

**10th OWHC Southern Europe and the Mediterranean Regional Conference
Cordoba (Spain), 17 November 2010**

MINUTES

In the city of Cordoba (Spain), at 09:30 hours on the 17th November 2010, the following persons, who represent the World Heritage Cities of Southern Europe and the Mediterranean integrated in the OWHC, meet in *Salón de los Mosaicos* in the *Alcázar de los Reyes Cristianos*:

IN ATTENDANCE:

Andrés OCAÑA Mayor of Cordoba (Spain), the headquarters of the Regional Secretariat
Jesús DIONISIO, Mayor of Aranjuez (Madrid-Spain)
Leocadio MARIN, Mayor of Baeza (Jaén-Spain)
Marcelino SÁNCHEZ, Mayor of Úbeda (Jaén-Spain)
Pedro ARAHUETES, Mayor of Segovia (Spain)
Rosa CANDELARIO, Councillor, Cordoba (Spain)
José Joaquín CUADRA, Councillor, Cordoba (Spain)
Raquel PINHEIRO, Councillor, Angra do Heroísmo (Portugal)
Chantal ERNOULT, Councillor, Le Havre (France)
Filomena ARAUJO, Councillor, Évora (Portugal)
Claudia SOUSA, Councillor, Évora (Portugal)
Alexandra GESTA, Councillor, Guimaraës (Portugal)
Rafael GAMERO, Advisor to the Cordoba City Council (Spain)
Luciano SÁNCHEZ, Sec. Gral. Fundación Aranjuez Paisaje Cultural. Aranjuez (Spain)
María DEL POZO, Technical expert, Aranjuez (Spain)
Bruno DELAS, Director of Historic Site Mission, Lyon (France)
Flore SCHEURER, Technical expert, Bordeaux (France)
Anne Laure MONIOT, Technical expert, Bordeaux (France)
Chantal ERNOULT, Technical expert, Le Havre (France)
Senada DEMIROVIC, Technical expert, Mostar (Bosnia-Herzegovina)
Miguel VALLE, Manager of Fundación Albaycín, Granada (Spain)
Carlos MAS, Technical expert, Fundación Albaycín, Granada (Spain)
Francisco José RAMIRO, Technical expert, Úbeda (Spain)
Kyriacos-Panteleimon MAGOS, Technical expert, Rhodes (Greece)
Paula SANTOS, Technical expert, Évora (Portugal)
Rosalina GURREA, Technical expert, Eivissa (Spain)
Milena HERRERA García, Technical expert, Eivissa (Spain)
Nuno DOMINGOS, Technical expert, Évora (Portugal)
Emilia DANTAS, Technical expert, Guimaraës (Portugal)
Rosa AZEVEDO, Technical expert, Angra do Heroísmo (Portugal)
Ana Xavier CIFUENTES, International Relations Bureau Coordinator, Sintra (Portugal)
Serge VIAU, Assistant Managing Director, Quebec City Council (Canada)
Rafael PÉREZ DE LA CONCHA, OWHC Regional Coordinator for Southern Europe and the Mediterranean
Denis RICARD, Secretary General of the OWHC
Lee MINAIDIS, Assistant Secretary General of the OWHC
Kerstin MANZ, OWHC advisor

The following guests also attended:

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Françoise DESCAMPS, Getty Institute
Alicia CASTILLO, Universidad Complutense de Madrid (Spain)
M^a Ángeles QUEROL, Universidad Complutense de Madrid (Spain)

The Mayor of Cordoba, Mr Andrés Ocaña, who acts as the chairman of the meeting, welcomes all those in attendance to the city. He refers to the fact that Cordoba has two World Heritage Sites, the Mosque, declared so in 1984, and the Historic Centre in 1994, and that it aspires to two more, as applications are in progress for Medina Azahara and the city's "Patios", as Immaterial Heritage.

After this greeting, he introduces the members of the head table and hands over to the Secretary General.

The **Secretary General of the OWHC, Denis Ricard**, says that it is always a pleasure to be in Cordoba, that it is his 6th or 7th visit and that it has always been a pleasure to visit this marvellous city. The OWHC is an organisation with headquarters in Quebec, Canada. It exists thanks to the support of a series of people and institutions worldwide. The objective is to create a world network with the support of many World Heritage cities. Recently, we have been giving special thought to the future of the OWHC and our programmes, following the initiative of the Mayor of Aranjuez, who suggested it at the recent Board of Directors meeting in Warsaw. This adds to the evidence that this region has always shown world leadership. In November, we will be holding the 11th World Congress in Sintra. Indeed, four World Congresses have been held in the region to date.

Since the OWHC was established in 1993, 2 of its presidents have come from this region. You should be proud of the region and the excellent work of the Regional Secretary and Regional Coordinator, Rafael Pérez de la Concha. He is grateful for the city of Cordoba's ongoing support for the Regional Secretariat through its mayors, ensuring that Cordoba has worldwide impact. I hope that this will be a great congress.

The Mayor of Cordoba declares this 10th Conference open and gives way to the press conference.

Report by Regional Coordinator, Rafael Pérez de la Concha Camacho

The **Regional Coordinator** presents his report on the Regional Secretariat covering the period since the last Regional Conference held in Quito in September 2009.

