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Master's Candidate: Katerina Tomkova - 407846

Managing World Heritage Site: a collaborative
approach

A case study that identifies the opportunities and obstacles of a collaborative

approach for managing World Heritage Site in the Czech Republic

Supervisor: Dr. Frans Brouwer
Co-Reader: Dr. Marilena Vecco

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- **Table of Contents**

ABSTRACT

Collaborative approach for tourism, site management and cultural district has been identified as a crucial aspect of success for sustainable development. Today's heritage and tourism field is so complex that it is hardly impossible for one organization alone to make a significant difference in the pursuit for overall growth and development. The thesis identifies and discusses the possible role of the Unesco organization in the implementation of a collaborative approach for local site management. The research focuses on the obstacles that prevent local actors to put collaborative projects into action. The thesis identifies the strengths of the Unesco organization and discusses how they could be effectively used in practice. Furthermore, it illustrates why the Unesco organization should step in and use its strengths to remedy the problems that local actors encounter. The thesis studies the problems on a case study of the city of Trebic situated in the Czech Republic. One part of the case study investigates the management style of the local heritage site organization through interviews with employees who are in charge of the World Heritage Sites. The other part examines the willingness of the key stakeholder, the local community, to engage in the development of the Unesco sites through a survey. The findings have confirmed that the heritage managers of the Unesco sites in Trebic have problems with initiating stakeholder collaboration and involving local community.

Key words: Unesco; management; collaborative approach; power; legitimacy; mediator.

ACKNOWLEDGEMENT

1 INTRODUCTION

World Heritage Sites are often being associated with the growth of tourism and overall local development. Naturally, Unesco designation alone cannot guarantee the anticipated growth. During the writing of the first version of the thesis, I assumed that the key aspect for successful development of heritage site is the organization and management in charge of the heritage. However, after having conducted interviews and dived deep into the issue of heritage management, I have discovered that the problem is much more complex. It became clear that although heritage managers play an important role in tourism development, their power is limited. It has become obvious that one organization alone cannot ensure local development. That means that the secret is related to stakeholders that operate within the place and the level of collaboration between each other. Naturally, a collaborative process is more complicated for managing and negotiation than a traditional centralized approach. And since Unesco should be to a certain extent responsible for managing the inscribed sites, the thesis discusses how Unesco could accelerate the collaborative process.

The initial aim of the Unesco World Heritage List was to safeguard the physical part of the global cultural and natural heritage. However, since its creation, the Convention has been re-visited several times and its purpose has expanded in order to fit in the current political, economic and social circumstances. The Convention serves as a guideline and visionary support for State Parties, heritage site managers and others involved.

Currently the Unesco organization follows the Five Cs strategic objectives: Credibility, Conservation, Capacity Building, Communication and Communities (Sidorenko, 2012), The 5Cs have been set as the new strategy of the Convention for the period of 2012-2022. The objectives have been designed based on a SWOT analysis of Unesco in order to improve the functioning of the Convention and maintain the reputation of the Unesco organization in the heritage field.

Greater cooperation on all levels is the theme that underpins all five objectives set by the Unesco Committee. In other words: success in the complex heritage field

cannot be reached without collaboration between stakeholders. Besides confirming this statement this thesis investigates why it would be beneficial if the Unesco organization got actively involved in the fieldwork.

1.1   CONTENT OUTLINE

In order to illustrate where the Unesco organization stands now and what its threats and opportunities are, the thesis starts by presenting the issues that the Unesco organization is dealing with nowadays. One of the Unesco's main aims is a sustainable development of tourism within World Heritage Sites. Today, the philosophy of sustainable tourism is associated with stakeholder cooperation (Arnaboldi, Spiller, 2011). Afterwards, the theoretical framework continues by studying collaborative approach for site management. It focuses on advantages and disadvantages of this approach and discusses the possible role of the Unesco organization in this process. Following this, community has been identified as one of the key stakeholders in a collaborative approach. Therefore the theoretical part of the thesis presents the reasons, strategies and limitations for community involvement through collaborative process.

The areas for active involvement of the Unesco organization will be studied on a specific case, namely the city of Trebic, located in the Czech Republic. Case studies are used in order to deeply understand a particular topic (Bryman, 2012, p.68). Also this research will go deep into describing what are the problems that prevent collaboration and community engagement in this specific case of Trebic.

The empirical research consists of two parts. In the first part I have conducted in-depth interviews with the heritage management in Trebic. This part exposes whether goals and practices in Trebic correlate with the theory about collaborative approach and community engagement. It discusses the statement that collaboration between stakeholders is a must in order to reach success in the field of heritage management. Following this, the research highlights the potential areas that could be enhanced by the Unesco organization. The second part of the empirical research focuses on the potential of community involvement. The empirical research investigates readiness, obstacles and opportunities for community engagement in

Trebic. In this way collaboration is approached from two sides: the overall organization (Unesco) and the local situation.

1.2 RELEVANCE OF THE RESEARCH

The thesis is of interest to a variety of parties. First, the research is beneficial for the Unesco organization. Unesco has not been successful at approaching the sites or management individually in their role of advisory and visionary body. Their attempts to cooperate on the field of improving management practices remain distant and highly theoretical. More specifically, Unesco collects information that hardly ever get to the end users- heritage managers. Therefore findings from this research reveal information and opportunities that Unesco can use in the future. Second, with the findings the heritage managers in Trebic will be able to improve the local organization's functioning regarding collaboration and their relationship with local communities, as one part of the research studies readiness of local community to engage in culture. Finally, the research results are beneficial for local people, because they get a chance to express their opinion and will be given a space for contemplating their relationship to their historical surroundings.

1.3 AIM AND RESEARCH QUESTION

The thesis identifies possible areas within World Heritage Sites management that could be improved by Unesco's active involvement or assistance. It is not a secret that the Unesco organization remains distant from the field. Therefore the information produced by the Unesco organization hardly ever reaches the end users- the heritage managers. Scholars have supported the implementation of a collaborative approach to site management (i.e. Bramwell & Sharman, 1999; Jamal, 2004; Jamal & Getz, 1995; Jamal & Stronza, 2009; Medeiros de Araujo & Bramwell, 2002). However, this approach is often complicated because of variety of aspects that will be mentioned throughout the thesis. An active involvement of the Unesco organization can improve the communication between stakeholders within World Heritage Sites. The thesis argues that knowledge and worldwide recognition of the Unesco organization would

be of great benefit in the fieldwork. Following this the research attempts to answer the following question:

Why would active involvement of the Unesco organization in World Heritage Sites management positively influence the implementation of a collaborative approach and community involvement?

In order to fully answer the main research question, two sub-questions have been formed:

1   What are the critical success factors of stakeholders' collaboration for site management?]

2   How can the Unesco organization benefit from active involvement in tourism development projects?

2 UNESCO ORGANIZATION

The United Nations Educational, Scientific and Cultural Organization (Unesco) was founded in 1945 as a body that would "establish peace on the basis of humanity's moral and intellectual solidarity" (UNESCO). One of their main strategies in creating peace between people and nations is supposed to be reached through protecting and displaying cultural heritage and promoting cultural diversity. The organization believes that sustainable development cannot be maintained without a strong cultural component (UNESCO).

For this reason, in 1972 Unesco accepted The World Heritage Convention that protects natural as well as cultural heritage with outstanding universal value to human kind. Following this, the World Heritage Committee has been appointed and formed a set of criteria according to which heritage can be listed on the World Heritage List. In order to be listed on the World Heritage List a cultural heritage site must meet the general criterion, which is to be of "outstanding value to humanity" as well as at least one of the following additional criteria:

(i)   *to represent a masterpiece of human creative genius;*

(ii)   *to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;*

(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;*

(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;*

(v)   *to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change;*

(vi)   *to be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding*

universal significance. (The Committee considers that this criterion should preferably be used in conjunction with other criteria)."

(http://whc.unesco.org/en/criteria/)

What started as a humble project has grown into enormous proportions (Meskell, 2013). As of August 2014, the Convention has been signed by 191 State Parties, which have committed to follow the operational guidelines and objectives of the international agreement. Besides that these countries have a chance to nominate their national treasures and become a part of this prestigious list. In the beginning of the year 2015, the World Heritage List consisted of 1007 sites, out of which 779 are related to culture, 197 are natural and 31 possess cultural and natural characteristics (UNESCO). Moreover, the Unesco organization needs to adapt the increasingly competitive, ever changing and more and more complex world in order to keep the strong position. Therefore the Unesco Convention (operational guideline) regularly goes through transformation.

The latest update of the framework of the Convention began in 2002 in Budapest. For the 30th anniversary of the creation of the Convention the Committee agreed to work towards four main objectives: Credibility, Conservation, Capacity Building and Communication (UNESCO). In 2007 New Zealand proposed to add one more area of interest. The fifth main objective refers to Community engagement. As of 2012 the Five Cs strategic objectives have been put into action (Sidorenko, 2012). The Five Cs has been designed based on the strengths and weaknesses of the Unesco organization (UNESCO, 2011).The following section presents what are these particular strengths and weaknesses.

2.1 WEAKNESSES OF THE UNESCO ORGANISATION

Although the Unesco organization is mostly perceived as being just, wise and peaceful, there are several reasons why the Unesco organization strives for greater credibility.

11

For instance, the selection procedure has been criticized for being too politicized and implementing an extremely top-down oriented approach to culture. The main reason for lobbying and political pressures during the selection procedure is the reputation and potential economic benefits that come with the Unesco inscription. "Furthermore, there exists evidence for correlation between the nations that are members of the committee and locations of sites being nominated" (Meskell, 2013, p. 489). That means that the committee representatives tend to support heritage nominated by their home countries. In addition to this, Frey and Steiner (2013) are convinced that the List is strongly influenced by experts represented in the three advisory groups: the International Centre for the Study of Preservation and Restoration of Cultural Property (ICCROM), the International Council on Monuments and Sites (ICOMOS) and the International Union for Conservation of Nature (IUCN). However, the findings of Meskell (2013) deny the power of the advisory groups and emphasize a growing disagreement between the suggestions made by the advisory groups and the final decisions made by the Committee as illustrated in Figure 1.

Figure 1: Increasing trend toward the divergence between ICOMOS and IUCN recommendations with regard to site nominations and the subsequent Committee decisions adopted
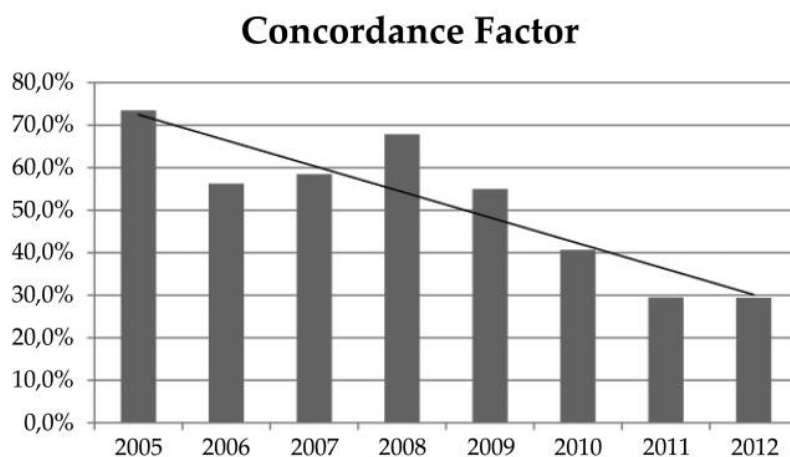
(Source: Meskell, L. (2013). "UNESCO's World Heritage Convention at 40: Challenging the Economic and Political Order of International Heritage Conservation" *Current Anthropology,* Vol.54, No.4: p. 486)

The Committee seems to ignore the expertise of ICOMOS and IUCN, and bases its decision on purely subjective unjustified reasoning. What is more, the Committee has been even accused of gathering signatures for inscription before the official debate starts (Meskell, 2013). Whether ICOMOS, IUCN or the committee would make the decision, it would not change the subjective nature of the final verdict. All in all, Unesco does not run or plan to run any objective measuring method that would attempt to determine the intrinsic cultural or economic value of heritage. Despite the fact that cultural economists have created measuring systems and methods that allow to certain extent undertake more objective evaluations (Thorsby, 2013).

Another criticism regarding the selection process refers to the fact that the Committee is too distant from the sites (Frey, Steiner, 2013). Due to this the Committee may lack information and deep understanding of the value of the nominated sites. Plus, the Committee does not take into consideration the value a particular site has for locals and in what contexts it exists. Following this, the committee might choose sites that are of a little importance for the key actor: local community.

Next, experts have also questioned the size of the list. Although the number of items added in a year has dropped, the Unesco list is growing continuously. Critiques emphasize that Unesco should firstly concentrate on creating effective conservation systems before adding new items. Scholars have also pointed out the rarely used tool, delisting (Frey, Steiner, 2013, Meskell, 2013). In addition to this, Frey and Steiner (2013) have also proposed the possibility of providing the status for a limited period of time.

2.1.2   PRIORITIZING WESTERN VALUES

Next, the List is supposed to present heritage that would be recognized as exceptional by all humans- no matter of their nationality, race or religion. In spite of this, the List keeps being criticized for being too Western-oriented and prioritizing European aesthetic traditions (Turnpenny, 2004). Europeans have been more attached to the physical part of heritage plus most European countries have practiced protective legislation for more than 100 years. According to Martina Nibbeling-

Wrießnig, a German ambassador for Unesco, these are the reasons why European monuments are more successful at inscription. Although the Unesco representatives have denied the assumptions of prioritizing European monuments, in 2012 38% of the new inscribed monuments were located in Europe and North America (Meskell, 2013). In order to promote also intangible values that are central for other nations, Unesco has created a List of intangible cultural heritage that currently includes 314 elements (UNESCO).

2.1.3   LITTLE ACTION

Lack of involvement of the Unesco organization has also been judged. Unesco is not actively involved in heritage management. Therefore most people perceive the Unesco inscription as the end stage of the process. There already appeared proposals to shut down the Unesco headquarters in Paris and establish regional offices. Supporters of this movement state that such an action would lower the costs of the organization and would increase its effectiveness because Unesco could get more involved in the field. However, this initiation was vetoed due to lack of consensus among the Committee members (Meskell, 2013).

Next, by signing the Convention State Parties commit to take care of the heritage with the Unesco status as well as national heritage. However, the Unesco organization does not really contribute to conservation. The World Heritage Fund fluctuates around $5 million (UNESCO). Understandably such amount of money is not sufficient for conservation of all the World Heritage Sites. That means that the conservation efforts remain to be the responsibility of the State Parties.

In addition to this, little has been talked about the financial state of the Unesco organization. The Unesco organization has been struggling with finances. Moreover, in 2012 the shortfall was close to US$240 million. Shutting down on-going projects and a major fall in human resources by 22,5 % in 2012 followed. The Unesco fund is dependent on voluntary contribution made by State Parties. However, small willingness to contribute might indicate little appreciation of the State Parties towards the Unesco organization. And this might be caused by the fact that a Unesco

inscription is not followed by any action or assistance from Unesco. This also points at the fact that Unesco should re-consider its position (Meskell, 2013).

