

**OHRID THE CITY WHERE THE CULTURAL
EMBRACE THE NATURAL HERITAGE**

**Management Plan of the Municipality of Ohrid for
World Heritage property: Natural and Cultural heritage
of the Ohrid region
(within the territory of the Municipality of Ohrid)**

2014-2020

Final Draft



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1 INTRODUCTION

The development of the Management Plan for the World Heritage properties is required according to Article 5 of the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972), with the aim “to adopt a general policy which aims to give the cultural and natural heritage a function in the life of the community, and to integrate the protection of that heritage into comprehensive planning programmes”.

The responsible institutions under the law¹ for preparation of the Management Plan (MP) for the World Heritage property Natural and Cultural Heritage of the Ohrid region² are the Ministry of Culture and the Ministry of Environment and Physical planning³.

This Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) represents the efforts which the Municipality of Ohrid puts under its competences⁴, in developing capacities to participate in implementation of the measures in the area of the World Heritage property (WHP) - within the boundaries of the Municipality of Ohrid⁵.

The Management Plan was made with the aim to better involve the stakeholders in respond to the developments and threats that face the World Heritage property: Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid and to give ways of day to day management issues related to its protection and revitalization.

The revision of the Plan is made in the framework of the SUSTCULT Project (“Achieving SUSTainability through an integrated approach to the management of CULTural heritage”) funded by the European Union.

The SUSTCULT project's main objective is to improve the effectiveness of heritage sites management through the development of an integrated approach capable of preserving valorising the complexity of the South-East Europe (SEE) cultural heritage, by encouraging a more active consultation and agreement coordination among the responsible authorities, the stakeholders and local communities.

Main project activities include the setting-up of 7 local networks and a transnational SEE network in the field of cultural heritage management, the development and running of a Web GIS platform, the definition and testing of a common transnational methodology for integrated planning and management of cultural heritage, the development/revision of management plans, the definition of a sustainable marketing strategy framework for site-specific cultural resources based on local market analyses and business plans.

To accomplish the goal of improving management and preservation of the SEE heritage, another important effort has been undertaken: capacity building and training for managers and stakeholders actively involved in management issues through the accomplishment of an e-learning course of 100 hours followed by 6 seminars held at the SUSTCULT sites with the support of international experts and based on a “learning by doing” approach.

¹ The Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region

² The process of MP preparation began in March 2009. In January 2010, the Draft MP for Natural and cultural heritage of the Ohrid region was submitted to the World heritage centre and in December 2011, the Advisory bodies of UNESCO sent their comments and recommendations for further preparation. Until now, the SUSTCULT Project team does not have other information for the progress and the Government of RM. does not yet adopt the MP.

³ The Environment Office and the Cultural Heritage Protection Office are developing the plan

⁴ The Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region, Official Gazet of RM No.75 from June 7, 2010

⁵ The territory of the Municipality of Ohrid include cadastaral areas of the city of Ohrid and the villages: Vapila, Velgoshti, Velestovo, Gorno Lakocherej, Dolno Konsko, Dolno Lakocherej, Elshani, Zavoj, Konsko, Kosel, Kuratica, Lagadin, Leskoec, Livoishta, Qubanishta, Openica, Orman, Peshtani, Place, Podmole, Ramne, Rasino, Rechica, Svinishta, Sirula, Skrebatno, Trpejca I Shipokno; Law for Local selfgovernment in RM, “Official Gazet of RM” No.55/2004

The Municipality of Berat and the Regional Directorate of National Culture Berat are the local partners participating in SUSTCULT's implementation in coordination with 12 institutions from 7 different countries of the South-East Europe.

The process of the preparation of the Plan was preceded and linked with the other SUSTCULT activities:

- Development and running of a Web GIS platform for heritage knowledge management and promotion.
- Definition of a common transnational methodology for integrated management of cultural heritage sites.
- Design and realization of a transnational training package (on-line and onsite training courses) to increase management capacity;
- Definition of a sustainable marketing strategy framework for site-specific cultural resources based on local market analyses and business plans.

This Management Plan of the Municipality of Ohrid is prepared with the application of the SUSTCULT Methodology.

The SUSTCULT local network established in Ohrid and composed by the representatives of the public authorities, NGOs, university, businesses and civil society, was a supportive group for the implementation of SUSTCULT activities and especially for the preparation of the Plan. The transnational SEE network represented a fruitful cooperation tool for sharing experiences and best practices in the management of the cultural heritage.

Following the SUSTCULT Methodology, which is based on relevant documentation already available for the preparation of management plans, included four phases: pre-phase, planning, implementation and monitoring. The added value of the SUSTCULT Methodology is that it provided some practical tools to support the preparation of relevant annexes of the Plan in order to support partners in involving and sharing responsible bodies, stakeholder and local communities since the very beginning of the project through the Consultative Committee periodic meetings. It was then possible to test the Methodology and collect, analyze and formalize the stakeholders' feedbacks and to consider their different points of view within decision-making process.

During the preparation phase a Consulting Committee has been established which is composed by the representatives of the local organizations, involved directly or indirectly in the management of the WHP. Seven meetings and four workshops were organized with the actors involved, during the planning and implementation phases, where their feedback, ideas and suggestions for the definition of the Vision, General and Specific Objectives, analysis of pressures and issues (SWOT analysis) and Action Plan were gathered.

Twelve representatives of the managing authorities for Ohrid, attended the online courses and twenty participants attended the onsite training courses for the management of the cultural heritage. The trainings sessions assisted the specialist, who afterwards were part of the Consulting Committee for the preparation of the Plan and took part in every workshop and meeting organized for the finalization of the Plan.

The marketing strategy and the business plan for the Bay of Bones, follow up the objectives prepared by the Plan, relevant to revitalization and stimulation of the jobs through tourism development.

The Plan was prepared by the Municipality of Ohrid in close cooperation with the SUSTCULT partners.

For further details on the Project SUSTCULT: www.sustcult.eu

2 Planning Methodology

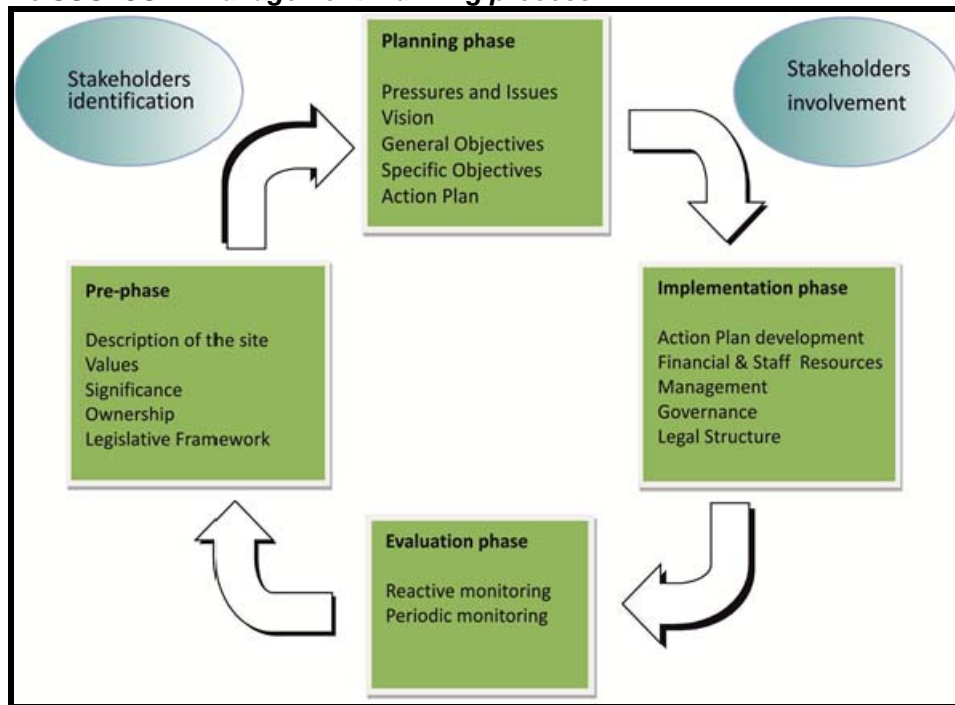
The common methodology foresees to be a tool for managing authorities so that they develop and draft management plans that balance the protection and sustainable use of cultural heritage of their site. Through the application of the common SUSCULT Methodology, specific cultural heritage and local communities cultural values and practices will be better understood, accommodated and enhanced in management plans and existing planning instruments.

SUSTCULT Methodology objectives are:

- Balancing all conflicting uses and the different demands of users of the site: local economy, citizens, tourists, property owners, conservators, etc.
- Balancing the need to ensure the long-term preservation of the remains with allowing access to the largest possible number of visitors,
- Ensuring the site's harmonious integration within the city as a significant part of the shared heritage

The Figure 1 illustrates the SUSTCULT methodological process.

Figure 1 *The SUSTCULT Management Planning process*⁶



The SUSTCULT project in general and the Methodology in particular is in line with the World Heritage framework. According to **the SUSTCULT Methodology** of integrated sustainable management of cultural heritage sites, 4 phases of management planning have been identified:

- a) **Pre-phase**
- b) **Planning phase**
- c) **Implementation phase**
- d) **Evaluation/Monitoring/ Review phase**

and principles.

However, not all the SUSCULT sites are WH sites and therefore the SUSTCULT Methodology intends to be a flexible tool targeting both non-WH sites and WH sites.

⁶ Source: Methodology for the integrated sustainable management of cultural heritage sites

3 The World Heritage property: Natural and cultural heritage of the Ohrid region

The Convention Concerning the Protection of the World Cultural and Natural Heritage⁷⁸ defines two different types of world heritage: natural and cultural heritage. The combined, which is the mixed sites, and which contain elements of the two types of heritage.

Today the WHP Ohrid region is one of the 981 places on the planet Earth whose values belong to the entire mankind. This privilege is even greater since the Ohrid region is one of only 29 regions in the world, included in the list as an mixed property that possesses natural, as well as cultural universal values.

3.1 Basic Data

State Party: Republic of Macedonia

Name of property: Natural and Cultural Heritage of the Ohrid Region

Inscription: 1979-1980

The property was inscribed on the World Heritage List in 1979 under natural criterion (vii)⁹ (Operational Guidelines 2005). The property was extended in 1980¹⁰ and cultural criteria (i)¹¹, (iii)¹² and (iv)¹³ were added: thus the property which was initially inscribed as a natural property is now inscribed as a mixed property. No buffer zone was identified at the time of the original inscription or the renomination.

The new name - Natural and cultural heritage of the Ohrid region, was accepted at the 30th session of the World Heritage Committee, held in July 2006 in Vilnius, Lithuania.

At the 33rd session of the World Heritage Committee, which was held on 21-30 June 2009 in Sevilla, Spain, a decision was adopted approving the proposed modification to the boundary of the Natural and Cultural Heritage of the Ohrid Region.

3.2 Criteria¹⁴ for inscription on the world heritage list

Having in mind that the wider public and a significant number of state and local administration have low or no awareness why the Natural and Cultural Heritage of Ohrid region is inscribed on the UNESCO World Heritage List, justifications provided in the MP for the Natural and Cultural Heritage of the Ohrid region are presented in this chapter.

Natural and cultural heritage of the Ohrid region for each criteria under which this WHP is inscribed in the World Heritage List are:

⁷ whc.unesco.org/archive/convention-en.pdf

⁸ UNESCO adopted the Convention Concerning the Protection of the World Cultural and Natural Heritage on the General Conference in Paris on November 16, 1972. It was ratified by the SFR of Yugoslavia in 1984.

⁹ (vii) to contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;

¹⁰ The Lake Ohrid was included in the UNESCO World Cultural Heritage List, under the title: "Ohrid Region with its Cultural and Historical aspects and its Natural Environment", under No. MK – 99; in 1979 as natural heritage, and in 1980 - because of its cultural values – as a cultural heritage.

¹¹ (i) to represent a masterpiece of human creative genius

¹² (iii) to bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared;

¹³ (iv) to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;

¹⁴ Source: All description of the chapter 3.2 Criteria is taken from the Draft Management Plan for natural and cultural heritage Ohrid region

Criteria vii - contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;

With a decision of the Committee, the Convention Concerning the Protection of World Cultural and Natural Heritage inscribes properties which have an Outstanding Universal Value, in other words this value is something so outstanding that transcends national boundaries and is of common importance for present and future generations of all humanity. This means that the constant protection of these values is an utmost priority for the entire international community. For this purpose, the Committee defines criteria for justification of such type of heritage (Article 49).

The State Party shall, as well, demonstrate full commitment to preserve the heritage concerned. Such commitment is presented through introduction of appropriate policies, legal framework, scientific, technical, administrative and financial measures adopted and proposed to protect the property and its outstanding universal value (Article 53).

The relevance, goals and manners of the protection of nature through the protection of biological and regional diversity and protection of natural heritage has a special societal importance arising from the Constitution of the Republic of Macedonia (1991), the Law on Protection of the Nature („Official Gazette of RM“ No. 67/2004, 14/2006 and 84/2007) and the international conventions ratified by RM.

The protection of the nature is an integral part of the following:

- a) the single concept for environmental protection and promotion;
- b) general concept for region organization and landscaping;
- c) Concept for the total social and economic development of the region.

