

APPENDIX B : Lesson Learned : Historic Centre of Macao and Historical City of Hoi An

1. Historic Centre of Macao, Macao

To gain an in-depth understanding of conservation management efforts in the Historic Centre of Macao, an interview was conducted with a Cultural Heritage Department representative. Content analysis has also been performed on official documents pertaining to the Historic Centre of Macao heritage management. Finally, researcher's own observation on site is used to verify the information obtained.

1.1 Management System

Macao's Government is fully committed in promoting a completely integrated management scheme that enables the proactive articulation between all relevant technical fields and stakeholders (governmental and non-governmental). To this effect, one of the principal forefront actions underway include the appointment of a multidisciplinary committee (refer to HEMC) that will join together all statutory and non-statutory bodies relating to heritage and city management, directly integrating representatives from diverse sectors of the local community as well.

Most of the listed properties in *The Historic Monuments of Macao* are Government Properties directly managed by the Cultural Institute with the full support of other relevant agencies, while all remaining private properties belong to associations that have already declared their full commitment and support towards the specific conservation programs and technical advise of the Cultural Institute ¹.The implementation of

¹ HEMC –identified the responsible representative.

conservation works were taking into account a case-by-case approach and methodologies with consultation through adopting legislative for heritage conservation and the technical guidelines of the Cultural Institute of Macao in 1984, during the promulgation of Decree no. 56/84/M. (Firgueiredo, 2008),

The Macao SAR is a local administrative region of P.R of China and the Cultural Institute of Macao is the principal agency with management authority over issues relating to cultural heritage preservation and the implementation of all heritage protection law. At present , there are 360 staffs working at the Cultural Heritage Department of the Cultural Institute consists of professionals architects (15), engineers, historians and other experts and technicians. They are the one that responsible for overall management of Macao's cultural heritage which including drafting and implement plans on the protection and restoration of the heritage items.

The interview revealed that the Cultural heritage Department provides monitoring for tangible heritage by providing effective coordination between all participating parties involve in conservation programme.² , that how integrated management of the properties is about. It is to have and quality control over state of conservation the heritage and can be the best result of conservation and preservation.

1.2 Monitoring and Indicators

The monitoring key indicators for measuring the state of conservation of the heritage are based on the statistics of the Cultural Heritage Department. (Firgueiredo, 2008). The indicators submitted to UNESCO consist of the state of conservation of historical

² This refer to HEMC, leading body responsible for coordinating all city and community sector that have a direct responsibility in the overall staae of conservation of the properties---

authenticity, changes and alteration to the exterior ,structural stability; seepage; weathering; partial or total displacement and damage historical authenticity of repair materials; and changes in surroundings environment

Firguedeiro (2008) clarified in the interview that any building activity within the heritage and the protected areas is subject to the scrutiny of the government departments concerned and any application and relevant information must be submitted to these departments as well as the Cultural institute after which the Cultural Institute will, in accordance with existing regulations, issue a proposal stating the terms, for example whether the face should be retained, how high it should be , in what style and colour and so forth.

The close monitoring of the Cultural Heritage Department entails staff making spot inspection as daily routine (Firguedeiro, 2008). The monitoring work is not done solely undertaken by Cultural Heritage Department as professional institute are also invite to carry out investigation. As mentioned earlier in a case of tourist capacity, Institute of Tourism Studies, undertaken the responsibility in feeding information to the Department.

1.3 Discussion and Conclusion

It can be conclude that, the Historic Centre of Macao as World Heritage Site is being conserved and managed to maintained its integrity. The representative of the properties is responsible for conducting all monitoring activities over looking by the Cultural Heritage Department . There are formal and informal monitoring system adopted to control and supervise the conservation and restoration of the properties is currently being established by the Department (identified the Key indicators). The formation of HEMC for

integrated management shown a government entrusted the community participation in conservation of their own heritage as well as generating own funding for conservation of the properties. Through regular consultation and meeting with neighbourhood associations are hold to ensure an integrated approach relating to the intangible dimension of the properties listed articulating the management of the physical state of conservation of the buildings.

Another factors that significantly contribute to the conservation efforts of the Historic Centre of Macao is the conservation funding that comes directly from the annual government budget. Heritage conservation particularly monitoring, thus continues to be well administered. As a further boon, the Historic Centre of Macao also receives monitoring support and guidance from the State Administrative of Cultural Heritage of the Peoples Republic of China. Annual cultural events such as Macao Arts festival and International Music festival prolong the intangible heritage of the Macao's inhabitants.