2.1.4   NEGATIVE EFFECTS OF ATTENTION

Although Unesco does not practically contribute to conservation efforts, it greatly influences costumer choices. Following this, customers generate resources that can be used for maintenance or conservation of the properties. Often the Unesco list is criticized for creating growing competition instead of peace. For an average consumer Unesco sites represent the best one can see in a particular country. That means that the sites that are on the list have an advantage over those that are not listed. In other words: the Unesco brand stimulates a superstar effect in the heritage field and leads to prioritizing Unesco heritage sites on all levels (Frey, Meier, 2006). Then, negative effects of tourism often occur (Bonet, 2013).

The worldwide reputation of the Unesco organization has also created serious negative events that have led to destruction of Unesco sites (Syria, Pakistan and Mali). Unesco sites have happened to be the target of terrorist attacks. When such events occur, it gives a rise to many questions such as how the Unesco organisation is able to react to these challenges. The Indian Ambassador commented on the event as follows:

"All we have are computers, papers and pens. You're dealing with bandits and criminals and we only have paper and pens. The international community at this time has not set up specific actions and effective measures, which those who take human life and destroy cultural heritage. The call to reason does not always produce the best outcome with these people."
(Meskell, 2013, p.492)

In conclusion, such events undoubtedly highlight Unesco's inability to efficiently act in practice.

2.2 STRENGTHS OF THE UNESCO ORGANISATION

Despite numerous problems that the Unesco organization is facing today, the institution remains to have a strong reputation among the general public. Critiques presented in the previous part have not changed the fact that a huge number of sites and cities still strive for receiving the prestigious status (Meskell, 2013).

There are a couple of reasons why places want to get inscribed. For instance, Unesco is able to attract the attention of tourists, the media, locals, government and also the private sector. The interest of these actors is usually accompanied by financial support and willingness to conserve and develop inscribed sites. That means that a Unesco status can quicken and stimulate local development, city regeneration projects and improve the state of amenities within the place (Ashworth, 2013, Arnaboldi & Spiller, 2011).

Besides these tangible benefits a Unesco status can enhance local pride. It can be a great opportunity to make locals aware of their historical roots, re-discover lost values and make them feel more connected to their surroundings (Ashworth, 2013).

Next, global recognition of the Unesco organization and more than forty years of experience in the heritage field allows the organization to build networks and relationships practically everywhere (UNESCO, 2011). This enables the organization to gather a large amount of data, information and experience. Following this the organization can easily identify good and bad practices in the heritage field and implement them in practice.

Unesco has already initiated a reporting exercise that should function as basis for the creation of a knowledge exchange platform. World heritage sites managers are supposed to share their knowledge, experience and good practices. However, it is unknown when this platform will be put into action. For now, Unesco started collecting information through surveys. The first cycle of the questionnaire is intended for the State Parties. Besides other findings the document identifies the strengths and weaknesses of the state parties in the heritage field. The second part of the Report intends to question site managers and find out common problems,

obstacles and also highlights good practices. The difficulty of this report is that it does not go to deep and therefore it is not able to reflect the particular issues completely.

In conclusion, the section has presented that the Unesco organization has many weaknesses but also many strengths. The following chapter explores how the strengths of Unesco can stimulate collaborative approach to heritage site management. The thesis explores how could the Knowledge, experience and reputation of the Unesco organization help with implementing a collaborative approach within heritage sites. The following chapter presents the theory behind the collaborative approach and the potential role of the Unesco organization in the implementation.

3   WORLD HERITAGE SITES AND LOCAL DEVELOPMENT

Traditionally, preservation of cultural heritage was justified by aesthetic and cultural purposes. However, the discussion on why to maintain cultural heritage in the western world has moved to economic and social reasoning (Ashworth, 2013, p.370). There has been an apparent shift in society's perception on cultural heritage. Nowadays, academic literature is full of statements about the positive effects cultural heritage has on individuals, economy and society. Following this, World Heritage Sites are often used for tourism activities. Heritage tourism is seen as a profitable field that can enhance the overall quality of life within places. Although the economic uses of heritage "has been added subsequently and should be of a secondary importance" (Ashworth, 2013, p.370), the idea that cultural value should stand first is suppressed. After all, cultural heritage belongs to the economic system; it requires investment that is often large (Throsby, 1999). Therefore, romantic justifications from historians, archeologists, conservationists who always stress how important it is to preserve heritage due to its uniqueness and historical significance seem to be outdated (Klamer, 2013). Economic benefits and the overall increase of quality of life that result from heritage tourism have become the main reasons why heritage is being preserved and run. When considering the sites that belong to the World Heritage List the expectations associated with development are even greater than in other places.

However, it is important to point out that local community and others involved are often not aware of the potential threats that come with rapid growth of tourism. Local residents mostly perceive tourism development as positive as it is being accompanied by regeneration projects, increase in the supply of services and amenities and the overall quality of life. However, Jamal and Getz (1995) emphasize that tourism is seen as positive until a certain limit is reached. When the tourism level reaches a certain threshold it starts producing also negative effects. The negative side effects of tourism are for instance overcrowded streets, increased prices of housing, groceries and other goods and services (Holler, Mazza, 2013). Moreover, poor residents and sometimes even the middle class are being moved to less attractive neighborhoods. Following this, tourism might in extreme cases lead to migration of inhabitants. Last but not least, a high number of tourists can damage the site. Following this, locals' satisfaction rate falls steeply.

It is argued that these negative events can be avoided when all affected stakeholders participate in the development projects. The aim of collaborative projects is to find a balance between economic and social benefits. Collaborative approach results in power and control distribution that is divided between all participants. Other reasons for implementation of collaborative approaches and its advantages and disadvantages are discussed in the following chapter.

4 COLLABORATIVE APPROACH TO SITE MANAGEMENT

To begin with, collaborative approach has been supported in order to ensure a sustainable development of heritage sites, cultural districts and touristic areas in general. "Collaboration theory for tourism was first introduced by Jamal and Getz (1995)" (Arnaboldi & Spiller, 2011, p.641). Empirical evidence suggests that enrolling stakeholders in development projects is essential to secure long-term sustainable growth in today's tourism field (Arnaboldi & Spiller, 2011, Waligo et al., 2012). One of the reasons that allow this is that the planned actions have more support.

However, a number of scholars (Jamal and Getz, 1995, Savage et al., 2011) perceive collaboration in tourism and cultural districts as a natural reaction of

stakeholders to cope effectively with the uncertainty, complexity and turbulence that are currently taking place in the tourism field. Yuksel et al. (2005) support this idea and add that the pursuit of growth has pushed actors to experiment with partnerships and collaboration. In addition to this, Sautter and Leisen (1999) support collaboration because it can minimize the costs required for development projects while maximizing the positive outcomes. Yuksel et al. (2005) disagree and think that when more parties make decisions it gives rise to additional costs. In order to assess which of the statements is true, further research and empirical evidence is needed. All in all, the implementation of collaborative alliances would be difficult without one significant condition has been met and that is devolution.

4.1 DEVOLUTION AND ITS SIGNIFICANCE FOR COLLABORATIVE APPROACH

Devolution has allowed collaboration projects to gain legitimacy and power for taking action. Traditionally in Europe the state has had a dominant role in financing and also decision making regarding the future development of heritage (Klamer et al., 2013). However the current trends are in favor of moving responsibility to lower governmental institutions. As visible from the table below, state cultural policies across Europe are being moved to lower levels, because there they are supposed to be more effective. In other words, "devolution to local governments allows the definition of heritage policies more focused on local wants and preferences than those determined by a central planner" (Holler, Mazza, 2013, p.17). That means that local actors are allowed to intervene with the development plans and take actions in the tourism field. The current state of power and responsibility division among state and local or regional governments across Europe is illustrated in Figure 2. It is visible that devolution is taking place in most countries in Europe. Moreover, local and regional governments have more power than the state government in more than half of the analyzed countries.

Figure 2 Division of responsibilities regarding cultural policies in Europe

120
100
80
60
40
20
0

Malta, Ireland, Estonia, Denmark, Slovenia, Lithuania, Latvia, Slovakia, Finland, France, Sweden, UK, Romania, Norway, Bulgaria, Netherlands, Italy, Czech Republic, Austria, Hungary, Portugal, Poland, Spain, Germany

■ Central government ■ Local/regional government
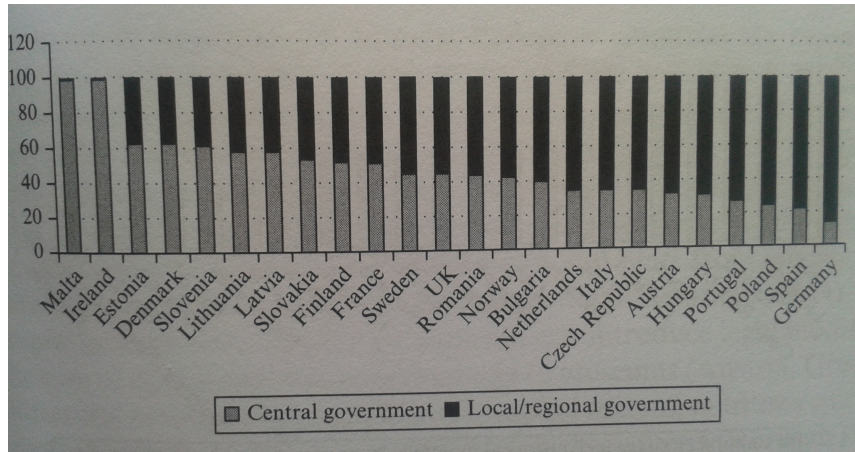
(Source: Council of Europe/ERICarts, Compendium of Cultural Policies and Trends in Europe, 13th edition, 2012, p. 18)

Devolution is also beneficial in terms of allocating finances for local actors. The evidence suggests that the biggest amount of money in culture in Europe is still invested by the state government. More specifically one third of the countries in Europe allocate more than half of the yearly cultural budget to cultural heritage. The percentage of GDP devoted to culture in the form of direct public expenditure in Europe varies from 0,11 percent to more than 1 percent (Klamer et al., 2013, p.44).

Despite the differences in the amount of money devoted to culture, devolution means that local actors are provided with more resources for local cultural ventures. However, as Yuksel et al. (2005) point out, devolution of power and responsibility does not always come with the expected financial resources. In some cases state governments invest less finances to local and regional governmental offices than the state would have spent itself. It is questionable whether this issue is connected only to the general cuts in culture in our time or whether the state aims at maintaining certain power and control over the domain. Despite of this, devolution has been seen as beneficial in order to create projects that correlate with locals' wants and needs. The following section provides explanation about what type of actors are significant for the collaborative processes.

4.2 DEFINITION OF STAKEHOLDERS AND THEIR IMPACT ON COLLABORATIVE APPROACH

"The term stakeholder refers to any person, group or organization that affects or is impacted by an organization's decision" (Savage et al. 2011, p.22). Sautter and Leisen (1999) are convinced that effective plans cannot function without identifying what groups and areas the activities affects and which affect the project. The literature that focuses on identifying stakeholders usually covers the following six groups: "tourists, industry, local community, government, special interest groups and educational institutions" (Waligo et al., 2012, p. 343). However, there is not a universal guideline and each case needs to be approached individually in order to select all potential stakeholders. For instance, in some cases the heritage is in private ownership and therefore the owners become key stakeholders in the collaboration activities.

Moreover, Hajialkhani (2008) differentiates between positive and negative stakeholders. In this theory, positive stakeholder is a person or a group that supports the development of tourism, for instance a local entrepreneur. On the other hand a negative stakeholder is identified as a conservationist that perceives development of tourism as a threat to the physical state of heritage and spirit of the place. However, such a division might be misleading. Sometimes conservationists and others affected see the growth of tourism as a potential danger for the values heritage represents. Needless to say that empirical evidence would support their concerns. In several places around the world negative effects of tourism has occurred. When such events take place, economic development has been obviously prioritized over sustainable development requirements and points to lack of planning and involvement of others stakeholders. All in all, to claim that support of a protectionist approach is negative and advocating development is positive is false.

In addition to this, including stakeholders with extremely different opinions is the core philosophy of a collaborative approach. Naturally, in any community different opinions exist and sometimes the contrast between various groups and individuals may be vast. For instance, entrepreneurs from business life might present a very market-oriented vision of the development in comparison with organizations

from the third sphere which might be more concerned with societal values. However, collaborative approach ensures that these differences are turned into a consensus that can be to a certain extent beneficial for all parties involved. This approach works as a guarantee that economic goals are not prioritized over cultural and societal and vice versa.

Another advantage of involving individuals and organizations from diverse spheres is reaching a higher level of creativity. Insights from more people stimulate the projects to turn out to be more creative. People with different backgrounds and experience may possess valuable skills and perceptions that could be beneficial for shaping the future concepts (Hajialkhani, 2008). In addition, Arnaboldi and Spiller (2011) add that involving stakeholders is not significant only for resolving conflicts but also for the level of seriousness with which stakeholders approach the projects. They argue that collaborative projects naturally increase the level of representativeness and legitimization of the projects.

What is of a particular importance for this topic is the requirement of involving institutional actors in collaborative approach. Jamal and Getz (1995) suggest that involving institutional actors can further increase the level of seriousness because institutions support legitimacy of the projects.

4.3 IDENTIFYING STAKEHOLDERS

According to Jamal and Getz (1995) there are three main issues of the long-term implementation of collaborative approach:

1) Identification of stakeholders
2) Maintenance of collaboration
3) Implementation of collaboration outcomes

Most authors give special attention to the first stage of the collaboration theory. They emphasize how important and at the same time tricky identifying all key stakeholders is. For instance, Sautter and Leisen (1999) state that tourism planners

often lack appreciation of all the potential stakeholders. They point to the fact that planners address only the most obvious actors and do not take into account how complex the tourism field is and how many people get affected. In addition to this, Sautter and Leisen warn that excluding a key stakeholder from the initiation stage may have fatal impacts on the project's outcomes and also on the organization that coordinate the development project. They follow by highlighting that all individuals, groups or organizations interested in planning should be given space for participation. Sautter and Leisen add that not all the stakeholders have to be interested primary in tourism. In opposition to this stand Jamal and Getz (1995). They disagree with involving everyone who shows some kind of interest. Moreover, they identify a stakeholder as an individual or organization that has a certain power over the domain. Arnaboldi and Spiller (2011) are also convinced that a legitimate stakeholder has to have a certain power and legitimacy in order to operate in the collaboration process. In spite of disagreements about what actors should be involved, scholars agree that identifying stakeholders is an essential key for future success. At the same time it is a demanding task considering the complex structure of the field. All in all, once the stakeholders are identified, they have to be willing to cooperate. The following part discusses issues that can support stakeholders' engagement.

