



Cultural Landscapes are a special type of heritage site defined as the combined work of nature and humans*

- * Operational Guidelines for the Implementation of the World Heritage Convention;
European Landscape Convention;
IUCN Management Guidelines for Category V Protected Areas.

**A variety of interests in one resource
can coexist within the same area :**

WATER:

Water supply

Food production

Recreation

Medical use

Aesthetic use (fountains, etc.)

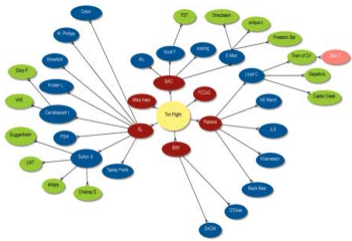
**Complex institutional and legal framework
and multiple ownership**

An aerial photograph of a cultural landscape. A river flows through the center, surrounded by a patchwork of green and yellow agricultural fields. A small village with red-roofed buildings is visible in the middle ground. The background shows rolling hills under a clear sky. The text "Cultural landscapes = past + present + future" is overlaid in white on the left side of the image.

Cultural landscapes = past + present + future

SOME DEFINITIONS

Networking : establishment of mutually beneficial relationships and the exchange of information with other people to increase the probability of achieving an objective. Networking is about communication and mutual support.



Stakeholders : people who will have both an interest and impact on the management project for the cultural landscape and whose life and work will be affected by the changes that the management project will introduce.



Requirements for WH properties protection

1. Legislative, regulatory, contractual, planning, institutional and/or traditional protection measures;
2. Clear delineation of Boundaries and, if necessary, a Buffer Zone;
3. All of the above integrated within a coherent Management System;
4. An accountable, transparent description of how the Management System functions (e.g. a **Management Plan**).

Why a Management Plan for Cultural Landscapes?

- Strongly recommended within the Convention
- An essential instrument to deal with increasingly complex situations and reach out to stakeholders
- A proactive conservation approach, as opposed to simple legal “protection”, more adapted to Cultural Landscapes
- A means to re-assess and interpret the evolving significance of a site, and adjust conservation strategies accordingly

Contents of a Management Plan/1

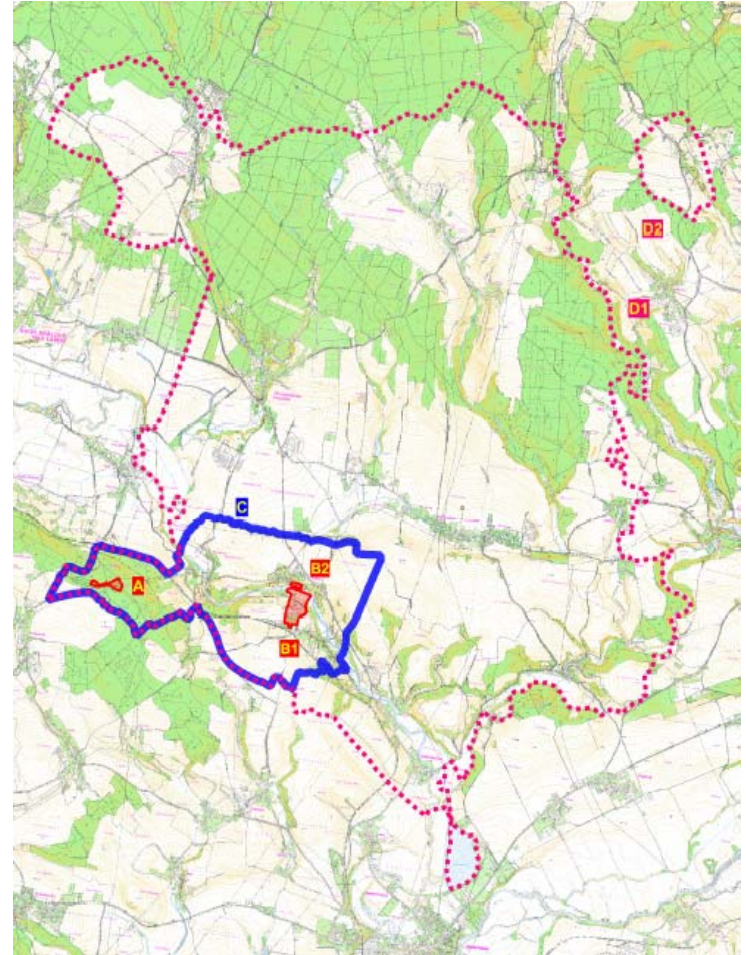
A standard structure recommended by UNESCO does not exist, but typically a MP would include:

