



# Global Heritage Fund

## Guidelines for Master Conservation Planning *of Archaeological and Cultural Heritage Sites and UNESCO World Heritage*



June, 2009



## Introduction and Purpose

This GHF-developed *Guidelines for Master Conservation Planning* is designed to provide a summary of important discussion areas for coverage in development of conservation plans for GHF Projects, primarily UNESCO World Heritage and major archaeological and cultural heritage sites. Global Heritage Fund is a non-profit, international conservancy formed to preserve and protect humankind's most important archaeological and cultural heritage sites in developing countries. Our timely investments, global network of experts, and advanced Preservation by Design methodology work together to create a 'cycle of success' for Global Heritage sites which have high potential for sustainable preservation, tourism and economic development.

The primary emphasis of the Master Conservation Plan for a GHF Project is to provide a living framework to guide conservation of archaeological and cultural heritage sites in contexts to their urban and natural surroundings, as well as to identify potential economic opportunities for sustainable tourism and private enterprise to provide additional funding and support for long-term conservation.

*Guidelines for Master Conservation Planning* covers each area GHF deems important in a comprehensive Master Conservation Plan. It is meant as a general guide to assist archaeological conservators, heritage architects, planners and site managers to develop a comprehensive and scientific-based Master Conservation Plan for a site's long-term protection and development.

Master conservation planning is focused on preserving and protecting the outstanding universal value of the cultural heritage assets, while enabling consensus-building with key stakeholders and realizing economic development in harmony with a Site's aesthetic beauty and historic and cultural values. Conservation in the context of this Plan includes not only ensuring the physical survival of the archaeological sites and monuments, but also enhancing the visual character of

their landscape setting and improving the interpretation and understanding of the whole site as a cultural landscape to visitors. The Master Conservation Plan should form the basis for legislation and designation of a Site or region as a protected National Park, Monument or Preserve, and provide guidance in all conservation work and archaeological research and exploration.





## *Preservation by Design*

*Preservation by Design* is the Global Heritage Fund's integrated planning and conservation methodology- a living framework for all GHF funding and long-term site conservation that integrates Planning, Community Development, Conservation Science, Training, Partnerships and Quality Assessment throughout the lifecycle of site conservation. This four-stage integrated planning and conservation framework can greatly increase the potential for long-term conservation success at Global Heritage sites.

Global Heritage Fund works with our GHF Project to develop a unique Master Conservation Plan that outlines objectives, threats, opportunities, provides a historical-architectural survey and working preservation plan- both for the archaeological site and the greater region.

GHF Projects are engaged over a multi-year accelerated conservation program based on GHF's *Preservation by Design* methodology encompassing:

- Master Conservation Planning
- Conservation Science and Training
- High-Priority Monument Conservation
- Community Development & Partnerships

Global Heritage Fund's approach takes each GHF Project through a rigorous conservation lifecycle using the power of our Global Heritage Network (GHN) to directly bring critically needed science, technology, and expertise to each GHF Project.

Backed by the GHF Senior Advisory Board, the Global Heritage Network brings the needed science, technology and expertise from around the world to developing countries enabling GHF to transcend the traditional dynamics of limited supply and demand for major heritage conservation projects in currently underdeveloped countries with few resources for conservation.

GHF's collective effort mitigates the risk of a single party (be it a country's government, a segment of the private sector, an individual donor, or a bureaucratic agency) being responsible for the overall preservation of world heritage. *Preservation by Design* integrates planning, conservation, training, research, museum interpretation, effective fiscal management, and quality assessment across a multi-year accelerated conservation effort.





## Master Conservation Planning

Master conservation planning provides a comprehensive view of the threats, opportunities and best ideas for design and implementation of long-term conservation, while integrating the political and human realities of the region and Master, especially in developing countries.

- Prioritize conservation activities so that the universal value of the place is preserved and improved.
- Increase local community and public awareness and interest in the Master, and to promote educational and cultural value of the Master's archaeological landscape.
- Create a sustainable plan to the future management of the Master and landscape which balances the archaeological and nature conservation, visitor access and development interests.
- Identify economic, social and cultural benefits of the Master and work with partners in the local community to maximize these benefits without damaging the archaeological resource.
- Provide an advisory policy framework, not statutory designation, for guiding and influencing current and planned site management initiatives.
- Endorsement by State culture and planning ministries and key government decision-makers, as well as key stakeholders.

Each GHF Project receives months of professional conservation training and effective site-specific knowledge sharing and GHF works with each government and its country's enlightened private sector to multiply funding, leverage partners, and increase advocacy and outreach efforts for site conservation and sustainable tourism development.

GHF works with a proactive, community-based conservation planning approach that directly addresses economic imperatives while maintaining the highest international standards in our *Preservation by Design* methodology. GHF conservation extends beyond the practical tools and techniques that are commonly used to excavate and preserve archaeological sites and ancient townscapes. It encompasses the entire horizon of lifecycle planning, conservation, advocacy, and community-based economic development, which are necessary for long-term success.