In relation to the Archaeology and Heritage project, he asks **Doctor Alicia Castillo, from Universidad Complutense de Madrid**, to present the project, which she has coordinated together with Professor M^a Ángeles Querol. The primary objective was to improve the social mechanisms that bring archaeology closer to the people. Their cities are living sites and cannot be understood without a historic context based on archaeology. The project's strategy consists of making a first approach to our archaeology. A questionnaire was edited and agreed upon and then completed and, finally, a brochure was published. Sixteen cities participated and we have considered contacting other Regional Secretariats about the initiative. There are great

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differences between some cities and others. Thanks to the project, all the participants now have the common archaeology brochure. There is a clear disassociation between World Heritage status and archaeological heritage, which is not sufficiently perceived and is not being used to the full. This is a long-term objective and the speaker hopes that the project is benefiting the Regional Secretariat.

The Regional Coordinator ends by saying that this Regional Secretariat is leading all the others, and represents a fundamental pillar for the OWHC. He then invites all present to take a coffee break.

10:45 h. Coffee is served in the *Patio Mudéjar*.

11:15 h. Second work session

Speaker: Mr Jesús Dionisio, Mayor of Aranjuez and member of the OWHC Board of Directors

He thanks the Cordoba City Council and also acknowledges the hard work of the Regional Coordinator. He reminds the audience of the initiative of the Aranjuez Town Council, in agreement with the mayors of some other Spanish cities and the Regional Secretariat, which was taken to the OWHC Board of Directors to request that more specific weight be given to the organisation's Regional Secretariats. He says that the OWHC has come a long way and should now reconsider the importance and function of the Regional Secretariats. He mentions that the OWHC is now economically stable and experienced and has a good financial base (superavit). He says that there is a need for a debate about the future role of the Regional Secretariats, which provide the OWHC with territorial dimension and strength.

He expressed his fear that organisations lose contact and direct association with the people, who ultimately support them. Since he has been linked to the OWHC he has felt that the Regional Secretariats do not have a clear role established in the organisation. In this respect, at the Board of Directors meeting in Warsaw, he presented a proposal to open a debate about this, to be approved at the next General Assembly.

His approach is two-fold. It first consists of demanding greater decision-making faculties for the Regional Secretariats in the OWHC's governing bodies. He thus suggested a new structure for the Board of Directors, with, for instance, 7 members with one from each Regional Secretariat, plus another 2-3 mayors elected to the Board, in order to guarantee the universality of its representatives and ensure that the Regional Secretariats are part of the organisation's decision-making body. He believes that this Regional Secretariat will be represented whatever method is used, because it is strong, but he is thinking of the organisation's future from the perspective of other Regional Secretariats that are not as strong. This system would ensure that they would be represented on the Board of Directors.

He acknowledges that it is a complex proposal that requires much consideration and debate, as it would involve a change in the by-laws. The Board undertook to take the debate to each RS.

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On the other hand, as the financial situation is good, he also requested more funding for the Regional Secretariats than the budgeted 15%. This could consist of increasing that percentage, which is managed by the secretariats themselves. Alternatively, the General Secretariat could undertake to specifically allocate the increase to the Regional Secretariats, being managed by the GS and used to pay the costs of technical meetings involved in their projects.

He ended by summarising that all the Regional Secretariats should have more specific weight in the organisation. In such a large organisation, the RS are closer to the people through their mayors and council chairpersons, and this is the only way in which the organisation's objectives can be fulfilled.

Speaker: Denis Ricard, Secretary General of the OWHC

He begins by congratulating the Regional Coordinator for his work in the Regional Secretariat for so many years. He says that his intervention will be divided into two parts, one congratulating the Regional Coordinator for his magnificent work and the other for the words of the Mayor of Aranjuez. But he first wants to mention some OWHC projects.

He informs about the *Jean Paul L'Allier Award*, which was won by the city of Warsaw in 2009 for a lighting project, and reminds the audience that there will be a new award in Sintra in 2011, encouraging councils to present projects. He emphasises the need to update contact information to make sure that communications reach their respective councils.

He also informs about the "*My city, our World Heritage*" video production contest that the OWHC has organised, encouraging its dissemination in different cities. There are two age-group categories, 14-16 and 17-21. The winner of the 17-21 category will win 500 dollars and be invited to visit Sintra, as well as increasing his or her city's visibility in the OWHC.

He also informs that up-to-date payments will become more important in the OWHC. In the past, cities that had not paid their fees were even invited to participate in General Assemblies. Over time, however, it has been seen that a city that has not paid its fees can benefit from the resources provided by another city. It is being considered that only cities that have paid the last three consecutive fees will be able to participate in some of the organisation's projects. Indeed, the Board of Directors meeting to be held in Malaysia in April 2011 will decide whether the OWHC superavit could be used to finance the fees of cities that have paid their last three consecutive yearly fees.

He mentions his concern about the case of Italian cities and their failure to participate in the OWHC. He has unsuccessfully attempted to contact them on many occasions. He met with the Association of Italian Cities and they said that they would only join the OWHC if they could do as an association and if Italian was also accepted as an official OWHC language, but the Board of Directors said no because of the high cost involved. On the other hand, he says that the Director of the World Heritage Centre, Francesco Bandarin, who is Italian, told him that he had tried to persuade them on several occasions, all in vain. Italian cities represent 40% of all World Heritage cities.

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He calls for suggestions on how to tackle this problem.