The concept for protection of nature is based upon general and individual objectives and guidelines for protection of the natural heritage and the biological and regional diversity.

Criteria i – to represent a masterpiece of human creative genius.

Ohrid has great number of cultural monuments (archeological sites, churches with frescoes and basilicas with mosaics from the early Christian period, monuments of the Islamic culture, buildings from the Old Urban architecture, as well as lots of valuable icons, manuscripts and other movable heritage). All of them possess real historic, architectural, cultural and artistic values. Still, none of them fulfils the criteria of outstanding universal value by itself. Their concentration in the old urban center of Ohrid, which is of great importance by itself, and along the coast of Lake Ohrid and the surrounding area creates an exceptional harmonic totality, which is the key feature that makes this region unique and justifies its significance as an outstanding universal value.

Criteria iii – to bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared;

The century long synthesis of the ancient nature and the remnants of the material and spiritual heritage of several civilizations that had stayed in this region or just passed by, the quality and diversity of the cultural heritage, as well as the exceptional conservation and genuine protection, make this a unique region.

Criteria iv – to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history

The old urban center of Ohrid is the only preserved authentic urban entirety, adjusted to the lake coast position and the terrain and is characterized by sacred and profane high quality architecture. The architectural solutions, with a forum, public, housing and sacred buildings with the necessary infrastructure were present even in the ancient Lychnidos (old name of the town).

The art from the period of the early Christianity (IV-VI century), with the lofty basilicas which floors are covered with marvelous mosaics, followed by the Byzantium art (IX-XIV century), with a great number of preserved sacred buildings from different types, with an interior walls decorated with frescos, icons and church movable property, is of paramount importance.

A special place in the masonry heritage of Ohrid belongs to its old urban architecture, especially due to the fact that the typical look of an oriental urban house from XVIII and XIX century can be seen at this location. Such type of houses, also present in other towns outside the Republic of Macedonia, was developed in this region in unique, local feature. The limited space for construction activities lead to formation of very narrow streets. The lack of light and air was compensated with building more floors in height, and every next floor is wider than the previous one and with a number of wide windows.

The level of development of this architecture is above all due to the fact that the national artisans succeeded and advanced the knowledge and traditions of their predecessors, thus in XIX, when Ohrid achieves its economic heyday, they achieved maximum in the field of housing architecture.

3.3 The territory of the Municipality of Ohrid within the boundaries of the WHP Ohrid region

The boundaries of the Natural and Cultural Heritage of the Ohrid region are included in the Article 8, of the Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region. The WHP Ohrid region is located in the territory of three municipalities: namely the Municipality of Ohrid, the Municipality of Struga and the Municipality of Debarca. The overall area of the natural and cultural heritage of the region of Ohrid covers an area of 833.5 km².

This Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) refers to the overlapped territory framed with boundaries of the Natural and Cultural Heritage of the Ohrid region (Figure 2 - area framed with blue line) and of the municipality of Ohrid (Figure 2 - area framed with violet line).

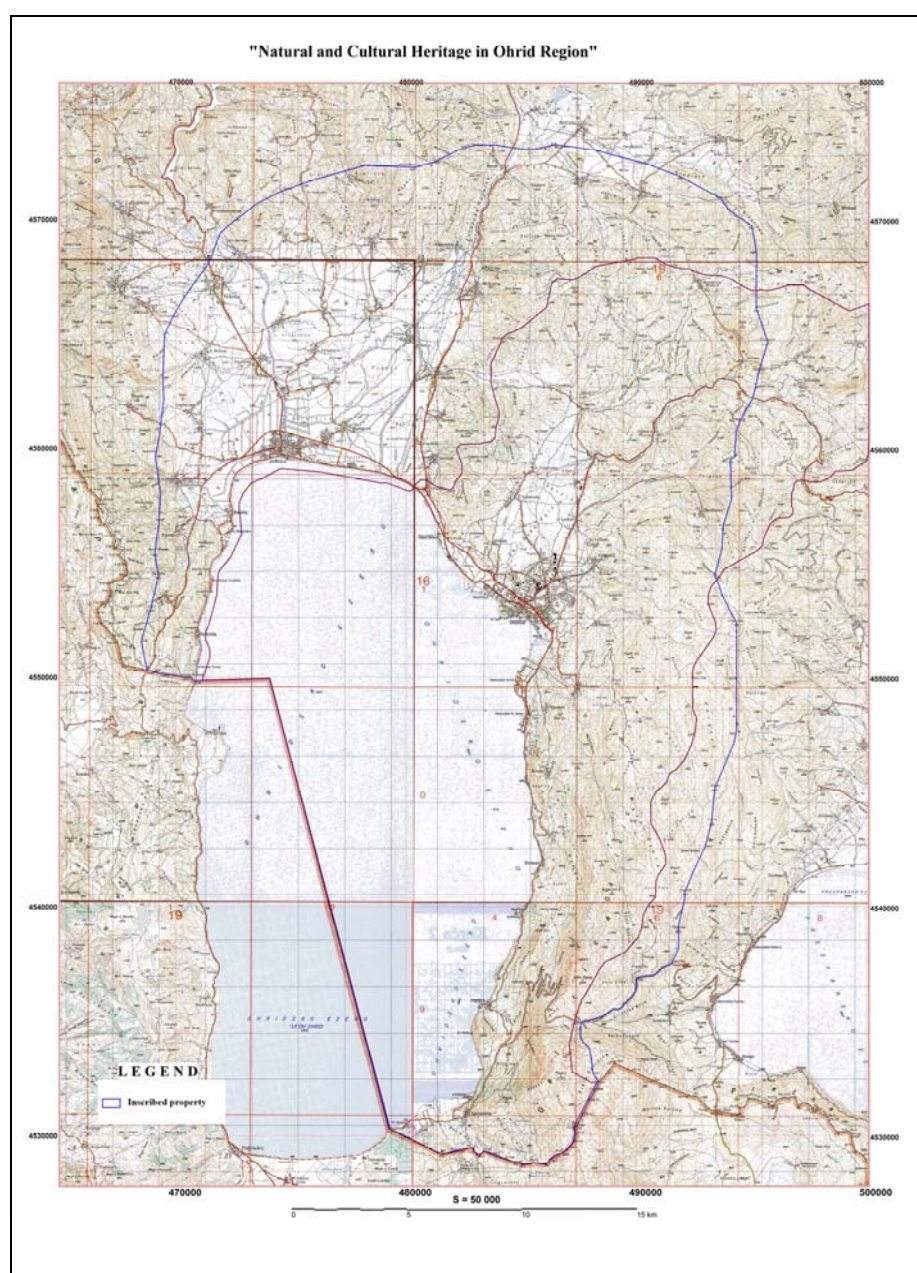


Figure 2

3.3.1 Buffer zone

In accordance with the UNESCO Operational Guidelines for the Implementation of the World Heritage Convention: “wherever necessary for the proper protection of the property, an adequate buffer zone should be provided”¹⁵.

The buffer zone¹⁶ is not determined with the adopted Law on management of the World Natural and Cultural Heritage of the Ohrid region.

Having in mind that the buffer zone for WHP within territory of Municipality of Ohrid can be as well on the territory of other municipalities it has not been taken into account in this Management Plan.

3.4 Outstanding Universal Value¹⁷

The **retrospective Statement of Outstanding Universal Value of the WHP Ohrid region** is not yet available, and for that reasons in this Management Plan of Municipality of Ohrid is used the Statement of Significance¹⁸ from the Periodic Reporting in 2006. According to this Report the Statement of significance adequately defines the outstanding universal value of the site. However, if we focus on the municipality of Ohrid, there are partial changes to the urban and architectural characteristics at the urban core of the site. The SWOT analysis¹⁹ recognize as threat the new construction building in the old part of the city which modifies the characteristics of the old city core together with the uncontrolled urbanization²⁰. Taking into consideration the principle of Due Conservation²¹, the municipality of Ohrid under this MP has established an objective which has to assure that at its territory, the Outstanding Universal Value of the World Natural and Cultural Heritage of the Ohrid region will be preserved for the future generations.

In order to raise awareness for the Outstanding Universal Values of the WHP Ohrid region, the Statement of Significance is presented below. The users of this Management Plan will recognize the Outstanding Universal Values belonging to the territory of the municipality Ohrid. This will not only strengthen their efforts for implementation of this Management plan but also increase their responsibility to communicate and cooperate with other stakeholders in the entire WHP Ohrid region.

3.4.1 Statement of Significance

Justification as provided by the State Party²² Lake Ohrid is a distinctive feature in the region as, like other ancient lakes, it has been populated with elements from the tertiary era from the very outset. Due to its geographical isolation and its uninterrupted biological activity, remnants of this ancient world have been preserved in the waters of the lake in the form of living fossils from the tertiary system.

These vestiges belong to a category of species with links in other parts of the world, as well as to a category of species that are isolated, yet have a certain affinity with types of fossils. It must be stressed that certain species have a primitive structure, which suggests their particularly remote ancestry.

Another category is even more interesting as it does not have any links with recent species, but only with certain fossil remains. This group includes the endemic sponge, *Ochrida*

¹⁵ UNESCO 2013 Operational Guidelines, 103

¹⁶ No information available for the buffer zone

¹⁷ Source: Periodic Reporting, 2006 (<http://whc.unesco.org/archive/periodicreporting/EUR/cycle01/section2/99-summary.pdf>)

¹⁸ According to the Report a changes to the existing statement of significance may need to be discussed. No information about it was available.

¹⁹ SWOT analysis performed for the needs of development of this Management Plan

²⁰ Source: Periodic Reporting, 2006

²¹ See the page 28

²² Republic of Macedonia

spongia rotunda. It has been compared to the endemic species, *Cortispongilla barroisi*, found in Lake Tiberias in Palestine, and to the *Lubomirskaja* and *Baikalospongia* species in Lake Baikal. It has been proved that there is not link between them and that all these species in the world today are unique and isolated.

The most numerous and, of course, the most notable are the species of snails. Among the 60 species discovered, between 53 (88%) are endemic. Favourable geographical and hydrological conditions have meant that Lake Ohrid has retained its ancient species of animal life, the Prozobranhiata and the Pulmonata.

Besides vestiges of early animal life, the lake also contains remnant species of plant life. Most of them belong to the Diatomese group. The most remarkable examples of ancient flora, found also in the form of pre-Quaternary fossils in the strata of the southern Carpathian Mountains, are: *Gomphonema transsilvanicum*, *Navicula placentula* var. *maculata* and *N. subvasta*. Stereotyped forms have also been found which, with the fossils from the southern Carpathian Mountains, fill the phylogenetic gap between the sub-families of the *Surirelloideae* and the *Campylodiscoideae*. It is a known fact that, there are very large number of species and sub-species in the lake, which point to the existence of intralacustrine species. There are species, which constitute complete chains in the phylogeny of particular groups.

These were unquestionably formed within the lake itself through divergent evolutionary patterns, due to the factor of ecological isolation; this gives the lake particular significance in universal terms and as regards the remarkable nature of its specific features. It must also be stressed that instances of intralacustrine species are also found in the higher categories, e.g., the celebrated Ohrid trout, *Salmo letnica* Kar. There are three different races within this species. It is thought that this variety in populations came about through seasonal reproductive isolation.

These examples amply demonstrate the great age and specific nature of the organisms in Lake Ohrid, whose origins go back to the Tertiary era. The links which exist to varying degrees between the endemic species of Lake Ohrid and fossils from the Tertiary era rightfully suggest that the animal and plant life here can be considered to be the last vestiges of the ancient aquatic region of the Eurasian continent before the ice age.

The exceptional nature of the living species in the lake and their scientific interest are enhanced by the natural environment along the shores of the lake itself and in the surrounding area. Apart from the striking local geomorphologic formations (*Trpeica-Gradiste* and *Kaliste-Radoza*), the Ohrid region also encompasses part of the *Galicica National Park*, where, over a short stretch of shore and at an altitude of 1000 metres, the floristic composition is extremely varied, including species from the Alpine Mediterranean areas, with some major examples.

On the shores of the lake, remnants of marshy vegetation of glacial origin have been preserved, a unique example in the Balkan Peninsula.

In the cracks in the limestone cliffs and the rocks which overhang the waters of the lake, examples have been preserved from the Tertiary era, such as *Centaurea siskae*, *Nepeta ernesti mayeri*, etc.

The specific features of Lake Ohrid and its wild life are the subject of permanent scientific research work. This particular environment constitutes a natural laboratory which is quite unique of its kind, possessing resources on which research has drawn and will continue to draw, thereby enriching scientific knowledge for the whole of mankind.

The shores of Lake Ohrid and the wider area of this fertile basin were inhabited from the Neolithic age onwards, as illustrated by the numerous archaeological sites, whose discoveries clearly indicate the development of the culture of Neolithic man. In later periods of the prehistoric age, man exploited the resources of the lake and the plant and animal life of this fertile area and left material evidence of his civilization, bearing witness to the rapid

progress of the spiritual development of the populations in the Ohrid region. The Via Egnacia was to contribute to the development of communications with neighbouring regions and, more especially, in the establishment of links with remote towns in the Balkans and with southern Europe.