## Master Conservation Planning

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## Master Conservation Planning

### Introduction- *Key Components*

Successful long-term conservation planning for an archaeological site, regional preserve, or ancient townscape requires a number of supporting factors working together to achieve desired results.

**Significance and Universal Value** of the Site and its historical, cultural and ecological importance, summary of civilizations and cultures, and geographic information on the Site's location and relation to cities, airports, national parks and natural preserves and related cultural patrimony.

**Economic Opportunities** through growth of sustainable tourism and related infrastructure development for communities and regions associated with the Site to enable a '*Cycle of Success*' supporting preservation and protection. The conservation plan should provide a compelling reason for wide-scale public, business and governmental support, especially for key constituencies in national government and the international donor community. A summary of the opportunities for self-sustaining conservation and improved nature conservation and living standards for communities associated with the Site.

**Government and International Support**, both current and planned, should be summarized to show the importance of the Site in national and regional planning and economic development, and natural and cultural patrimony protection.





## Master Conservation Planning

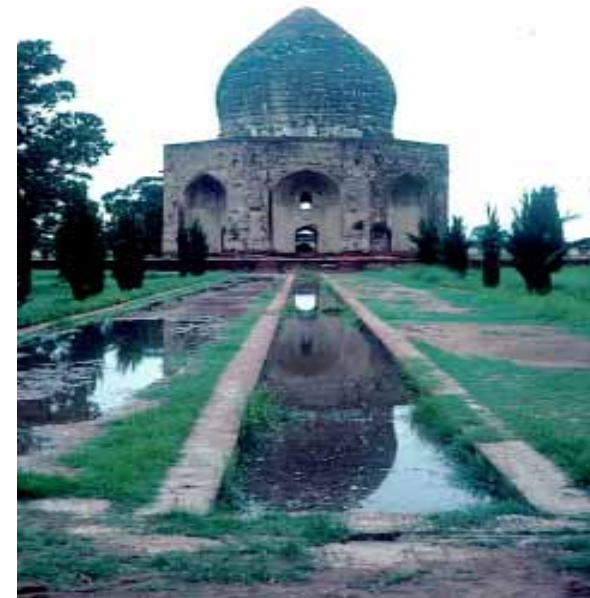
### Significance and Universal Value

#### Criteria for UNESCO World Heritage List Selection

- Represents a masterpiece of human creative genius;
- Exhibits an important interchange of human values, over a span of time or within a cultural area of the world, on developments in monumental arts or town planning and landscape design;
- Bears a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared;
- Meets the test of authenticity in design, material, workmanship, or setting;
- Have adequate legal protection and/or traditional protection and management mechanisms to ensure its conservation.

#### Significance and Importance

- Why is the Site and region so significant and of 'universal value'?
- Historical and ecological importance?
- Which periods and civilizations were most important in the Site's development?
- Which areas of the Site are most important and/or sensitive; what is the Core Area?
- Why has the Site been well preserved and its aesthetic integrity still intact?
- Where is the Site located?
- Where is it in relation to towns, cities, airports, and national parks?





## Master Conservation Planning

### Economic Opportunities

Tourism and the travel industry provide many opportunities for developing countries to build infrastructure and increase the standard of living for all citizens. Private enterprise can grow around the attraction of Global Heritage sites, while providing the impetus and support for long-term protection and conservation.

It is the delicate balancing of preserving a Site's attraction with the required infrastructure and tourism management to support a strong tourism-based economy that must be considered.

### Key Questions

- What percentage of the national or regional economy (GNP) is based on Cultural Tourism?
- Is this percentage increasing? By how much?
- Which businesses and communities expect to benefit from improved opportunities for cultural tourism?
- What opportunities are there for sustainable development, tourist infrastructure while protecting site aesthetics and authenticity?
- How much can the site contribute to the region's economy by attracting international tourism and supporting infrastructure investment?
- What are current plans for road, airports, airstrips and other tourism infrastructure?







## Master Conservation Planning

### Government and International Support



### Key Questions

- Who are the potential international, national and local collaborators for implementing and funding the plan?
- What are the current economic conditions in the community, region and country where the Site is located?
- What steps has the government taken to improve support of exploration and preservation of cultural patrimony and help citizens realize the potential of the Site?
- How are the community and government working together with the Site to enable a self-sustaining process of improvement?
- Has the Site's conservation needs been codified in the greater regional and urban plans of surrounding cities and towns?
- What is the process for the Master Conservation Plan to receive statutory recognition by surrounding municipalities?
- What external or international assistance has been involved with the Site to date?
- When did the conservation planning effort begin?
- Which groups are involved in conservation planning?
- Who has provided funding to date for site conservation?
- Which government and private sector institutions and organizations currently control and input into the Site's development and conservation?

## Master Conservation Planning

### Site Analysis and Scientific, Historic and Architectural Survey

Provide relevant survey maps, illustrations, photographs, architectural drawings and descriptive detail.