4.4   ENGAGING STAKEHOLDERS

To support the willingness of stakeholders to get involved in the collaboration projects three conditions must be met. First potential stakeholders have to recognize that there is an interdependency of actors in the domain. Next, certain benefits for stakeholders have to emerge from the collaboration project. And last but not least the proposed field for collaboration has to be perceived as significant (Savage et al., 2010). Although these conditions are clear in theory, the practice is usually much more complex and complicated.

Collaboration approach mostly aims at engaging actors from different spheres namely market, governmental and social. These actors operate in completely different logics. They have different goals, values and worldviews (Klamer, 2014). For instance, the actors in the market sphere might not feel comfortable with the idea of

cooperating and sharing their knowledge and experience with their direct competition. Jamal and Getz (1995) suggest that entrepreneurs should cooperate in some areas and still compete in others. However such a distinction might be problematic as it is difficult for the actors to draw a firm line between competition and cooperation. Because of this the actors from the market sphere might remain suspicious and reluctant to collaborative experiments.

Also governmental institutions might show unwillingness to participate. Governmental organizations are used to be in charge of projects. They are not used to sharing power with other actors and might be afraid of losing control over the development of the projects. Furthermore the potential stakeholders from the third sphere might be suspicious. They might question the purity of intentions of the people from the government and market spheres. Obviously, there is a danger that certain stakeholders within the collaborative team attempt to create partnership alliances in order to support their own goals and generate more benefits for their own good. The actions depend on the individual level of civil maturity. The actors need to understand that the collaboration project is supposed to generate benefits for all involved. And as Sautter and Leisen (1999) point out, a collaborative approach "if developed appropriately can maximize positive return to a community's overall growth while minimizing the costs to the environment and culture" (p.313).

However, collaboration approach is for most actors a new field. Naturally there exist dangers and threats. The long history of centralized decision-making, lack of trust and experience may discourage stakeholders to participate and therefore complicate the implementation of partnerships approaches (Yuksel et al., 2005). Researchers suggest that a mediator can help to initiate and manage collaborative projects.

4.5   THE ROLE OF A MEDIATOR IN A COLLABORATIVE PROCESS

A mediator is a person who is able to connect people with other people, objects or places. This person is able to translate the ideas of one person in a way that is understandable for others. He or she should be a skillful negotiator. This person does not necessarily have to be a visionary because he or she is not the one that is

creating a vision and persuading others to follow it. However, this person needs to have certain persuasive skills, empathy and assertiveness. Furthermore, this person has to be able to move between the logic of the three spheres. Each sphere has its own language and culture (Bendixen, 2000). The goal of a mediator is to reach consensus and compromises in a way so everyone is satisfied. However, first this person needs to articulate the advantages and obstacles of collaborative approach. For this the person needs to be recognized by the potential stakeholders. In other words he or she needs to be perceived as a legitimate actor by the potential stakeholders. For this he or she needs to have the necessary experience, skills and knowledge about the particular heritage, tourism management and collaborative projects. If these conditions are met this person can function as an effective mediator, translator and conveyer.

In order to convince potential stakeholders to engage in collaboration, planners need to present factual evidence about the three key aspects stakeholders have to understand. Firstly they need to understand the fact that they impact each other and the whole field, second there might be significant benefits arising from collaboration and last convince them that the specific issue deserves their full attention (Jamal, Getz, 1995). To support the evidence a mediator can use examples of successful collaboration projects and their outcomes. However researchers strongly advise against supporting and promoting unrealistic expectations from collaboration activities because false expectations might discourage stakeholders to participate after benefits have not arrived after a short period of time (Arnaboldi & Spiller, 2011).

Next, a mediator needs to introduce the ways collaborative projects work, their essential requirements and conditions. He or she should present the possible methods that can be used in this process. Then a formal vision and objectives need to be shaped and agreed upon (Jamal and Getz, 1995). This is a very challenging task, as there might be actors with vastly different views. However, the art of mediation is to turn disagreements into a creative vision. This stage requires great negotiation skills as conflicts might often arise throughout this stage. For instance, rejection of a proposal from one person might discourage the actor from future participation. The fundamental idea of a collaborative process is that the conflicts between stakeholder groups from different organizations or spheres should be resolved before

implementation (Jamal and Getz, 1995). Following this, initial negotiation should prevent serious conflicts in the long term (Arnaboldi & Spiller, 2011).

It is important to prepare participants for possible changes in plans and concepts that can happen during implementation. Naturally, plans often need to be adjusted in order to react to sudden changes in environment. However, stakeholders should be regularly informed when such events occur. That means that information circulation is crucial in this process (Arnaboldi & Spiller, 2011). Another area that is of interest of all involved is transparency and division of outcomes. Accountability of collaborative projects is usually more diffused and less transparent than in centralized projects. For this purpose researchers also suggest to hire a suitable actor or external researcher (Yuksel et al., 2005).

This part has presented the tasks of a mediator, the following section answers who should be the mediator.

4.6 WHO SHOULD BE THE MEDIATOR?

Scholars often support the idea that tourism planners or heritage managers should step in and take charge and responsibility for initiation, coordination and processing of collaborative projects (Hajialkhani, 2008). This way of thinking is natural as arts managers are often described as mediators or intermediaries (Bendixen, 2000). Furthermore, Bendixen (2000) refers to arts managers as "bilingual commuters" that have the skills and are able to naturally move between business people and artists and connect them. He points out that the tasks of arts managers consist from 90 per cent of talking. However, the role of a coordinator and processor in heritage tourism development projects seems even more demanding than the role of a traditional arts manager. More precisely, up to three spheres and an uncountable number of groups and individuals might get engaged in the collaboration process. In addition to this, it is questionable whether tourism planners or heritage managers have the necessary power and legitimacy to initiate communication between the individual actors from various spheres.

Tourism and heritage organizations are in some places run by the local government, in other places there are market-oriented agencies and in some cases heritage is in hand of non-profit organizations. In other words, the organization in charge of the heritage belongs to a certain sphere and has its own set of rules, culture and history. Naturally, groups and individuals from other spheres have different values, goals and worldviews.

Therefore for any of them it might be difficult to initiate collaboration with people from the other spheres. Usually organizations or individuals from one sphere approach the other with caution. There exists a communication gap between those spheres and often there is a great amount of mistrust and suspicion about the interests of the other. To overcome this obstacle Jamal and Getz (1995) proposes active involvement of an external body that possesses the knowledge, power and legitimacy recognized by all potential actors. This body should become an initiator, mediator and translator of the collaborative activities. The goal of this body is the implementation of a collaborative approach that would "yield the optimum economic and social benefit" (Sautter, 1999, p.320). Sautter does not mention the importance of cultural value. However, it seems that he perceives cultural benefit as a part of the social benefit. Furthermore, this body should not directly profit from the development process, so it could not be accused of prioritizing ideas that could be beneficial for its own good. Next, this body should have the necessary knowledge, skills and experience that would help implementation of methods and systems for collaborative approach. Naturally the first organization that comes to mind is Unesco.

Unesco is an international cultural institution that is recognized universally. It has over forty years of experience in the heritage field. Although the experience might be very theoretical for this position, it should be sufficient. Because the main obstacle of collaboration is usually lack of willingness to engage, learn and compromise. Therefore Unesco's reputation could certainly make a difference in this field.

Plus, Unesco can be to a certain extent viewed as a stakeholder. As already mentioned, the Unesco status significantly affects the future development of heritage sites. Plus, in a way the progress or decay of World Heritage Sites impacts the reputation of the Unesco organization. That means that Unesco can be identified as a

stakeholder. Unesco would aim at sustainable development of heritage in respect to cultural and economic values and not its own good. As a mediator Unesco would get a chance to control that the economic cultural and societal values are in balance.

Furthermore, lack of experience and communication problems in the collaboration approaches towards heritage site management present a perfect chance for Unesco to participate. Unesco should not wait too long, because the problems stated in chapter 2.1 might rapidly lower Unesco's credibility. Furthermore, the decrease in credibility might mean that Unesco would no longer be seen as the legitimate actor in the heritage field. On the other hand, successful collaborative projects would be a win-win situation for the sites, involved stakeholders as well as the Unesco organization. First, successful heritage tourism development projects would enhance a town's overall quality of life. Second, Unesco could gain more recognition and strengthen its position in the heritage field. Unesco could use their vast knowledge and experience in the fieldwork and would not be longer criticized for being the body that only has paper, pens and computers.

4.7   COMMUNITY INVOLVEMENT

Community involvement has been identified as crucial in the implementation of sustainable heritage tourism and collaborative approach (Jamal and Getz, 1995, Turnpenny, 2004). The satisfaction of locals has been set as a key stakeholder and at the same time a goal of local development projects. Naturally this cannot be achieved without community involvement. Communities should be given an opportunity to express their wishes and expectations regarding heritage tourism development. After all, tourism activities intervene with the physical space that is for local residents home. Moreover, these activities also impact the intangible values heritage site has for locals.

However, the practical implementation of community involvement might be problematic because - as Noonan (2013) points out - tastes differ significantly even within communities. Next, involving non-experts in the decision making process might further confuse the process. Plus, there is a big difference between

heterogeneous and homogenous communities. Needless to say that not even experts always reach consensus in what should be preserved and why (Frey, Steiner, 2013).

Community engagement has become a popular expression on national, regional and local governmental levels and it is one of the main priorities of the EU (Dewey, 2004). First issue we need to discuss is why community engagement is important. Since countries in Europe have a democratic setting, it is obvious that policy makers need the support of the people, the voters. Policy makers believe that they might get more support if they allow communities to express their opinions and participate in local development. This way community engagement would serve as a back-up for policy makers.

One of the reasons for community involvement is to avoid serious complaints in the future. According to Jamal and Getz (1995) community involvement would allow to educate residents about tourism. Jamal and Getz point out that the way local communities perceive tourism is tightly linked with the information they are provided with. When involved to collaborative projects a community could shape realistic expectations, become familiar with vision and objectives and learn about the threats and opportunities of tourism.

Next, cultural heritage is seen as a vehicle "that can contribute to self-esteem and empowerment for everyone including the poor and the destitute" (Serageldin, 1999, p. 241). So then, cultural heritage can also serve as a cure for social exclusion and growing inequality in society. According to Perkin (2010) it can help to shape civic pride and personal, local and national identity. However, Waterton and Smith (2010) criticize this point of view and state that policy makers have a simplistic and romantic view about the effect heritage has on communities.

Following this, Turnpenny (2004) emphasizes the problems of current heritage management. He points out that the state of displaying heritage makes most people feel detached to their historical surroundings. The reason is that managers might present values that can look interesting for a tourist or outsider but has nothing to do with local value, current relationship and history. Also Waligo et al. (2012) support this idea and point out that in many cases tourism further separates local communities

from their historical roots. In addition to this, Turnpenny (2004) criticizes the way in which heritage is presented. He notes that most stakeholders are obsessed with preserving the physical state and ignore or misunderstand the intangible values heritage represents. He suggests that in order to understand the value of heritage, one must take into consideration the opinion of locals and listen to what they have got to say and why they appreciate one thing over another. Then, local people might feel responsible for the heritage and would be willing to contribute to maintaining heritage with their skills, knowledge or finances.

Yurken et al. (2010) discuss the obstacles that prevent community involvement. The first problematic area is the fact that in post-communist and developing countries community participation is a new practice. For a long time citizens of these countries were discouraged to be active and involve in public issues. That means that they might not be willing to engage because they are not used to it. On the other hand cultural heritage might be the perfect place for practicing this approach. Serageldin (1999) suggests that cultural heritage can be used as a tool for social inclusion. However, according to Yurken et al. (2010) the involvement of poor and destitute might be a particular problem. These groups are usually pre-occupied by taking care of their daily needs. Second the tradition of exclusion from decision-making and public activities might be hard to change.

In addition to this, Perkin (2010) has discussed how projects that aim at community engagement have been realized. Perkin focuses on top-down and bottom-up projects and investigates their efficiency, advantages and disadvantages. She emphasizes that ever since the expression community engagement appeared in various policy papers such projects started being funded. Following this, some of these projects might lose their true purpose; they become only means for receiving funding and further isolate audience. Perkin stresses that if a project wants to be successful, it needs "sufficient time and resources in order to achieve worthwhile goals that make a noticeable positive difference within their communities." (Perkin, 2010, p.109)

Now, the advantages and disadvantages of top-down and bottom-up community will be discussed. Top-down approach has many disadvantages such as

being too directive, lacking authenticity and therefore relevance for the community. On the other hand it can be easily controlled, organized and implemented.

The obstacle of a community-based approach lies in potential conflicts within various actors of the community. Naturally, different opinions exist within the community and the projects might slow down because of disagreements. What Perkin (2010) sees as a possible solution is to hire an external project manager who will work as a mediator. It should be some sort of unbiased judge who will resolve possible conflicts and help various groups within the community find a consensus. This idea seems as a very efficient way to run community based projects. First of all it does not add costs, because someone would have to take responsibility for the projects and second an external person cannot be accused of being biased which would be nearly impossible for local actors. As in collaborative approach also in this case the Unesco organization could perform the role of a mediator.

4.8   CONCLUSION

Nowadays, the Unesco organization is facing serious problems and growing criticism from experts and scholars (Frey and Steiner, 2013, Meskell, 2013). Luckily for Unesco the majority of public is not aware of the issues discussed in the previous sections and still perceived Unesco as a powerful player in the heritage field. Undoubtedly when the information discussed in chapter 2.1 get to the public, it could weaken Unesco's credibility and position. However, for now Unesco is perceived as a prestigious, wise and unbiased arbiter that operates in the heritage field. In order to maintain and possibly boost its strong reputation Unesco can re-consider its current functioning. For instance, establishing regional offices and active involvement in the fieldwork could be beneficial (Meskell, 2013). It is argued that Unesco's knowledge, experience and reputation would be highly favorable for the implementation of collaborative approaches within World Heritage Site management.

First of all, collaborative approaches have been identified as vital in the pursuit of sustainable development of tourism. It has been emphasized that central planning gives rise to many critiques and problems in the long run. The fact that local

communities, individuals and groups that are affected by development activities are not included in forming vision and implementing strategies cause inefficiency and critiques. Furthermore, centrally managed heritage sites might not reflect the values it has for local community and other stakeholders. In other words: it reflects only one perspective. Plus, today the heritage and tourism field is highly complex and interdependent; therefore development cannot be achieved by only one organization. In other words: if a place wants to fully exploit the potential of a heritage site and the Unesco status without experiencing negative effects of tourism, collaborative approach must be employed.