He emphasises the valuable contribution of the *Case Study* project, coordinated by Lyon, a city that is part of this Regional Secretariat, and congratulates technical expert Bruno Delas, who will be telling us about the project later, for his coordination.

He also highlights the importance of the *Mayors' Workshop*, coordinated and organised by Françoise Descamps, from the Getty Institute, during each World Congress. She will be participating later.

He continues by mentioning the magnificent *City2City* project, one of the most highly valued in the OWHC, which nonetheless did not have the expected result. He explains the project briefly, saying that the idea is that if City A has problems with a heritage-related question that City B has already solved, City B loans its experts to City A to help. City A pays for the expert, City B pays for his or her accommodation and the OWHC pays for the expert's travel expenses. This project is the responsibility of Siri Myrvoll, the Northern European Regional Coordinator housed in Bergen (Norway), who hopes to inject life into this project again with the mayors' help.

With regards to the Board of Directors and the General Assembly, he says that there are numerous applications and invitations, but we cannot hold a Board of Directors meeting in all the cities on the anniversaries of their World Heritage declarations. Meetings are expensive and there are only two per year. What the cities with anniversaries can do is to invite the Board of Directors, paying for their accommodation.

In relation to the Regional Secretariat of Africa and the Middle East, he reminds the audience that there are 7 Regional Secretariats and that this one worked very well until about 3 years ago, since when serious health problems affecting the Regional Coordinator and other issues such as a change of Mayor, have prevented its normal activities. He met not long ago with the new Mayor of Tunisia in Kuwait and he said that he was definitely going to continue to be involved with the Regional Secretariat. The secretariat's next regional conference should be held in February or March 2011, and we will have to wait and see whether it is held or not. The fact is that this and the Mediterranean Regional Secretariat have a lot in common and it would be magnificent if they could embark upon joint projects.

To talk about the 40th Anniversary of the World Heritage Convention in 2012, he introduces the **Deputy Secretary General, Lee Minaidis**.

She says that this is a good occasion to consider the past and define where we want to go, deciding which new projects and strategies are appropriate for the next ten years. There have been several meetings about the programmed activities.

These debates will focus on 6 priorities that have been identified:

1. The relationship between the Convention and preservation and sustainable development.
2. The credibility of the Convention's public image, awareness and community involvement in its application.
3. The development of capabilities for member States, particularly local corporations.

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4. The strategic management or global strategy of a balanced World Heritage List.
5. The efficiency and transparency of decision-making in the bodies and institutions involved in the Convention.
6. The relationship with other UNESCO conventions and programmes.

She said that the World Heritage Committee wants to define a 10-year Strategic Plan and collaborate with its partners, including the OWHC, for the organisation of activities throughout 2012.

All these activities will culminate on 16 November 2012, where the 40th Anniversary will be commemorated in Japan. There will also be meetings and workshops with other organisations, and the topics will focus on making the most of the synergy between **Heritage and Development**. The World Heritage Centre has proposed that this be the universal theme for the anniversary, although other agencies and institutions have proposed the inclusion of other topics. This will be discussed in the next few months.

She says that the Regional Secretariats should decide how to participate in this anniversary, One idea is to set aside part of the Regional Conferences for the Heritage and Development issue, thus presenting the UNESCO with a global image. The OWHC is going to inform all the Regional Secretariats of this proposal and more information will be provided during the World Congress in Sintra, in November 2011.

She proposes that Solidarity Day 2012 be dedicated to Heritage and Development, increasing the anniversary's visibility.

She believes that the Case Studies could also be valuable for the official ceremony in Japan, although this is merely a proposal that would have to be approved.

The **Secretary General** continues by returning to the problem of Italy, saying that the problem is also found in other institutions and organisations. They solve problems among themselves but we have not been able to persuade them to share their experience with us.

In relation to the proposal presented by the Mayor of Aranjuez to the Board of Directors, he congratulates the Mayors of both Aranjuez and Cordoba and the Regional Secretariat for encouraging this debate, which he is spreading in all the meetings he attends, and which must come to an end in 2012.

He refers to the organisation's history and the decentralisation process that consisted of creating the Regional Secretariats, and how the organisational structure of the OWCH has evolved, holding a World Congress every two years with a specific theme. He says that each Regional Secretariat works in a different specific way and in a different specific area.

As for the economic situation, the OWHC has significant reserves and he wants to know what can be done with the money, and whether it should be returned or not, and how. He continues by saying that budgets are deceiving, as some projects tackled by cities and their technical

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experts are not quantified. We also receive help from institutions such as the one in Los Angeles. Finally, he again asks what we should do with this surplus money.

Then, in relation to the proposals presented by the Mayor of Aranjuez, he reminds us of how the members of the Board of Directors are currently elected. It is made up of 8 mayors who are elected in the General Assembly for a two-year period, and cannot be re-elected for more than three consecutive mandates.

The two questions are whether this system remains unaltered or whether we change the formula so that each Regional Secretariat has a representative, and the proposal regarding the function and financing of the Regional Secretariats.

He says that the Board of Directors agreed that its members should be elected by the General Assembly instead of by the Mayors of their Regional Secretariats. They allege that all the Regional Secretariats do not work as well as this one and we could come up against a lot of differences.

The by-laws would have to be changed to accept this proposal; this is a highly complex process and the Board of Directors did not approve it.

However, the topic of the function and financing of the Regional Secretariats is easier to tackle, as the by-laws could remain unaltered.