- Description of the site and its context
- Definition of significance
- Conservation issues
- Conservation objectives, inscribed within a long-term vision
- Modalities for implementation
- Monitoring system

Contents of a Management Plan/2

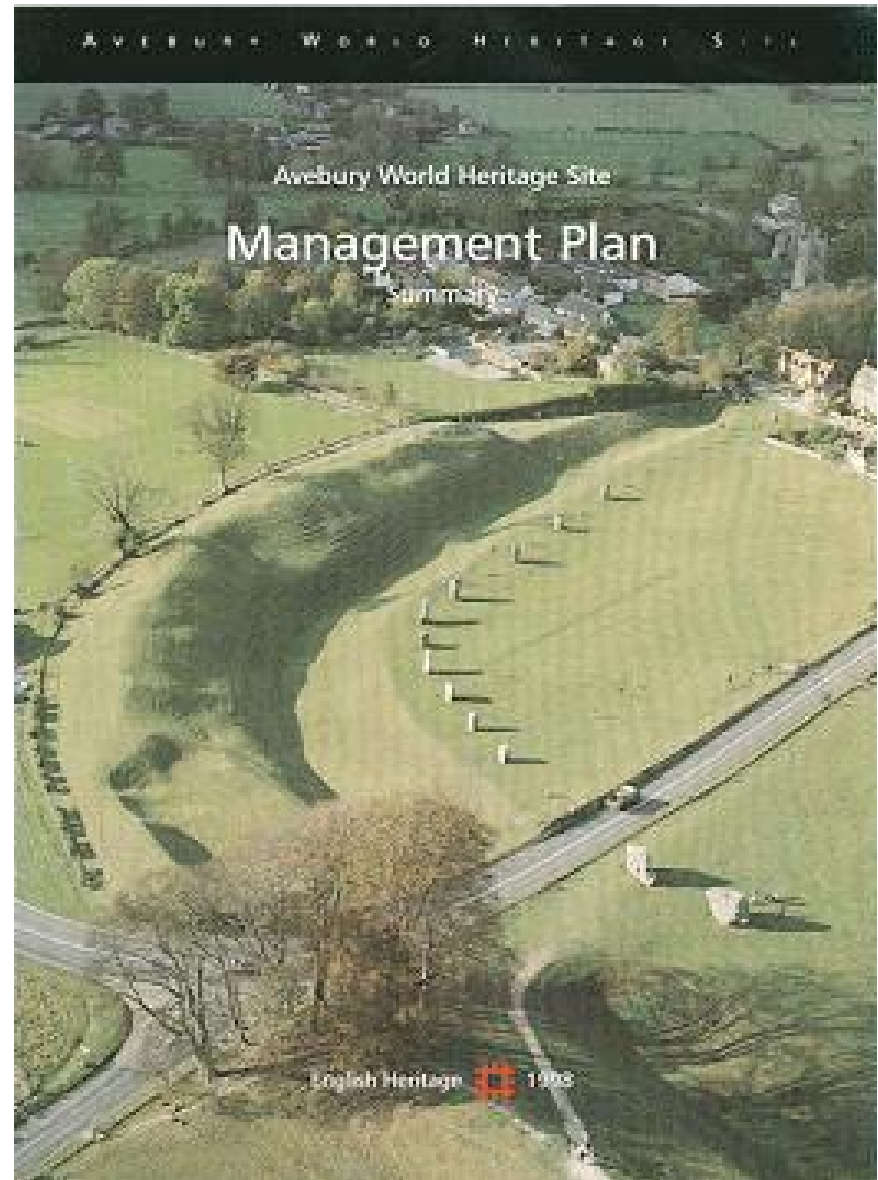
The basic logical sequence is:

- Who are we
- Where are we
- Where do we want to go
- How do we go there
- How do we know we have got there



Who is responsible?