### Existing Land Use and Activities

#### *Example Legend*

- Extended Vistas
- Interpretive Facilities
- Unsightly areas and activities
- Vendors and restaurant activities
- Squatters activities
- Primary tourist areas
- Proposed development
- Access points, entry/exits
- Green belt
- Residential areas, towns
- Public buildings, military bases
- Religious facilities
- Museum and interpretive center
- Storage and working space



Above: Illustrative Architectural Survey of historic buildings in the Lijiang Ancient Town, Yunnan China developed by GHF and Shanghai Tongji University Institute of Urban Design.



## Master Conservation Planning

### Site Analysis and Scientific, Historic and Architectural Survey (cont')

Provide relevant survey maps, illustrations, photographs, architectural drawings and descriptive detail.

#### Current Site Conditions

##### *Example Legend*

- Current land use
- Endangered areas
- Erosion or flooding
- Uncontrolled development
- Improper disposal of garbage and waste materials
- Unsafe areas
- Overgrown landscape
- Improper vehicular/ pedestrian traffic
- Improper building construction
- Disruptive placement of utilities
- Improper parking use
- Visitor's climbing on ancient structures
- Graffiti and destructive activities
- Unattended fires and refuse burning

### Key Questions

- What are the current geographic boundaries of the site? How will these change in the coming years?
- What non-Site related activities have penetrated the boundaries of the Site?
- What current vendor/restaurant and Site or Park tourism facilities exist?
- What building and land use regulations are in place to preserve the integrity of the Site?
- Which organization is responsible for building permits and city planning?
- Are any major roads, bridges, airports, utility projects or property developments planned which will impact the Site?
- What is the current legal jurisdiction of the Site? How will this change in the coming years?
- Do residential and other non-appropriate use buildings need to be relocated outside of the Site boundary?

## Master Conservation Planning

### Site Analysis and Scientific, Historic and Architectural Survey (cont')

Provide relevant survey maps, illustrations, photographs, architectural drawings and descriptive detail.

### Site and Preserve Area Boundaries

#### *Example Legend*

- Natural Preserve Boundaries
- Museum and Interpretive Area
- Core Archaeological Areas
- Outdoor Work and Service Areas
- Scientific and Support Buildings
- Plants and Garden Propagation Areas
- Overlooks
- Parking
- Fencing and Access Control
- Vehicular Gates and Roadways
- Visitor Circulation

### Defining Core and Protected Areas



Above: Illustrative Land Use planning defining Core and Protected Areas used in building regulations; Lijiang Ancient Town, Yunnan China co-developed by GHF and Lijiang Ancient town with technical support of Shanghai TongJi University Institute of Urban Design.



## Master Conservation Planning

### Site Analysis and Scientific, Historic and Architectural Survey (cont')

Provide relevant survey maps, illustrations, photographs, architectural drawings and descriptive detail.

### Archaeological Core Areas

- Describe the archaeological 'Core Areas' and other related areas of the Site and surrounding region.
- What improvements should be made for each of these Core Areas?
- What are the primary goals of research and exploration?
- What are current priorities for excavation and restoration?
- What is the current archaeological excavation schedule?
- What is the condition of architecture and monuments?
- What are current plans for archaeological exploration and research at the Site?
- What facilities and staff exist for supporting research and excavation?
- Which national and international groups are involved?



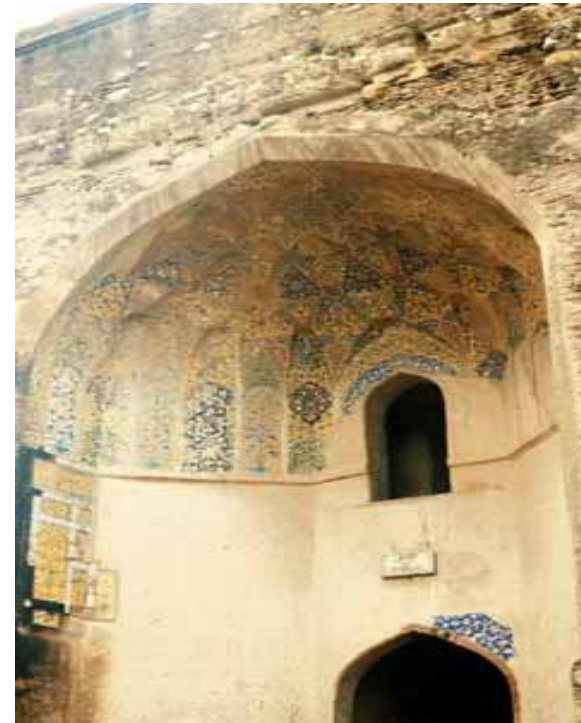


## Master Conservation Planning

### Threats and Condition Assessment

Provide relevant maps, illustrations, photographs and descriptive detail addressing the primary threats to the Site today and foreseen.

- Neglect - Decay Due to Exposure/ Inadequate Maintenance
- Man-Made Disasters- War, Demolition, Vandalism/Looting
- Natural Disasters- Flooding, Earthquakes, Fire
- Vegetative/Animal Damage/ Soil Erosion
- Geotechnical Instability/Structural Damage
- Population Pressure/Industrialization
- Unchecked Urban Growth
- Poor Planning- Site Core and Protected areas and adjoining urban areas and settlements
- Negative effects of Unplanned Tourism





## Master Conservation Planning

### Long-Range Vision and Conservation Goals

Conservation planning should establish fundamental concepts for guiding the long-term successful conservation and management of the Site:

**Vision for the Future-** based on the fundamental need to conserve, enhance and interpret the cultural significance of the whole Site and its outstanding cultural values.