This region was subsequently conquered by the Illyrians, the Greeks, the Romans and the Byzantines, before the Slavonic tribes eventually settled here.

It was not by chance that from the very beginning of the Christian era, Christianity was to spread rapidly and effectively and that Ohrid, (Lychnidos as it was called), was to become an archbishopric and grow into a major ecclesiastical centre for this part of the Balkans.

The most important period, undoubtedly, in the spiritual and cultural development of this region was when Clement of Ohrid and Naum, disciples of the spiritual leaders, Cyril and Methodius settled here. Their students numbered some three thousand five hundred and this teaching activity constituted the greatest contribution to the growth of culture among the Slav nations during the 9th and 10th centuries. The enlightening influences of Clement of Ohrid laid enduring foundations which, for several centuries, served as the basis for the overall development of, not only the Slavs of Macedonia, but of other Slav peoples too.

The establishment of the first Macedonian Slavic State under the rule of the Emperor Samoilo was to give a cultural emphasis to the period of subsequent development. In those wild and warlike times, talented architects erected immense basilicas which were to serve as models for centuries. The archbishopric of Ohrid, whose jurisdiction extended over a wide part of the Balkans, encouraged the building of edifices whose dimensions, form and decoration ranked with the churches of Constantinople and Salonika. The churches of St. Sophia (11th century), of The Holy Mother of God Peribleptos and St. John Kaneo, among others, display a high level of artistic attainment in their frescoes and theological representations, executed by local as well as foreign artists. The development of ecclesiastical life along the shores of the lake, with its own religious architecture, frescoes and icons, testifies to the significance of this religious and cultural centre over the centuries.

With the Turkish invasion, the national cultural life continued but in a restrained way. However, the basic continuity endured despite the extremely difficult and unfavourable circumstances. Literary activity came to rest in the hands of the monks, who ensured its further development by using transcriptions of literary works for extending learning and culture.

Developing within the compass of the walls of the ancient fortress, the city of Ohrid found ingenious solutions to the architectural problems of public buildings and private houses, which retained the essence of their traditional styles. The renaissance period left a distinct mark on the fabric of the city, lending it a new architectural style which has been preserved until the present day. The cities of Ohrid and Struga, which grew up on the shores of the "White Lake", are still, then, vital examples of the cultural development of antiquity, Byzantium and, above all, of the Slavs, with their admirably preserved heritage deriving from the spiritual culture of the fascinating environment of the ancient lake - a museum of living fossils open to all our fellow-men.

4 Management Plan of the Municipality of Ohrid for WHP: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

4.1 The Management plan for the World Natural and Cultural Heritage of the Ohrid region

The Law on the Management of the World Natural and Cultural Heritage of the Ohrid Region determines that the Government of the Republic of Macedonia shall, upon a proposal of the Directorate for Environment and the Cultural Heritage Protection Office, adopt²³ a Management plan for the world Natural and Cultural Heritage of the Ohrid region.

4.2 The Main Aim and Need for Management Plan of the Municipality of Ohrid for WHP: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

With support of the SUSCULT Project, Municipality of Ohrid develops this Management Plan for WHP Ohrid region within its territory **as a management tool** for municipal administration and other municipal bodies which are dealing with the WHP on its territory. This Management plan in the next period has to be adopted by Municipal Council.

In accordance with SUSCULT Operational Guidelines this Management Plan is the result of an integrated planning and action process in municipality of Ohrid that lays down goals and measures for the protection, conservation, use and development of the WHP.

Consultation and discussion during the preparation of this Management Plan has provided a framework in which those who have interests in the WHP have been able to develop common agreed aims to protect, conserve, present and transmit the values of the WHP, and provide detailed understanding of the many facets of its management.

The main aims of this management plan are to:

- consolidate cooperation among different levels of institutions (central and local government) within the municipality of Ohrid and create positive mutual collaboration environment regarding the WHP natural and cultural heritage;
- raise the awareness for the WHP, its interpretation and use as educational mean and foundation for the local community in the Municipality of Ohrid, in its cultural, social and economic life;
- be a regulatory instrument of the Municipality of Ohrid on its territory, as best as possible, to respond on legal requirements for implementation of the measures and activities which originate by the Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region;
- to define the objectives, identify priorities for the allocation of available resources and direct the activities during the implementation of the Plan for a period of six years;
- ensure that all the cultural and natural assets included in the WHP Natural and Cultural Heritage of the Ohrid region are preserved for future generations through appropriate social and ecological conservation and support schemes;
- guarantee that the WHP Natural and Cultural Heritage on the territory of the Municipality of Ohrid are continuously monitored and regularly evaluated; and
- provide a basis for future plans of the Municipality of Ohrid so that all changes within the WHP can be managed.

²³ However, at the time of finalization of this Management Plan, it is not adopted yet.

5 The Legal and Management framework for the Management Plan of the Municipality of Ohrid for WHP: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

The Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region regulates the management of natural and cultural heritage in the Ohrid region registered in the List of world Natural and Cultural Heritage of the UNESCO Convention²⁴. This Law among other regulates the rights and obligations of the municipality of Ohrid, in relation to the management of the World Natural and Cultural Heritage in the Ohrid region.

Beside this Law

The objectives of the Law²⁵ that refer to the municipality of Ohrid are:

- creating conditions for retrieval, protection, popularizing and promoting the World Natural and Cultural Heritage of the Ohrid region;
- transmitting to future generations the exceptional values of the World Natural and Cultural Heritage of the Ohrid region as part of the common heritage of all mankind;
- conducting scientific research and educational activities;
- creating conditions for sustainable development of the municipality of Ohrid, through appropriate use of the World Natural and Cultural Heritage of the Ohrid region;
- Preventing activities that adversely affect the value of outstanding World Natural and Cultural Heritage of the Ohrid region and
- Inclusion of the municipality of Ohrid in the international system of cooperation and assistance to the international protection of the world cultural and natural heritage.

Under the principle of Due Conservation, the municipality of Ohrid is to undertake measures for the discovery, conservation, popularization and bequeathal of the exceptional world cultural and natural heritage in the region of Ohrid to future generations to protect it as a segment of the collective heritage of mankind²⁶.

Under the Principle of International Cooperation, the municipality of Ohrid is actively engaged in bilateral, regional and wider international cooperation for the purpose of the conservation of the world cultural and natural heritage on a permanent basis and in conformity with modern scientific methods. Additionally, it provide assistance in the determination, conservation and popularization of the cultural and historical heritage as collective heritage of mankind and is actively involved in the international system of cooperation and assistance aimed at enabling international protection of the world natural and cultural heritage²⁷.

The management²⁸ of the world natural and cultural heritage in the region of Ohrid has to be conducted in a manner that secures and provides for:

²⁴ In accordance with the SUSTCULT methodology, the Legal and Policy Framework template was used in identifying and analysing the legal and policy frameworks applied to the site territory as a common step to identify constraints and opportunities for the development of the Management Plans. Some of them are presented below:

- *Law on Local selfgovernment (Official Gazette of RM No. 5/02)*
- *Law on Cultural Heritage Protection (Official Gazette of RM No. 20/04, 115/07)*
- *Law on the proclamation of Old City Core of Ohrid for Cultural Heritage of Particular Importance (Official Gazette of RM No. 47/11)*
- *Law on Conservation of Nature (Official Gazette of RM No. 67/2004, 14/2006 and 84/2007)*
- *Management plan for the National Park Galichica*
- *The General Urban Plan of Ohrid*

²⁵ Article 3, of the Law on the Management of the World Natural and Cultural Heritage of the Ohrid Region

²⁶ Article 6, of the Law on the Management of the World Natural and Cultural Heritage of the Ohrid Region

²⁷ Article 7, of the Law on the Management of the World Natural and Cultural Heritage of the Ohrid Region

²⁸ Article 9, of the Law on the Management of the World Natural and Cultural Heritage of the Ohrid Region

- Discovery, conservation, popularization and promotion of the state concerning the natural and cultural heritage in the region of Ohrid,
- Instilling the outstanding values of the world natural and cultural heritage in the region of Ohrid on future generations as a segment of the collective heritage of mankind,
- Conducting scientific research and educational activities,
- Preventing activities that adversely affect the outstanding values of the world natural and cultural heritage in the region of Ohrid, and
- Accession to the international system of cooperation and assistance for the purpose of conservation of the world natural and cultural heritage.

Under the Article 16, among others the mayor of municipality of Ohrid is responsible for Implementation of the Management Plan for natural and cultural heritage Ohrid region. Also, he is responsible for adequate actions related to the urban development planning, scientific research and educational programmes in its municipality.

The municipality of Ohrid referring to the Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region execute the following activities:

- To manage the world natural heritage within their competences pursuant to the manner prescribed by Article 9 herein;
- To submit the adopted urban plans and modifications to the existing urban plans for opinion to the Commission on Management of the World Natural and Cultural Heritage in the Region of Ohrid in conformity with Article 17 herein;
- To submit the adopted urban plans and modifications to the existing urban plans for opinion to the state administration body dealing with activities pertaining to the area of the conservation of nature, i.e. to the state administration body dealing with activities pertaining to the area of culture in conformity with Article 17 herein;
- In the capacity of holder of world natural heritage, i.e. holder of world cultural heritage, to display the world heritage emblem on a prominent position on the natural, i.e. cultural heritage site in conformity with Article 20 Paragraph (2) herein, i.e. in conformity with Article 25 Paragraph (5) herein;
- To undertake measures aimed at promotion of research works for the purpose of conservation of the world natural and cultural heritage in the region of Ohrid;
- To undertake measures targeted at promoting and fostering education and implementing informative programs for the purpose of raising public awareness concerning respect and esteem for the world natural and cultural heritage in the region of Ohrid;
- In the capacity of holder of world natural heritage, i.e. holder of world cultural heritage in the region of Ohrid, use and deploy this heritage in a manner and under the terms stipulated by this law or by any other law (Article 21 Paragraph (4) and Article 28);
- In the capacity of holder of world natural heritage, i.e. holder of world cultural heritage in the region of Ohrid, have enabled and provided for its use when organizing and holding educational, scientific and cultural events (Articles 22 and 28);
- To intend to or undertake activities or actions concerning the world natural heritage in the region of Ohrid that may or enable usage and deployment of the natural heritage contrary to Article 23 Paragraph (2) herein;
- To use and deploy the world natural, i.e. world cultural heritage in a manner and to the extent as stipulated in the Plan under Article 13 herein (Article 23 Paragraph (1) and Article 28 Paragraph (1)), and
- To implement measures and activities targeted at the conservation and promotion of the world natural and cultural heritage in the region of Ohrid (Article 29).

6 Preparation Process of the MP of the Municipality of Ohrid for WHP: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

This Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) is prepared as part of the SUSCULT Project²⁹ with application of the SUSCULT Methodology. "SUSCULT" - Achieving sustainability through an integrated approach to the management of cultural heritage site" is a project funded by the EU commission within the South-East Europe Transnational Cooperation Programme – priority 4.

October–end December 2012:

In Ohrid in the period 22-24 October 2012 a training course on "Integrated management of cultural and world heritage sites" was organized and, all those organizations and bodies with an interest in the WHP were invited to participate and to submit their comments by the end of November 2012. This on site intensive workshop give opportunity to work through all phases of the SUSCULT Methodology:

- "Pre-phase": Site & values
- Legislative framework and stakeholders analysis
- "the planning-phase": Vision & objectives
- "the planning-phase": Pressures & opportunities
- "the planning-phase": Action plans & projects
- "the planning-phase": Key issues
- "the implementation & evaluation phases "
- "the implementation-phase":- Site management
- "the evaluation-phase":- Indicators & monitoring

In all this period the team of the Municipality of Ohrid with the external expert were involved in the collecting information and comments and conducting necessary interview related to the Planning Phase.

In Ohrid, on **December 6, 2012** the meeting of the Consultative Committee was hold on which:

- Pre-phase results were reviewed
- The Work-Plan for Planning Phase was reviewed
- **The Vision of the Municipality of Ohrid for WHP management** was developed
- The **General objectives** of the MP were defined
- The **SWOT** analysis were made and the **key issues and pressures** were identified

In the period until January 2013, the Vision, General Objectives and Key Issues and Pressures were defined.

²⁹ The SUSCULT project's main objective is to improve the effectiveness of heritage sites management through the development of a common methodology capable of valorising the complexity of the SEE cultural heritage. SUSCULT involves 12 institutions from 7 countries (Italy, Slovenia, Greece, Romania, Hungary, Republic of Macedonia and Albania) constituting a well-balanced partnership with a strong territorial relevance. Municipality of Ohrid is a Partner in the Project and Lead Partner of the project is the City of Venice. Four of the project partners are inscribed in the WHL of UNESCO.(Ohrid, Corfu, Berat and Venice)

January – April 2013

In this period the specific objectives from the draft MP were developed and overviewed by the Consultative Committee and Draft Action plan based on the General and Specific objectives was developed.

In this period the Local Elections for new mayor and new Municipal council of municipality of Ohrid was held. Elections influenced postponing of some of activities in the project, especially related with availability of members of the Consultative Committee.