- Responsibility usually lies with the Managing Authority
- A participatory approach, involving all **stakeholders**, is essential
- If more than one managing authority exists, then lead Institution should coordinate, with the Management Plan providing for the necessary mechanism



Stakeholders in the process of preparing a Management Plan

Individuals, groups, institutions and organizations who:

1. Will have an interest in the development of the management plan
2. Will be affected by the changes the management plan introduces



Identifying stakeholders

1. **Preparatory stage:**
establishment of the working team, ensuring the political support (within your agency and with local authorities), identifying the financial means (if needed through a sponsorship)
2. **Pre-planning stage:**
identification of expertise required (through a careful reading of your cultural landscape)
3. **Planning and implementation stage:**
identification of all the stakeholders involved (involving international institutions such as UNESCO, if the site is on the WH List.)

Need for a multidisciplinary team to work on:

- The 3 time dimensions (archaeologists, historians, geographers, surveyors, planners, decision-makers)
- The natural features (biologists, botanists, geologists)
- The built features (architects, engineers)
- The human impact on natural features (ecologists)
- The natural processes impacting works of man (restorers, conservators)



Identifying stakeholders

- Stakeholders' analysis
- SWOT
- Logical Framework
- Results-Based Management
- Etc.



Stakeholder table

Stakeholder	Interest	Influence	Responsibility	Action to take
Sponsor				
Project Partner				
Implementing agency				
Local inhabitants				
Etc.				

Checklist:

- All stakeholders have expectations; these must be understood before the plan is defined.
- What is their interest?
- Why are they interested?
- What are their expectations?
- How will the implementation of the plan affect them?
- Can they contribute valuable knowledge?
- What authority do they have?
- Is their attitude positive, negative or neutral about the Management Plan?
- What are their beliefs, norms and values?
- How do they look for information?

Communicating with stakeholders

- What you need to tell them?
- How and how frequently will you communicate with them?
- How will you gather feedback?