**Core Area Management-** restoration to authentic landscape, archaeological and natural state.

**Sustainable Tourism and Visitor Management-** improving the access and enjoyment of large numbers of visitors, while protecting Core Area monuments, artwork and unique properties.



### Long-Range Vision and Conservation Goals

#### *Illustrative Example*

- Realize the full cultural and economic potential of the Site and region as a world-class cultural institution/preserve/national park.
- Improve environmental controls and historic display facilities at museums and interpretive centers.
- Conserve monuments under the Site's jurisdiction.
- Improve public accessibility to the Site while protecting from improper use, looting and vandalism.
- Re-excavate core areas and excavate new sites to reveal more clearly the ancient fabric and monuments on the Site.
- Establish an international archaeological field school at the Site.
- Research should be encouraged and promoted to improve understanding of the archaeological, historical and environmental value of the Site
- Develop Research and Scientific, Library and Archive, and Conservation Laboratory teams and facilities for the Site.
- Create a model for use in other sites throughout the country and region.

## Master Conservation Planning

### Long-Range Vision and Conservation Goals (cont')

#### Key Questions- *Illustrative*

- What levels of financial support and conservation expertise has been made available for appropriate surveys and authentic preservation treatment, management and thematic context?
- What work is needed for conservation of the existing historic and ancient fabric?
- How can modern buildings and the surrounding urban neighborhood be best integrated into the over fabric of the Site?
- What legislative protection exists for the Site against inappropriate use?
- How is the location protected against the impact of urban sprawl and development?
- What are the primary milestones for Site conservation over the next 5-10 years?





## Master Conservation Planning

### Tourism Management and Promotion

Balanced tourism strategy involves enhancing the quality of the historic environment while enhancing the quality of the visitor experience. Balancing the economic and employment benefits of tourism with potential adverse impact on the Site and local community is critical, as well as Master Conservation Plan key objectives- restoration and preservation of the Site- with tourism and traffic management to reduce the negative impacts of non-sustainable commercial and environmental activities.

### Key Questions

- How many visitors currently come to the Site and region each year?
- What are the estimated tourism revenues and taxes for the country and region from the site?
- Which other natural or archaeological sites are there nearby? How are they related?
- What are the current major tour, hotel and transport operators to the Site?
- What are the primary transportation routes and cities linked to the Site?
- What other experiences and places to visit are available to disperse visitor concentration at the Site?
- How can the Site collaborate and complement, rather than compete with, other attractions in the region?
- How is the flow of pedestrian and vehicular managed at the Site?
- Does the Site provide visitor facilities and amenities including pedestrian lighting, trash containers, drinking water fountains, sanitary facilities, handicap accessibility, etc.
- What types of users of the Site exist? How many in which seasons?
- What is the mix between local visitors from the community, national visitors, international tourists, Site vs. museum visitors, residents, religious visitors, and recreational users?
- How can local citizens enjoy the civic amenities and facilities of the Site?
- What current economic, religious and cultural uses does the site provide for local citizens?
- Festivals and Site Uses - which festivals can be promoted at the Site throughout the year?





## Master Conservation Planning

### Sustainable Tourism Guidelines

*Based on ICOMOS recommendations*

- Identify non-sustaining tourism activities and reducing their impact including over-crowding, vehicular congestion, wear and tear around key monuments and inappropriate visitor-related development in sensitive Core Area locations.
- Approaches to the Core Areas of the Site should be specially planned areas and be integral to the visitor experience.
- Signage should be sensitively designed and located to avoid creating clutter in the landscape. Fencing should be removed in the Core Area.
- Access routes and links between monuments should, whenever possible, closely follow traditional or ceremonial routes whilst avoiding sensitive archaeological features.
- Motorized wheeled traffic for visitors should not be permitted within the core area, except for emergency access and support of the on-site local living community.
- High quality Visitor Center outside the sensitive Core Area of the Site should be supported by a network of pathways and access points to related places beyond the Core Area.
- Visitor facilities of an appropriate scale and quality should be available for reception/information/orientation, potentially in neighboring communities, which are clear of significant archaeology, limited impact and is outside the boundaries of the Core Area.
- An imaginative 'visitor experience' should be presented for in-depth interpretation of the Site and cultural, natural and man-built landscapes.
- Design of new buildings, sites and transport systems should minimize the potentially harmful visual effects of tourism. The intrusion of man-made structures should be avoided which encroach on the Core Area, whenever possible. Location of parking for cars and buses, as well as toilet and commercial other visitor facilities should be outside the Core Area.
- Interpretation should assist and invite visitors to respect and understand the local way of life, culture and history.