2. Historic City of Hoi An, Viet Nam

Hoi An was Vietnam's important international seaport town from the 16th century to late 19th century with merchant from both Asia and Europe trading all sort of goods from spices to gold. Located on the bank of Thu Bon River 30 kilometers south of Danang. The town dotted with temples Shrine and Chinese style tile roofed wooden houses girding a long narrow streets. The original structure of these streets houses still remains almost intact. The architecture of Hoi An is characterised by a composition of Vietnamese, Chinese and Japanese influences. All the houses were made of rare wood,

decorated with lacquered boards and panels engraved. Pillars were also carved with ornamental designs.

This town started to draw attention of visitors and researchers at the beginning of the 1980's. What is so special about Hoi An is the title port town is in an incredible state of preservation. It offers some of the most densely concentrated sights in Vietnam with its old streets bordered with ancient houses and assembly halls, its pagodas, temples, ancient well and tombs. After many centuries Hoi An is still respectful of its traditions. folk festivals. The town was listed at UNESCO WH site in December 1999

The same approach undertook to gain an in-depth understanding of conservation management efforts in the Historic City of Hoi An, an interview was conducted with a (CMMP). Content analysis has also been performed on official documents pertaining to the Historic City of Hoi An heritage management. Finally, researcher's own observation on site is used to verify the information obtained.

2.1 Management Structures

The governmental administration organisation of Viet Nam is a rather 'complicated system'(Nguyen ND.,2001:263). Similar to other socialist government, the country is headed by a president who is selected by member of a National assembly, where as the prime minister and cabinet minister carry out overall management of the country. The administrative apparatus under the government is divided into three levels: Province, District/Town and Community ;at each level there are two administration units: the People's Council and the People Committee.

2.2 State management for heritage in Vietnam

According to the law on cultural heritage :Article 54,55&56),major contents of state management for heritage include: formulation and guidelines for the implementation of strategies, plans and policies on preservation and promotion of cultural heritage values; promulgate and organize implementation of regulatory and legal documents on cultural heritage; organize and provide guidance for activities of preservation and promotion of cultural heritage values; disseminate laws and regulations of cultural heritage; organize and manage scientific research, training activities on cultural heritage; mobilize and utilize resources to preserve and promote cultural heritage; remunerate people with contributions to heritage preservation and promotion; cooperation with international organizations to preserve and promote cultural heritage values; supervise heritage and prosecute legal violations on cultural heritage.

Table 1: Management level for heritage in Vietnam

Source from Center for Monument Management and Preservation(CMMP,2008)

Class of heritage	Level of classification	Level of management	Level of approve investment project	
			Group A	Group B, C
National Heritage and special heritage	Prime minister	Province/City. Board of Heritage Management	Prime minister	Minister of Culture-Sport and Tourism
National heritage	Minister of Culture and Sport			
Provincial heritage	Chairman of provincial and people committee	Division of Culture and Communication	Chairman of the Province or City's People Committee	

2.3 Management at National Level

Management of tangible and intangible cultural heritage in Viet Nam has always been under the responsibility of the State. Ordinance No:14/1984 spelled out clearly that the Ministry of Culture (article 1 and 2) is the agency of the government that has been entrusted to manage all national heritage and information. Decree No:63/2003 issued in June 2003 stipulates the functions, duties, power and organizational structure of the Ministry, and reaffirms that the many tasks of the ministry are to include: management of cultural heritage, art performance, museums, movies, fine art, photographs, exhibition, press, publications, copyrights, libraries and advertisements.

Administratively, there are now sixteen departments under the Ministry of Culture and Information (MoCI), each responsible for specific aspects of Viet Nam's culture; for example, the Department of Conservation and Museology has responsibility over the management of all museums in the country as well as over matters relating to conservation of cultural property, both moveable and immovable. At provincial level, the Ministry is assisted by the Department of Culture and Information, which is under direct management of the People's Committee concerned. For the ancient city of Hoi An, the overall management of its cultural properties lies with the Center for Monument Management and Preservation (CMMP) established in 1997, which is answerable to the People's Committee of Hoi An. CMMP establishes direct link with the Department of Culture and Information, at its provincial level for advice and guidance, as well as to seek approval for construction of new buildings within the heritage zones of Hoi An.