The Board of Directors has reached a decision, which has been sent to each member and Regional Secretariat, in the sense that we are going through a phase that has been found previously in other Regional Secretariats, and some ideas will be taken to the next Board of Directors meeting in order to edit a report to be presented in Sintra. We have therefore asked the Regional Coordinators to remain in Sintra for another two days in order to discuss these issues.

In relation to the 15%, at the Board of Directors meeting in Warsaw, we considered how to return money to the cities that are the best fee payers, and the possibility of them not having to pay registration fees for the Sintra congress and even giving more to the Regional Secretariats, but we do not know how to redistribute that money. We have started to think about it and it is not easy. If we return money based on the cities that pay their fees, it would not be fair for this Regional Secretariat, as it will receive nothing for the Italian cities, and there are many of them. We hope that you can tell us what we can do to care more for the Regional Secretariats. The debate is open.

We are currently at a crossroads. The OWHC supports decentralisation, the General Secretariat has given the Regional Secretariats complete freedom and it has always worked. The time has now come to decide where we are going and what we need to do to improve, especially now that our financial situation is good.

He ends by summarising the three issues to be considered:

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1. What percentage increase is to be requested from the Board of Directors for the Regional Secretariats.
2. Do we need to be more direct and imposing?
3. What do you expect from the OWHC? What would you do if you were the organisation's directors?

All ideas are welcome, as is criticism. The process and the debate are open.

The Mayor of Aranjuez takes the floor to say that the best idea could be to listen to conference members' opinions. The key issues have been well enough defined: whether or not more weight should be given to the Regional Secretariats and whether the OWHC should increase their funding. In this respect, he adds that the efforts made by each Secretariat to obtain income would be compensated by an economic return. He ends by saying that he would prefer the OWHC not to have a financial surplus, that resources should be spent on projects and programmes. Each time there is a surplus, it should be discussed to decide what to do with the money.

The Mayor of Segovia, Mr Pedro Arahuetes, says that the Mayor of Aranjuez's approach is very interesting. He has been a Mayor for 8 years now and has seen how the OWHC has become somewhat stagnant. He has observed, however, the magnificent work done by the Regional Secretariat for Southern Europe and the Mediterranean, and fears that the organisation's huge structure could end up swallowing and nullifying it. We have to make sure that the decentralisation process that the OWHC started is effective. This decentralisation is not so much organic as of a functional nature, and must take place within the organisation's governing bodies. The Regional Secretariats should be able, although not forced, to perform OWHC functions within their regions. All the Regional Secretariats are certainly not the same, but that is precisely the reason why the most capable and best organised should come to the forefront.

He believes that it may not be necessary to change the by-laws. A well-managed organisation should never have a financial surplus. That is a sign of poor management. We have to spend the money from fees by giving it back in the form of projects and programmes. OWHC management should ensure that surplus money is invested in the Regional Secretariats that are active and need it, in the form of financing by receiving a greater percentage of fees.

He fully supports the Mayor of Aranjuez and believes that, if the problem is analysed in depth, it may only be necessary to develop Internal Regulations in the OWHC, without changing the by-laws.

The Councillor from Évora, Ms Claudia Sousa, begins by thanking the Cordoba City Council for its hospitality and the Regional Secretariat for its hard work. She also thanks Professor Castillo and the previous speakers. With regards to the proposals presented by the Mayor of Aranjuez, she believes that they are complementary. The greater the Regional Secretariat's economic contribution, the greater its importance in the organisation. I believe that we should consider increasing the involvement of the Regional Secretariats.

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With regards to the Secretary General's words, she praises participation and believes that the opinions of the Regional Secretariats should be taken into account more, in order to prevent injustice and unfairness between them.

It is her opinion that a balance is required, in which each Regional Secretariat's operations are accepted, while creating a common trunk that will make their contribution more participative.

In relation to the problems between each Regional Secretariat and its members, such as the case of Italy, they should be solved at home. The solution requires a closer relationship between the groups of cities included in each RS. Something like the city2city programme.

Some cities are not only members of the OWHC, but also belong to other networks, where links are created between them. Links between cities related to the same RS have to be encouraged in specific projects. Regional Secretariats should be valued not according to the number of projects presented by its cities but according to their results.

The Secretary General agrees with the Mayor of Segovia in the sense that the organisation should not have a financial surplus. We are not a bank aiming to accumulate wealth. Some time ago, the General Assembly agreed to establish a reserve fund for a rainy day, in the amount of 1,500,000 dollars, which is not a lot for an organisation this large. Any amount in excess of this should be returned to the members.

On the other hand, it is important not to transmit an image that does not correspond to reality. Some years ago the organisation had no money because fees were not being paid in. A city can establish taxes, but the OWHC cannot force cities to pay fees, so we need this 1,500,000 dollar fund just in case.

Furthermore, if we lose Canadian financing in the future, this could represent the organisation's disappearance.

He adds that the organisation's income fell considerably in 2009, not because of a loss of members, but because some countries like Greece and Portugal had financial problems and we were running the risk of endangering the OWHC.

Finally, with regards to the Regional Secretariats, whose solidarity is the objective of the OWHC, he mentions that some of them, like this one, could even continue to operate if the central organisation disappeared, but it would no longer be a worldwide organisation, representing different people and countries, and the OWHC has to consider both rich and poor cities. He therefore agrees that there should not be a financial surplus.