## Master Conservation Planning

### Community Involvement

Conservation must have the support of the general population and provide immediate economic incentives and benefits for the people of the region through sustainable tourism and infrastructure activities. Conservationists should emphasize the direct benefits to the surrounding community from tourism revenues and employment opportunities, including increasing overnight stays, duration of visits and spending on accommodation, restaurants, shops and amenities in the local area. All parties should work together to provide conservation friendly income generation and work opportunities, social and economic development.

Retention and re-investment of admission fees, bed taxes, and other new incremental tourist-related revenues (sales taxes on retail, food concessions, etc.) within and around the Site for conservation and support of local festivals and other tourism generating activities. Revenues generated by visitors should directly be reinvested in conservation activities on the Site itself.

Potential economic benefits are maximized with increased visitors, improvement of visitor profile to higher-income visitors, improvement of average time spent at the Site and spreading of benefits to a wider area in outlying communities. Living Sites need to support the needs of people living and working in or around the Site, and ensuring the needs of key stakeholders are fully reflected in the conservation and enhancement of the Site's archaeological value.

### Community Involvement

#### *Illustrative Example*

#### Key Questions

- How can existing local settlements and new linkages to and from these areas be promoted to visitors in the Site?
- What kinds of agreements can be reached with local farmers, herdsman and gardeners to care for the Site and outlying areas?
- Which parties own the land and rights of use adjacent and on the periphery of the Site? How can they be incorporated into the larger plan?
- What education and outreach programs for generating public support and education of local communities can be developed to encourage community involvement in preserving the Site?
- How can a system of coops and micro-loans to local communities help encourage buy-in and economic improvements in the surrounding area?

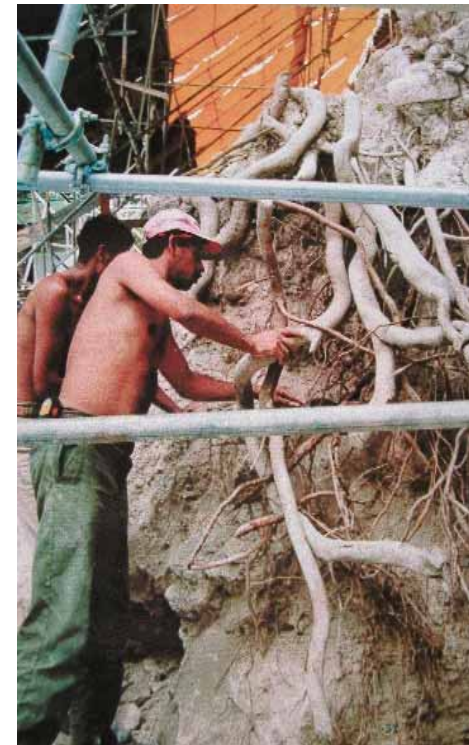


## Master Conservation Planning

### Site Security and Maintenance

#### Key Questions

- What protection exists against looters and vandalism on the Site? What legislation exists to protect the Site?
- What steps are being taken to prevent looting, vandalism and improve Site security?
- What Site security and controls, policing and wardens are available and planned?
- What new fencing and barriers need to be put into place?
- Which resources and personnel are available for maintenance of the Site?
- Utilities- are their ways to improve water collection, piping and electrical lines distributed throughout the Site and reduce exposed infrastructure such as power lines and poles?
- Are service areas for storage, trucks, and machinery outside view of the public?
- Roadways- how can traffic flows for vehicles and pedestrians be improved throughout the Site?
- Which suppliers of landscaping materials are available for the Site- trees and shrubs, native groundcover, flowering and perennial plants?
- Is there a multi-disciplined Teaching Center for skill development of the local population and site workers for monument protection, stabilization and maintenance?
- Artifact Storage and Security- what special storage and museum facilities are available for special finds and other valuables in a high security, high supervision area?





## Master Conservation Planning

### Museum and Site Interpretation

- What museum, interpretive centers and signage, directional and itinerary signage is currently available and planned for the Site?
- Thematic Context- how is the Site to be presented to the public showing various civilizations, work and living spaces and museum and interpretation centers?
- What museums and interpretive resources are available for the Site?
- What research, artifact storage and other scientific facilities are planned for the Site?
- Repatriation and long-term protection of important cultural heritage artifacts on-site for interpretation in context to the Site itself.
- Do cultural repatriation and protection agreements exist between the country and other countries where illegal trade in stolen artifacts are taking place?



### Description of Terms

**Preservation** maintains the site essentially as found, except for changes required to keep the site from further deterioration.

**Rehabilitation** adds new uses or modern requirements for current uses, but maintains as much of the historic as possible in the condition it was found.

