

乔治城宣言

2024年3月5日 马来西亚 檳城乔治城

前言

我们作为“我们是遗产地管理者”国际论坛（2024年3月1日至5日在马来西亚乔治城举行）来自37个国家的参会者，感谢槟州政府、乔治城世界遗产管理机构和乔治城历史城市的社区组织本次论坛。参会者表示：本届论坛备受期待，作为一个开诚布公、激励行动的平台，讨论和强调了遗产地管理者在1972年《保护世界文化和自然遗产公约》背景下面临的机遇和挑战。遗产地管理者满怀激情地工作，使世界遗产在为当代和后世树立保存、保护和守护世界杰出遗产地的最佳实践上发挥引领作用。遗产地管理者是国际和地方之间的关键纽带：他们在世界遗产地工作，并为世界遗产奔走呼号。

他们脚踏实地的工作，履行缔约国保存、保护和传承遗产的承诺，并确保遗产有助于当地社区的可持续发展。**认识到**遗产地管理者在履行复杂而重要的日常职责时（包括应对和减轻世界遗产地日益严峻的威胁）每天都面临着挑战，且其工作往往因实际的管理和治理体系以及各地的地理环境千差万别，因此**必须即刻应对遗产地管理者的挑战和机遇，以及让遗产地管理者有效履职的问题**。注意到遗产地管理者往往在不直接参与世界遗产系统决策过程的环境中工作，资源匮乏，机会有限，遗产地管理者的声音无人理会，缺失和/或缺乏让遗产地管理者有效工作的机制。因此，我们呼吁即刻采取行动，解决关于全球各地世界遗产的管理者的职责和有效履职的问题。我们**邀请**所有缔约国、联合国教科文组织的世界遗产中心及其咨询机构、二类中心和教席，以及国际、国家和地方的组织、社区和利益相关方支持这一共同愿景、战略定位，并通过《乔治城宣言》正式承认遗产地管理者在世界遗产系统中有效实施1972年《世界遗产公约》上的作用和职能。

行动倡议

(1) **正式承认**遗产地管理者的使命、作用和职能，以及正式参与国际、国家和地方层面世界遗产系统的决策过程的身份，尤其应在各种活动和项目中专门为“遗产地管理者”建立一个身份类型。让遗产地管理者直接参与世界遗产委员会的正式决策过程，能使其更好地了解世界遗产保护的状况，并通过直接了解委员会的决策，从其他遗产地学习宝贵经验，以及在委员会会议期间展开讨论和辩论得到提升。

(2) **建议**将遗产地管理者作为遗产管理体制建设的重要一方（甚至在列入《世界遗产名录》之前）并在此过程中正式设立可在当地环境和申遗框架下有效运作的遗产地管理者的办公室/实体/机关。这一遗产地管理机制应清晰准确，并具备长期、持续和可持續的资源（如充足的时间、运行的财政支持、政治意愿、国际和地方层面衔接的法律框架、专业认可、参与决策的身份、充足的人力资源），以提高遗产地管理者的效力和效率。

(3) **提请**在国家层面实施1972年《世界遗产公约》的过程中，通过透明、依据充分和负责任的决策过程，尽早以包容和有意义的方式与所有相关行动方沟通，寻求、考虑和回应遗产地管理者的声音和关切。遗产地管理者在当地知识和技术方面拥有广泛且专业的积累，并常常与当地社区保持密切的联系，包括对保护遗产的突出普遍价值、完整性和真实性以及更大环境的指标的监测。在适当条件下，遗产地管理者可以提供独立的见解，将长期利益置于短期收益之上，并为监测工作、

能力建设、政策评估、制定管理导则或战略，以及建立法律框架增加重要价值。

(4) **推动深入能力建设**，使遗产地管理者及其团队和其他同行能够作为专业人员长期有效地发挥作用。其中包括促进世界遗产地的管理者在行政、项目管理、政策制定、洽商、有效沟通、财务和预算编制、项目执行等方面全面有效工作的技能和能力。

(5) 邀请各界支持建立本届大会提议成立的世界遗产地管理者全球网络，作为世界各地遗产地管理者的共同平台。这一网络旨在维护一个透明、包容和持续更新的世界遗产地管理者群体，鼓励同行对话与合作，分享相关信息，充分发挥科学技术的作用，在遗产地层面寻找务实的解决方案，促进遗产地的可持续发展，并支持世界遗产委员会通过的决议，包括实施定期报告的行动计划和其他活动。首届世界遗产地管理者工作组的组建将与资深的遗产地管理者和成熟的遗产地管理者网络磋商，推动自下而上的领导过程，并探索健全网络的各方面机会。

我们承认，这些意见是在历届世界遗产管理者论坛(2017年克拉科夫、2018年麦纳麦、2019年巴库、2021年福州/线上和2023年利雅得)和其他“世界遗产领导力”活动中逐步形成的。在此对这上述活动的参与者的贡献表示感谢。

《乔治城宣言》(征求意见稿)的最终版本由“我们是遗产地管理者”国际论坛的报告员整理。有关《宣言》的更多信息，[请联系secretariat@gtwhi.com.my](mailto:secretariat@gtwhi.com.my)

中文版由中国古迹遗址保护协会文化遗产管理研究专委会翻译，协会审订。征集意见进行中，可联系中国古迹遗址保护协会(icomoschina@icomoschina.org.cn)及专委会。

GEORGE TOWN DECLARATION

5 March 2024

George Town, Penang, Malaysia

PREAMBLE

We, the participants of the “We Are Site Managers International Symposium” (held from 1-5 March 2024, George Town, Malaysia) from 37 countries, express our gratitude to the Penang State Government, George Town World Heritage Incorporated and the communities of George Town Historic City for organizing the Symposium. Participants expressed that the Symposium was very welcome, providing a transparent and stimulating platform to discuss and highlight opportunities and challenges faced by Site Managers in the context of the 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage.