May- December 2013

In this period the working team and external expert, introduces the new municipal management with the progress in development of the management Plan, including the difficulties which were araised from the position of the central government representatives the National WHP Management plan not to be subject of reviewing under the SUSTCULT Project. This focused the Municipality in the framework of the SUSTCULT Project to find models for co-management which the municipality of Ohrid will face during implementation of the National WHP Management Plan.

In November, solution was find in changing the focus from the national WHP Management Plan to the Municipality of Ohrid WHP Management plan on its territory.

On October 1 and on December 3, two discussion sessions related to the management models and management structures of the WHP were organized.

The second workshop on December 3 was used to review with the Consultative Committee the new approach related to the development of the Municipality of Ohrid WHP Management Plan.

December, 2013 – January, 2014

The Final Draft of the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) is developed.

7 SWOT analysis of the World Natural and Cultural Heritage within the municipality of Ohrid

Before the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) was elaborated a thorough analysis of the current situation has been done to capture and assess the needs of improvement and the demands to be satisfied for safeguarding the natural and cultural heritage and further developing of the core city urban area. Using SWOT analyses following aspects of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid were analyzed:

- The values of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid
- The factors and risks threatening the values of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid
- Potential of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid
- Key issues regarding the management of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid

Having completed a SWOT analysis, the key question before the municipality of Ohrid was: "What do we do to optimize on our strengths and the opportunities that may present themselves, and how do we address our weaknesses and any external threats that may occur?"

The table below represents summary of the internal strengths and weaknesses of the Municipality of Ohrid, and outside Opportunities and Threats which were guiding the Municipality of Ohrid in developing the Vision and General and Specific Objectives for its WHP Management Plan (More detailed analyses see in APPENDIX 2).

Table 1

| STRENGTHS | WEAKNESSES |
|---|---|
| <ul style="list-style-type: none"> • Authenticity, Integrity (WHP status) • Diversity in the available heritage sites with diversity of significances and values. • Rich cultural diversity - tangible and intangible • The scientific and educational values | <ul style="list-style-type: none"> • No integrated heritage site management system in place • Municipal administration and local community not trained to undertake diverse new roles required for integrated site management and development of heritage sites for tourism. • Low awareness of local community for WHP • Lack of responsibility of implementation and monitoring and responsibility thereof • Limited heritage knowledge by tourism practitioners • Poor cooperation between institutions • Poor coordination work in publicizing the WHP |

| | |
|--|---|
| | <ul style="list-style-type: none"> • weaknesses in the implementation of the urban planning regulations and plans |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> • Law for Ohrid (implementation) • Development of integrated WH management plans • Promotion of the WHP for research and education • Organization of meetings to raise public awareness of the local community • Sustainable Tourism development | <ul style="list-style-type: none"> • Insufficient finances to address heritage issues. • Ownership • Future development pressures • Tourism industry pressures • Lack of appropriate heritage infrastructure • Destructive development • Degradation of the natural and cultural heritage due to pollution and lack of conservation • Rapid development and restructuring of the urban environment • Unguided tourism • Negative demographic tendencies |

7.1 The Values of the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid³⁰

The geographic and ambient attributes of the Ohrid Lake and mountains, the multi-layered cultural and historical significances as well as the human and social life since prehistoric times are essential values of the WHP within the territory of the Municipality of Ohrid.

The natural values of the Lake Ohrid have their place in its origin, age, morphological characteristics, oligotrophy of the water or the poorness of the organic substances, as well as in the living endemic species and relicts of flora and fauna.

The natural values of the land (terrestrial) part of the WHP within the territory of the Municipality of Ohrid “are explained through the geodiversity and the biodiversity of the National Park Galichica that covers parts” of the WHP.

Cultural values comprise: cultural landscape; cultural heritage; immovable cultural heritage; urban and architectural values; the rural areas within the protected region; and cultural – artistic values.

“The traces of human existence in these areas, dating from prehistoric times, through traces of construction throughout the historic continuity of all eras and civilizations, numerous artefacts and written documents, numerous examples of the movable cultural heritage witness the very intensive life in these areas that man has never left, making advantage of the given location of the lake. Cultural values on this territory, with emphasis on the spirituality, were foundations for the establishment of a large Christian centre even at the dawn of Christianity”.

The social value of the WHP within the territory of the Municipality of Ohrid is “related to the traditional social activities and modern use, which means a concern and awareness for the

³⁰ The content of this chapter is taken from the MP for the Natural and Cultural Heritage of the Ohrid region (Ch 5)

environment, and it encourages the process for revitalization of the cultural heritage. Its role in the establishment of the social and cultural identity at local and national level is very important”.

“The scientific and educational values are defined as extremely significant. The establishment of the St. Clement’s University and Ohrid Literary School founded by disciples of the creators of the Slavic alphabet, are scientific potential for researches in the field of literacy, history, archaeology, architecture, ethnology, and the history of art”.

The economic value is “generalized by cultural monuments and the process for their protection. Balanced management, valorization of the protected region and its proper revalorization is a guarantee for sustainable development”.

The detailed analysis of the WHP values within territory of Municipality of Ohrid and its systematization you can find in the Management Plan for Natural and Cultural Heritage of the Ohrid region.

7.2 Factors and risks threatening the values of the WHP Ohrid region within the municipality of Ohrid³¹

The Management Plan for Natural and Cultural Heritage of the Ohrid Region in details defines the identified factors and risks threatening the values based on the “extensive, long-term and detailed analysis of the values” of the WHP.

The insufficient communication among all subjects participating in the WHP management process within territory of the municipality of Ohrid and the insufficient consciousness of citizens for the values and possibilities/potentials of the area of WHP within the municipality of Ohrid, are factors that influence all values of the WHP.

Below are presented some of the main Factors and Risks threatening the values of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid which were also recognized while SWOT analysis were done³².

7.2.1 The Factors and Risks threatening the Natural Values

7.2.1.1 Factors

Some of the main factors threatening the natural values of the WHP within the territory of the Municipality of Ohrid are:

- The uncontrolled exploitation of vegetation for various purposes
- The forest fires
- The excessive cutting and destroying of the forest areas
- Usurpation of the space
- Excessive urbanisation of the space
- Construction works
- Inappropriate agro-technical measures and other various interventions of the land
- Excessive fishing of the Ohrid trout;
- Unsystematic exploitation of the Ohrid Lake as a hydro potential
- Wastewaters

³¹ The content of this chapter is taken from the MP for the Natural and Cultural Heritage of the Ohrid region (Ch 6)

³² The detailed analysis of the WHP Factors and Risks threatening the values of the WHP within territory of Municipality of Ohrid and its systematization you can find in the Management Plan for Natural and Cultural Heritage of the Ohrid region.

- Industry
- Solid waste
- Tourism

7.2.1.2 Risks

Some of the main risks threatening the socio-economic values of the WHP within the territory of the Municipality of Ohrid are:

- Eutrophication of Ohrid Lake

The concentration of phosphor in the middle of Ohrid Lake is still low enough for the lake to be considered as “oligotrophic”, but this amount has been increasing. The concentration that can be measured at present is 3 to 4 times larger than the concentration that was measured before World War II. When the huge volume of water in the Ohrid Lake is taken into consideration, it is clear that this is a major change. If this trend is confirmed through additional monitoring, we can expect dramatic changes in the Ohrid Lake in the next few decades.

- Pollution zones and destruction of the natural habitats along the coastal area

As a result of the fact that the littoral zone is in direct touch to the population that lives on the coast, it is the most struck part. The destruction of the natural habitats and the deterioration in the water quality is clearly visible in the littoral zone, especially in the areas that are closest to the populated centres. In the municipality of Ohrid, problems in the littoral zone appear in the regions of Ohrid and the coastal area that stretches south all the way to St. Naum. There also are changes in places where the big effluents of the lake flow into it, especially the rivers Velgoška and Koselska. At the places where there are nutrients, the growth of underwater plants has increased. The phytoplankton and the types of zooplankton have altered towards the kinds living in mesotrophic and eutrophic conditions. These changes will have a huge influence over other biotopes at the Ohrid Lake. Also the reeds are, simply cut or burnt in order to provide a better view or an easier recreational approach towards the lake.

- Fishing in the Ohrid Lake

It is clear that the fish colonies in the lake are in immediate danger and that swift activity is necessary in the management. All of the data indicates serious danger for the population of the trout and danger for the populations of the carp and plašica. The excessive fishing is probably the main reason for the reducing of the trout population.

- Forest Fires

Forest fires on the whole territory of the country, here including the WHP area within the municipality of Ohrid, happen mostly in the summer period, as a result of the immense heat or the irresponsible behaviour of individuals.

- The hails, stormy winds and fogs

This is why the forestation with permanent forest vegetation is necessary, especially at larger agro complexes. As a separate measure of protection from strong winds, besides communications, the choice of vegetation is crucial, with a substantial yearly increase which can cope with extensive drought periods.

7.2.2 The Factors and Risks threatening the Cultural Values

7.2.2.1 Factors

Some of the main factors threatening the cultural values of the WHP within the territory of the Municipality of Ohrid are:

- Insufficiently developed general consciousness for the values and the potentials of the space in general
- the insufficient level of consciousness for the architectural and artistic values of masonry and the other cultural heritage
- Non-compliance of the postulates of the contemporary residential architecture with the space potentials of the protected area
- Inadequately harmonised development concepts of separate commercial branches with the space potentials of the protected area and with the limitations set by the protection criteria (traffic and other infrastructure, big tourist complexes, production plants, different installations and objects, depots, magazines, warehouses);
- The inexistence of predetermined and secured sources of finance for conservation and restoration interventions
- The disregard for the procedures defined by law
- Unprofessional renovation of sacral and residential buildings by the users
- The inexistence of complete inventory records;
- The lack of conservation and restoration treatment;
- The insufficient valorisation;

7.2.2.2 Risks

Some of the main risks threatening the cultural values of the WHP within the territory of the Municipality of Ohrid are:

- The seismic risk

The seismic occurrences – earthquakes are the dominant natural calamities in the Republic of Macedonia, which can have catastrophic consequences for both the people and the nature. They have been present over the centuries, on ten seismic hotbeds in the country or in its close or broad surroundings, one of the most notable earthquakes occurring in the year of 518, completely devastating almost all settlements and cities.

- Fires

A cause for these fires could be the old or defective electrical networks, which are particularly dangerous for museums, archives and other buildings in which cultural monuments are exposed or are being stored.

- The risk of floods

The separate parts of the WHP area or certain cultural monuments within the municipality of Ohrid may partially be exposed to the risk of floods, although very rarely, most often due to the inadequate drainage and sewage systems, their insufficient maintenance and cleaning, but also from occasional outflow of some of the rivers or in extreme cases from rapid and enormous raising of the level of Ohrid Lake.

7.2.3 The Factors and Risks threatening the Socio-economic Values

7.2.3.1 Factors

Some of the main factors threatening the socio-economic values of the WHP within the territory of the Municipality of Ohrid are:

- Utilisation of natural resources
- Infrastructure
- Demographic trends
- No or low collection of communal income based on the exploitation of natural and cultural properties
- Lack of clearly defined vision for tourist products and strategically determined development goals for the area
- The insufficient investments in the educational system
- The lack of investments in the educational system, through which craftsmen who are needed for the protection of specific types of cultural heritage from the suitable crafts would be educated and trained, through various specialist creative courses and so forth);

7.2.3.2 Risks

The seismic risk, fires and floods also are the risks threatening the socio-economic values of the WHP within the territory of the Municipality of Ohrid. Besides, there are other risks:

- Bacterial contamination of Ohrid Lake

One of the greatest potential risks for the health of humans in the settlements near the shore of Ohrid Lake is the bacterial and virus contamination that cause diseases, and which enter the lake through waste waters containing faces.

7.3 Potential of the municipality of Ohrid with the WHP within its territory³³

The economic value of the WHP within territory of the municipality of Ohrid “should be manifested through the natural and the cultural heritage, the science and the education, the tourism, the traffic and the lake traffic, the fishery and the craftsmanship”.

The development of the municipality of Ohrid needs to be marked with the true unique values of the WHP within territory of the municipality, so that the products should be promoted as a unique ensemble which has authentic original identity. The municipality of Ohrid needs to be promoted (as a part of the WHP Natural and Cultural Heritage of the Ohrid region) by using the prefix of the UNESCO brand.

Tourism The municipality of Ohrid has potentials for development different types of tourism, such as: cultural tourism, sports tourism, rural tourism, lake tourism, eco-tourism, winter tourism, underwater tourism, mountain tourism.

The condition for realizing all these types of tourism is the planning for improvement of the existing electrical, water supply, road and sewer infrastructure which represents a real assumption for development of the sustainable tourism.

The National Park Galichica, the natural beauties and landscapes within the municipality of Ohrid, the richness of natural values contribute the municipality of Ohrid to represent an important tourist potential.

³³ The content of this chapter is taken from the MP for the Natural and Cultural Heritage of the Ohrid region (Ch 7)

As well as in other destinations, the tourism is also multiplied in the other types of products and services, such as production of souvenirs (craftsmanship), production and placement of food, higher trade in the shops and consequently, increased employment rate. **Traffic** The existing road network on the territory of the municipality Ohrid should be improved by reconstructing sections, by good connecting as a transit of the Lake of Ohrid, by reconstructing the section Ohrid – Resen and Ohrid – St. Naum, as well as other kind of development of the regional road network which would be made by constructing new roads which lead to the rural settlements. The lake traffic has to be adequately planned which would create conditions for its successful development.