**Restoration** brings the site backwards in time to a period deemed significant in the history of the site.

**Reconstruction** involves recreating a historic site that has disappeared.



## Master Conservation Planning

### Budget and Financing

Current Funding Sources

Budget- Five-Year Pro-Forma

Expenses and Income

Stakeholder Approvals

- Presidential
- Culture Ministry
- Tourism Ministry
- Public Works/ City Planning
- City(s)/Region/State/National
- Community

### List of Figures

Site and Area Survey Map

Core Protection Areas

Regional Landscape

Land Ownership

Management Zones

Public Transportation

Existing Land Use and Preserve Access

Analysis of Existing Views and Activities

Core Areas versus Outlying Areas

Satellite Photographes (IKONOS)

Illustrations- Reconstruction

Arial Photographs

Major Archaeological Monuments

Museum and Interpretive Facilities

### Team Composition

Leadership

Scientific and Archaeology

Architects and Planners

Site Management Committee

Consultants

Management and Planning Process

References

Bibliography

Excerpts from Prior Studies

Press Articles





# Global Heritage Fund

## Contact Information

For more information on GHF conservation of endangered archaeological and ancient heritage sites in developing countries- GHF Projects, see our website under Where We Work at:

[www.globalheritagefund.org](http://www.globalheritagefund.org)

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### About Global Heritage Fund

Global Heritage Fund is a non-profit, international conservancy founded to preserve and protect humankind's most important archaeological and cultural heritage sites in developing countries. Our timely investments, global network of experts, and advanced *Preservation by Design* methodology work together to create a 'cycle of success' for Global Heritage sites which have high potential for sustainable preservation, tourism and economic development.

Global Heritage sites in developing countries offer one of the most compelling foundations for national and regional economic growth. Angkor Wat, for example, now generates over 30% of Cambodia's GNP through tourism revenues. GHF has current projects this year in ten (10) Global Heritage sites for planning, conservation, science, community development and training, and partnerships. Our goal is to invest \$30-40 million over the next ten years into 40 Global Heritage sites threatened by neglect, destruction, mass tourism, and urban sprawl.





GHF Master Conservation Plan - Hampi UNESCO World Heritage (example)