And thus we come to Warsaw, with a proposal to increase the fees and monies returned to the Regional Secretariats. We only have to decide how to do this, according to the number of participating cities or how.

The Councillor of Le Havre, Ms Chantale Ernoult, suggests returning the money according to the projects proposed and carried out according to our strategies. And why not help other cities

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that have great ideas and cannot put them into practice due to a lack of resources? In other words, the Regional Secretariats should be supported according to their projects.

The City2city programme is good, but the cities have to work with other, “sister” cities. Cities also undertake individual projects related to Heritage issues. We should inform other cities of them in order to be mutually enriched by such experiences. It may be that we do a great deal but fail to communicate well.

The Mayor of Aranjuez intervenes to say that, as the Secretary General mentioned, the images projected do not always correspond to reality. When some of us dare to suggest greater direct participation of the Regional Secretariats in the Board of Directors, it is precisely in order to guarantee that regions with less possibilities and resources are involved in decision-making. On the one hand, when a Region commits to managing an organisation, it does so in order to increase the work it does and its commitment. In his experience, the regions with the greatest capacity are those that are more present in the organisation’s management. This is fair providing that the participation of all cities is guaranteed, and that solidarity is guaranteed in the organisation’s governance. This is not always the case and on occasions several members of the same region, like this one, could be on the Board of Directors, while others are not represented. This is the present situation.

I believe that this could be corrected without negatively affecting the organisation’s internationality. There are other possibilities that have already been suggested, with an intermediate body, but we should do things right and the Regional Secretariats should be entitled to be on the Board of Directors.

With regards to the use of economic resources, the debate appears to focus on what to do with the surplus, instead of considering whether the percentage we receive now from the OWHC is fair. If we do not believe that it is, we should reconsider, but not in terms of what to do with the surplus but in terms of justice and efficacy.

We are currently receiving 15% and should ask ourselves if we are capable of managing more. I think we are. Does this reduce the organisation’s ability to do things? I don’t think so. The organisation has to guarantee a series of fundamental elements, and that is why it receives 85% of the fees and the Regional Secretariats receive 15%. But could this ratio be 70:30? Why not? It is true that external subsidies could disappear in the future, but I suppose that Cordoba is also contributing. The Regional Secretariats also contribute a great deal to the organisation. But the capacity to act and make decisions moves from the General Secretariat to the Regional Secretariats, to all of them, the large, the small and the ones in between. The same would apply to the proposal concerning the composition of the Board of Directors. If I am elected by my Regional Secretariat, I will not only be defending that Secretariat. I will defend the interests of the entire organisation and all the Regional Secretariats because, in the last instance, I want the organisation to work. I want the OWHC to be global, international and powerful. And I am sure that this equilibrium is possible. It is what we are considering. It is a very important proposal. And I knew that it was an ingenuous proposal to the Board of Directors. Of course the Regional Secretariats have to discuss it first. But this in-depth discussion would not be taking place if it had not been taken to the Board of Directors.

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Bruno Delas, technical expert from Lyon, intervenes to say that his city, as a member of the Board of Directors, supported the importance of this issue. As of today, we do not have a specific, definitive opinion of how the Board of Directors should be structured, how the financial surplus should be managed or the percentage that should be returned to the Regional Secretariats.

I would like to mention three points in relation to this debate:

The first refers to the function of both the cities and the Regional Secretariats. They do two things. They add to the planetary World Heritage cause and they contribute to the universal World Heritage debate, but also, and that is why we are members of this organisation, the organisation should pay something back to the cities and their citizens. This equilibrium has to exist.

Secondly, I remind you that the Board of Directors agreed to prepare a Strategic Development Plan, covering up to 2012, in order to define the organisation's mission. I wonder whether this is the approach we should be defending and presenting to the other Regional Secretariats. We could do the same thing here: decide on the organisation's Plan of Action for 3-4 years and tell the organisation which projects we wish to undertake.

The third point is that the debate about financing may be secondary but we need to know whether it can help us undertake projects and be effective. In my opinion, there are two ways in which to use this financing:

The first is to help to organise meetings like this one. We all know how expensive and difficult to organise this kind of meeting is. And Internet is not everything. We need to meet, to learn to work together and to have enough financial resources to do so. Using the money to finance such meetings could be one solution.

The other is to undertake projects in the Regional Secretariat. When there is a project, financing is usually a driver and a guarantee of success, so it would also be fair to use the money for projects.

Luciano Sánchez, technical expert from Aranjuez, congratulates the Mayor of Segovia for his contribution, which he fully supports, and also expresses his support for functional decentralisation. He says that the Regional Secretariats know what their function is and which projects to work on, and requests the General Secretariat's collaboration to reorient some programmes and services to cover the projects in which we are involved, to make them more universal in nature.

One very clear example is the Town Planning Commission, which is coordinated by Lyon and applicable to the entire OWHC, with the support of all of us, so the OWHC has to work with this global criterion but with local applications that will benefit the OWHC as a whole. I would like to see the General Secretariat more involved on a local level.

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Mr Marcelino Sánchez, Mayor of Ubeda, fully agrees with what he has heard. There are general OWHC objectives described by Bruno Delas, according to which we all aim to ensure that our Heritage forms part of society's global strategies; this is one of the organisation's important missions. And the Regional Secretariats have to adjust to their specific characteristics. Our Regional Secretariat does excellent work on numerous projects for our cities, but that does not mean that this hard work cannot be projected to the rest of the organisation.