Fishery. The clear fresh-water of the Lake of Ohrid which has transparency up to 22 m is rich in fish fund which consists of 17 fish types and many of them are endemic. The fishery is one of the most important economic activities and trade activities in the municipality of Ohrid for a long time ago. Large part of the inhabitants existed on fishery. Even though the lake is not very rich in fish, the fish quality, especially the quality of the trout, had been famous everywhere.

Science and education. The municipality of Ohrid has scientific potential for researching the following fields: archeology, architecture, history of art, slavistics and ethnology. This research may be carried out through: the depots and the archives of the authorized institution for protection, the City Archives, the City Library, the field research, the church libraries and the cooperation with other historical archives and institutions related to the field of protection.

8 The Vision and General Objectives

The Vision of Municipality Ohrid for management of the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid is:

The municipality of Ohrid, will base its prosperity on effective, sustainable and long-term management of the WHP Natural and Cultural Heritage of the Ohrid region in order to sustain its OUV, authenticity and integrity, supported by active stakeholder and community engagement and strong coordinated governance within the territory of the Municipality of Ohrid.

In addition, the motto for the city of Ohrid as a part of the WHP Natural and Cultural Heritage of the Ohrid region was developed:

OHRID THE CITY WHERE THE CULTURAL EMBRACE THE NATURAL HERITAGE

The Vision of Municipality Ohrid for management of the WHP Natural and Cultural Heritage of the Ohrid region, within the territory of the Municipality of Ohrid will be realized with the fulfillment of the following general objectives:

General Objective 1: *To participate in the Management of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (New Initiatives)*

General Objective 2: *To contribute to awareness and in protection of the Outstanding Universal Value of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (For the next generations)*

General Objective 3: *To contribute in promotion the role of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid in local, national and international education through research into, and interpretation and communication (Depends just on us)*

General Objective 4: *To contribute to the economic development of the municipality of Ohrid through using the potentials of WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid on the sustainable growth principle. (Using the WHP)*

9 THE ACTION PLAN FOR THE MANAGEMENT PLAN OF THE MUNICIPALITY OF OHRID for World Heritage Property: Natural and Cultural Heritage of the Ohrid Region (within the territory of the municipality of Ohrid) for the Period 2014-2020

9.1 General

The General objectives of Management Plan of the Municipality of Ohrid for the World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid), set out above, will be achieved through a wide range of measures and activities/projects, to be undertaken by the municipality of Ohrid and in partnership with other stakeholders involved in the management of the WHP. Whether these activities/projects are implemented by a single body or require a partnership approach, it is of fundamental importance that they are conceived, designed and implemented within the framework established by the Management Plan.

The Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) prescribes the measures and activities/projects for the protection of the natural and cultural values for which the WHP Ohrid region is included in the UNESCO World Heritage List, which is under responsibility of Municipality of Ohrid and that one which will be implemented in partnership with entire community and other stakeholders. For the reason this Management Plan to deliver a sustainable future for the WHP Ohrid region within the territory of the Municipality of Ohrid, it needs to be actively promoted, monitored and implemented.

The Vision of the Municipality of Ohrid which has to guide the management of the WHP Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid over the next six years is:

The Municipality of Ohrid, will base its prosperity on effective, sustainable and long-term management of the WHP Natural and Cultural Heritage of the Ohrid region in order to sustain its OUV, authenticity and integrity, supported by active stakeholder and community engagement and strong coordinated governance within the territory of the Municipality of Ohrid.

This Vision reflects the five Management Principles (9.3) and supports the Management Objectives. The Action Plan outlines actions required to deliver those objectives, to prepare the baselines for the required monitoring and to achieve the Vision (Appendix 1).

The Municipality of Ohrid and all other stakeholders that have worked together to develop this *Management Plan* need to face the challenge of implementing the Objectives, Action Plan and Vision to secure the protection of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid and its Outstanding Universal Value for future generations. The implementation of any WHP Management Plan requires the support and participation of WHP owners, local community, visitors and it requires a significant level of continued commitment and resources if it is to succeed.

9.2 General and Specific Objectives

The Action Plan of the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) explains the manner of realization of the specific objectives/ measures and activities/projects for each of the General Objectives:

General Objective 1: To participate in the Management of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (New Initiatives)

- 1.1. *Establish the Institutional ground in municipality referring to management of WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid.*
- 1.2. *Increase community and stakeholder engagement in decision-making and implementation*
- 1.3. *Identify and secure appropriate resources to enable implementation of the Management Plan's priorities.*
- 1.4. *Regularly monitor the condition of the OUV of the Site on its territory and progress in implementing the Management Plan's policies.*

General Objective 2: To contribute to awareness and in protection of the Outstanding Universal Value of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (For the next generations)

- 2.1. *Build awareness and understanding of the WHP Outstanding Universal Value amongst those involved in the planning, design and control of new development within the territory of the Municipality of Ohrid.*
- 2.2. *Encourage greater awareness for OUV among local community within the territory of the Municipality of Ohrid, and pride in WHP Ohrid region's international significance.*
- 2.3. *Ensure that the strategic views and spatial relationships that contribute to the Outstanding Universal Value and understanding of the Site in its setting are safeguarded in plans and proposals for future development within the territory of the Municipality of Ohrid.*
- 2.4. *Ensure that measures are in place to minimize risks from natural and man-made disasters within the territory of the Municipality of Ohrid that could harm the Site's Outstanding Universal Value.*

General Objective 3: To contribute in promotion the role of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid in local, national and international education through research into, and interpretation and communication (Depends just on us)

- 3.1. *Ensure that the WHP is interpreted by components and as a whole, and that existing interpretation takes into account the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid.*
- 3.2. *To label within the territory of the Municipality of Ohrid the World natural and cultural heritage.*

- 3.3. *Increase formal education opportunities deriving from the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid.*
- 3.4. *Support further and higher education sectors in developing inclusive lifelong learning programmes and events based on the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid.*
- 3.5. *Exploring links with existing and aspiring World Heritage Sites to develop positive relations and exchange working practices.*
- 3.6. *Develop a coordinated research framework for the historic environment that contributes to the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid, to inform future conservation and maintenance activities, and disseminate results of research to all communities of interest.*

General Objective 4: To contribute to the economic development of the municipality of Ohrid through using the potentials of WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid on the sustainable growth principle. (Using the WHP)

- 4.1. *Balance the increased usage of the Site by local communities and visitors within the territory of the Municipality of Ohrid, with the need to maintain and conserve its Outstanding Universal Value.*
- 4.2. *Encourage the marketing, promotion (including physical signage) and branding of the WHP as a whole to be relevant to target audiences, sensitive to physical location where appropriate, coordinated and consistent.*
- 4.3. *Support increased accessibility of the Site within the territory of the Municipality of Ohrid by sustainable transport options, and a coordinated signage strategy.*
- 4.4. *Ensure that all users and visitors can, and are encouraged to, move easily around the different parts of the Site within the territory of the Municipality of Ohrid.*
- 4.5. *Strengthen the ‘sense of place’ throughout the Site within the territory of the Municipality of Ohrid.*
- 4.6. *Encourage high quality facilities and amenities for users and visitors across the Site within the territory of the Municipality of Ohrid.*

9.3 Management Principles

The Management Principles are intended to guide the actions and decisions of the municipality of Ohrid affecting the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid. Those principles can help to provide a clear framework for municipality of Ohrid in its participation and role for the future management of the WHP.

The underlying management principles presented below are intended to be long-lived and should remain relevant to future revisions of the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid).

Principle 1 – Due Conservation

This is the fundamental and overarching requirement and sets a benchmark by which all decisions and scenarios can be assessed. The municipality of Ohrid in implementation of activities to reach the objectives of its WHP Management Plan in accordance with this principle will undertake measures for discovery, conservation, popularization and bequeathal of the exceptional world natural and cultural heritage of the Ohrid region within the territory of the Municipality of Ohrid, to future generations so as to protect it as a segment of the collective heritage of mankind. All site owners and public entities with an interest in the protection, management and promotion of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid, should be aware of the need to conserve the Outstanding Universal Value of the WHP.

Principle 2 - Deliver tangible socio-economic benefits for local communities

This principle seeks to ensure that the needs of the local communities of the municipality of Ohrid are addressed within the WHP's management. The WHP should continue to play a major role in providing socio-economic benefits for the local community in the municipality of Ohrid through the provision of a high quality and distinctive visitor attraction that encourages people to return and stay longer in the area, hence increasing and spreading the economic value of tourism within the surrounding area.

Principle 3 - Maintain an appropriate setting and 'sense of place' for the WHP

The landscape character of the WHP's setting within the municipality of Ohrid needs to be conserved to ensure that the WHP's current ambience, tranquillity and 'sense of place' is retained. The landscape quality and character of the setting of the WHP within the municipality of Ohrid is a major consideration of all planning activities in preparing policy for and dealing with development proposals within the setting of the WHP inside the territory of the municipality of Ohrid.

Principle 4 - Deliver and maintain a world- class and sustainable visitor experience at the WHP

The sustainable development of a high quality visitor experience at the WHP within the municipality of Ohrid should ensure that all visitors continue to be accommodated on the WHP with minimal adverse impacts on the Outstanding Universal Values of the Natural and Cultural heritage within the municipality of Ohrid. As an integrated part of the visitor experience, appropriate interpretation and education facilities should be provided and developed at the WHP within the municipality of Ohrid in a manner that reflects the character and values of the WHP.

Principle 5 - International Cooperation

In accordance with the Principle of International Cooperation municipality of Ohrid is actively engaged in bilateral, regional and wider international cooperation for the purpose of the conservation of the world cultural and natural heritage within its territory on a permanent basis and in conformity with modern scientific methods. Additionally, the municipality of Ohrid provides assistance in the determination, conservation and popularization of the cultural and historical heritage as collective heritage of mankind and is actively involved in the international system of cooperation and assistance aimed at enabling international protection of the world natural and cultural heritage within its territory.

9.4 *The role of Municipality of Ohrid in the implementation of the Management Plan for the World Natural and Cultural Heritage of the Ohrid region*

By the Law for the Management of the World Natural and Cultural Heritage of the Ohrid Region, the Management Plan has to be implemented by the Department of Environment and the Department for Protection of Cultural Heritage, the Mayor of the Municipality of Ohrid, the Mayor of the Municipality of Struga and the Mayor of the Municipality of Debarca, holders of natural and cultural heritage and other subjects, each within their competences, and in accordance with the activities specified in the plan.

The Commission for managing the natural and cultural heritage in the Ohrid region has to be formed by the Government of the Republic of Macedonia as a coordinative and advisory body for the performance of the works (hereinafter referred to as: The Commission). The Commission has to be composed of 21 member, appointed based upon the mutual proposal submitted by the Minister of Environment and Physical Planning and the Minister of Culture.

Among them, one member has to be appointed upon the proposal of the Mayor of the municipality of Ohrid and in addition, as Commission members he may suggest other representatives from other scientific, educational and professional institutes acting in the field of protection of the natural and cultural heritage in the Ohrid region.

Among the others the Commission performs the following activities directly related with the Municipality of Ohrid:

1. Reviews and gives opinion on other plans that affect the management of natural and cultural heritage in the Ohrid region;
2. Reviews and gives opinion on spatial and urban plans in the Ohrid region;
3. Monitors and gives opinion on the state of the world natural and cultural heritage in the Ohrid region;
4. Reviews the situation and suggests measures to improve the situation of the World Natural and Cultural Heritage of the Ohrid region, on its own initiative and /or at the request of another person or entity or a state or local government;

The Commission for Management of the World Natural and Cultural Heritage of the Ohrid region has to be established within three months from the date of entry³⁴ into force of the law.

In accordance with Article 29 for Implementation of Measures and Conservation Activities referring to natural and cultural heritage in WHP Ohrid region, responsibility is on **the main stakeholders** presented in the Table below:

Table 2: The main stakeholders of the WHP Ohrid region

| Institution | Responsibility |
|--|---|
| The Municipalities of Ohrid, Struga and Debarca and their respective bodies and public services along with the state administration body dealing with activities pertaining to the conservation of nature and the state administration body dealing with activities pertaining to culture, | within the framework of their respective competences stipulated herein or by another law are accountable for the management and implementation of measures and activities targeted at the conservation and promotion of the world natural and cultural heritage in the region of Ohrid. |
| The holders of the world natural and cultural heritage in the region of Ohrid | are accountable for the maintenance, upkeep, respect and proper use and deployment of the natural and cultural heritage. |
| The national institutions – National Conservation Centre – Skopje and the National Institution for the | within their competences, are responsible for undertaking preservation-conservation measures |

³⁴ September 7, 2010. However, so far the Commission has not been established.

| | |
|---|---|
| Conservation of Monuments and Culture and Museum - Ohrid | targeted at the world cultural heritage in the region of Ohrid. |
| The "D-r Nikola Nezlobinski" Museum - Struga | is accountable for undertaking measures for the preservation of the tangible and intangible natural heritage which is an integral part of the collection in the museum. |
| The Public Scientific Institution Hydro-Biological Institute in Ohrid | is responsible for proposing and undertaking measures aimed at the preservation of the world natural heritage in the region of Ohrid, its scientific exploration and promotion and provision of genetic material from the species. |
| The Public Institution National Park Galichica | is in charge of and accountable for undertaking measures aimed at the preservation of the world natural heritage within the area of the National Park Galichica and the prevention of degradation of the natural heritage and the area of the national park caused by activities by other legal and physical persons on the sites of the national park. |

The activities proposed in the plan shall be coordinated and performed by several entities according to their authorities. The sources required for the implementation of measures and activities will be provided from:

- the budget of the Republic of Macedonia;
- the budget of the Municipality of Ohrid,
- assets acquired by usage and deployment of the natural and cultural heritage in the region of Ohrid, and
- other sources (donations, grants, loans, gifts, legates, etc.).