**DILAPIDATION OF SHIKHARA & OBLITERATION OF FINE DETAILS DUE TO EROSION OF FINISHING PLASTER**

**DEFLECTION OF ORIGINAL BUILDING LINE DUE TO SETTLEMENT ON ACCOUNT OF UNSTABLE SOIL CONDITIONS**

**PROFUSION OF VEGETATION ON TERRACE & DEFFRIGATION OF LIMF CONCRETE CAUSING WATER INGRESS**

**VEGETATION GROWTH CAUSING WIDENING OF JOINTS AT PARAPET LVL & DISLODGEEMENT OF STONE**



**PENETRATION OF VEGETATION INTO STONE MASONRY JOINTS**

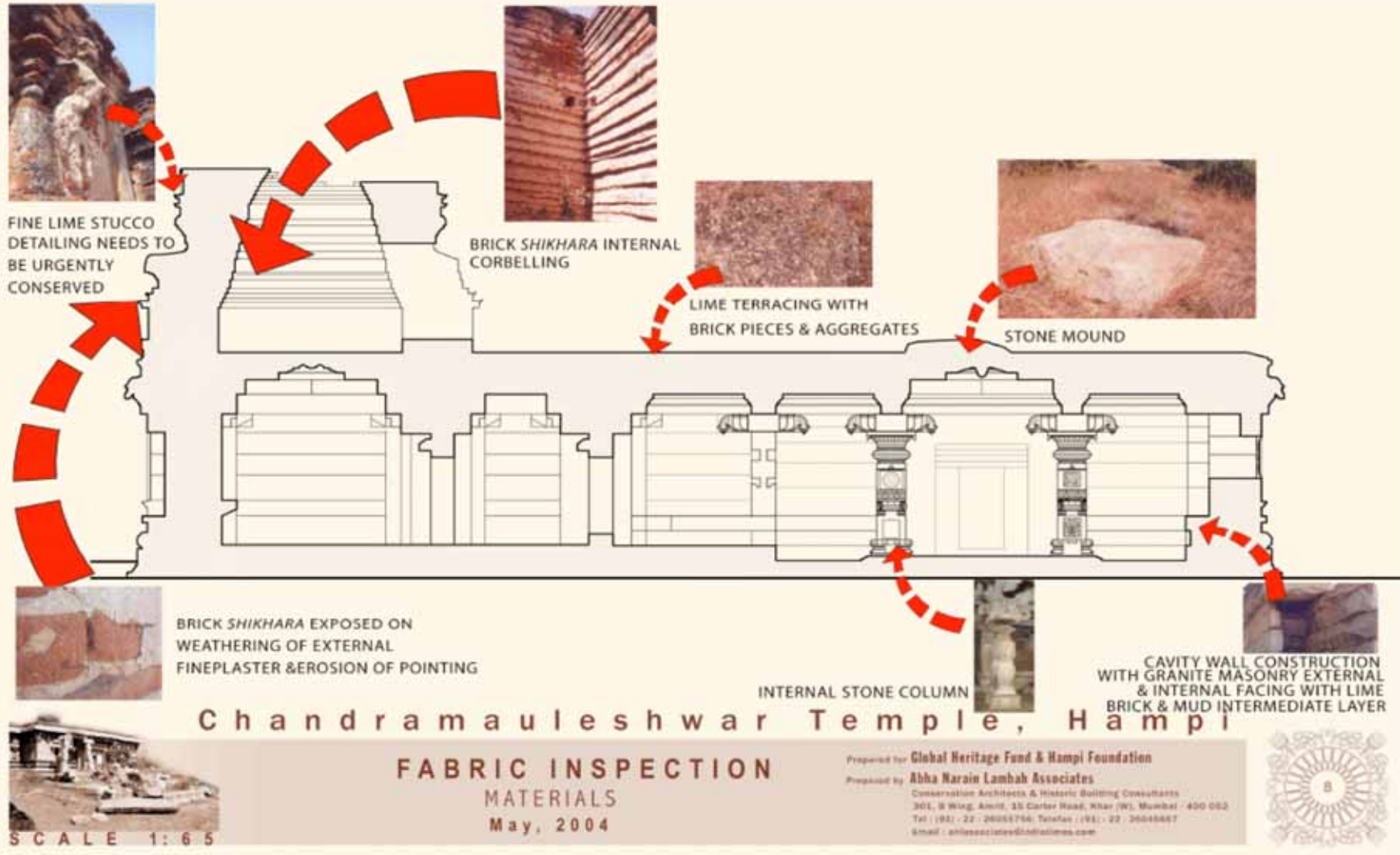
**WIDENING OF JOINTS DUE TO LEANING OF DOORWAY JAMBS**

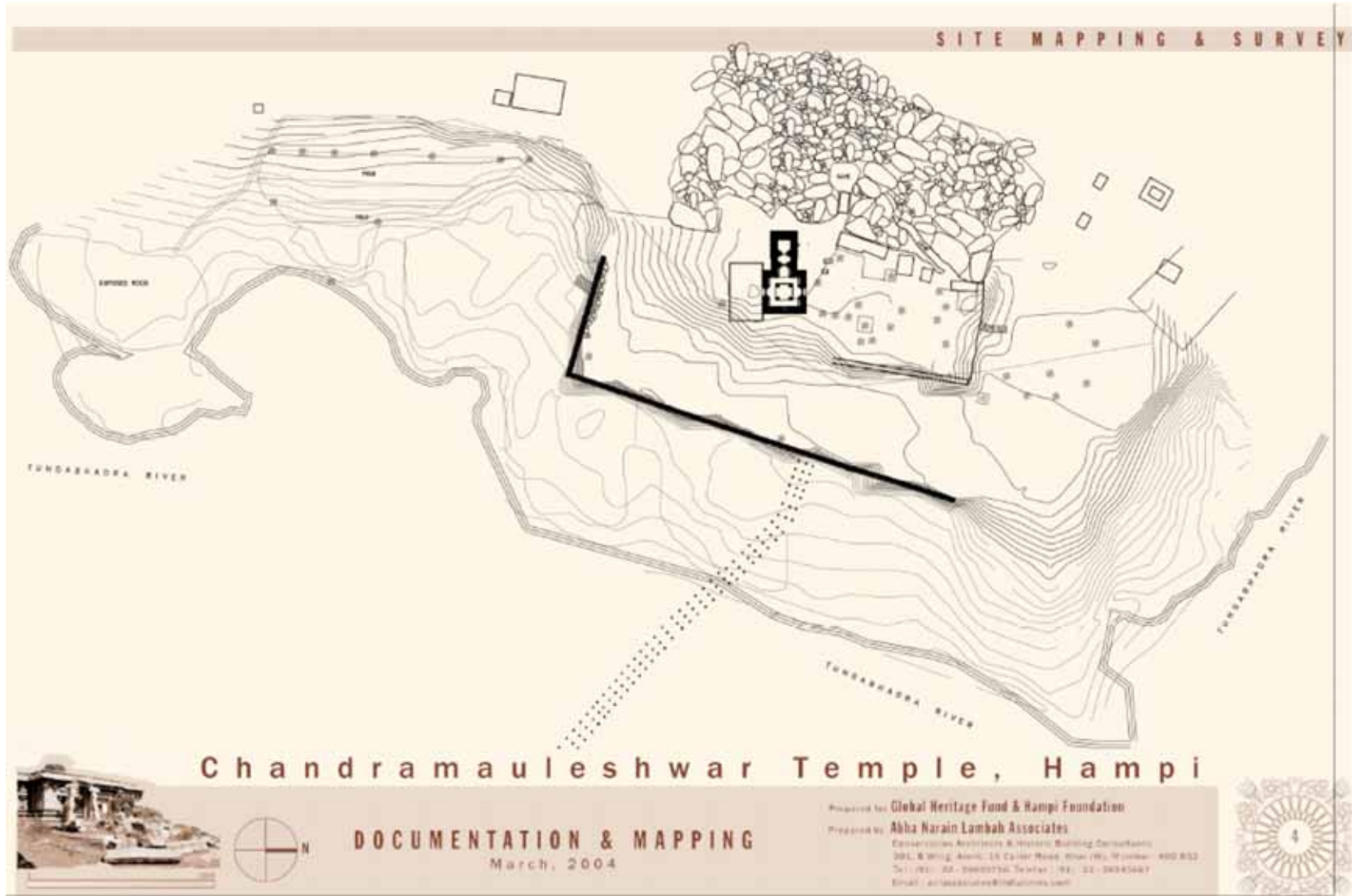
**Chandramauleswar Temple, Hampi**  
**FABRIC INSPECTION**

