

乔治市宣言

2024年3月5日
马来西亚檳城乔治市

前言

我们，来自37个国家的“我们是遗产地管理者国际研讨会”（于2024年3月1日至5日马来西亚檳城乔治市举行）与会者，向主办此次研讨会的檳城州政府、乔治市世界遗产机构以及乔治市历史城区的社群团体致以谢意。与会者们表示：此次研讨会备受欢迎，因其提供一个开诚布公且具启发性的平台以探讨和强调遗产地管理者们在1972年《保护世界文化和自然遗产公约》的背景下所面临的机遇和挑战。

遗产地管理者满怀热诚地履行职务，且正是透过他们，使得世界遗产在定义何谓为当代和后世保存、保护和守护世界杰出地点的最佳实践上展现领导作用。遗产地管理者们是国际和在地之间的关键连结：他们在世界遗产地工作，并为世遗倡议。他们务实地工作，执行缔约国就保护、保存和传承文遗的承诺，同时确保文化遗产为在地社群的可持续发展作出贡献。

认可遗产地管理者在履行其繁复但必要的日常职责，包括管理和缓解世界遗产地与日俱增的威胁时，面对日复一日的挑战，当务之急是要应对该角色的挑战与机遇，以及在适用的管理方式、治理系统以及地理环境脉络而存在显著差异的环境下有效发挥遗产地管理者的职能。

注意到遗产地管理者往往在一个无法直接参与世界遗产体系决策过程的环境中履行职务，资源匮乏、机会有限、遗产地管理者的声音未被聆听，且缺乏促使管理者有效发挥职能的适当机制。因此，我们呼吁立即行动，处理全球各地世界遗产地管理者的角色和有效履职的问题。

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、国际、国家和地方组织、社群团体以及利害关系人，透过采纳《乔治市宣言》，支持共同愿景、战略定位，并正式承认遗产地管理者在世界遗产体系中有效实施1972年《保护世界文化和自然遗产公约》的角色和职能。

行动倡议

- (1) 正式承认遗产地管理者的使命、角色和职能，以及正式参与国际、国家和地方各层面就世界遗产体系决策过程中的身份，尤其应当在各类活动项目中设置“遗产地管理者”的专属类别，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将促成世界遗产保护相关资讯分享的透明化，支持遗产地管理者经由直接接触决策过程而从中获益，从其他世遗地及委员会会议期间的讨论和辩论中学习宝贵的经验。

- (2) 建议将遗产地管理者作为发展遗产管理体系,乃至在入遗前的重要一方。因此,强烈建议在提名过程中正式建立一个能够在当地脉络及框架下有效运作的遗产地管理者办公室/实体/机构。这样的设立应包括明确定义的遗产地管理机制,辅以长期、持续和可持续发展的资源(如充足的时间、运营的财政支持、政治意愿、国际与地方相容法律框架、专业认可、决策参与和充足的人力资源),以加强世遗管理者效力和效率。
- (3) 要求通过透明、知情和负责任的决策过程,并在与在国家和国际层面实施1972年《保护世界文化和自然遗产公约》所有相关行为者的早期、包容和有意义的沟通中,寻求、考虑和应对遗产地管理者的想法和担忧。遗产地管理者掌握广泛且深入在地知识诀窍、并且往往与当地社群保持密切联系,包括促进对世界遗产地及其周边更广大环境的保护指标的监测以维持普世价值,以及世遗的完整性与真实性。在允许的条件下,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,并为任何监测活动、能力建设、政策评估、管理指南或战略制定,以及法律框架建制上增添显著的价值。
- (4) 进一步促进遗产地管理者、其团队及其他同僚的能力建设,使他们能够长期作为专业人士有效地发挥作用。这应包涵能够促进遗产地管理者在世界遗产地的整体有效运作的技能和能力领域,如行政、项目管理、政策制定、协商、有效沟通、财务和预算编列、项目执行等方面。
- (5) 邀请支持建立由本次研讨会举荐的“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全球性集体平台。此网络旨在维护一个透明、包容且持续更新的世界遗产地管理者名单,从而鼓励同侪间的对话和合作、分享相关信息、充分应用科学和技术、在遗产地层面寻求务实的解决方案、推动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、行动计划等其他活动。在创建首届遗产地管理者工作小组的过程中,将咨询现有的遗产地管理者以及遗产地管理者网络,以推动由下而上的领导过程并探索建设此网络的各种机会。(世遗)预备名单中的遗产地管理者也将受邀加入该网络。

我们承认,这些讨论是在历届世界遗产地管理者论坛(2017年克拉科夫、2018年麦纳玛、2019年巴库、2021年福州/线上,以及2023年利雅得)与其他世界遗产领导力项目相关活动中逐步成型,并对上述活动参与者的贡献表示感谢。

乔治市宣言(英语版)的最终版本已经过“我们是遗产地管理者国际研讨会”报告员的编辑。此宣言的在地语言翻译版本将被提供以动员集体支持。馬來西亞中文版由乔治市世界遗产机构翻译。此宣言以英语版本为准。欲知更多有关此宣言的详情,请联系 secretariat@gtwhi.com.my。

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@qtwhi.com.my.