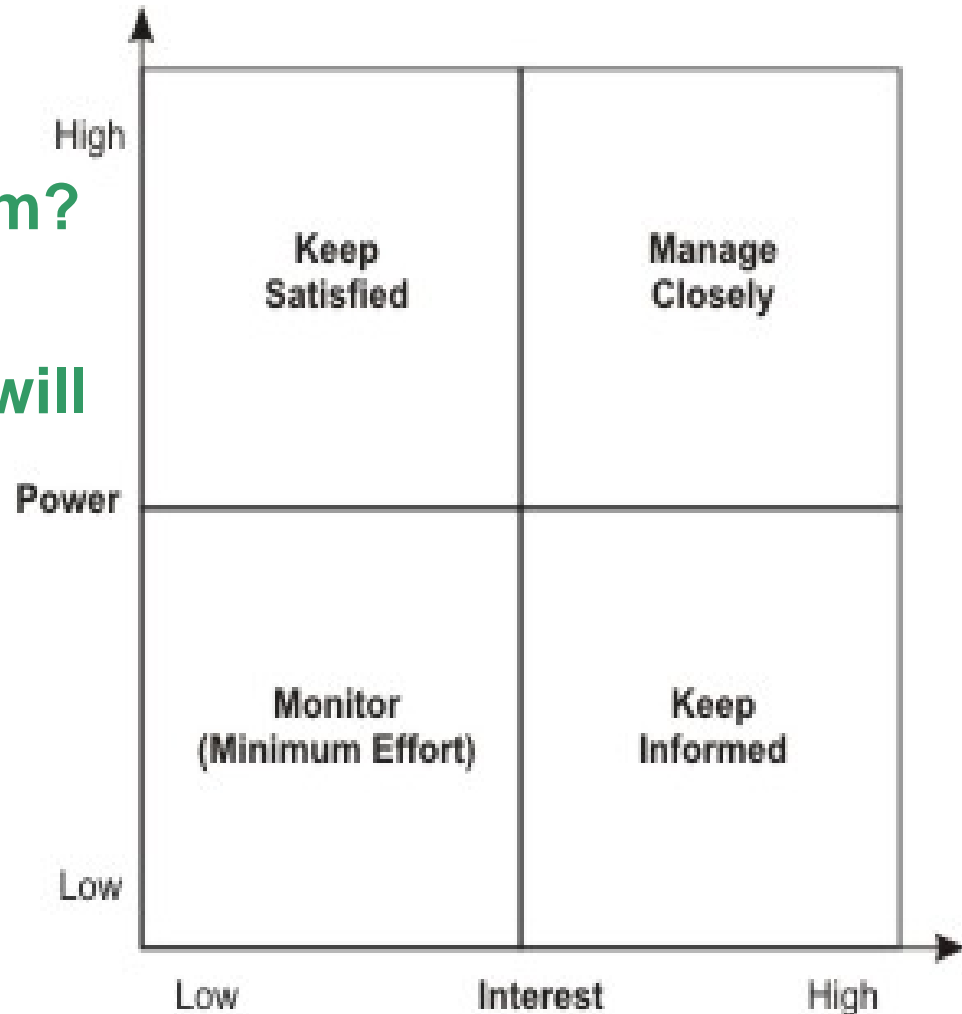
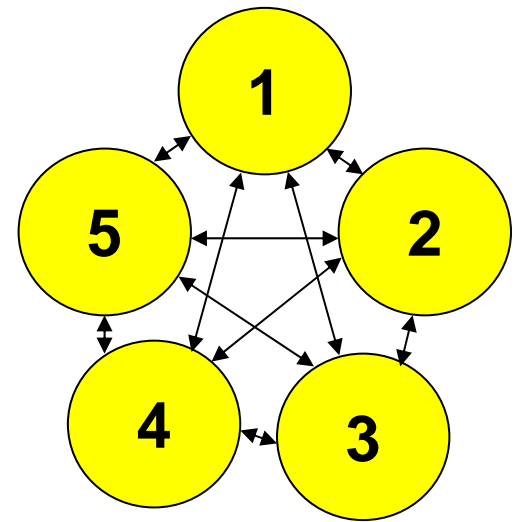
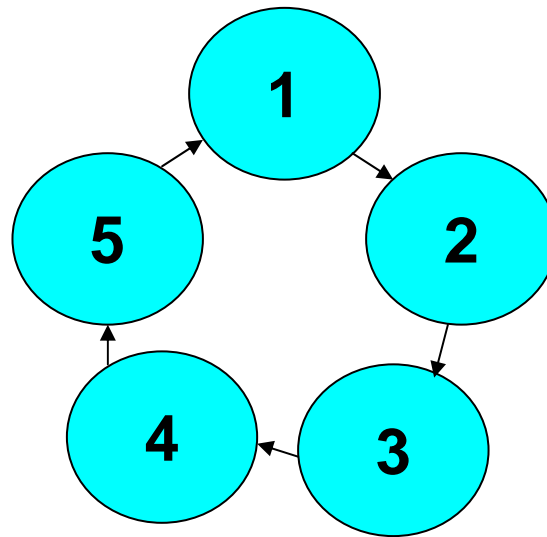
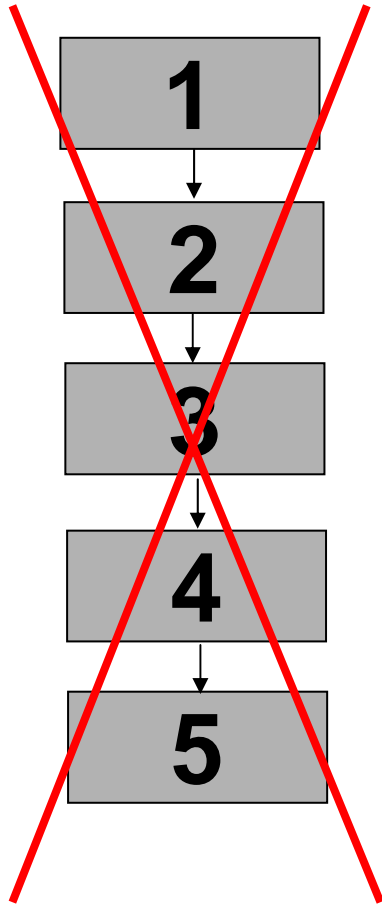


Figure 1: Power/Interest Grid for Stakeholder Prioritization

Communicating with stakeholders

Planning Stage	Site Manager and Core Team	agree on vision outline purpose and objectives of the MP agree and prioritise activities and resources	identification of stakeholders and expertise required
		approve the plan	consultation with all stakeholders involved
Implementation Stage	Site Manager, Core Team, Stakeholders	execute of the plan	communication with stakeholders
		monitor progress revise plan	consultation with stakeholders
		complete plan	final meeting with stakeholders

A cyclic structure



CONCLUSION

Commitment of all stakeholders and support of key stakeholders is vital for the successful implementation of a management plan at all stages.

To ensure the support of stakeholders it is important to establish an effective, transparent and equitable communication process.

This can be achieved through networking. A range of networking tools exists, that are used in the wider management sector

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