9.5 Strategy for implementation of the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

Responsible for Implementation of the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) is administration of the municipality of Ohrid, in coordination with above-mentioned main stakeholders. Municipal administration³⁵ of the municipality of Ohrid is organized in the 12 Departments with 27 Units, 3 sole Units - for internal revision, Inspectorate and Human resource management, as well the Territorial fire unit of the Municipality.

The main responsibility for implementation of the Action plan is on Department for International Cooperation, cooperation with UNESCO and culture, which consist of 3 Units:

- Unit for UNESCO and European integration
- Unit for International Cooperation and collaboration with sister cities, and
- Unit for Culture

This Department performs activities related to: the initiation, coordination and implementation of the Ohrid Municipality cooperation with sister cities, with foreign and international donors, lenders and organizations, associations and foundations in the area of the Municipality, of Ohrid, proposing measures to support activities of associations and foundations and other

³⁵ 08.01.2013, Municipality of Ohrid "Official Gazette" No. 11, page 26

activities that will be determined within the scope of jurisdiction according to the laws and other regulations.

In accordance with the description of tasks, the main responsibilities for management of the implementation of measures and activities referring to WHP lay with the Unit for UNESCO and European integration.

The Unit for UNESCO and European integration performs the works related to:

- Monitoring the activities related to UNESCO;
- Cooperation with the National Commission of UNESCO for Macedonia;
- Monitoring and coordinating the activities for the protection of cultural property in the jurisdiction of the Municipality of Ohrid and cooperation with the institutions for the protection and preservation of cultural and natural heritage, as well as the offices of UNESCO;
- Implementation of regulations and actions by conventions for the preserved cities by UNESCO;
- Preparing projects and monitoring of UNESCO funds that predict expert and technical assistance, as well as equipment ;
- Providing information of the Municipality of Ohrid for the European policies which are in the process of definition;
- Proposing measures and activities to build the capacity of municipal administration in accordance with the European legislation;
- Participating and organizing roundtables and conferences relating to the development of the local legislation ;
- Assisting in the effective adoption of the European structural funds through an easy access to information about European programs, projects and initiatives for the community;
- Performs other duties which will be determined within the scope of jurisdiction according to the laws and other regulations.

Also will be more effective if the Unit for UNESCO and European integration becomes Unit for UNESCO as a separate unit and to create Unit for European integration and International Cooperation and collaboration with sister cities.

While it is recognised that detailed duties for the proposed Unit for UNESCO have still to be fully agreed, key responsibilities in addition of those mentioned above would include:

- Implementation of the Management Plan of the Municipality of Ohrid for the World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid);
- Update, prepare and co-ordinate an annual programme for action based on the Action Plan that translates the WHP Management Plan's objectives into practical action on the ground;
- Promoting scientific and educational work on the WHP in the Municipality of Ohrid;
- Horizontal and vertical communication with other stakeholders within municipality of Ohrid as well the national and international cooperation related to the WHP.
- Establish monitoring procedures, including the maintenance of relevant databases and indicators for monitoring progress;

- Co-ordinate and facilitate new initiatives identified in the Municipality of Ohrid WHP Management Plan; identify opportunities for funding to support new initiatives;
- Work with local communities to deliver initiatives in the setting of the WHP;
- Inform the local community about the WHP and the activities occurring on it;
- Monitor development in the setting of the Site; liaise with other organisations, including owners of the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid, to ensure the implementation of this Management Plan;
- Promote the WHP Ohrid region to local, regional and international audiences.

Recommendation is that the Head of the Unit for UNESCO to be appointed as a Municipal WH Manager for the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid. He will be responsible for implementation of this Management Plan and will be liaison officer with the other institutions responsible for implementation of the MP for Natural and Cultural Heritage of the Ohrid region.

In addition to the Unit that is administrative operational body, proposal is to establish in accordance with the Charter of Municipality of Ohrid a Municipal WH Council as separate municipal body. The Municipal WH Council will have a role of Policy advisor to the City Council of the Municipality of Ohrid.

As a members of this Municipal WH Council will be: experts from different departments from the municipality of Ohrid responsible for different aspects referring to WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (Department for Urbanism and Management with the construction land, Department for Environment and Waste Management, Department for Tourism and Local economic development, Inspectorate and the Territorial fire unit of the Municipality); representatives from the main stakeholders (state institutions, community and businesses), as well as representatives from other scientific, educational and professional institutes acting in the field of protection of the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid.

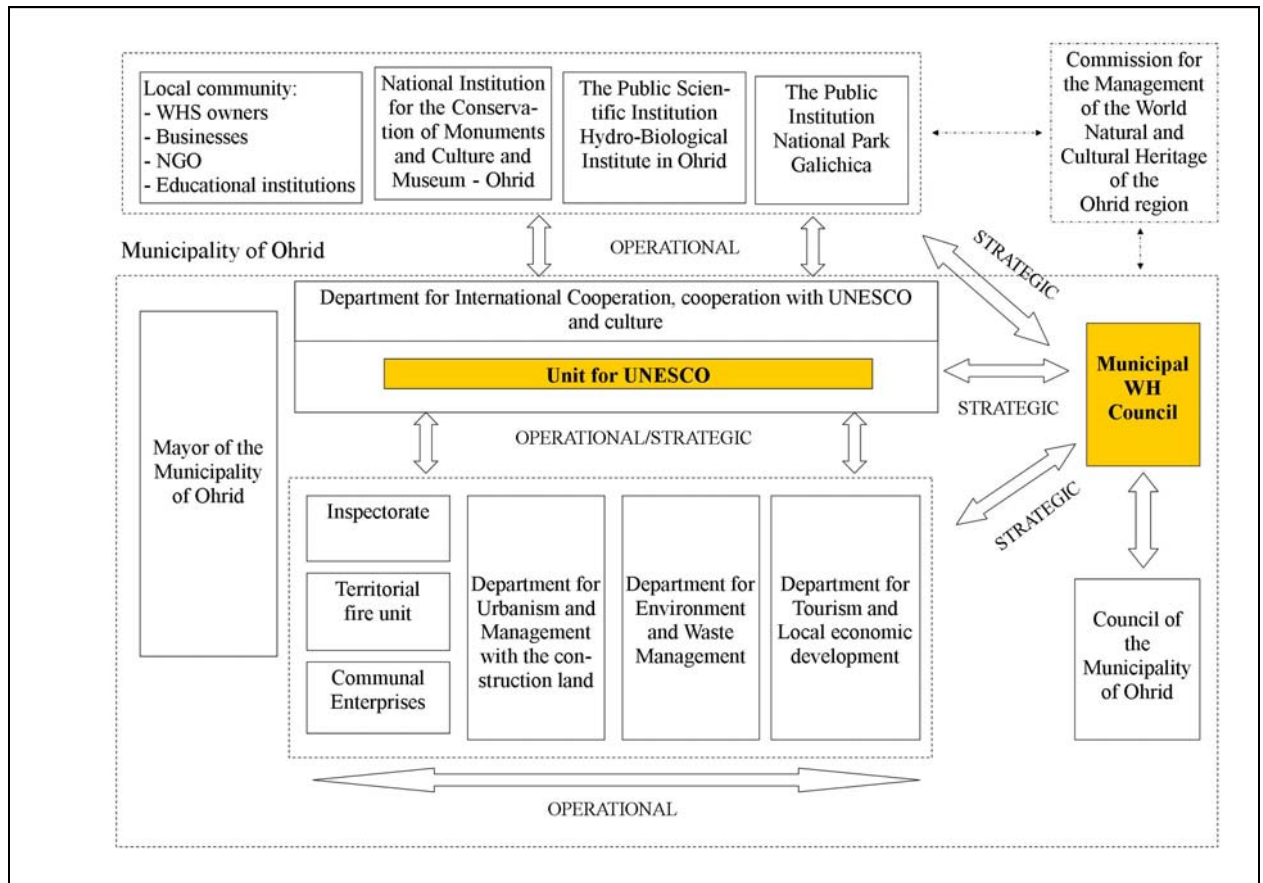
While it is recognised that detailed duties for the proposed Municipal WH Council of Municipality of Ohrid have still to be fully agreed, key responsibilities would include:

1. Examines and gives opinion on the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid);
2. Reviews and gives opinion on other plans of Municipality of Ohrid that affect the management of the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid;
3. Reviews and gives opinion on spatial and urban plans of the Municipality of Ohrid;
4. Secure funding to cover co-ordination costs; review and update the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) on a six-yearly cycle;

5. Gives opinion on the state of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid;
6. Reviews the situation and suggests measures to improve the situation of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid , on its own initiative and /or at the request of another person or entity;
7. Reviews and gives opinion on other matters related to the management of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid;
8. Municipal WH Council expresses opinions, views and suggestions, determines views and suggestions and proposes taking measures by Municipality of Ohrid to manage the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid;
9. The Municipal WH Council makes decisions by a majority vote of all members of the Council.

The proposed Municipal WH Council of the Municipality of Ohrid would have a balanced membership to reflect the conservation and tourism interests of the stakeholders of the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid. It would provide strategic guidance on the activities and operations occurring on WHP by the owners of the World Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid and the visitors operators and facilitate dialogue with the local community and local stakeholders and people with an interest in the WHP.

Figure 3: A proposed WHP management structure of the Municipality of Ohrid and communication links with the main stakeholders



A proposed management structure and communication links of the Municipality of Ohrid with the main stakeholders for the management on the Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid are shown in Figure 3. Refinement of this structure may occur as the Municipality of Ohrid WHP Management Plan implementation proceeds and stakeholders are consulted further.

9.6 Financing and necessary means for the activities from the Action Plan

The activities proposed in the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) shall be coordinated and performed by several entities according to their authorities. The sources required for the implementation of measures and activities will be provided from:

- the budget of the Republic of Macedonia;
- the budget of the Municipality of Ohrid,
- assets acquired by usage and deployment of the natural and cultural heritage in the region of Ohrid, and
- other sources (donations, grants, loans, gifts, legates, etc.).

Monitoring and Reviewing the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid). This Management Plan has to be understood as a dynamic document that will change as the management capacities will be built, the management priorities shifted, conditions on-site evolved and other factors come into play. It is essential that there is a regular monitoring to provide the most up-to-date information.

Monitoring required by the plan has to focus on indicators linked to the Outstanding Universal Value of the WHP, authenticity and integrity.

It is recognized that, with varying management priorities and other factors stemming from the complexity of the WHP, the relevance of this Management Plan may change over time. As such, the effectiveness of the implementation of the plan will be addressed by:

- extensive reassessment of the plan every two years;
- production of annual Municipality of Ohrid WHP reports;
- periodic reporting;
- monitoring the progress of actions in Action Plan 2014–2020;
- assessment of the effectiveness of each action to achieve objectives;
- undertaking interim reviews, as required.

As these steps are taken, relevant sections of the plan may need to be updated accordingly and reissued in the plan. Public consultation may be undertaken to inform relevant stakeholders of new issues, if they arise.

Through continued monitoring by the Unit for UNESCO and Municipal WH Council and participation by local interest groups, public institutions and agencies, non-governmental organizations, local institutes and other relevant parties, the deterioration of the cultural and natural heritage of Ohrid region in municipality of Ohrid can be prevented and a sense of pride will be instilled, thus ensuring the preservation of the unique qualities of this precious.

Monitoring and Evaluation Reports are subject of reviewing by Municipal WH Council and approval by the Council of the Municipality of Ohrid.

9.7 Conclusion

Having in mind the needed environment and preconditions to start with the implementation of this Management Plan, it is suggested to split activities/projects in two parts. The crucial efforts must be focused on “The New Initiatives” General Objective - to establish the WHP management structures in the municipality of Ohrid, to adopt Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid) and to create precondition for establishing of a Municipal WH Council.