2.4 Management at Local Level

Ordinance No:14/1984 also delegates the day-to-day management of cultural properties in each province or town in Viet Nam to the People's Committee concerned (article in each province or town of Hoi An which is located in Quang Nam Province, was first recognized as a historical-cultural relic of Viet Nam in 1985 when the ministry of Culture issued Decision No:506/1985 to recognize the town as such. It was put under the direct management of the People's Committee of Quang Nam (article3),but any construction and exploitation within the ancient town must be forwarded to the Ministry of Culture in Hanoi, some 600 kilometers away, for final approval(article2).decision No:1796/1987by the People's Committee of Quang Nam, however, transfers the management of Hoi An to the People's Committee of Hoi An and establishes a link with the Department of Culture and Information in Quang Nam(article 2).To better manage the ancient town, the People's Committee of Hoi An in 1996 established a specialized unit under its structure know as the Center for Monuments Management and Preservation(CMMP),the function of which among others are two plan ,manage and approve all cultural and historical programmes ,constructions and activities in Hoi An; and later in 1997 it issued Decision No:1611/1997,which formally organizes the centre as such. The management of cultural and historical sites, constructions and activities within the ancient town of Hoi An, has since been under this Center of which offices are located on the main streets of the ancient quarter.

2.5 Centre for Monument Management and Preservation(CMMP)

The centre is one of the eleven departments under the People's Committee of Hoi An and its main task are to manage local museums and conversation works in Hoi An. Within the

Centre, there are three specialized departments: Relic Management, Administration and Finance and Museum. The Department of Relic Management is the department directly responsible for the restoration and conservation of the ancient town

