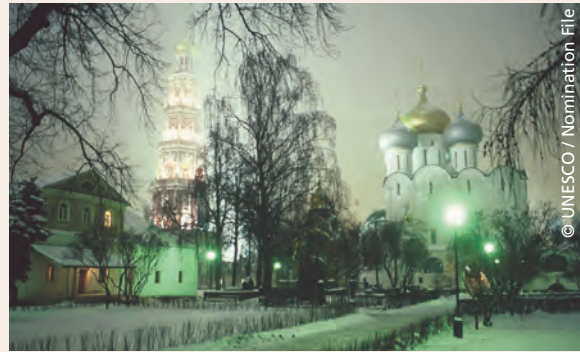


### 3 Understanding management in the World Heritage context

#### ***New knowledge being generated***

*Considering the complexity of managing religious properties on the World Heritage List, the World Heritage Centre together with ICCROM and ICOMOS, organized a seminar for the religious representatives involved in the management and use of the World Heritage properties of religious interests in the Russian Federation in May 2013 at the Novodevichy Convent. This was part of the 'Initiative on Heritage of Religious Interest' programme (<http://whc.unesco.org/en/religious-sacred-heritage/>) adopted by the Committee.*



*Ensemble of the Novodevichy Convent  
(Russian Federation)*

One example has been the development since 2005 of guidance on the identification and use of attributes of Outstanding Universal Value. Particularly useful references are the Guidance on Retrospective Statements of Outstanding Universal Value, the Resource Manual on Nominations and World Heritage Paper No. 26 *World Heritage Cultural Landscapes: A Handbook for Conservation and Management*.

A further example is the additions made to the OG in 2011 that refer to sustainable development, notably in paragraphs 112, 119, 132, as well as in Annex 5, points 4.b and 5.e. These amendments are aimed, on the one hand, at ensuring that any use of World Heritage properties should be sustainable with respect to the imperative of maintaining their OUV (thus, a narrow definition of sustainability) and, on the other hand, to affirm, as a principle, the idea that management systems of World Heritage properties should 'integrate sustainable development principles' (see Part 2.2, 'Placing heritage concerns in a broader framework' and Part 4.5).

While the OG, the principal guidance to the implementation of the Convention, do not set out a clear concept for management systems, they do specify the need for a management system and mention some requirements as to what it should include. It is also clear that the primary purpose of the management system is to protect and sustain OUV. In various places, as noted above, the OG also contain a considerable amount of information on what needs to be included in a management system and its documentation. These requirements are an important factor in the development of this guidance.

World Heritage processes are also creating a body of knowledge of importance to the entire heritage sector. One example is the analysis carried out on the results of the 766 State of Conservation reports prepared in the 2005-2009 five-year period for over 200 properties. They paint an interesting picture of factors affecting the OUV of World Heritage properties and link types of threat to types of property, region by region.

Inevitably sites are affected by multiple factors and problems emerge from a combination of pressures but, as the graph on the following page illustrates, two primary groups of threats emerge as a collective problem, irrespective of property type and region:

- Development and infrastructure, including: buildings and development; transportation infrastructure; utilities or service infrastructure; pollution; physical resource extraction.
- Management, legal issues and institutional factors.