If diversity of heritage is wealth, and if heritage is found in every corner of the world, we should invest in increasing that diversity, thus increasing and sharing that wealth. The greater the diversity, the wealthier we are.

As for the funds, they should be used for more projects. We have to select in order to share, so that experiences from everywhere in the world contribute to us all, enabling us to learn and transfer what we learn to the entire world.

We should be focusing on an opportunity to invest in diversity, which is the same as investing in the organisation's wealth.

I believe that it would be a good idea for the Regional Secretariats to have greater specific weight in the organisation's governing bodies, although I would require more information before expressing a clear opinion. But I am sure that more funds should be distributed to the Regional Secretariats to finance more projects.

Senada Demirovic, technical expert from Mostar, transmits greetings from the Mayor and mentions that her city is a good candidate to receive the help of solidarity projects, due to the problems in the last 15 years derived from the war and the city's reconstruction, especially the Old Bridge.

She says that they have numerous problems and that the organisation's fees are a major effort. And this should clearly show how much they want to participate. The fact that she is present at this meeting is a clear sign of the city of Mostar's wish to become an active member of the Regional Secretariat.

She tells us how, at the World Congress held in Kazan in 2007, she learned about this Regional Secretariat and its projects, wanting to belong to it ever since. They closely identify with the cities in this region and the Secretariat's projects. She says that tomorrow, in the workshop on Management Plans, she will be informing of her experience with the Mostar Management Plan and the problems they have come across. In the last 6 years, the city has been focusing on its reconstruction, together with that of the Old Bridge, so they have been unable to host an important meeting that could place Mostar in a good position from the perspective of international culture.

She also mentions the importance of the local population's involvement in protecting our Heritage, and believes that they must be involved if they are to understand what we are doing.

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Citizens receive the final product but do not feel part of the project. They have to feel involved from the very beginning. We should involve more people in the preservation of our Heritage, so that they can see that it is the responsibility of everyone.

She ends by saying that they would like the Regional Secretariat or its cities to embark upon city2city collaboration projects with Mostar.

Anne Laure Moniot, a technical expert from Bordeaux, says that the way in which things are decided is above her level but that she believes that both viewpoints are valid with regards to financing. If we are aware of the interest in decentralising the organisation and the projects of the Regional Secretariats, she believes that their financing should be increased, but if we want to continue to motivate cities with shares in financing, we have to ensure that projects are of interest because of their strategic objectives, and both these aspects are compatible.

The **Secretary General** takes the floor to make some remarks about the last few contributions. With regards to the words of the Le Havre representative, the OWHC has manifest on several occasions, and the last was at the Board of Directors meeting in Warsaw, that we are not a north-south cooperation organisation that can use its funds to provide direct aid to cities in trouble, as in the case of the Haiti earthquake, but that should aim at horizontal collaboration between member cities. For example, when we have a surplus, part of it could be used for cooperation. We all have to think about it and we need your opinions too.

With regards to more financing, and whether the ratio should be 70-30 or 85-15, etc., he says that he doesn't know. That forms part of different scenarios. We have to see what is behind the figure. But we have to explore it and come back to the Board of Directors with scenarios and their consequences for the organisation. We are not the sum of regional organisations, but a worldwide organisation that has created regional secretariats. And we have to make sure that someone is the contact with major organisations, with the UNESCO and other institutions. We would not be taken so much into consideration if we were a federation of regional organisations. As a worldwide organisation we also have to represent the weakest. The last Board of Directors decided to maintain the same management model.

In relation to the Strategic Plan, he says that Bruno Delas is right, adding that he has left documentation about the Strategic Plan on the table by the door.

With regards to the financial surplus and spending it on more meetings, he is glad that Mostar is present and suggests that the General Secretariat should have possibly helped other Regional Secretariats that do not work as well.

I have also been talking to the Mayor of Mostar about the city2city project, which we should possibly be advertising more. The OWHC could pay for the transport expenses involved in these projects.

Also, I would like to say that the Italian cities are not members of the OWHC for financing but for other reasons.

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The **Regional Coordinator** intervenes to give his opinion. He says that some projects have not been undertaken in this Regional Secretariat because of lack of resources. The archaeology project cost a lot of money, as did the organisation of this Regional Conference. If more money had been available, we could have undertaken the pending Accessibility Project or the Youth Project, which was also pending.

He therefore confirms that more projects would have been undertaken with a larger budget.

He summarises that there are two key proposals: one is how the Board of Directors is elected. He feels that it would appear that a decision has already been reached, but they could at least continue the discussion.

The other major issue is the increase in the amount budgeted by the OWHC for the Regional Secretariats. He asks whether the idea is to establish a specific ratio such as 70-30 or 80-20, or, as Bruno Delas mentioned, allocate an amount for the organisation of meetings, as Bordeaux or Strasbourg or Evora did, making a major effort to organise them. The Regional Secretariat could not allocate funds because it would not have money for projects. In this case, a part of that percentage could be used to organise meetings, especially in view of their good results. Bordeaux was very productive and such meetings should be repeated in other fields in order to progress in other projects.

With regards to Senada's proposal, the city should be supported, and the Regional Coordinator presented a proposal to hold the next Regional Conference in Mostar as a sign of the Regional Secretariat's support for the city.