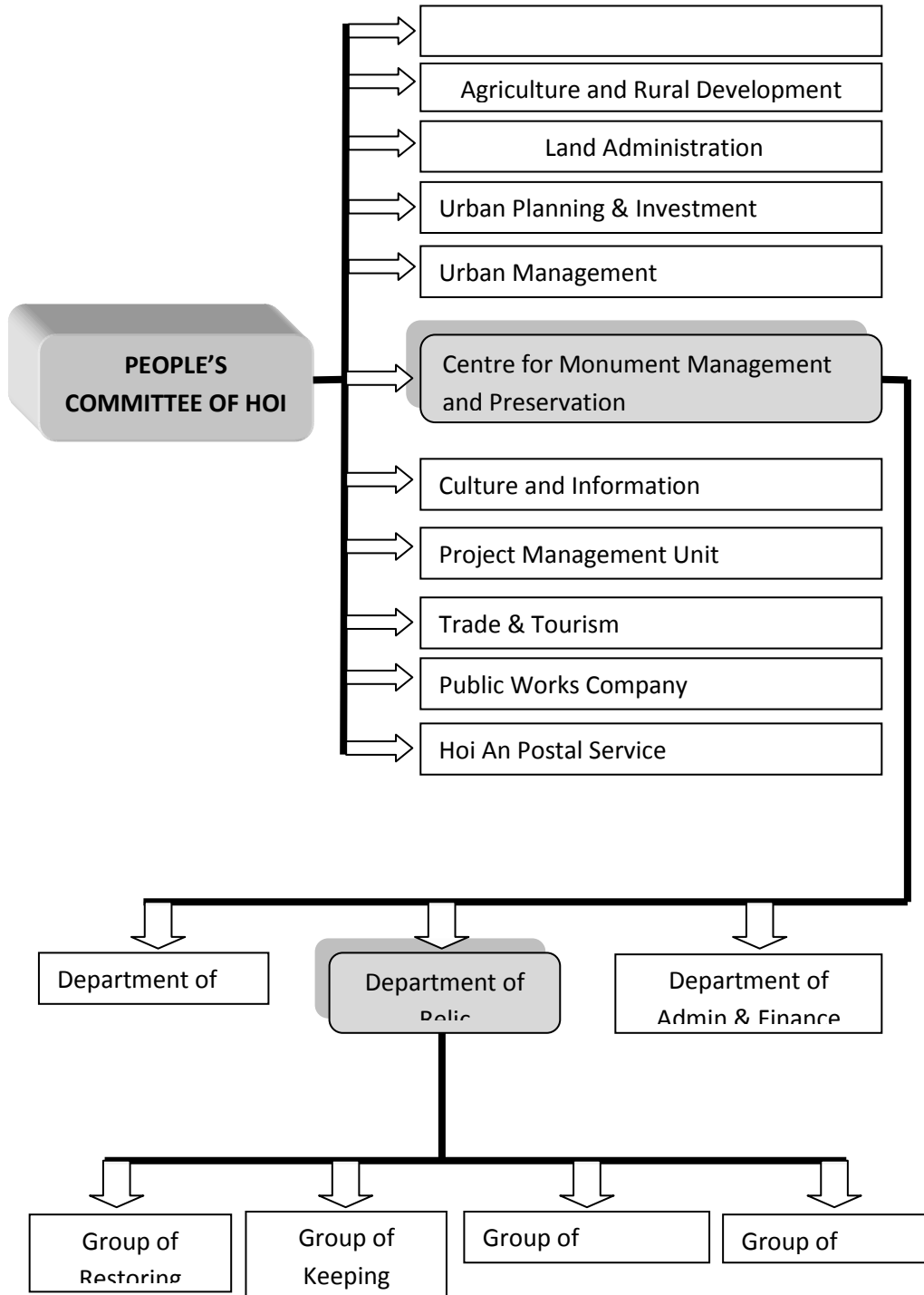


Figure 1:: Organization Chart of the Hoi An Centre for Monument and Preservation (CMMP)

2.6 Approaches to built heritage conservation

In the case of tangible (built) heritage, heritage managements comprises at least seven different approaches, ranging from passive to active to built heritage management included maintenance , preservation, conversation and restoration as summarized below. (CMMP.2008). All these approaches aim to an historic property or neighborhood:

- Maintenance: the upkeep of an historic property or neighborhood.
- Preservation: the act of keeping an historic property or neighborhood sfe from injury, harm, or destruction.
- Conservation: all efforts designed to understand culture heritage, know its history and meaning, ensure its material safeguard and ,as required, its presentation, restoration and enhancement.
- Restoration: the act of bringing an historic property or neighborhood back to a former position or condition.

The more active/proactive approaches to built heritage management include renovation, renewal and redevelopment. They aim improve and after the state of built heritage:

- Renovation: to restore an historic property or neighborhood to live, vigor, or activity bringing it to a former, better state.
- Renewal: the rebuilding of a large area of activity by a public authority.
- Redevelopment: the renovation of a blighted area.

The selection of an appropriate urban heritage management approach or combination of approaches described above depends on local needs and, most importantly, on support

for a chosen approach among a range of key stakeholders, including city authorities, local residents, local business, and relevant national government agencies. (CMMP, 2008)

2.7 Monitoring and Indicators

The close monitoring of the CMMP entails staff making spot inspection as daily routine (CMMP, 2008). The monitoring work is not done solely undertaken by CMMP as professional institute are also invite to carry out investigation. Initial review with the authorities, revealed that the existing guidelines that where adopted as part of the management plan are more technical and building oriented and a means of assessing absolute values of its OUVs to ensure continuity of listing is absent. A method to measure key indicators to ensure that the significance of its values protected and sustained are in informal form.

2.8 Discussion and conclusion

In Vietnam, local governments (people's committees) are responsible for managing and developing the WH sites. When it comes to urban heritage this responsibility might be shared with special conversation committee or board (like in Hanoi, Hoi An, Hue)the roles and the responsibilities between the boards or committees and the people's committee (Culture Dept. 2008)It can be conclude that, the Historic City of Hoi An as World Heritage Site is being conserved and managed to maintained its integrity. The representative of the properties is responsible for conducting all monitoring activities over looking by the CMMP . There are formal and informal monitoring system adopted to control and supervise the conservation and restoration of the properties is currently being established by the Department (identified the Key indicators). The formation of

CMMP shown a government entrusted the community participation in conservation of their own heritage as well as generating own funding for conservation of the properties. Through regular consultation and meeting with neighbourhood associations are hold to ensure the properties listed articulating the management of the physical state of conservation of the buildings and conservation property as whole sites complement to each other.

Initial review with the authorities, revealed that the existing guidelines that where adopted as part of the management plan are more technical and building oriented and a means of assessing absolute values of its OUVs to ensure continuity of listing is absent. A method to measure key indicators to ensure that the significance of its values protected and sustained are in informal form. However, the study reveal that both of this cites were in the process of preparing their monitoring system and yet to be tested. Key indicators are very minimum yet to be developed. Of what being mentioned above, sites of historical and cultural value are a part of the local people. Their historical or cultural significance can be interpreted and portrayed for the outside world. However, globalisation and mordenisation constantly challenges one to provide a modern lifestyle, often belittling the significance of the site.

Monitoring strategies and indicator is vital for historical sites. It will help in ensuring the most properties being taking care and concerned. Distribution of responsibilities among stakeholders and communities of will help to inculcate the awareness and self belonging to the new generation.