However, collaborative activities are still a new field for a majority of actors. Due to a lack of experience and tradition with collaborative approaches most potential stakeholders remain reluctant towards participation. Another problem that causes lack of willingness to engage is the fact that actors from different spheres are supposed to cooperate together. Each sphere market, social or governmental operates according different logics and has a different set of values and goals. That means that a communication gap exists between the actors from different spheres. Actors from the market sphere might be prejudiced about efficiency of not-for-profit organizations. On the other hand actors from the third sphere might be concerned about the market-oriented and governmental goals. However, none of them realizes that if their forces are joint together, their diverse visions, skills and goals might transform into an original concept that would be new, creative and favorable by all. Collaborative approach also allows the projects to be more effective as more actors sustain the activities and support the vision (Arnaboldi & Spiller, 2011). For these reasons, stakeholders' collaboration is supposed to deliver sustainable outcomes in the area of heritage tourism.

For the initiation and management of stakeholders' collaboration, scholars advise to use the role of a mediator. A mediator is supposed to introduce the possibilities of collaborative approach to all potential stakeholders. The mediator would also lead the process, would be responsible for resolving conflicts and could possibly control the accountability of outcomes. Most scholars suggest that heritage managers or tourism planners should perform this role (Jamal and Getz, 1995). However, the thesis questions whether local tourism or heritage managers have the

necessary power, legitimacy and skills to engage stakeholders from various spheres. Moreover, such attempts might be even more complicated in transition and developing countries where centrally managed ventures have strong tradition.

5 METHODOLOGY

5.1 THE INITIAL AND CURRENT AIM

Initially, the research aimed at assessing the efficiency of heritage management in pursuit for economic and community development. The hypothesis was based on the idea that the organizational and management style of a heritage organization in charge of the World Heritage site is the decisive factor that influences how the Unesco status is being exploited as well as how it impacts tourism development and the overall quality of life. However, throughout the research it became obvious that the organization alone cannot secure sustainable and effective growth. In other words: the tourism field is much more complex and a great variety of stakeholders impact its future. Therefore the current research focuses on the collaboration between stakeholders. The initial empirical research was supposed to assess the level of community engagement. However, the findings from the original research found that features that would indicate the level of community engagement are hard to measure. Furthermore, the cultural organization does not organize any community projects. As a result the current research focuses on assessing a community in terms of readiness for potential involvement because community has been identified as the key stakeholder in collaboration projects and sustainable tourism theory.

5.2 AIMS OF THE EMPIRICAL RESEARCH

The empirical part aims at investigating the level of stakeholder collaboration within the World Heritage Site in Trebic. This thesis investigates the level of collaboration and obstacles of stakeholder collaboration from the point of view of the heritage organization that is in charge of tourism and culture in Trebic. A heritage organization has been selected because some scholars suggest that heritage management should be in charge of collaboration projects. This research should

identify the opportunities to stimulate and the obstacles that prevent cooperation with the governmental, market and social spheres.

Since the community has been identified as a key stakeholder, the research aims at studying the readiness of a community to engage in issues regarding tourism development and heritage site management. Community involvement is often problematic because of lack of tradition and experience in this field. Some researchers also point out that especially citizens in developing and post-communist countries have been excluded from decision-making for so long that they might not be any longer interested in participation (Yuskel et al., 2005). Positive evaluation of the willingness of a local community to engage would indicate that there is a space for mediators to include community in the collaborative approaches.

The thesis aims at proving that heritage managers alone have not the essential skills, power and legitimacy to initiate and manage stakeholder collaboration. Furthermore, such projects require an external respected individual or institution that is recognized by all potential parties.

5.3 RESEARCH QUESTION

The literature review suggests that the main obstacle to stakeholder collaboration is linked to a long history of centralized planning and managing and lack of legitimacy and experience with collaborative practices. Furthermore, scholars emphasize that heritage managers or tourism planners should play a key role in initiating and coordinating collaborative projects. However, heritage managers are expected not to possess enough power, legitimacy and skills to engage actors from all spheres. This is caused by the fact that each sphere (market, governmental and social) functions according to different logics and has different goals, values and systems. Plus there exist prejudices and a communication gap between them. It is expected that lack of collaboration in Trebic slows down local development and causes problems in managing the World Heritage Site. Following this, the main research question has been formed:

Why would active involvement of the Unesco organization in World Heritage Sites management positively influence the implementation of a collaborative approach and community involvement?

In order to answer the main research question, two sub-questions have been formed:

1   What are the critical success factors of stakeholders' collaboration and community involvement for site management?

2.   How can Unesco organization benefit from active involvement in the tourism development projects?

5.4   RESEARCH STRATEGIES

The research consists of one case study with two separate parts that combine a qualitative and a quantitative approach. Case studies are often associated with qualitative research, which allows researchers to study the case in-depth. A qualitative approach for management investigation has been advocated, because statistical methods cannot reflect the complex issue (Gummesson, 2006). Researchers often use case studies in order to confirm or reject assumptions stated in the academic literature. Scholars emphasize that in order to fully understand obstacles of a collaborative approach more empirical evidence is needed. Furthermore each case needs to be approached individually as each case presents specific features and challenges that can further move the discussion and practical implication regarding collaborative approach. This advocates a qualitative research strategy.

A second part of the research uses a quantitative research strategy. Quantitative approach is commonly used in order to investigate and assess attitudes of people (Bryman, 2012, p. 166). The research aims at assessing community readiness to involve in tourism and heritage management. In order to have a representative sample a large amount of data is needed and therefore a quantitative approach is necessary.

5.5 RESEARCH DESIGN AND METHODS

The research aims at discovering the problems that prevent the implementation of collaborative approaches in site management. Several researchers have supported the use of case studies to understand the complex issue of partnership and collaborative approaches (Roberts, Simpson, 2009, Yuksel et al., 2005, Sautter, Leisen, 1999, Waligo et al., 2012). Case studies seem to be the perfect tool for identifying common problems and obstacles. Case studies can also reveal good practices and strategies that can serve as examples for other cases.

The first part of the research uses in-depths interviews. It aims at discovering what are the problems that prevent collaboration projects. The interviews were set in a semi-structured mode, which allows the interviewer to deeply investigate the information from each interviewee.

The second part presents the results of a questionnaire addressed to local inhabitants. Local community is seen as the key stakeholder in sustainable tourism development and in collaborative approach. The questions for the questionnaire have been set partially based on the assumptions of the interviewees and partially on the suggestions from the literature review.

Because of the completely different nature of the qualitative and quantitative part of the research, first each part will be concluded separately. In the end I will combine the two findings into a final conclusion.

5.6 QUALITATIVE PART OF THE RESEARCH

5.6.1 THE DESIGN OF THE INTERVIEW

In order to identify what kind of value and worldview the heritage organization has, each interviewee was asked about the main goal of the organization in terms of Unesco heritage. The question allowed the researcher to understand the goals of the organization. Then, the researcher was also able to identify why it is problematic to engage with stakeholders from other spheres. In other words: when the

goals of the heritage organization are oriented too socially or culturally, it might be hard for the organization to cooperate with the market sphere.

The second discussed topic is connected to the consequences of the Unesco in terms of allocating financial resources and level of cooperation in terms of the production of activities within the Unesco sites. The interviewees were asked to evaluate the willingness to cooperate or support the activities of actors from the market, the governmental and the social sphere. The interviews covered also a question regarding the level of cooperation with the Unesco organization. The interviewees were also asked in what ways they think Unesco could improve its functioning.

The final common questions refer to community engagement and whether the management believes that culture can contribute to community building. It is expected that the management will not be familiar with practices regarding community engagement and will have no strategies for its stimulation. As the literature suggests, these expressions have become popular within political and cultural circles but have not been implemented for practical use.

I have interviewed four key employees from the cultural organization in Trebic. The first interviewee is the director of Mestske kulturni stredisko Trebic (MKS), Mrs. Hanackova. Mrs. Hanackova is the head of the Trebic cultural organization since 2001; before she was working at the City Hall where she was responsible for public relations. Because of this she has experience with the governmental logic. As an employee of the City Hall, she was in charge of organizing a celebration of the 900th anniversary of the foundation of the Basilica of St. Procopius. Following this, she decided to apply for the head of the cultural agency and she won. I have chosen Mrs. Hanackova because of her vast experience with culture and tourism in Trebic. Plus, she has been the director even before the Unesco inscription and she has formed the way culture and tourism in Trebic are being managed.

The second interviewee is the head of the HR department of MKS, Mrs. Cechova. Mrs. Cechova has been in the organization since 2011. She is responsible

for searching and hiring employees and also for managing sponsors. The latter is the reason for selecting Mrs. Cechova as the second interviewee. Even though she has not been a part of the organization for too long, she was be able to describe how the organization attracts sponsors and what it has got to offer to them, as well as to identify obstacles and opportunities for building relationships with sponsors.

The third interviewee is the economist of MKS, Mr. Pysny, who takes charge of MKS when the director is unavailable. Mr. Pysny has been the economist in MKS for 12 years and before he was working in the commercial sector. His task is to keep MKS financially stable. The economist was included because he can identify leaks in the budget. Furthermore he can evaluate areas of cooperation that have potential to function better if certain criteria are met.

The last interviewee is an assistant of the head of the info center in the Jewish quarter, Mrs. Poulova. Info centers are responsible for tourism and marketing of the Unesco sites in Trebic. Mrs. Poulova was working for MKS from 2002 till 2007, then she has been working outside tourism during four years and she returned in 2011. She works as a tour guide, she is responsible for promotional activities and a co-creator of programs in the Jewish quarter. Mrs. Poulova is an employee of the information center. She is directly involved in tourism planning and event management. She is expected to have personal experience with the affected and potential stakeholders. The interview guide has been attached (see appendix 5.6.1).

5.6.2   DATA COLLECTION

The transcriptions of the interviews are kept in author's archive. The interviews were conducted on the 4th of May 2015 at the headquarters of the cultural organization of Trebic. All of them were carried out in person and they took from forty minutes to an hour. I used semi-structured interviews, which gave me space for discovering topics that each employee considered as crucial. The conversation was in Czech and all interviews were recorded.

5.6.3   DATA ANALYSIS

The transcriptions of the interviews have been coded and the coding book is kept in author's archive. Coding is one of the most widely used tools in qualitative research. Coding allows the researcher to organize data from transcripts or field observation to categories that are connected to theory. Selective coding has been used in order to form a storyline in the case and investigate topics that are related to the research question (Bryman, A. 2012, p.568).

The initial research was conducted in order to evaluate the efficiency of management. However, the main problems that prevent community and economic development appeared to be linked to communication with stakeholders. Following this the research has been changed without the need to conduct new interviews.

The research aims at assessing the level of collaboration between stakeholders in Trebic and highlight problems that result from lack of cooperation. It is assumed that in Trebic exists a willingness to start cooperation projects. However, because of lack of experience with collaboration and lack of power and legitimacy to initiate such a process the World heritage site management remains being managed centrally.

5.7   QUANTITATIVE PART OF THE RESEARCH

5.7.1   THE DESIGN OF THE SURVEY

The main issue that needed to be taken into consideration with designing the survey was a kind of language that non-experts could easily understand. Another concern was the time needed for completing the questionnaire, because the willingness to participate in the survey increases when the questionnaire is short and clear. Because of this I designed 19 statements using a Likert scale. The Likert scale should also be a sufficient tool to assess the locals' feeling of belonging and their general point of view about the impacts regarding the Unesco status. The Likert scale is one of the most widely used tools that can measure the attitudes of people. Respondents can show if they agree, strongly agree, disagree or strongly disagree. The scale goes from a four up to nine point scale. I used the five point Likert scale and I have not provided the respondents to select the option "no opinion/ neutral" as I

wanted the respondents to show either a positive or a negative attitude. However, the "I do not know" option was possible. One of the critiques of the use of the Likert scale is linked to surveys in general. People are often accused of providing false information in order to show themselves in a good light. However, I picked the sort of questions that allowed me to study local community's relationship towards heritage without providing direct statements (McLeod, 2008).

The survey has been designed based on the assumptions made in the literature review. The questions were formulated in order to assess the readiness to a collaborative approach in Trebic.

Participants' Age Group:

- *Young people below 18*
- *People between 19- 25*
- *Adults between 26- 40*
- *Adults between 41- 65*
- *Adults above 65*

Highest reached education:

- *Primary school*
- *High school*
- *College/University*

Monthly income (Gross):

- *Below 400 Euros*
- *400-800 Euros*
- *Above 800 Euros*

Place of residents:

- *Unesco zone+ Center of the town*
- *Other neighborhoods*
- *Trebic region*

Questions of the questionnaire:

1. *I consider Trebic to be my home.*
2. *The looks of the town (architecture, nature) are important to me.*
3. *Current state of Unesco heritage in Trebic is sastisfactory.*

4. *Unesco status has had a positive impact on the architechtonic development and looks of the town.*

5. *St. Prokopius Basilica and the Jewish Quarter justly belong on the Unesco list.*

6. *I was surprised that Trebic got listed on the Unesco list.*

7. *I am aware of the reasons, why Trebic got listed on the Unesco list.*

8. *Even before Unesco designation I was aware of the outstanding value of the heritage.*

9. *The main benefit of Unesco listing for local people is potential economic development.*

10. *The main benefit of Unesco listing for local people is realization of the outstanding value of the heritage.*

11. *I think that too few tourists visit the town.*

12. *More tourists would increase my pride on the town.*

13. *Unesco status has a positive effect on the quality of services (cafes, restaurants, hotels)*

14. *The quality of services in town is sufficient.*

15. *Trebic adequately uses the potential of Unesco status.*

16. *Unesco has a positive effect on the cultural supply for local people.*

17. *Program and activities organized within Unesco heritage adequately reflect their value.*

18. *Program and activities organized within the Unesco sites do not reflect on the values it has for locals.*

19. *I would appreciate greater engagement of local people in the creation and organisation of programs and activities within the Unesco heritage.*

5.7.2   THE SAMPLE

The chosen approach to sampling was based on age differentiation. Although quota sampling is rarely used in social research (Bryman, 2012, p.203), this type of sample should be sufficient for the purpose of the research. Because of limited time I aimed at getting 200 questionnaires from different age groups. The survey also differentiates between people who live within the Unesco zone, in the center of the town and other neighborhoods. People who do not live in Trebic have been included

only when they considered Trebic to be their home (Statement 1). I decided to include the height of income in order to test whether higher income positively influences locals' appreciation towards heritage and their willingness to participate. Finally, the highest reached education level has also been taken into consideration.

The division of approached people is following:

Young people below 18: 40 surveys,

People between 19- 25: 40 surveys,

Adults between 26- 40: 40 surveys,

Adults between 41- 65: 40 surveys,

Adults above 65: 40 surveys.

The way of dividing the groups was decided because of similar evolutionary stages, so people within these categories might have similar experiences and points of view.

5.7.3 DATA COLLECTION

Based on the interviews I conducted 19 questions for a survey among local people, using a Likert scale. Data collection took place between from the 6th of May until 22nd of May 2015. To fill out the questionnaire took approximately 4-5 minutes and I did not experience any major misunderstandings. The survey was designed in Czech.