The Mayor of Aranjuez agreed that we should close the debate, requesting a greater percentage for the Regional Secretariats, even if the increase is specifically for the purpose of organising meetings. I believe that everyone agrees with the proposal.

With regards to the other issue, as the Board of Directors did not agree to change the system, they should keep the discussion open and continue to consider this point.

The **Secretary General** said that it was clear what was wanted. He said that he was satisfied with such a productive discussion and said that there were enough elements for the proposals. In relation to the election process, the debate continues and the representatives of the Regional Secretariats should arrive at the General Assembly after further considering the issue. He reminded the audience that the Board of Directors had already rejected the proposal once, so new arguments would be required to take it to them again.

The **Regional Coordinator** summarises that this Regional Conference agrees to present the Board of Directors with a request to continue to discuss the question of the Regional Secretariats having more specific weight in the organisation.

And it also agrees to request more financing for the Regional Secretariats, 10% more for example, and that this increase will be used to organise project-related meetings. We would

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continue with 15% for general operations and use the increase only to organise meetings. These amounts are merely an idea, pending the Board of Directors' decision.

The Bordeaux representative says that the impact of these changes on the redistribution of OWHC funds should be evaluated, and that it should be included in the official minutes of the meeting.

The Mayor of Aranjuez clarified that the Board of Directors will evaluate the impact and decide on the percentage.

The **Technical expert from Bordeaux** insists that it is important to include it in the minutes to show that we know what we are talking about.

Intervention of Bruno Delas, Director of the Lyon Historic Site Mission, on the compilation of case studies.

He started by proposing how to resituate the project and how the Regional Secretariat and its cities can contribute their own case study.

He reminded the audience that the project was born in the corridors of the World Congress in Kazan, in 2007, in a conversation with Françoise Descamps about the Exceptional Universal Value of our cities. They are unique data and unique cities. And all mayors ask themselves the same question: how to be worthy, how to be exemplary and how to develop their cities without becoming museum-cities. On the other hand, the OWHC is the only organisation that represents cities and their familiarity with these problems. We represent a unique and highly valued source of experience. And we believed that this organisation would benefit if we shared experiences with the other members and that we would benefit from other experiences. That was the main idea behind the project.

More specifically, the idea is to situate ourselves with a more urban approach. We have to organise our cities, considering their equilibrium, and work on all aspects, mobility, housing, economy, tourism, how to integrate contemporary architecture, urban projects and the role of citizens, so that they end up appropriating the concept of Heritage for themselves. And all this comes from experience.

With everything, what they have done, what problems they have and how those problems can be or have been solved. This is the process we are looking for. There are no recipes but some solutions could be found by looking at what other cities have done. The project is based on partnership. The Getty Institute has joined the project. The idea that the project has to be based on, and I am referring to the World Heritage Centre, which should even help with money. The European Union was also a partner, as was even the ICOMOS. A group of international partners, members of a Steering Committee, who will be meeting in Paris next Monday, which will be the 12th meeting of the Steering Committee. Since Quito we associated to a professional agency such as the Getty Institute, which provides the academic, investigative part. This has enabled us to receive help from the Lyon Town Planning Commission.

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Today we have launched the second phase of the call for Case Study projects. The first phase was launched in Quito. We are establishing relationships with the cities who wish to contribute, completing a questionnaire, defining a technical contact in each city, with Kerstin Manz representing the OWHC. We hope that the questionnaire will be valid and that cities are encouraged to present their own cases. We will be working in more depth on the questionnaire tomorrow in the workshop. As for the schedule, we have been working since Quito and now want to collect these experiences. The next meeting will be in November in Sintra, where we want to present all the contributions and results. The objective is to increase the scope of the project and present it at the commemoration of the 40th anniversary of the World Heritage Convention, ensuring international support for the study and the organisation itself.

Kerstin Manz, OWHC advisor, added that the idea would be to establish a series of data and a contact network that could then be used for projects such as city2city. It is a way of learning what is done in other cities, in order to establish contact between different members and longer-term collaboration.

Françoise Deschamps, representing the Getty Institute, added that also, for the city2city project, it could also be a form of presentation for future meetings, for finding topics of discussion and for sharing, for meetings in the Regional Secretariats, not only in World Heritage cities but even elsewhere.

The **Secretary General** said that the project is progressing well and that other world networks and organisations are interested and have joined us. He encouraged cities to join this project.

The Regional Coordinator remembered a question asked on previous occasions in the sense that he did not agree that cities like Naples, which has not paid its fees for the last few years, should be able to participate in these case studies. **Bruno Delas** mentioned that it was discussed by the Board of Directors, which decided to approve it as a way to encourage them to come back and become an OWHC member. He did not know, however, whether the city will want to remain in the project or not.

The Mayor of Aranjuez added that there was a much more selfish viewpoint, that he had defended, in the sense that it was included in order to have more cases, more examples, more “guinea pigs”.

When the **Regional Coordinator** asked whether only World Heritage cities would be admitted, **Bruno Delas** replied that the Steering Committee also discussed it and it was decided that only World Heritage cities would participate, although other historic cities could be informed about it.

Intervention of Françoise Descamps, representing the Getty Institute: Mayors' Workshop. Sintra 2011.

She starts by thanking the city of Cordoba for inviting him to come and speak here. She presents the Mayors' Workshop. She says that these seminars were proposed in 2004 and started to be held in the World Congress in Cuzco in 2005, after which they are held at every World Congress.