10 APPENDIX 1: ACTION PLAN

ACTION PLAN for the Management Plan of the Municipality of Ohrid for World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

Abbreviations

| | |
|------------|--|
| WHP | World Heritage Property |
| MC | Ministry of Culture |
| MEPP | Ministry of Environment and Physical Planning |
| IMO | Institute and Museum – Ohrid |
| MS | NU Museum “dr. Nikola Nezlobinski” - Struga |
| CMA | Crisis Management Agency |
| HAM | Hotel Association of Macedonia |
| ATAM | Association of Travel Agencies of Macedonia |
| METS | Ministry of Economy - Tourism Section |
| MLSG | Ministry of Local Self-government |
| NCC | National Conservation Center – Skopje |
| MOC | Macedonian Orthodox Church |
| IRC | Islamic Religious Community |
| FTOS | Faculty of Tourism and Organizational Science - Ohrid |
| NPG | National Park “Galichica” |
| IHO | Institute of Hydrobiology - Ohrid |
| GRM | Government of the Republic of Macedonia |
| CARM | Customs Administration of the Republic of Macedonia |
| MF | Ministry of Finances |
| CHPO | Cultural Heritage Protection Office |
| AE | Administration of Environment |
| PPA | Physical Planning Agency |
| RECA | Real Estate Cadastre Agency |
| NATPS | National Agency for Tourism Promotion and Support |
| NGO | Non Governmental Organizations |
| BS | Business Sector |
| ECM | Economic Chamber of Macedonia |
| Commission | Commission for Management with the Cultural and Natural heritage of the Ohrid region |
| ATPS | Agency for Tourism Promotion and Support |
| A | Action to be finalized within 1 year |
| B | Action to be finalized within 3 years |
| C | Action to be finalized within 6 years |

ACTION PLAN for the Management Plan of the Municipality of Ohrid for the World Heritage property: Natural and Cultural Heritage of the Ohrid region (within the territory of the Municipality of Ohrid)

General Objective 1: To participate in the Management of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (New Initiatives)

| Specific objective/Measure | Project title /Action | Priority A, B, C | Estimated cost / resources needed (EUR) | Funding secured | Responsible (subject in charge of the project) | Time scheduled | Link / dependency on other projects and actions | Monitoring indicators |
|--|---|------------------|---|-------------------------|--|--|---|---|
| 1.1. Establish the Institutional ground in municipality referring to management of WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid | 1.1.1. <i>Establishing the Department for International Cooperation, cooperation with UNESCO and culture including Unit for UNESCO and European integration</i> | A | | <i>Municipal Budget</i> | Municipality of Ohrid | 2013 | NA | <i>Organizational structure adopted by City council</i> |
| | 1.1.2. <i>Municipal Unit for UNESCO and European integration fully operational</i> | A | TBD | <i>Municipal Budget</i> | Municipality of Ohrid | May 2014 | NA | <i>Staffed Unit</i> |
| | 1.1.3. <i>Adoption of the Management Plan of the Municipality of Ohrid for the natural and cultural heritage of the Ohrid region</i> | A | | <i>SUSCULT</i> | Municipality of Ohrid | <i>until the end of SUSCULT Project – march 2014</i> | <i>To be Adopted by the City Council</i> | <i>MP is adopted by City Council</i> |
| | 1.1.4. <i>Establishing the Municipal Council for WHP Ohrid Region in the Municipality of Ohrid as a special body of the Municipality in accordance with the Municipal Charter</i> | A | TBD | <i>Municipal Budget</i> | Municipality of Ohrid | <i>Until the June, 2014</i> | NA | <i>Municipal WHP Council established</i> |
| 1.2. Increase community and stakeholder engagement in decision-making and implementation | 1.2.1. <i>Develop a strategy to optimise communication and engagement with residents and stakeholders. The strategy should encompass future developments</i> | A | | <i>Municipal Budget</i> | Municipality of Ohrid, | <i>Until the end of 2014</i> | NA | <i>Communication strategy developed by the end of 2014. Review yearly. Produce a quarterly newsletter for the WHP Partnership</i> |
| | 1.2.2. <i>Develop a strategy to increase volunteer and friends groups at the Site, and other participation opportunities.</i> | A | | <i>Municipal Budget</i> | Municipality of Ohrid, | <i>Until the end of 2014</i> | NA | <i>Volunteer and Friends Strategy produced by the end of 2014. Review yearly.</i> |

General Objective 1: To participate in the Management of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (New Initiatives)

| Specific objective/Measure | Project title /Action | Priority A, B, C | Estimated cost / resources needed (EUR) | Funding secured | Responsible (subject in charge of the project) | Time scheduled | Link / dependency on other projects and actions | Monitoring indicators |
|--|---|------------------|---|--|--|----------------|---|--|
| | <i>1.2.3. Explore opportunities to increase local business involvement (for example through sponsorship of events and initiatives).</i> | A | TBD | Other sources | Municipality of Ohrid, | 2014 | NA | <i>Business Engagement Strategy developed by the end of 2014. Review yearly.</i> |
| 1.3. Identify and secure appropriate resources to enable implementation of the Management Plan's priorities | <i>1.3.1. Determine and keep under review the human and financial resources required to deliver the Management Plan, and develop a funding strategy to support implementation.</i> | A | TBD | State Budget Municipal Budget Assets acquired by usage of WHP Other sources | Municipality of Ohrid, | 2014 | NA | <i>Management plan actions detailed and Funding Strategy developed. Review yearly.</i> |
| | <i>1.3.2. Develop business plan and marketing strategy for "Gulf of bones"</i> | A | 12000 | SUSTCULT | Municipality of Ohrid | 2013 | NA | <i>Business Plan and Marketing strategy developed</i> |
| 1.4. Regularly monitor the condition of the OUV of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid and progress in implementing the Management Plan's policies | <i>1.4.1. Review and update the specific objectives and actions in the Management Plan, based on changing external circumstances and progress against the existing Plan.</i> | A | NA | Municipal Budget | Municipality of Ohrid | 2014 | N/A | <i>Management Plan review undertaken yearly by the Municipal WHP Council</i> |
| | <i>1.4.2. Set-up a WHP focus group, supported by Partnership-wide questionnaire to ensure public views on progress and priorities captured</i> | B | NA | Municipal Budget Other sources | Municipality of Ohrid | 2015 | NA | <i>Management Plan review undertaken every two years by the Municipal WHP Council</i> |
| | <i>1.4.3. Produce an annual report on progress against each action for circulation to the Municipal WHP Council, including a summary of projects undertaken and income generated.</i> | B | NA | Municipal Budget | Municipality of Ohrid | 2015 | NA | <i>Annual report published in March each year.</i> |

General Objective 2: To contribute to awareness and in protection of the Outstanding Universal Value of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid (For the next generations)

| Specific objective/Measure | Project title /Action | Priority A, B, C | Estimated cost / resources needed (EUR) | Funding secured | Responsible (subject in charge of the project) | Time scheduled | Link / dependency on other projects and actions | Monitoring indicators |
|--|---|------------------|---|---|--|----------------|---|--|
| 2.1. Build awareness and understanding of the Site's Outstanding Universal Value amongst those involved in the planning, design and control of new development within the territory of the Municipality of Ohrid | 2.1.1. <i>Build awareness among the citizens, visitors and professionals of the Outstanding Universal Value of the Site on its territory, and the World Heritage Convention.</i> | A | TBD | State Budget Municipal Budget Other sources | Municipality of Ohrid | 2014 | NA | Include an article on OUV / WHC in each annual report and newsletter, and add back catalogue to website. |
| | 2.1.2. <i>Respond to surveys and consultations seeking to understand socio-economic context and regeneration needs and priorities, with positive suggestions for the role that the WHP can play.</i> | B | TBD | NA | Municipality of Ohrid | 2014 | NA | Municipal Unit of UNESCO and Municipal WHP Council input to all available surveys and consultations. |
| | 2.1.3. <i>Implementation of other adopted strategic development projects and establishing free balance between urbanization, sustainable growth and protection of natural and cultural heritage</i> | C | NA | NA | Municipality of Ohrid | 2014 | NA | Number of implemented projects with recorded balance Year by year |
| | 2.1.4. <i>Consistent application of all existing regulations and planning documents in order to prevent occurrences that may impair the integrity of the natural and cultural heritage of the Ohrid region (excessive and uncontrolled urbanization and unsustainable usage of the natural resources)</i> | C | NA | NA | Municipality of Ohrid | 2014 | NA | Number of unutilized legal measures annually |
| 2.2. Encourage greater awareness for OUV among local community within the territory of the | 2.2.1. <i>Establish WHP Ohrid region Partnership as non formal network</i> | B | NA | Municipal Budget Other sources | Municipality of Ohrid | 2015 | NA | Until middle of 2015 WHP Ohrid region Partnership network established |
| | 2.2.2. <i>Expand the WHP Ohrid region Partnership, and encourage and assist Partners to</i> | B | NA | Municipal Budget Other | Municipality of Ohrid | 2015 | NA | 5% yearly increase in members of the WHP Ohrid region Partnership |

| | | | | | | | | |
|--|--|---|----|---|-----------------------|------|----|--|
| Municipality of Ohrid, and pride in WHP Ohrid region's international significance | <i>promote awareness and interest among friends, family and colleagues.</i> | | | <i>sources</i> | | | | |
| | 2.2.3. <i>Introduce a quarterly newsletter for the WHP Ohrid region Partnership</i> | B | NA | <i>Municipal Budget Other sources</i> | Municipality of Ohrid | 2014 | NA | <i>Newsletter published four times yearly from October 2014.</i> |
| 2.3. Ensure that the strategic views and spatial relationships that contribute to the Outstanding Universal Value and understanding of the Site in its setting are safeguarded in plans and proposals for future development within the territory of the Municipality of Ohrid | 2.3.1. <i>Encourage the development and protection of policies as part of the Strategic Development Plans to ensure that development is managed in a manner consistent with the Outstanding Universal Value of the Site and the Management Plan's vision and policies.</i> | B | NA | NA | Municipality of Ohrid | 2014 | | <i>Ensure the Municipal Unit of UNESCO and Municipal WHP Council are engaged at each stage of consultation and review of the Strategic Development Plans, to retain identified policies from the Local Plans, and to include new policies as agreed.</i> |
| | 2.3.2. <i>In line with the development regulations, scrutinize all development proposals that may affect the WHP or buffer zone (when it is established).</i> | B | NA | NA | Municipality of Ohrid | 2014 | NA | <i>Undertake an annual review of the programmes, and ensure that the proposed developments which meet the criteria are reviewed.</i> |
| | 2.3.3. <i>Encourage external recognition of Ohrid region's Outstanding Universal Value, and the work of stakeholders in preserving and promoting it</i> | B | NA | Municipal Budget | Municipality of Ohrid | 2015 | NA | <i>One nomination for external recognition every year.</i> |
| 2.4. Ensure that measures are in place to minimize risks from natural and man-made disasters within the territory of | 2.4.1. <i>Encourage the preparation and regular review of risk assessments and emergency plans for natural and man-made risks, and encourage risk management procedures for all heritage assets.</i> | A | NA | State Budget Municipal Budget | Municipality of Ohrid | 2014 | NA | <i>Risk register agreed by the end of 2014, and emergency plans in place by 2015.</i> |

| | | | | | | | | |
|--|--|---|----|-------------------------------------|---|------|----|---|
| the Municipality of Ohrid that could harm the Site's Outstanding Universal Value . | 2.4.2. <i>In line with the technical standards in the objects of cultural heritage to inspect the firefighting equipment and to procure new one.</i> | A | NA | State Budget Municipal Budget | Municipality of Ohrid <i>Firefighting Unit</i> | 2014 | NA | A |
| | 2.4.3. <i>To inspect Hidrant network around the objects of cultural heritage and maintain it in working conditions</i> | A | NA | State Budget Municipal Budget | Municipality of Ohrid <i>Firefighting Unit</i> | 2014 | NA | A |
| | 2.4.4. <i>In the objects of cultural heritage to install the fire alarms with automatic transfer of information to the Firefighting Unit</i> | A | NA | State Budget Municipal Budget | Municipality of Ohrid <i>Firefighting Unit</i> | 2014 | NA | A |
| | 2.4.5. <i>Demining of the area of WHP within the municipality of Ohrid from remaining explosive means</i> | A | NA | State Budget Municipal Budget | Municipality of Ohrid Protection and Rescue Directorate | 2014 | NA | A |