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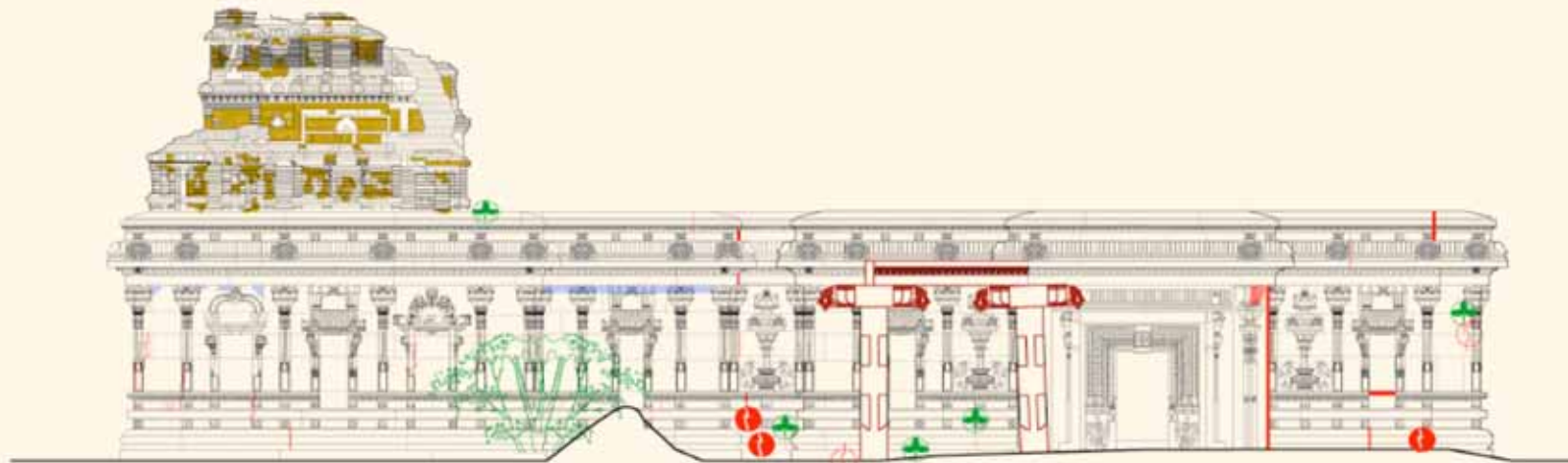
May, 2004











	missing or broken elements
	seepage stains
	major tree growth
	vegetational growth
	minor cracks
	major cracks
	separation cracks
	bat stains
	stress joint



# Chandramauleshwar Temple, Hampi

**FABRIC INSPECTION**  
SOUTH ELEVATION  
May, 2004

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evidence of foundations of old stone bridge on the river bed



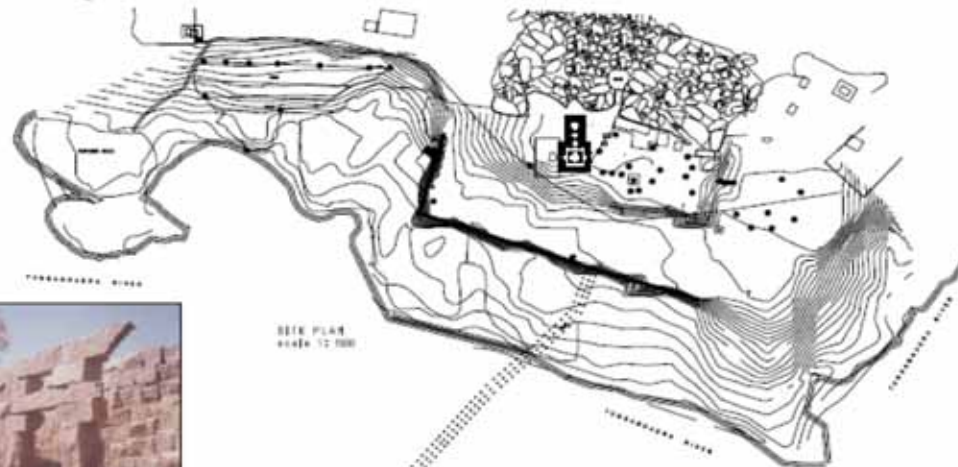
remains of old stone bridge from the vittala temple side



remains of old stone bridge across the tungabhadra



remains of old stone bridge from chandramauleshwar temple side



remnants of bridge abutting the embankment wall



extant monolithic granite pylons of the ancient bridge



monolithic granite pylons of the bridge abutting the embankment of the chandramauleshwar temple



remains of bridge towards vittala temple(left) and anegundi(right) from chandramauleshwar temple



view of bridge from embankment of chandramauleshwar temple

**CHANDRAMAULESHWAR TEMPLE, HAMPI**

**bridge**