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At the request of the OWHC, the Getty Institute performed an internal evaluation of the problem of preserving our Heritage in historic cities.

We believe that these Mayors' Workshops should focus not on the Convention itself, but on the implications of World Heritage, and the main burdens and elements to be taken into consideration.

We do not work alone, but as support for the World Heritage Centre, and focused on recently elected mayors, although the project has evolved and all mayors now wish to participate.

Another aspect that has been approached is that a mayor should not come to the Congress just after being elected, as he or she can also find all our experiences on the internet. We work with a long-term perspective with which we define an essential Corpus on which to subsequently work, especially with successful experiences.

We are working with Sintra to make this Mayors' Workshop focus again on study and experience-sharing. We will only have one morning for it so it will be very intense.

With regards to the workshop's content, we are still working on the fundamental points of the World Heritage Convention. To learn what a Mayor needs to have on his/her desk in order to do his/her job. The content has so far been divided into three aspects:

One refers to what Heritage values are and, as they are exceptional, how more collective values can be applied.

Secondly, what challenges are we facing and what are the points of development and preservation?

Thirdly, how is this linked to the Quito Congress, how can all this be applied? We are going to take a reciprocal approach: how mayors can act before their citizens and how citizens can support their mayors.

We want an open discussion to see how to approach problems in order for each of us to benefit from the perspective of the rest. We want mayors to come with four pictures of their cities and explain their particular cases.

We will be sending a very simple, very basic, participation form, where we will explain the workshop's content in more detail.

The councillor from Evora says that she understands that the central theme of the Sintra Congress will be *Biodiversity and Climate Change*, and she would like to know if this will be related to the workshop.

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Ms Descamps says that, after the experience of other World Congresses where the workshop topic was mixed with the Congress theme, we have decided to focus on the workshop and not mix it with the theme of the Congress. She believes that there is time for both.

The **Secretary General** adds that the workshop was initially only for recently elected mayors, but many others have shown interest and we have had to open it to everyone who wishes to participate. We have been victims of our own success, so he takes the opportunity to thank the Getty Institute.

Agreements and conclusions. End of the Conference

The **Regional Coordinator** summarises the topics discussed at this Regional Conference, plus those discussed at the Bordeaux meeting, which represent the agreements of this 10th Regional Conference:

AGREEMENTS

- Insist on an attempt to schedule a **MEETING WITH THE REGIONAL SECRETARIAT OF AFRICA AND THE MIDDLE EAST**, to discuss common projects.
- Double the efforts of the Regional Secretariat to obtain the adhesion of **ITALIAN WORLD HERITAGE CITIES**.
- Undertake the **YOUTH AND HERITAGE** project.
- Undertake the **ACCESSIBILITY IN HERITAGE** project.
- Develop the second phase of the **ARCHAEOLOGY AND HERITAGE** project.
- Dedicate 2011 **SOLIDARITY DAY** to youth.
- Convene the **7th INTERNET CONTEST**, consisting of presenting short videos made with mobile phones and uploaded to YOUTUBE, supplementary to the contest convened by the OWHC, the winners of which will be presented to the OWCH contest as the representatives of this Regional Secretariat.
- Re-publish the **FOLDED LEAFLET** for 2011.
- Convene a **PHOTOGRAPHY CONTEST**, the regulations of which will be edited by the Education and Culture Committee in Aranjuez.
- Organise a monographic meeting to discuss **HERITAGE REGULATIONS**.
- Propose **SOLIDARITY ACTIVITIES** among cities belonging to the Regional Secretariat, or the Regional Secretariat itself, for more needy cities, with special emphasis on Mostar (Bosnia -Herzegovina).

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- Demand that the OWHC Board of Directors keep open the debate about its composition and how its members are elected, with a view to increasing the **SPECIFIC WEIGHT AND REPRESENTATIVITY OF THE DIFFERENT REGIONAL SECRETARIATS**.
- Demand that the OWCH Board of Directors approves **MORE FINANCING FOR THE REGIONAL SECRETARIATS**, increasing their funds by approximately 10% as well as the current 15%, with the new funds to be used for organising meetings to discuss Regional Secretariat projects.
- The publication of a **BROCHURE**, similar to that published about archaeology, including specific cases of Heritage rehabilitation and protection in different cities pertaining to the Regional Secretariat.
- Request that the OWHC acknowledge this Regional Secretariat's contribution to the organisation with the **CASE STUDY** project undertaken by the city of Lyon.
- Thank the previous OWHC Programme Administrator **JUAN MANUEL MARTÍNEZ**, for his collaboration with the Regional Secretariat for the last few years, and welcome the new administrator, **GABRIEL LACROIX-DUFOUR**.
- Hold the **12th REGIONAL CONFERENCE** in 2012 in the city of Mostar (Bosnia-Herzegovina).

All these agreements are unanimously approved.

The Regional Coordinator thanks everyone for coming, and the team of interpreters and the Regional Secretariat staff for all their hard work.

The meeting ends at 13:55 hours on 17 November 2010, at which point the 10th Southern Europe and Mediterranean Regional Conference is hereby closed.

Rafael Pérez de la Concha Camacho
 OWHC REGIONAL COORDINATOR
 SOUTHERN EUROPE AND THE MEDITERRANEAN

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