5.7.4 DATA ANALYSIS

The community has been identified as one of the main stakeholders in collaborative approaches to heritage management. The survey attempts to evaluate the potential, opportunities and obstacles of community involvement among residents of Trebic. The potential will be analyzed on four assumptions mentioned below based on the theoretical framework. As already mentioned, the aim of the survey has changed and many questions from the original survey have become irrelevant. Only six questions (questions 1,3,7,8,17,19) have been selected for assessing the readiness and obstacles for community involvement in collaborative approach. For the quantitative part I used the SPSS program for statistical data analysis. Various statistical methods have been used to test the assumptions mentioned below.

To begin with, Europeans' appreciation towards heritage is connected to the looks of heritage. That means that for successful community engagement projects positive evaluation of the physical part of heritage is crucial. Therefore locals' level of satisfaction with the looks of the properties will be analyzed. The first part of the quantitative analysis will be tested by the Chi-square test, which is used for testing any statistical hypothesis (Field, 2009).

One issue that has been reported repeatedly in the literature review is the reluctance of participants to get involved caused by non-participative history and tradition. In other words: there should be a difference between people who were brought up in the communist era and those who were not. As literature suggests, people that grew up in a centralized system will not be willing to participate in dealing with public issues. Therefore people older than 40 years old should show less interest for involvement within heritage site management. The assumption is tested using the Chi-square for testing the hypothesis (Field, 2009).

Next, for community involvement the level of awareness about history and value of heritage is needed. In other words: the willingness to engage is influenced by the level of information. The analysis aims at identifying differences between people with higher education and their level of awareness and less educated members of the community. If less educated citizens show poor awareness about the heritage, it would indicate that a potential involvement of this group would require different communication methods (Hajialikhani, 2008). The assumption is tested using the analysis of variance for testing dependency (Field, 2009).

Following this, Yuksel et al. (2005) state the reason for lack of interest in public issues is connected to a weak socio-economic situation of people. Therefore the test aims at finding out whether a poor socio-economic situation indicates less knowledge about programs organized within Unesco sites. For this type of analysis the Chi-square test is recommended (Field, 2009).

6 RESULTS- QUALITATIVE PART

6.1 DESCRIPTION OF THE CASE

6.1.1 DESCRIPTION OF THE TOWN

Trebic is a small historical town in the south-eastern part of the Czech Republic. Trebic has approximately 36000 inhabitants. It is one-hour driving distance from the Austrian border, 190 km from Prague and 60 km from the second largest town in Czech, Brno.

Trebic got inscribed as the 3rd historical site in the Vysocina Region and the 12th site in the Czech Republic in 2003. In the area of only 6 795 km 2 one can find 3 Unesco heritage sites. Important to say that since 2003, no site in the Czech Republic has gained the Unesco status. Despite this, the Czech Republic still belongs to the 20 top countries with the most inscribed properties in the world (Sidorenko, 2012).

There are three components of the Unesco status: the Jewish Quarter, the Jewish cemetery and the St Procopius Basilica, which are listed as one item. Before the inscription tourism in Trebic practically did not exist (5000 visitors a year) and the Jewish quarter was in a weak condition. The Jewish quarter functioned as a gypsy ghetto because after the WWII the place remained empty, so the city accommodated the new gypsy residents from Eastern Europe there. Although the Jewish quarter is positioned in the city center, not many locals would dare to enter it. It was an area with a problematic community. The Jewish quarter underwent a large revitalization process while applying for the Unesco status. After the inscription in 2003 the beautification of the place continued. Beautification has been accompanied by moving the gypsy residents to other neighborhoods around the town (J. Hanackova, K.Pysny, personal communication, May 4, 2015).

Trebic got listed according to the criteria (ii) and (iii). Criterion (iii) refers to the fact that Trebic has the largest and one of the best-preserved Jewish quarters in Europe. The fact that the Jewish quarter has survived the communist regime is pure luck. In the 70s' there was a plan for a project that intended to build blocks of flats and tear down all the medieval houses in the Jewish quarter. Luckily there were not

enough finances to further pursue the project (J. Hanackova, personal communication, May 4, 2015). Therefore tourists and local residents can enjoy wandering around the little cobbled streets and enjoy observing the 123 preserved houses and 2 synagogues. The next main reason why Trebic got inscribed is because of the long history of Christians and Jews living next to each other. This reason obviously supports Unesco's philosophy of promoting cultural diversity in the world.

6.1.2   CENTRALISED TRADITION OF MANAGEMENT

During the communist era culture in the Czech Republic was centrally planned and policy makers had an absolute power over what is being displayed to the public. Every city had its own local governmental cultural department. After the "Velvet revolution" in 1989 a lot of cities in the Czech Republic have shut down these departments. However, Trebic did not follow this trend. Now, the director of the Trebic governmental agency for culture identifies it as a positive aspect. The director notes that many towns, which decided to close down these departments, lost also good practices, long-term experience and connections (J. Hanackova, personal communication, May 4, 2015). Those cities had to eventually start building everything regarding cultural management from scratch. The performance area that was mentioned as weak, made heritage managers from the private sector having a hard time balancing and switching between different kinds of logics, namely governmental, social and market (Klamer, 2014, Chapter 9).

6.1.3   DESCRIPTION OF THE ORGANIZATION

The official name of the organization is Mestske kulturni stredisko Trebic (City Cultural Center, further referred as MKS). MKS does not own the Unesco heritage sites; they just organize and provide services and activities within them. MKS has been funded and financed from 50% by the Local Municipality. MKS has to earn the other half of the budget itself. The current yearly budget of MKS is 1 300 000 Euros and has been stable for the last few years with a slight decrease after the crisis in 2008. MKS has 50 employees and in the high season it hires up to 30 temporary workers. It is set up as a line organization and the director controls every action in the organization.

There are two areas of responsibility: culture and tourism. MKS does not take care only after the Unesco heritage, there are 12 other cultural or historical centers in the town which are run by MKS, such as a theater, a cinema, a museum, a gallery and other spaces that host concerts and balls. MKS also runs three info centers: one is located in the Jewish quarter, the other at the St. Procopius Basilica and the third at the town square.

6.2   EVALUATION OF THE MANAGEMENT EFFICIENCY

All interviewed employees of MKS are convinced that the cultural and tourism department functions more than well. Employees do not recognize inefficiencies in terms of organizational problems. The most positive aspect of their organization has been identified the fact that one organization runs tourism and culture at the same time. That means that finances can be divided justly and tourism needs are not prioritized over local community expectations and vice versa.

The only problem that has been mentioned is that the organization is highly dependent on the role of the director. The director seems to be the heart and the soul of the organization. She has practically built the organization and she is the main reason why the organization functions so well (R. Poulova, personal communication, May 4, 2015). On the other hand the director has not set a sustainable system that would function without her presence.

Although the internal setting might cause serious difficulties in the future, for now it does not negatively influence the organized activities and the pursuit for sustainable growth. The area that has been identified as problematic is cooperation with other stakeholders.

6.3   MKS AND COLLABORATION WITH STAKEHOLDERS

6.3.1   MKS AND THE LOCAL MUNICIPALITY

Since the inscription MKS states that it is given a lot of freedom and possibilities in the field of culture and tourism (J. Hanackova, personal communication, May 4, 2015). As expected by Bonet (2013) the freedom comes in the form of a sufficient amount of financial resources. The willingness to support the organization and cultural activities in Trebic has increased significantly in the governmental and market spheres:

- "The fact that Trebic got included on the Unesco list provided our organization with a chance to actually create events and activities that cultural organizations are supposed to create. When we apply for a grant that is somehow connected to Unesco heritage, we usually receive it. Then, we can organize huge events for a big amount of people." (J. Hanackova)
- "Right after the inscription sponsors were competing with each other, so they could sponsor a Unesco celebration event." (K. Pysny)

As stated before, MKS is 50% financed by the local government. The amount of money slowly decreases, however the organization has gained so much trust over the years that it does not even have to present a financial plan for the following year; they get the money from the funding body without negotiating or pressure. The other half of the budget is the organization supposed to earn itself. MKS does not have to present their plans or explain why they spent certain amounts on certain activities. This situation is quite unusual in todays' world, because cultural bodies usually have to beg for every penny. On the other hand nobody controls the efficiency of the organization.

Although MKS has a central role in managing the Unesco heritage, it is not legitimate to communicate with any higher cultural or political institutions such as Unesco, the Unesco department for the Czech Republic or the organization that unites Unesco sites in the Czech Republic. Instead the representatives of the municipality are supposed to be in touch with these organizations (J. Hanackova, R. Poulova, personal

communication, May 4, 2015). Moreover, MKS is not informed about the state of cooperation between the municipality and other organizations. In addition to this, the funding body does not really get involved in what is being or not being organized or displayed at the Unesco sites, as the director referred: " They are glad that someone is doing it. Maybe if there were problems or complaints, they would step in, but as long as we function properly, they leave us alone" (J. Hanackova). That means that on one hand the representatives of the municipality do not participate in tourism development. On the other hand communication with important actors in the heritage field remains the responsibility of the municipality. Needless to say the representatives most probably do not possess the necessary knowledge and expertise from the heritage field because they change regularly due to election (Arnaboldi and Spiller, 2011).

In addition to this, MKS notes that the conservation processes and control of the properties are neither their responsibility. The employees of MKS seem to be interested purely in event production. Each interviewee seems to have a clear idea about what is his or her duties and what belongs to the municipality. More precisely, any venture that requires bigger financial investment, whether it is an advertisement, promotion video or reconstruction, are forwarded to the municipality to decide (J. Hanackova, R. Poulova, K, Pysny, personal communication, May 4, 2015). MKS does not control whether the municipality pursue the proposed changes. MKS seems to work with what is.

On top of this, thirteen years after the Unesco inscription there has never been some kind of concept, plan or strategy for the development of tourism and heritage sites. MKS believes it is not its responsibility to create such concepts and complex strategies. MKS is convinced that such ventures are in the hands of the funding body. The director of MKS states that she has a clear idea about what this vision could look like but she is not willing to share her ideas with the municipality. She believes that they should do it.

6.3.2 MKS AND THE OWNERS OF THE WORLD HERITAGE PROPERTIES

Sautter and Leisen (1999) suggest that exclusion of stakeholders is dangerous for the development of tourism projects. The events that appeared in this case support

this warning. In Trebic the exclusion of a primary stakeholder from a tourism development plan created a peculiar situation right after the inscription in 2003.

As already mentioned, MKS is not the owner of the Unesco sites. However, neither the local government owns all the Unesco sites in Trebic. St. Procopius Basilica is in the Church's ownership and the majority of the 123 houses in the Jewish Quarter are in private ownership (MKS Trebic). Tourism planners and the municipality did not take into account that the legitimate owners might have different visions regarding the future of their properties and might be against tourism development.

"The former priest of the Basilica did not agree on letting non-church-goers in, he considered the Basilica to be a sacred place. So then, when the busses full of tourists arrived, the place was locked with a note on the door saying for example "I am at a funeral". The tourists were furious and they complained about the state of affairs in Trebic. It took three years of negotiation until an agreement between MKS and the Church was reached. Beside other terms the agreement included that all the guides had to have a catholic education and the priest had to approve hiring of the particular person. The agreement also included that half of the income from entrance fees goes to the Church although the Church does not financially contribute to any conservation or maintenance works on the Basilica" (J. Hanackova, personal communication, May 4, 2015). According to Mrs. Hanackova, it was inevitable to agree with the terms of the Church, because the town needs to be presented as a whole and tourists naturally expect to see the Unesco sites.

The event indicates how exclusion of a key stakeholder can complicate the tourism development. To assume that everyone will support tourism development is false. The fact that an agreement was eventually reached indicates that it would have been possible to reach a compromise from the beginning. In this case the negotiation took three years but it might have taken less time if the Church had been invited to discuss the issue from the start. Not to mention that now the management has to pay a lot of money to the Church that does not contribute to conservation or maintenance of the place.

As mentioned above, approximately 90% of the houses in the Jewish quarter are in private ownership. Therefore, it is up to the owners whether they are willing to invest or have the resources for conservation of the houses. There is a big difference in the looks of the properties. The local government attempts to motivate the owners by providing financial aid, but it does not always help, especially not in cases where there are more owners of the property (J. Hanackova, personal communication, May 4, 2015).

6.3.3 MKS AND LOCAL ENTREPRENEURS

The Unesco inscription has caused that the tourist numbers in Trebic jumped from 5000 visitors a year before inscription to over 100 000 visitors a year after inscription; this number has been stable ever since. The organization monitors the number of people that pass the information centers and buy tickets. In other words MKS partially monitors the direct impacts of tourism. However, it has no idea about how many people stay overnight and actually spend money in town. Therefore, they cannot really say whether or how big the economic impact is. Despite the lack of evidence, the employees of MKS are convinced that there are no visible economic impacts in the town.

Mr. Pysny even does not think that hotel and restaurant owners have experienced significant increase in income. Mr. Pysny (personal communication, May 4, 2015) thinks that it is due to the fact that Trebic is too small and tourists manage to see everything in a few hours. Mrs. Poulova adds that local shops, cafes and galleries that are located in the Jewish quarter have troubles to keep going because of lack of income. However, Mrs. Poulova (personal communication, May 4, 2015) states that the situation is getting better. According to her it is important to offer tourists some kind of services or activities that motivate them to stay:

- "Our organization can partially help with the programs and is actually doing it. However, it is mainly the responsibility of the city and local entrepreneurs. They should try to attract tourists, create special packages, and include entrance tickets for free. Some of them are

doing it and it helps. However, others expect us to do all the work, they do not want to cooperate." (R. Poulova)

The statement emphasizes a common problem in this case- false assumptions and expectations. One assumes that something is the responsibility of someone else. However, the actors do not discuss it with the supposedly responsible person or group. So then, MKS supposes that entrepreneurs should take care of the activities for tourists. In contrary, local entrepreneurs expect that attracting tourist is the responsibility of MKS. After all, MKS has the resources for that, as it is funded 50% by the local government. The lack of a policy plan, to be made up by the local government and MKS, is cause of having no conditions to spend this funding. However, MKS does not want to attract tourists and even has not the capacity to run and organize everything itself. In other words one organization cannot ensure sustainable development of tourism (Jamal and Getz, 1995).

Furthermore, MKS has for many years been attempting to engage local entrepreneurs in cultural and tourism projects. MKS also offers to present local businesses at art fairs for a symbolic price and provides entrance tickets for hotel owners for reduced prices when they intend to organize package deals. Although the willingness of entrepreneurs to cooperate is increasing, the situation is not ideal. This might be due to the fact that most of them have been brought up in a centrally planned atmosphere and are not used to cooperation and own initiative. Plus, a lot of entrepreneurs are afraid to share internal information. Some hotel managers do not even agree to provide data about the number of tourists that have stayed in their hotels. They are afraid that the government would share this confidential information with their competition (Jamal and Getz, 1995). This points to entrepreneurs' mistrust towards governmental sphere.