Site Managers work with passion, and it is through them that World Heritage can show leadership in defining what best practice looks like in conserving, protecting, and safeguarding the world’s outstanding places for the present and future generations. Site Managers are the fundamental link between the international and local: they are the ones who work at World Heritage and advocate for World Heritage. They work on the ground, implementing the State Party’s commitment to the protection, conservation, and transmission of heritage, as well as ensuring that heritage contributes to the sustainable development of the local community.

ACKNOWLEDGING that Site Managers face daily challenges in executing their complex yet essential day-to-day responsibilities, including managing and mitigating increasing threats at World Heritage Properties, it is important and urgent to address the challenges and opportunities of the role and the effective functioning of Site Manager, which differs greatly with the applicable management and governance systems, as well as the local geo-context.

NOTING that Site Managers often operate in environments where they are not involved directly in the decision-making processes of the World Heritage system, resources are scarce, opportunities are limited, Site Managers' voices are not heard, and appropriate mechanisms for Site Managers to function efficiently are absent and/or lacking. Therefore, we call for urgent action to address the role and effective functioning of Site Managers at World Heritage Properties across the World.

We **INVITE** all State Parties, the World Heritage Centre, the Advisory Bodies, the Category II Centres, UNESCO Chairs, international, national, and local organizations, communities and stakeholders, to support the shared vision, strategic positioning, and formally recognise the Site Managers’ role and function in the World Heritage system

for the effective implementation of the 1972 World Heritage Convention by adopting the George Town Declaration.

ACTIONS

- (1) **FORMALLY RECOGNISE** the Site Manager's mandates, roles, and functions, as well as their formal involvement in the decision-making process of the World Heritage system at international, national and local levels. In particular, there is a necessity to establish a registration category specifically for 'Site Managers' during various activities and projects. Enabling the direct participation of Site Managers in the formal decision-making process of the World Heritage Committee will allow transparent information sharing on the state of conservation of World Heritage properties, and support Site Managers to benefit from first-hand exposure to the Committee's decision-making, learn valuable lessons from other sites, as well as the discussions and debates that take place during these Committee sessions.
- (2) **RECOMMEND** that the Site Manager is an important party to the development of the site management system even before the inscription. Therefore, it is highly recommended for the formal establishment of a Site Manager office/entity/authority during the nomination process, that can function effectively within the local context and frameworks. Such establishments should include clearly articulated site management mechanisms with long-term, continuous and sustainable resources (such as sufficient time, financial support for operation, political will, synchronized legal framework at international and local levels, professional recognition, inclusion in decision-making, and sufficient human resources), to enhance the effectiveness and efficiency of a Site Manager for the World Heritage property.
- (3) **REQUEST** that voices and concerns of Site Managers be sought, considered and addressed, through a transparent, informed, and responsible decision-making process, facilitated by early, inclusive and meaningful communication with all the relevant actors in the implementation of the 1972 World Heritage Convention at both national and international levels. Site Managers possess extensive expertise in local knowledge, know-how, and often maintain strong connections with the local community, including facilitating monitoring of conservation indicators to retain the Outstanding Universal Values, integrity and authenticity of properties and in its wider setting. Given opportunities, Site Managers can provide independent insights that prioritize long-term interests over short-term gains, thereby adding significant value for any monitoring exercise, capacity building, policy evaluation, development of management guidelines or strategies, or establishment of legal frameworks.

- (4) **FACILITATE FURTHER CAPACITY BUILDING** of Site Managers, their teams and other colleagues for them to function efficiently in the long term as professionals, and this should include skills and competence areas that facilitate the overall effective functioning of the Site Managers at World Heritage properties in administration, project management, policy-making, negotiation, effective communication, financial and budget preparation, project execution, and more.
- (5) **INVITE SUPPORT** for the establishment of a World Heritage Site Managers Global Network recommended by the Symposium to serve as a global collective platform for Site Managers across the world. This Network aims to maintain a transparent, inclusive and updated list of Site Managers of World Heritage properties, thus encouraging **PEER-TO-PEER** dialogue and collaboration, sharing relevant information, maximizing science and technology, finding pragmatic solutions at the site level, promoting sustainable development of heritage sites, and supporting the World Heritage Committee in their adopted decision, including the implementation of Periodic Report, Action Plans and other activities. Established site managers and site managers' networks will be consulted on the formation of the inaugural World Heritage Site Managers' Working Group, to promote bottom-up leadership processes and explore opportunities for formalizing the Network. Site managers on the tentative list will also be invited to the network.

We **ACKNOWLEDGE** that these discussions started in the context of the World Heritage Site Managers' Forums (Kraków, 2017, Manama 2018, Baku 2019, Fuzhou/online 2021, and Riyadh 2023) and other World Heritage Leadership activities, and thank the participants of those events for their contributions.

This final version of the George Town Declaration (in English) has been edited by the rapporteurs of the We Are Site Managers International Symposium. Translated version of the Declaration will be available in the local language to mobilize collective support. For more information on this Declaration, please contact secretariat@gtwhi.com.my.