General Objective 3: To contribute in promotion the role of the WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid in local, national and international education through research into, and interpretation and communication (Depend just of us)

| Specific objective/Measure | Project title /Action | Priority A, B, C | Estimated cost / resources needed (EUR) | Funding secured | Responsible (subject in charge of the project) | Time scheduled | Link / dependency on other projects and actions | Monitoring indicators |
|---|---|------------------|---|-------------------------------|--|----------------|---|--|
| 3.1. Ensure that the WHP is interpreted by components and as a whole, and that existing interpretation takes account of the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid. | 3.1.1. <i>Encourage the development of, and co-ordinate a review of, Interpretation Strategies, considering interpretation needs at individual components of the WHP, and interpretation for the WHP as a coherent whole. This will in particular address interpretation at locations that are free to access</i> | C | NA | NA | Municipality of Ohrid | 2016 | NA | Review undertaken by 2016 |
| 3.2. To label within the territory of the Municipality of Ohrid the World natural and cultural heritage | 3.2.1. <i>Encourage Labeling of the natural and cultural heritage with national and international mark for protection and other appropriate labels</i> | A | TBD | State Budget Other sources | Municipality of Ohrid | 2014 | NA | Until 2015 are labelled the natural and cultural heritage with adequate national international signs |
| 3.3. Increase formal education opportunities deriving from the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid | 3.3.1. <i>Support the development of an education strategy for formal learning across the WHP.</i> | B | TBD | State Budget Other sources | Municipality of Ohrid | 2015 | NA | Developed study |
| | 3.3.2. <i>Build greater awareness among national education providers of the educational opportunities at the WHP.</i> | B | TBD | Other sources | Municipality of Ohrid | 2015 | NA | Year by year increase in education visits to the site. |
| | 3.3.3. <i>Support the preparation of teaching materials and activities that meet the requirements of the National Curriculum, with a focus on Site-wide themes.</i> | C | NA | State Budget Other sources | Municipality of Ohrid | 2016 | NA | Year by year increase in number of education partnership projects and taught courses which reference or take stimulus from the WHP's OUV |

| | | | | | | | | |
|---|--|---|----|-----------------------------------|-----------------------|------|----|---|
| 3.4. Support further and higher education sectors in developing inclusive lifelong learning programmes and events based on the Outstanding Universal Value of the WHP within the territory of the Municipality of Ohrid. | 3.4.1. <i>Support lifelong learning programmes and events that strengthen ties between the different elements of the Site and local communities.</i> | C | NA | State Budget Other sources | Municipality of Ohrid | 2015 | NA | <i>Year by year increase in number of lifelong learning programmes and events that reference or take stimulus from the WHP's OUV</i> |
| 3.5. Exploring links with existing and aspiring World Heritage Sites to develop positive relations and exchange working practices | 3.5.1. <i>Support the development of European-funded projects with a focus on natural heritage; heritage tourism; conservation.</i> | A | NA | Municipal Budget Other sources | Municipality of Ohrid | 2014 | NA | <i>Aim to always be involved in at least one European funded knowledge transfer project.</i> |
| | 3.5.2. <i>Work with ICOMOS-MK and others to explore potential opportunities for mutually beneficial collaboration with international World Heritage Sites and Tentative List Sites, and explore funding streams to support resulting projects.</i> | A | NA | Other sources | Municipality of Ohrid | 2014 | NA | <i>By 2014, create a shortlist of Sites with collaborative potential, and by 2015 identify and approach appropriate contacts from each.</i> |
| 3.6. Develop a coordinated research framework for the historic environment that contributes to the OUV of the WHP within the territory of the Municipality of Ohrid, to inform future conservation and maintenance activities, and disseminate results of research to all communities of interest | 3.6.1. <i>Encourage identifying research priorities, and determine how these will be addressed and to what established standard.</i> | B | NA | Other sources | Municipality of Ohrid | 2015 | NA | <i>Research strategy in place in 2015</i> |
| | 3.6.2. <i>Promote the dissemination of information to all interested parties, including the general public.</i> | B | NA | Other sources | Municipality of Ohrid | 2015 | NA | <i>Research strategy includes guidance for dissemination of outputs.</i> |

General Objective 4: To contribute to the economic development of the municipality of Ohrid through using the potentials of WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid on the sustainable growth principle. (Using the WHP)

| Specific objective/Measure | Project title /Action | Priority A, B, C | Estimated cost / resources needed (EUR) | Funding secured | Responsible (subject in charge of the project) | Time scheduled | Link / dependency on other projects and actions | Monitoring indicators |
|--|---|------------------|---|---|--|----------------|---|--|
| 4.1. Balance the increased usage of the Site by local communities and visitors within the territory of the Municipality of Ohrid, with the need to maintain and conserve its Outstanding Universal Value. | 4.1.1. <i>Encourage the development and co-ordination of Audience Development and Visitor Management Strategies to identify opportunities for increasing usage of the Site, and to identify any measures required to effectively manage the impact of increased usage on the Site's material.</i> | B | NA | Other sources | Municipality of Ohrid | 2015 | NA | <i>Strategies in place by 2015 and review undertaken in 2016. Year on year increase in site visitors.</i> |
| 4.2. Encourage the marketing, promotion (including physical signage) and branding of the Site as a whole to be relevant to target audiences, sensitive to physical location where appropriate, coordinated and consistent. | 4.2.1. <i>Encourage the development of Marketing and Brand Development Strategies, exploring potential benefits of cross-marketing and whole site marketing. The strategy should consider domestic and international markets, and the opportunities presented by the existing high visitor profile for City of Ohrid.</i> | B | NA | Other sources | Municipality of Ohrid | 2015 | NA | <i>Strategies in place by 2015 and review undertaken in 2016. Increased year on year media coverage of the Site. Year on year increase in site visitors.</i> |
| 4.3. Support increased accessibility of the Site within the territory of the Municipality of Ohrid by sustainable transport options, and a coordinated signage strategy | 4.3.1. <i>Labeling and arranging roads and objects near the natural and cultural properties and setting up directional signs</i> | B | NA | State Budget Municipal Budget Other sources | Municipality of Ohrid | 2015 | NA | <i>Length of arranged labelled roads Directional signage on place</i> |
| 4.4. Ensure that all users and visitors can, and are encouraged to, move easily around | 4.4.1. <i>Preparation of detailed study for the existent and constructing new infrastructure in the</i> | B | TBD | TBD | Municipality of Ohrid | 2015 | NA | <i>Prepared study</i> |

General Objective 4: To contribute to the economic development of the municipality of Ohrid through using the potentials of WHP Natural and Cultural Heritage of the Ohrid region within the territory of the Municipality of Ohrid on the sustainable growth principle. (Using the WHP)

| Specific objective/Measure | Project title /Action | Priority A, B, C | Estimated cost / resources needed (EUR) | Funding secured | Responsible (subject in charge of the project) | Time scheduled | Link / dependency on other projects and actions | Monitoring indicators |
|---|---|------------------|---|-----------------|--|----------------|---|--|
| the different parts of the Site within the territory of the Municipality of Ohrid | <i>WHP</i> | | | | | | | |
| | <i>4.4.2. Preparation of technical documentation for needed infrastructure</i> | B | TBD | TBD | Municipality of Ohrid | 2015 | NA | <i>Prepared Technical documentation</i> |
| | <i>4.4.3. Construction of accessible and necessary infrastructure to and around the protected natural and cultural properties</i> | C | TBD | TBD | Municipality of Ohrid | 2015 | 4.4.2. | <i>Built infrastructure</i> |
| 4.5. Strengthen the 'sense of place' throughout the Site within the territory of the Municipality of Ohrid | <i>4.5.1. Encourage the creation of a stronger sense of arrival and sense of place</i> | C | TBD | TBD | Municipality of Ohrid | 2015 | NA | <i>Promote the inclusion of sense of place /arrival in all development briefs / master plans for the site and its key transport interchanges / routes.</i> |
| 4.6. Encourage high quality facilities and amenities for users and visitors across the Site within the territory of the Municipality of Ohrid | <i>4.6.1. Identify opportunities to improve and promote user and visitor amenities and facilities across the Site and support landowners to undertake improvements.</i> | C | TBD | TBD | Municipality of Ohrid | 2015 | NA | <i>Create a web-based list of site amenities /facilities in 2014, reproduced in leaflet and guidebook. Target year on year increase.</i> |

11 APPENDIX 2: SWOT analysis

SWOT analysis of WHP Natural and Cultural Heritage within the municipality of Ohrid

Identification and analysis of pressure and issues on WHP within the municipality of Ohrid

| A. Strength: | What should we do to keep the strengths | Priority |
|---|--|---|
| <ul style="list-style-type: none"> ▪ Ohrid is part of the World Natural and Cultural Heritage under the patronage of UNESCO, ▪ The existence of law declaring the old city core for cultural heritage of especial significance, ▪ A Management plan for the cultural and natural heritage of the Ohrid region submitted to UNESCO ▪ Prepared protection - conservation grounds of the old town, ▪ Cultural heritage is an important resource for tourism development, ▪ Good state of preservation and protection of significant monuments of culture, ▪ Existing institutions and cultural institutions (Institute and Museum - Ohrid) ▪ Existing educated Staff, ▪ Rich cultural and historical heritage, ▪ Traditional Architecture ▪ Traditional trades and crafts, ▪ Specific traditional religious, cultural and folk traditions-multicultural heritage ▪ Existence of basic conditions for the development of musical culture, ▪ Historic Centre of Literacy ▪ Traditional cuisine ▪ Cultural and religious events ▪ The existence of a large number of religious buildings, ▪ Climate and natural conditions, ▪ Rich Natural Heritage ▪ The Ohrid Lake ▪ The existence of Museum of water ▪ The existence of Hydrobiological Institute responsible for monitoring the lake , ▪ National Park Galicica ▪ Rich biodiversity and abundance of endemic flora and fauna. | <ul style="list-style-type: none"> •Efforts to preserve the status of UNESCO city •Strengthening of institutional human resources •Preservation of the values of cultural and historical heritage and natural resources | <ul style="list-style-type: none"> ▪ Building and improvement of infrastructure, technical and staff capacities, |
| B. Weaknesses: | What should we do to turn the weaknesses into strengths | |
| <ul style="list-style-type: none"> ▪ Weak technical equipment of cultural objects, ▪ Lack of financial resources, ▪ Major ongoing operation and maintenance costs, ▪ Undefined competencies between local government and central government in relation to the management of cultural and natural heritage, ▪ Disorganized promotion of cultural heritage and cultural events ▪ Lack of audio materials and equipment that tourists can rent as tourist guides ▪ There are no analysis of the utilization of the place of cultural heritage tourism in Ohrid ▪ There is no practice for the preparation of MP with cultural heritage ▪ Existence of cultural monuments that are neglected, and have the tourism potential ▪ Nonexistence of cultural brand ▪ Lack of museum presentation and organized | <ul style="list-style-type: none"> • Improvement of the infrastructure and technical capacity, • Local institutional and civic initiatives to access funds from the relevant institutions and potential donors and investors, • Optimizing the ongoing operation and maintenance costs, • Define and division of responsibilities between local government and central government in relation to the management of cultural and natural heritage, •Coordination of institutions | <ul style="list-style-type: none"> ▪ Enhanced, coordinated and better promotion and presentation of the cultural and natural heritage and cultural events, |

| | | |
|--|--|--|
| <p>souvenirs presentation</p> <ul style="list-style-type: none"> ▪ Deadening traditional cultural values, ▪ Nonexistence of multi-purpose hall, ▪ Alienated cultural treasure of inestimable value for Ohrid ▪ Nonexistence of defined endurance capacity of the ecosystem ▪ Nonexistence of integrated protection and management of the lake ▪ Uncompleted legal framework which should result from the law for management of the world's natural and cultural heritage of the city ▪ Unfinished denationalization of the church property. | <p>and cultural activities,</p> <ul style="list-style-type: none"> ▪ Enhanced, coordinated and better promotion and presentation of the cultural and natural heritage and cultural events, ▪ Construction of an earmarked representative objects in the field of culture (Multipurpose hall.) ▪ Initiative for restitution of cultural heritage, ▪ Define the endurance capacity of the ecosystem, ▪ Establishment of integrated protection and management of the lake ▪ Completion of denationalization of church property, | |
| C. Opportunities: | | |
| <ul style="list-style-type: none"> ▪ Use of cultural and natural resources for sustainable tourism development , ▪ Implementation of projects financed by international funds in the field of cultural heritage protection and tourism development, ▪ Developing a plan for the integrated protection of the old city core Ohrid ▪ Establishment of local office for cooperation with UNESCO ▪ Digitilized database of cultural and natural heritage, ▪ Encouraging cooperation of public, private and civil society by the Municipality. ▪ Establishment of a Coordinative body for the promotion of the city, ▪ Coordination of cultural activities, ▪ Cultural facilities to be used for cultural events, ▪ Setting cultural and informative points and signalization (Set of information boards, preparation of information materials for setting up points of natural resources), ▪ Construction of the Center for Slavic culture and literacy, ▪ Creation of Youth Culture Center, ▪ Cultural and informative points, ▪ Establishment of city orchestra and string orchestra ▪ Establishment of Ethno Park ▪ Integral protection of the Lake | <ul style="list-style-type: none"> ▪Use of cultural and natural resources to sustainable development of tourism, ▪ Establishment of the local office for cooperation with UNESCO, ▪ Digitilized database of cultural and natural heritage, ▪ Encouraging cooperation of public, private and civil society by the Municipality, ▪Establishment of a coordinating body for the promotion of the city, ▪Setting cultural and informative points and signalization, ▪Establishing new forms and institutional forms for the preservation and presentation of the natural and cultural heritage (Center for Slavic culture and literacy, youth cultural center, city orchestra and string orchestra , ethno park, museum lake ...) | <ul style="list-style-type: none"> ▪ New forms and activities for coordinated and sustainable development of the cultural and natural heritage, |
| D. Threats : | | |
| <ul style="list-style-type: none"> ▪ Legal regulations ▪ Non-compliance of government at local and national level. ▪ Slowed process of transition and decentralization ▪ Disruption quality of watercourses in the lake and lake pollution. ▪ New construction building in the old part of the city which modifies the characteristics of the old city core, ▪ Undeveloped tourist data collection methods (figures) motivation for the visit, the level of satisfaction with the offer etc. <p>Provisions of the Law for World Heritage in the part of authority and competencies.</p> | <ul style="list-style-type: none"> ▪ Proper implementation of the legislation ▪ Implementation of defined urban policy, | |