In contrary, some businesses have accused MKS of having a monopoly. Such entrepreneurs have very market-oriented goals and would like to see more economic benefits. Naturally, the actors from the market sphere aim at profit. On the other hand MKS as a non-profit organization aims at societal goals. MKS invests it earnings back and creates more culture or tourism activities. In other words: for some entrepreneurs MKS seems not to be enough competitive and market-oriented. MKS provides good

quality services but does not fully exploit the economic potential of tourism. Furthermore, MKS is not motivated to become more competitive because they are provided with sufficient funding which gives rise to critiques.

6.3.4   MKS AND THE COMMUNITY

MKS has set the satisfaction of locals its priority. Although MKS is aware that locals' satisfaction rate is also impacted by economic benefits, its goals are more connected to cultural, educational and entertaining activities. MKS wants to create a social atmosphere that makes locals happy. MKS is convinced that its programs and activities can touch only locals that are active in culture. However, according to the literature review, heritage should be the field of interest of all people because it shapes their physical surrounding, historical roots and local pride (Ashworth, 2013).

MKS is not an active initiator of community groups or platforms. One of the concerns for implementing a community-based approach is potential complication in resolving conflicts because of heterogeneous nature of opinion (Noonan, 2013). On the other hand, MKS offers space to community actors that have wishes, comments or requests. The organization partially applies participatory approach to culture and monitors demands and complaints from locals. MKS claims to discuss every one of them. Furthermore, MKS informs locals about the activities in leaflets that can be found at 80 spots around the town and send mails to active participants. MKS also regularly updates its website and Facebook page.

Although MKS does not initiate any community-based projects, they support activities that are initiated by local groups or individuals. The fact that local communities are created naturally and the management only assists them with promotion or technical support seems to be an ideal situation. This is a bottom-up approach with support from the local cultural organization and indicates a highly developed civil society. The management thinks that local people are aware of this possibility to ask for help or support. However, such an option might not be sufficient for less out-going actors from the community that might be waiting for motivation.

6.3.5   MKS AND SOCIAL INCLUSION

The management uses a customer-oriented approach, which is understandable considering their goal. Because of this, they avoid difficult and controversial topics, which would lead to complaints from locals. For instance, the Unesco heritage in Trebic includes the largest preserved Jewish quarter in Europe, MKS organizes a lot of Jewish events that display Jewish culture, lifestyle and traditions. R. Poulova (personal communication, May 4, 2015) believes that it is their duty to present Jewish culture and history as a reminder of what should not happen again, referring to the Holocaust.

The problem is that since the Second World War, there is no Jewish community in Trebic whatsoever. In 1890 almost 1500 Jews lived in Trebic, but in the 1930's there were only 300 people of the Jewish faith left. From memoirs it is obvious that they were no orthodox Jews, they did not eat kosher and even celebrated Christmas (J. Hanackova, personal communication, May 4, 2015).

After the Second World War the quarter remained empty and when Trebic had to accept gypsies from Eastern Europe, they accommodated them in the Jewish quarter. Back then, the city sent them to the worst and least modern houses in town. The Jewish quarter has been in a terrible shape during many decades, filthy and smelly; not many locals would dare to enter the place. It had been turned into a gypsy ghetto.

When applying for the Unesco status, the Jewish quarter underwent a large revitalization. After the designation, the real estate prices in the Jewish quarter started going up and it began to attract buyers and also locals because of new cafes, small shops, galleries and restaurants. Following this, the city slowly started to move gypsies to other places across the town (K. Pysny, personal communication, May 4, 2015).

However, there is an apparent link between the Jewish and gypsy community and an ideal space for social inclusion projects. Jews and gypsies are both minorities that have been persecuted many times throughout history. However, the management

53

is afraid to include gypsy history or display their culture because of potential reactions from locals (J. Hanackova, personal communication, May 4, 2015).

- " For the last couple of years everything is just about Judaism, Judaism and again Judaism. I don't like it. People often say to me: There are no Jews anymore. Why don't we organize a gypsy festival? It would be interesting. I am sure that many gypsies from the whole country would come. But I am sure that local people would not agree with that, they would be afraid." (K. Pysny)

The gypsy minority is a hot issue in the Czech Republic. There are many prejudices regarding gypsies. And after all, the goal of the management is to make people feel good and presenting gypsy culture might cause controversy and protests. However, gypsy culture when appropriately presented could improve the view on the gypsy minority is perceived. After all, gypsy culture is rich and their musical skills are known worldwide.

6.3.6   MKS AND EXTERNAL SUPPORT

The employees of MKS do not think that an external actor such as Unesco would improve the functioning of the organization. However, the director gave away that without the support and help of an external actor Trebic would not have been inscribed on the Unesco list.

To begin, the former head of the Unesco department for the Czech Republic suggested that Trebic should consider applying for the Unesco status. Based on this suggestion, the municipality in Trebic initiated and formed a group that was responsible for preparing documents and also revitalization project of the Jewish quarter, because it was in a terrible condition. The head of the Unesco department in the Czech Republic, Mr. Benes, started visiting Trebic on a regular basis and was extensively helping the group with the preparation stage (J. Hanackova, personal communication, May 4, 2015). This was around 1999 and in 2003 Trebic got listed.

Mr. Benes was according to Mrs. Hanackova (personal communication, May 4, 2015) a person with great charisma, intellect and vast knowledge about sites on individual bases and the heritage in general. As the head of the Unesco department he was also aware of the Unesco commission's expectations. Mrs. Hanackova notes that he was unbeatable in the art of persuasion and that he was the main reason why most of the sites in the Czech Republic got included on the Unesco list. Mr. Benes cooperated with all the sites also after the inscription, and helped the managers with practical issues of management. Mr. Benes is now retired and Mrs. Hanackova states that the cooperation with the Unesco department for the Czech Republic now practically does not exist (J. Hanackova, personal communication, May 4, 2015). To sum up, the case also illustrates how a legitimate, experienced and recognized actor can speed-up the processes and engage stakeholders.

6.4 CONCLUSION

In conclusion, the interviews revealed that in Trebic several problems exist that prevent collaboration approach towards tourism and heritage management. There seems to be lack of clarity regarding vision, the potential benefits and the division of responsibility. Even among the employees of MKS consensus regarding the possible economic benefits of tourism has not been reached. MKS focuses on creating sufficient cultural and tourism supply and delivering good quality programs. However, a project that would aim at enhancing the economic situation has not been realized. This points to prioritizing cultural and societal value over economic. However, the requirement for sustainable development is to balance all the values.

The attempts of MKS to engage with the market sphere remains to be done ad hoc. MKS aims at engaging stakeholders for individual projects. There is not vision and strategy. MKS has not been successful at explaining the importance of cooperation. Following this, entrepreneurs are not familiar with the possible benefits collaboration in tourism and Unesco status can generate. The same goes for the Municipality. The Municipality does not pay enough attention to tourism. From the behavior it seems that the representatives of the municipality do not perceive the issue as significant. Moreover, the involved actors are not aware of their interdependency.

Each body works towards their own good without realizing that their activities are interdependent. Also nobody seems to be convinced that the development of tourism can generate significant benefits for all. Following this, the issue is not taken seriously. In other words, the three fundamental conditions for engaging stakeholders have not been appropriately communicated.

The reason why MKS has not attempted to initiate collaboration projects or form vision or strategies is because MKS believes it is not its responsibility. MKS has been formed to provide tourists and locals with cultural, educational and entertaining programs. The rest is the responsibility of the Municipality. However, as mentioned the Municipality does not seem to perceive this field as significant. Following this, the division of tasks and lack of cooperation between the funding body and the heritage organization might create serious problems that neither of the actors is aware of. The tasks remain completely divided and the communication aspect is missing. The funding body does not really get involved in what is being displayed. On the other hand, MKS is not allowed to manage the whole site and make important decisions. MKS does not communicate with higher cultural or political institutions. Furthermore, MKS cannot make decisions regarding bigger financial investments aiming at conservation or promotion. Therefore, the area that MKS can influence remains limited.

The main goal and the key stakeholder is the local community. However, MKS does not actively involve the community actors and is not aware of the benefits community involvement generates. Therefore the next chapter presents an evaluation of local community readiness to participate in heritage management and tourism development.

7   RESULTS QUANTITATIVE PART

7.1   INTRODUCTION

The academic literature advocates the idea that community is the main group of interest when it comes to managing heritage. First of all any action done within the

heritage site intervenes with the tangible or intangible values heritage represents for locals. Furthermore, local community can contribute to the way the heritage is presented because they might have a valuable experience, knowledge and insights in this area. Needless to say, that the heterogeneous nature of opinions of local community can generate an innovative way of looking at and experiencing World Heritage Sites. Community involvement is one of the main priorities of the Unesco organization and also of the cultural organization in Trebic. However, the community needs to be prepared and willing to get involved. The following section examines the level of readiness of local community to get involved in managing heritage. Furthermore it analyses obstacles that might prevent community from engaging. Each issue is analyzed separately and conclusions are presented in the end of this section.

7.2 EVALUATION OF THE PHYSICAL STATE OF THE UNESCO HERITAGE

The first part of the quantitative research evaluates the level of appreciation that the local community has towards the physical state of the World Heritage Site. As already mentioned, the physical part of heritage is prioritized by western-oriented cultures (Turnpenny, 2004). Therefore positive evaluation of locals could be considered a possible starting point for community involvement.

7.2.1 ANALYSIS

Assumption 1: The majority of local people of Trebic, no matter their age group, positively values the current physical state of the Unesco heritage.

In this section the association of two variables is monitored - age and the results of the statement "The current state of Unesco heritage in Trebic is satisfactory". The assumption has been tested by Pearson's chi-square test.

Contingency table:

Participants' Age Group * Current state of Unesco heritage in Trebic is satisfactory. Crosstabulation

		Current state of Unesco heritage in Trebic is satisfactory.					Total
		Disagree	Partially disagree	Don't know	Partially agree	Agree	

Participants' Age Group	below 18	Count	0	3	9	15	13	40
		% within Participants' Age Group	0,0%	7,5%	22,5%	37,5%	32,5%	100,0%
	19-25	Count	1	6	4	18	11	40
		% within Participants' Age Group	2,5%	15,0%	10,0%	45,0%	27,5%	100,0%
	26-40	Count	1	3	4	22	10	40
		% within Participants' Age Group	2,5%	7,5%	10,0%	55,0%	25,0%	100,0%
	41-65	Count	0	2	9	18	11	40
		% within Participants' Age Group	0,0%	5,0%	22,5%	45,0%	27,5%	100,0%
	above 65	Count	1	0	7	11	21	40
		% within Participants' Age Group	2,5%	0,0%	17,5%	27,5%	52,5%	100,0%
Total		Count	3	14	33	84	66	200
		% within Participants' Age Group	1,5%	7,0%	16,5%	42,0%	33,0%	100,0%

(Source: own elaboration)

Bar chart:

58

Bar Chart
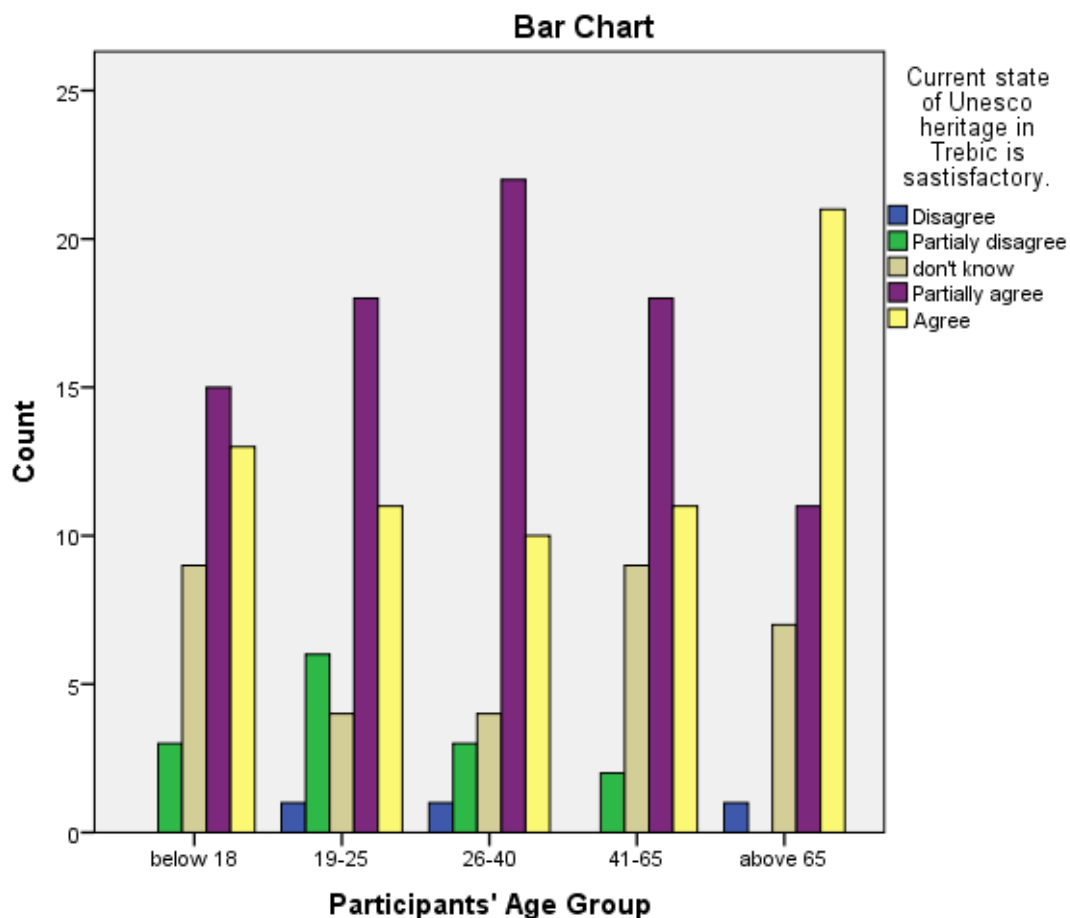
(Source: own elaboration)

For the Pearson's chi-square test is essential to meet the criteria of successive approximation. 80 % of the counts must be higher than 5 and the rest cannot go below 2 (Field, 2009).

Table of expected count:

Participants' Age Group * Current state of Unesco heritage in Trebic is satisfactory. Crosstabulation

Expected Count

		Current state of Unesco heritage in Trebic is satisfactory.					Total
		Disagree	Partially disagree	Don't know	Partially agree	Agree	
	below 18	,6	2,8	6,6	16,8	13,2	40,0
	19-25	,6	2,8	6,6	16,8	13,2	40,0
Participants' Age Group	26-40	,6	2,8	6,6	16,8	13,2	40,0
	41-65	,6	2,8	6,6	16,8	13,2	40,0
	above 65	,6	2,8	6,6	16,8	13,2	40,0
Total		3,0	14,0	33,0	84,0	66,0	200,0

(Source: own elaboration)

59

The criteria of successive approximation have not been reached. It is recommended to combine values; in this case the categories Disagree and Partially disagree.

