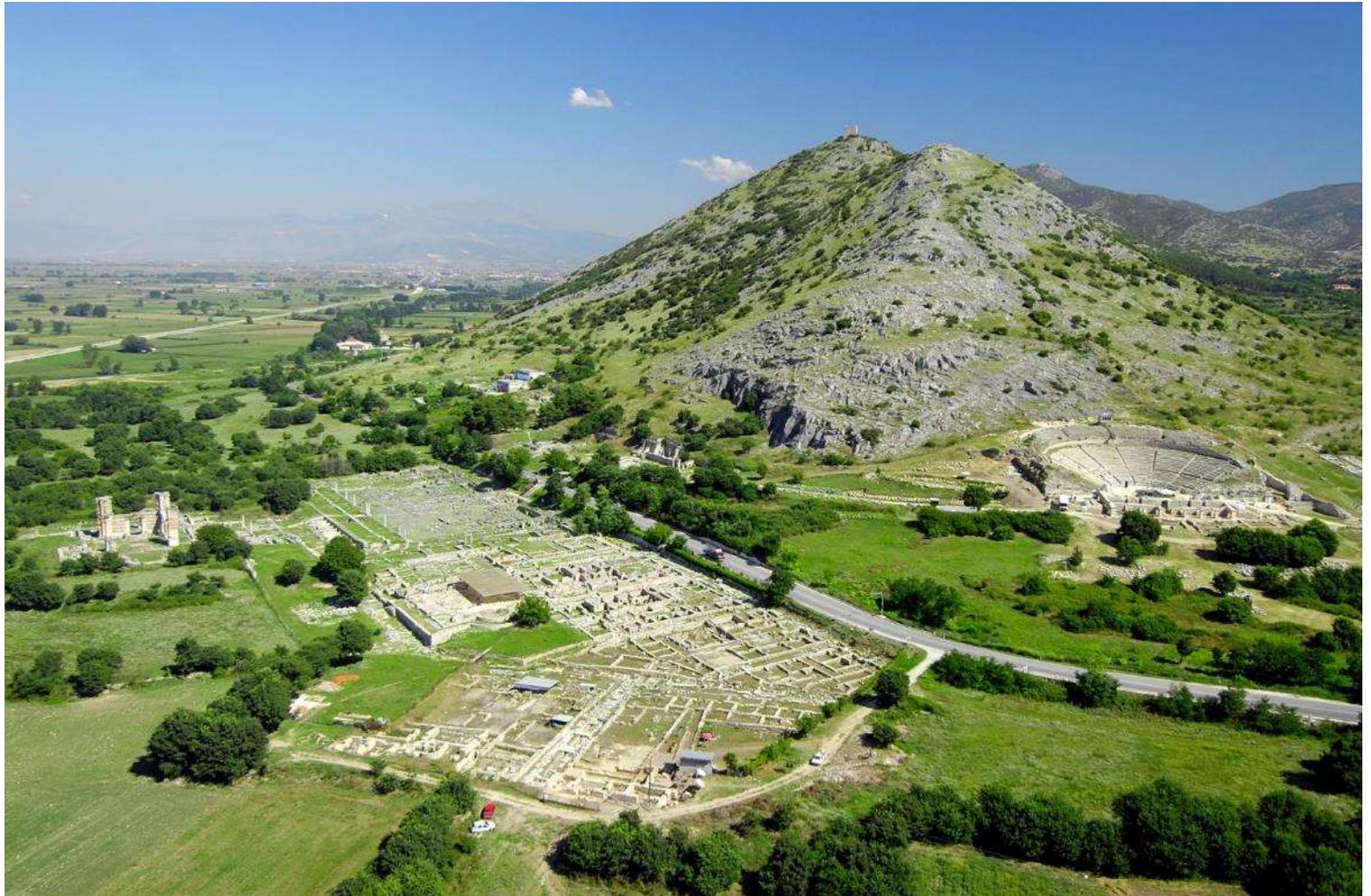
Theatrical performance of
"Agamemnon" by Aeschylus

Archeological Site of Philippi

Delineation of property and buffer zone



Aerial view of the site with the road before its abolishment



Archaeological site of Ancient Corinth



Archaeological site of Kerameikos, Athens



Conclusions

- During the last years a wider discussion is carried out at an international level about the importance and the degree of participation of various stakeholders in the decision making process , linked with the demand for democratization of society
- In Greece steps are being taken for investigating the width, the possibilities and the challenges of a cooperative framework in the management of cultural heritage
- The contribution of the World Heritage system to the development of a 'culture' of openness towards society and promotion of the participation during the procedures of decision making for the management of monuments is largely acknowledged.
- The identification and coordination of other stakeholders in the frame of drawing up the Management Plans of Greek WH properties will be a valuable experience which could be utilized for many other important monuments and sites throughout Greece.



Thank you for your attention!
Ευχαριστούμε για την προσοχή σας!