Table of expected counts after adjustment:

Participants' Age Group * Q3_recode Crosstabulation

Expected Count

		Q3_recode				Total
		Disagree+Partially disagree	don't know	Partially agree	Agree	
Participants' Age Group	below 18	3,4	6,6	16,8	13,2	40,0
	19-25	3,4	6,6	16,8	13,2	40,0
	26-40	3,4	6,6	16,8	13,2	40,0
	41-65	3,4	6,6	16,8	13,2	40,0
	above 65	3,4	6,6	16,8	13,2	40,0
Total		17,0	33,0	84,0	66,0	200,0

(Source: own elaboration)

Now, the criteria have been met.

Pearson's chi-square test:

Statistical hypotheses:

H0: Reaction to the statement does not vary according to age groups.

H1: Reaction to the statement varies according to age groups.

The significance level has been set at 5 %.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20,151[a]	12	**,064**
N of Valid Cases	200		

a. 5 cells (25,0%) have expected count less than 5. The minimum expected count is 3,40.

(Source: own elaboration)

Based on the p-value (0,064), which is higher than the set significance level 0,05, we cannot reject the null hypothesis. The reaction to the statement does not vary according to age. According to the contingent table we can conclude that most people, no matter of their age group, will positively value the current state of the Unesco heritage (Field, 2009).

2. Hypothesis without age differentiation

The majority of people, no matter of their age, will positively value the current physical state of the Unesco heritage, because nobody can be excluded from the consumption and the sites have experienced significant positive change in recent years.

The current state of the Unesco heritage in Trebic is satisfactory.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1,5	1,5	1,5
	Partially disagree	14	7,0	7,0	8,5
	Don't know	33	16,5	16,5	25,0
	Partially agree	84	42,0	42,0	67,0
	Agree	66	33,0	33,0	100,0
	Total	200	100,0	100,0	

(Source: own elaboration)

For the test about the level of positive answers we combined the values Disagree + Partially agree + Don't now = Disagree, and Partially agree + Agree = Agree.

The current physical state of the Unesco heritage is positively valued by 75 % of respondents. Whether the share is statistically significance will be tested by the binomial test.

Statistical hypotheses:
H0: The majority of people (more than 50 %) positively values the current physical state of the Unesco heritage.

H1: Less than half of people positively value the current physical state of the Unesco heritage.

The significance level has been set at 5 %.

Binomial Test

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
	Group 1	Agree	150	,75	,50	**,000**
Q3recode	Group 2	Disagree	50	,25		
	Total		200	1,00		

(Source: own elaboration)

7.2.2   RESULT

Based on the p-value (0,000), which is lower than the set significance level, the null hypothesis is rejected (Field, 2009). That means that statistically significant number of people positively value the current physical state of the Unesco heritage.

7.3   LOCALS' WILLINGNESS TO ENAGAGE IN PROJECT CREATION

One obstacle that could according to Yuskel et al. (2005) prevent locals' willingness to involve is lack of participatory tradition caused by non-democratic regimes. This analysis investigates whether this assumption is true in the case of Trebic and whether people that have been brought up in the communist regime indicate lower willingness to engage.

7.3.1   ANALYSIS

Assumption 4: People younger than 40 years are more willing to get engaged in the creation and organization of project creation and activities within the Unesco sites than older inhabitants.

Here we investigate the dependency of two variables: age and statement nr.19. "I would appreciate greater engagement of local people in the creation and organization of programs and activities within the Unesco heritage." The assumption will be tested by Pearson's chi-square.
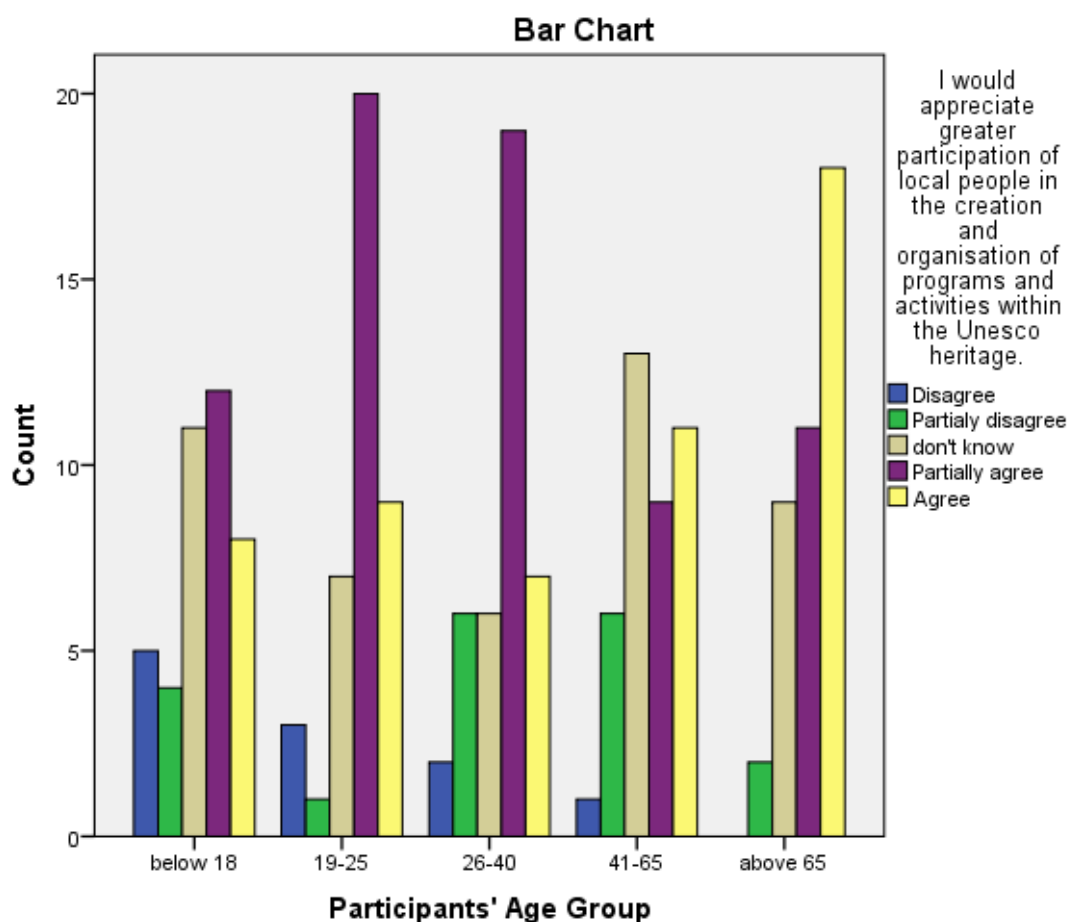
Contingency table:

Participants' Age Group * I would appreciate greater engagement of local people in the creation and organisation of programs and activities within the Unesco heritage. Crosstabulation

			I would appreciate greater engagement of local people in the creation and organisation of programs and activities within the Unesco heritage.					Total
			Disagree	Partially disagree	Don't know	Partially agree	Agree	
Participants' Age Group	below 18	Count	5	4	11	12	8	40
		% within Participants' Age Group	**12,5%**	**10,0%**	**27,5%**	**30,0%**	**20,0%**	100,0%
	19-25	Count	3	1	7	20	9	40
		% within Participants' Age Group	**7,5%**	**2,5%**	**17,5%**	**50,0%**	**22,5%**	100,0%
	26-40	Count	2	6	6	19	7	40
		% within Participants' Age Group	**5,0%**	**15,0%**	**15,0%**	**47,5%**	**17,5%**	100,0%
	41-65	Count	1	6	13	9	11	40
		% within Participants' Age Group	2,5%	15,0%	32,5%	22,5%	27,5%	100,0%
	above 65	Count	0	2	9	11	18	40
		% within Participants' Age Group	0,0%	5,0%	22,5%	27,5%	45,0%	100,0%
Total		Count	11	19	46	71	53	200
		% within Participants' Age Group	5,5%	9,5%	23,0%	35,5%	26,5%	100,0%

(Source: own elaboration)

Bar Chart

[1](Source: own elaboration)

Expected Count:

Participants' Age Group * I would appreciate greater engagement of local people in the creation and organisation of programs and activities within the Unesco heritage. Crosstabulation

Expected Count

		I would appreciate greater engagement of local people in the creation and organisation of programs and activities within the Unesco heritage.					Total
		Disagree	Partialy disagree	don't know	Partially agree	Agree	
	below 18	2,2	3,8	9,2	14,2	10,6	40,0
	19-25	2,2	3,8	9,2	14,2	10,6	40,0
Participants' Age Group	26-40	2,2	3,8	9,2	14,2	10,6	40,0
	41-65	2,2	3,8	9,2	14,2	10,6	40,0
	above 65	2,2	3,8	9,2	14,2	10,6	40,0

---

[1] Typo in the statement, there should be the word engagement instead of participation

64

Total	11,0	19,0	46,0	71,0	53,0	200,0

The criteria of successive approximation have been met.

Pearson's chi- square test:

Statistical hypotheses:

H0: Reaction to the statement does not vary according to income.

H1: Reaction to the statement varies according to income.

Statistical hypotheses:

H0: Interest in engagement in activities within Unesco sites does not depend on age.

H1: Interest in engagement in activities within Unesco sites depends on age.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30,007[a]	16	**,018**
N of Valid Cases	200		

a. 10 cells (40,0%) have expected count less than 5. The minimum expected count is 2,20.

(Source: own elaboration)

Based on the p-value (0,212), which is smaller than the set level of significance 0,05, the null hypothesis is rejected. That means that the interest of people in engagement varies according to age group.

Effect size – Cramér's V

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Cramer's V	**,194**	,018
N of Valid Cases		200	

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

(Source: own elaboration)

7.3.2   RESULT

Based on Cramér's V, which is between 0 and 1, we can conclude the dependency as weak. The category of answers that differs significantly is "I don't know". Younger people have shown a clearer opinion than older respondents. Regarding the interest in engagement positive answers do not vary significantly according to age groups.

7.4   LOCALS' AWARENESS ABOUT THE VALUES OF UNESCO HERITAGE

One necessary condition that has to be met in order to involve local community in collaboration projects is information circulation. The analysis aims at discovering whether differences exist between more and less educated residents.

7.4.1   ANALYSIS

Assumption 2: People with college or university degree are aware about the history and values the heritage represents, more than people with high or primary education.

The awareness about history and values are measured with statement 7 and 8. The two statements were transformed to an average. At first the internal consistency has to be tested with Cronbach's alfa.

Reliability Statistics	
Cronbach's Alpha	Nr. of Items
,708	2

(Source: own elaboration)

The required minimal value of the internal consistency is 0,7; that means that the entries meet the requirement (Field, 2009).

Next, we observed the dependency of the independent variable (education) and the dependent variable (the statements 7 and 8). For testing the hypothesis we

used an analysis of variance (ANOVA), which needs to meet the assumption of normality (Field, 2009).

Tests of Normality:

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Value overview	,138	200	,000	,898	200	,000

a. Lilliefors Significance Correction
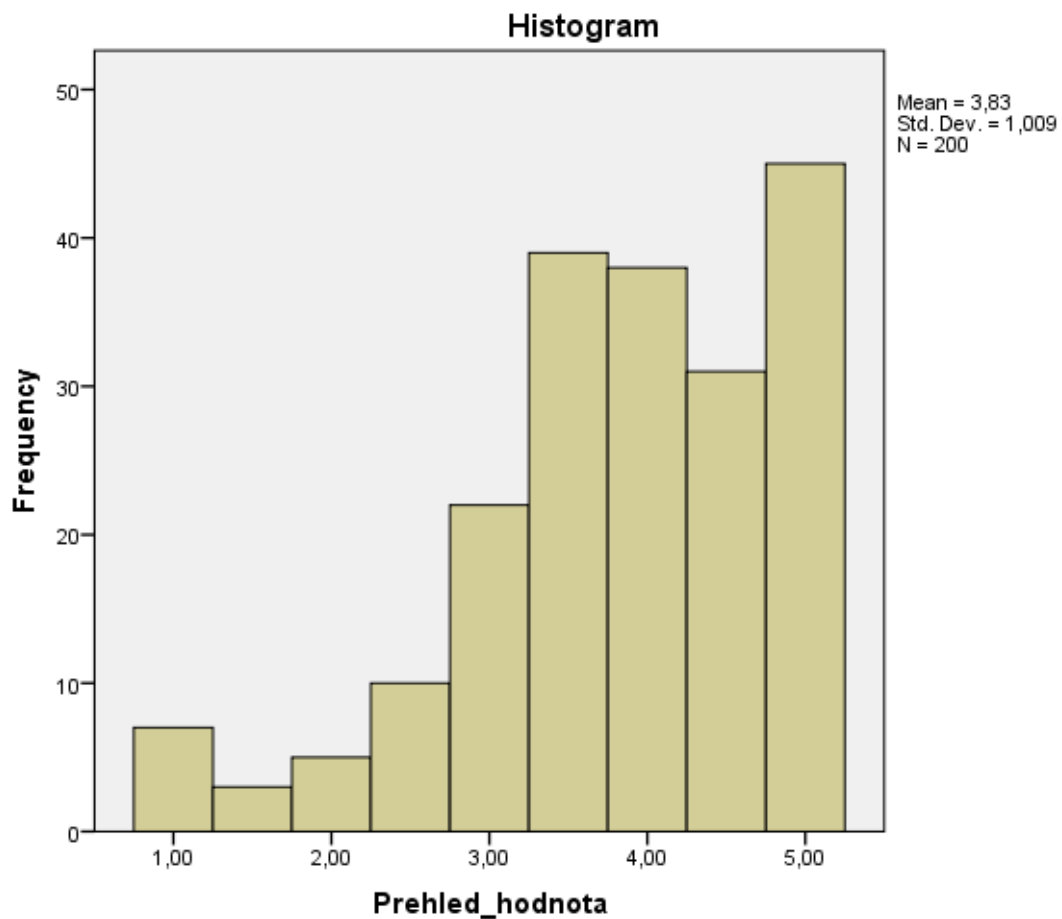
(Source: own elaboration)

Based on the normality test and histogram, the data are not normally spread. Then, in order to test the hypothesis we used non-parametric analysis of variance by the Kruskal-Wallis test.

Statistical hypotheses

H0: Education has no impact on the awareness about history and value of heritage.

H1: Education has an impact on the awareness about history and value of heritage.

Kruskal-Wallis test

Ranks

Highest reached education		N	Mean Rank
Value overview	Primary school	46	64,62
	High school	110	110,54
	College, University	43	110,88
	Total	199	

(Source: own elaboration)

Test Statistics[a,b]

	Value overview
Chi-Square	23,304
Df	2
Asymp. Sig.	**,000**

a. Kruskal Wallis Test

b. Grouping Variable: Highest reached education

(Source: own elaboration)

7.4.2   RESULT

Based on the p-value (0,000), which is smaller than the level of significance 0,05, the null hypothesis is rejected (Field, 2009). That means that education has an impact on the awareness about history and values of the heritage. Based on the mean rank, we can confirm that people with primary education have statistically significantly lower awareness about the history and value of the heritage.

7.5   LOCALS' AWARENESS ABOUT THE PROGRAM AND ACTIVITIES WITHIN UNESCO HERITAGE SITE

One of the main obstacles for community is connected to weak socio-economic situation. This analysis aims at revealing whether low salary creates a barrier in being informed about the program and activities organized within the sites.

7.5.1   ANALYSIS

Assumption 3: Inhabitants with low monthly income (less than 400 Euro gross-excluding students) are less aware about the cultural supply within the heritage sites than people with higher monthly income (more than 400 Euro gross).

We researched dependency of two independent variables and the evaluation of the statement 17. The hypothesis was tested with Pearson's chi-square test.
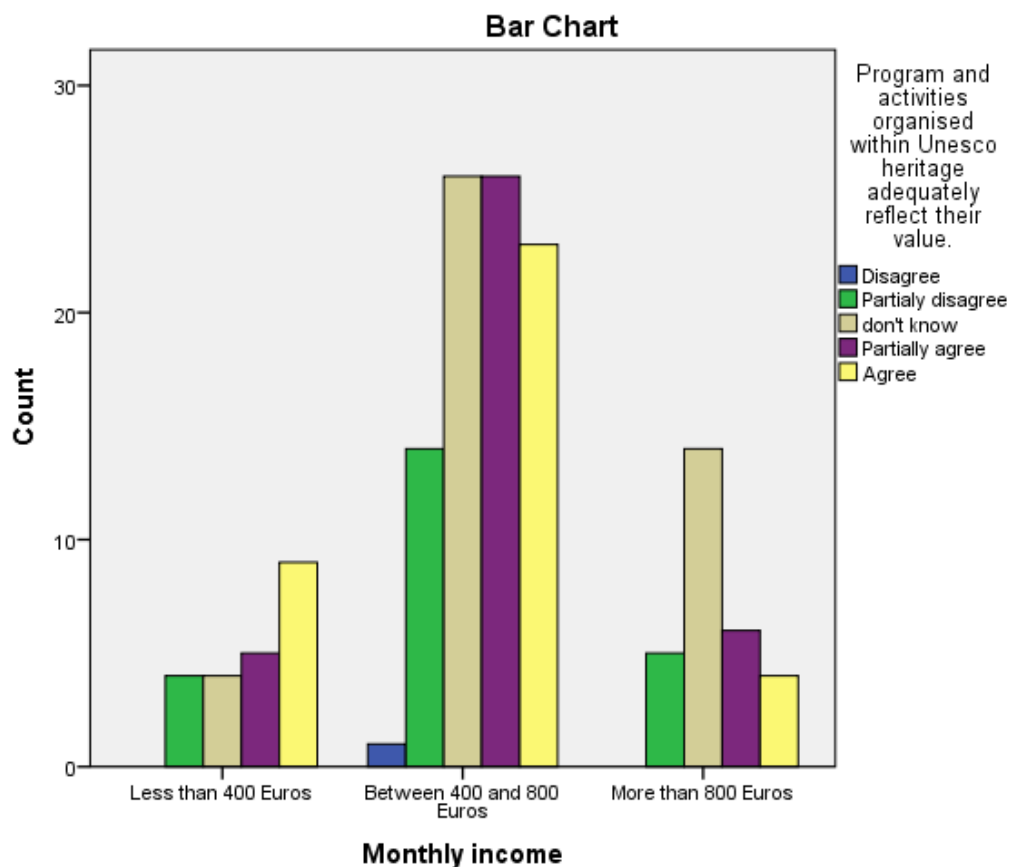
Contingency table:

Monthly income * Program and activities organised within Unesco heritage adequately reflect their value. Crosstabulation

			Program and activities organised within Unesco heritage adequately reflect their value.					Total
			Disagree	Partially disagree	don't know	Partially agree	Agree	
Monthly income	**Less than 400 Euros**	Count	0	4	4	5	9	22
		% within Monthly income	**0,0%**	**18,2%**	**18,2%**	**22,7%**	**40,9%**	100,0%
	Between 400 and 800 Euros	Count	1	14	26	26	23	90
		% within Monthly income	1,1%	15,6%	28,9%	28,9%	25,6%	100,0%
	More than 800 Euros	Count	0	5	14	6	4	29
		% within Monthly income	0,0%	17,2%	48,3%	20,7%	13,8%	100,0%
Total		Count	1	23	44	37	36	141
		% within Monthly income	0,7%	16,3%	31,2%	26,2%	25,5%	100,0%

(Source: own elaboration)

Bar chart:

Bar Chart

(Source: own elaboration)

Expected Count:

Monthly income * Program and activities organised within Unesco heritage adequately reflect their value. Crosstabulation

Expected Count

		Program and activities organised within Unesco heritage adequately reflect their value.					Total
		Disagree	Partially disagree	don't know	Partially agree	Agree	
Monthly income	Less than 400 Euros	,2	3,6	6,9	5,8	5,6	22,0
	Between 400 and 800 Euros	,6	14,7	28,1	23,6	23,0	90,0
	More than 800 Euros	,2	4,7	9,0	7,6	7,4	29,0
Total		1,0	23,0	44,0	37,0	36,0	141,0

(Source: own elaboration)

The criteria of successive approximation have not been reached. It is recommended to combine values; in this case the categories Disagree and Partially disagree.

Expected Count after adjustment:

Monthly income * Q17_recode Crosstabulation

Expected Count

		Q17_recode				Total
		Disagree+Partially disagree	don't know	Partially agree	Agree	
Monthly income	Less than 400 Euros	3,7	6,9	5,8	5,6	22,0
	Between 400 and 800 Euros	15,3	28,1	23,6	23,0	90,0
	More than 800 Euros	4,9	9,0	7,6	7,4	29,0
Total		24,0	44,0	37,0	36,0	141,0

(Source: own elaboration)

The criteria have been met now.

Pearson's chi square test:

Statistical hypotheses:

H0: Reaction to the statement does not vary according to income.

H1: Reaction to the statement varies according to income.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8,371[a]	6	**,212**
N of Valid Cases	141		

a. 2 cells (16,7%) have expected count less than 5. The minimum expected count is 3,74.

(Source: own elaboration)

7.5.2   RESULT

Based on the p-value (0,212), which is smaller than the level of significance 0,05, the null hypothesis cannot be rejected (Field, 2009). That means that reactions to the statement do not vary according to income.

7.6   CONCLUSION

The quantitative part aimed at assessing the potential and testing obstacles for community involvement in Trebic. The analysis has revealed that the statistically significant amount of people positively value the physical part of heritage. This finding is a positive sign for any potential community involvement strategies. The fact that a vast majority of people appreciates the looks of heritage sites is certainly a good starting point for collaboration activities (Turnpenny, 2004). The next analyses have studied the potential obstacles for community involvement.

To begin with, it has not been confirmed that people who lived most of their lives in the communist regime are less willing to get involved in activities within the World Heritage Sites. In other words: the chances for potential community involvement are even across the age groups.

The second analysis has taken into consideration the education level of the local community and their awareness about the history and the value of the heritage. The test revealed that people with higher education possess more knowledge about the heritage. That means that any potential community involvement strategies have to differentiate between less and more educated people.

In addition to this, it has not been confirmed that people with low income would be less aware about the activities organized within World Heritage Sites. In other words: a poor socio-economic situation among locals in Trebic does not prevent them to participate in activities organized within them.

In conclusion, common obstacles that have been identified as crucial for community involvement have not been confirmed among the local community in Trebic. The findings indicate that there is a space for community involvement strategies in Trebic. However, these practices, as any other collaborative activities, require experience and a consistent strategic approach.

8 CONCLUSIONS

The thesis has investigated the theory about how essential collaborative approach is for tourism and heritage field. The case study has identified the problems that prevent the implementation of collaborative approaches. In addition, it has also proposed a solution. The solution is based on the idea that only well recognized external actors such as Unesco have the necessary skills, experience and power to initiate and mediate collaborative projects.

The theory suggests that in order to start a collaboration project, stakeholders should be aware of their interdependency, of the possible benefits the field can generate and they must perceive the problem as significant (Jamal and Getz, 1995). None of these conditions have been fully met in the case of Trebic. There remains to be lack of clarity about the potential benefits from tourism and the Unesco status.

MKS often does not seem to be aware of the interdependency with other stakeholders. MKS uses centralized approach to managing sites with occasional attempts to start cooperation. Most of the time MKS focuses on creating sufficient cultural and touristic supply and delivering good quality services. MKS engages with other stakeholders such as local entrepreneurs on irregular basis or when its activities are being disrupted (the problem with the owner of Basilica). However, MKS' efforts lack long-term goals and strategic planning and therefore are often being ignored with no visible effects.

Moreover, MKS does not seem to be convinced that the development of tourism activities may generate significant benefits for the stakeholders and enhance the overall quality of life in Trebic. As mentioned in chapter 6.3.3, some entrepreneurs have probably different opinions about the economic benefits tourism may generate. Some local entrepreneurs have already started to criticize the way tourism in Trebic is managed. Local entrepreneurs accused MKS of not providing space for commercial activities. Naturally, the expectations of entrepreneurs are profit-oriented and if there is no profit, there are complains. There is no clarity about the potential of tourism and realistic expectations have not been formed, because there has been no discussion between the potentially affected parties.

Furthermore, the inability of MKS to start communication with representatives from different spheres does not have to be fully linked to its skills and experience. The research has revealed that although MKS is given a lot of freedom in creating cultural and tourism supply, in other areas the funding body limits its power. Communication and decision-making regarding development, plans and bigger financial investments is the responsibility of the municipality. Therefore, MKS might not be perceived as the legitimate actor that could initiate collaborative projects.

The case of Trebic could be more or less generalized also for non-former-communistic countries. It is expected that in many cities local actors are not able to or not willing to communicate because of various reasons connected to different goals, worldviews or long history of non-cooperation. It is unlikely to occur that these problems would magically disappear. In addition to this, it also seems unlikely that internal actors would all of a sudden initiate communication and start cooperation. Furthermore, nobody seems to have enough skills or legitimacy to resolve the numerous problems that are linked to division of power, false expectations and communication gaps that are present in Trebic. Numerous researches suggest that an external actor can remedy a lot of problems linked to problems in communication. Following this, an external actor can initiate discussion between representatives of various spheres including the community. Afterwards, collaborative projects can be agreed upon and implemented.

The external actor who could perform the role of a mediator can be an employee of the Unesco organization. Unesco seems to possess all the necessary aspects in order to become an effective initiator, mediator and translator in collaborative approaches. Unesco has the reputation, power, legitimacy and experience that are globally recognized. Furthermore, because Unesco is an external actor, no one from the potential stakeholders can accuse it of being biased. Plus, active involvement of a globally recognized institutional actor would increase the representativeness of the collaborative project. In addition to this, it could positively influence stakeholders' willingness to engage.

The research has also indicated that there is a potential for community involvement through heritage site development. However, MKS is not familiar with community engagement strategies and is not aware about the importance of these projects. On the other hand, one of the main objectives of the Unesco organization is community awareness, development and engagement. This could be an opportunity for Unesco to share its knowledge and experience in practice.

In conclusion, active involvement in collaboration projects could be positive also for the Unesco organization. For Unesco it would mean that it actually starts fulfilling the 5Cs objective strategies that it has signed up for. All 5Cs, namely Credibility, Conservation, Capacity Building, Communication and Community could be enhanced in the field of collaborative projects. Unesco's vast knowledge from the heritage field that has been collected for over forty years, could be put in action. On one hand it would help World Heritage Sites to prosper and at the same time it would help Unesco to diminish the growing critiques that it is currently dealing with.

The last section discusses the limitations of this research and proposes areas for further research.

8.1   LIMITATIONS AND AREAS FOR FURTHER RESEARCH

An obvious weakness of this research is the presenentation of only one perspective. The research presents only the opinions of the local cultural organization in charge of the heritage. Therefore the research could not identify the specific reasons behind the lack of communication and cooperation of local entrepreneurs and the municipality. This is certainly a potential area for further research.

Furthermore, the actual impacts of the Unesco inscription and tourism development have not been measured. The assumptions that the impacts are not significant are based on personal opinions. No cost-benefit analysis has been undertaken.

Next, the potential involvement of local community was tested based on the assumption that the physical part of heritage is the most significant feature for western cultures and can be a starting point for community involvement strategies. However, in order to really assess community willingness to get involved an actual project would have to be implemented.

Last, the research works with the assumption that the Unesco organization possesses the necessary skills and knowledge for initiating and running collaboration practices. Most probably, not all the Unesco employees could successfully lead these processes. The actual readiness of Unesco to put this initiation in practice needs to be investigated further.

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APPENDIX

5.6.1 INTERVIEW GUIDE

Pozice?

Jak dlouho zde pracujete?

Cíle organizace

Jaký je hlavní cíl nebo cíle vaší organizace v oblasti managementu památek Unesco?

Jakými aktivitami se těchto cílů snažíte dosáhnout?

Jakým způsobem se snažíte pochopit a prezentovat smysl a hodnotu památky?

Spolupráce

Jak hodnotíte spolupráci s místní samosprávou?

Jak si myslíte, že organizaci ovlivňuje fakt, že při politických změnách dochází ke změnám ve vedení MKS?

Jak hodnotíte kooperaci s místními podnikateli?

Jaká oblast/i v rámci spolupráce s ostatními zainteresovanými by se měla zlepšit?

Za jakých předpokladů si myslíte, že by bylo možné zapojit dobrovolníky do aktivit spojených se zachováním Unesco památek nebo aktivit, které se zde pořádají?

Unesco

Jaké hlavní přínosy mělo pro baziliku a židovskou čtvrť zapssání na seznam Unesco?

Pozorujete nějaké negativní aspekty zapsání na seznam?

Jak vám pomáhá Unesco se staráním se o památku nebo realizací aktivit v rámci památky?

V jakých směrech byste uvítali, aby se spolupráce s Unescem zlepšila?

Turismus

Jak byste zhodnotili aktuální stav turismu ve městě?

Jaké oblasti by se měly zlepšit?

Komunita

Jak si myslíte, že se změnil pohled místních obyvatel na památky v Třebíči po zapsání na seznam Unesco?

Co si představíte pod pojmem komunita nebo komunitní rozvoj?

Jaké přínosy má komunita pro město?

Jaké aktivity s cílem upevnění místní komunity pořádáte?

Jak si myslíte, že je možné zlepšit vztah s místní komunitou?