

ALTERNATIVE MANAGEMENT SCHEME FOR CULTURAL HERITAGE PROJECTS BASED ON PROJECT MANAGEMENT BODY OF KNOWLEDGE

Mohammadreza Hajialikhani
Civil Engineer, MSc. Project Management
Technical Manager, Jahan Kowsar Co.
E-mail: hajialikhani_mr@yahoo.com

Keywords: *Cultural heritage, Management, PMBOK, Conservation*

ABSTRACT

This paper is based on the dissertation topic for graduating in MSc in project management, which discusses and examines adaptive use of "Project Management Body of Knowledge (PMBOK)" as an alternative approach for heritage sites management, so that managers of heritage sites conservation projects may utilize project management approach to cover the requirement for managing them. The paper is going to present firstly a brief description of project and PMBOK, and introduce it to the heritage site managers. Then by adapting the responsibilities of cultural heritage managers with PMBOK, it is tried to present a scheme for cultural heritage conservation projects. The main core of the idea is examining the feasibility of considering conservation activities of some cultural heritage sites as a "project", and also feasibility of applying project management approach for management of this kind of cultural heritage sites, which has been discussed in another paper, thus will not be discussed here. In the next steps the main documents of the project which enlighten the management procedure, are proposed by adding up the guidelines for project management and the responsibilities of cultural heritage site management together.

INTRODUCTION

In the 1st International Conference on: "Sustainable Local Heritage Conservation, The Transdisciplinary Approach", (17-19 November 2006, Udonthani, Thailand.), the idea was presented that most of the conservation and renovation activities to be done on a cultural heritage site may satisfy definition of "project" (except the regular and repetitive operations such as yearly maintenances)[8]. Then the benefits of applying project management to cultural heritage site was discussed, possible adaptation of two management approaches were surveyed. Then by comparing the PMBOK guidelines with traditional practice of "heritage sites management" for conservation, it was discussed that PMBOK guide may not only accommodate the traditional management responsibilities for a cultural heritage site, but also may have more to suggest for a more complete management scheme. Since the feasibility of applying PMBOK has been discussed in the above referred paper, here we may have just a summary for introduction and proceed with the proposed scheme.

The common practice for management of cultural heritage is developed and documented as "site management". The main references used for the adaptation are "Tourism at world heritage cultural sites: the site manager's handbook", by ICOMOS International Scientific Committee, 1993^[1], and, "Management guideline for world cultural heritage Sites", 1993 by Feilden, Bernard and Jokilehto, Jukka^[2]. But this paper is going to propose another approach based on project management knowledge.

Thus it was concluded that applying project management body of knowledge to cultural heritage site may be possible, and project management knowledge may show the managers of cultural heritage sites, another approach for systematic site management with a package of experienced and developed methodologies, tools, techniques, and soft-wares.

PROJECT

“Organizations perform work to achieve a set of objectives. Generally work can be categorized as either projects or operations, although the two sometimes overlap. They share the characteristics of being performed by manpower, constrained by limited resources, and also must be planned, executed, and controlled. Projects and operations differ primarily in that operations are ongoing and repetitive, while projects are temporary and unique”[6].

PMBOK guide defines project as “a temporary endeavor undertaken to create a unique product, service, or result. Temporary means that every project has a definite beginning and definite end, but has lasting outcome. Temporary does not necessarily mean short in duration, many projects last for several years. Projects also may often have intended and unintended social, economic and environmental impacts that far outlast the projects themselves. Projects have progressive elaboration that accompanies the concepts of temporary and unique, meaning that it develops in steps, for example the project scope will be broadly described early and become more explicit and detailed as project develops” [6].

A “**cultural heritage conservation project**” in this paper refers to activities carried out for conservation of some kind of the cultural heritage sites, such as structures that shall be conserved for adaptive use or continuation of present suitable use. The project activities include study, research, investigation, excavation, removal of debris and earth, and conservation such as preservation, renewal, rehabilitation, prevention of deterioration, consolidation, restoration, reconditioning, adaptive use, renovation, remodeling, reproduction, reconstruction, etc. These activities are done to bring the site to a suitable, acceptable, stable and constant conserved situation.

PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK)

“The Project Management Body Of Knowledge is the sum of knowledge within the profession of project management. The complete PMBOK includes proven traditional practices that are widely applied, as well as innovative practices that are emerging in the profession”[6]. “Managing a project includes identifying requirements, establishing clear and achievable objectives, balancing the competing demands for quality and scope and time and cost, adapting the specifications and plans and approaches to the different concerns and expectations of the various stakeholders”[6]. PMBOK guide divides the project management knowledge into 9 areas [6]:

The “Project Management Institute (PMI)”, USA, has developed a procedure for project management, known as “A Guide to the Project Management Body of Knowledge (PMBOK Guide)” in 2000, improved in 2004 edition. The guide arranges a systematic procedure for management of any kind of projects (i.e. construction, IT, aerospace, etc.), with relevant methods, techniques and tools for a successful management.

CULTURAL HERITAGE SITE CONSERVATION MAY CONSIDERED AS A PROJECT

Activities in conservation of a heritage site may be categorized into two types:

- 1- Project type activities that are done once to bring the site into an acceptable situation, preparing for adaptive use, or continuation of present suitable use, mainly study and research, excavation, investigation, removal of debris and earth, applying different type of conservation^[3] such as preservation, renewal, rehabilitation, prevention of deterioration, consolidation, restoration, reconditioning, adaptive use, renovation, remodeling, reproduction,

reconstruction, etc. These activities are done to bring the site to a suitable, acceptable, stable and constant conserved situation, which is referred to in this paper as “*cultural heritage conservation project*”.

- 2- Operational activities that are applied afterwards, repetitively and periodically for maintaining the site (such as water proofing the roofs, cleaning the dust, moisture protection), as well as activities for utilizing the site and adaptive uses (like managing the visitors in the site) carried out after completion of the project period. Managing the visitors during the project period as will be discussed may somehow be accommodated in the project management.

Considering the above given definition by PMBOK for “Project”, also adding up the definitions presented for project by Kerzner[5] and ISO 10006-2003^[4], for project, and scrutinizing most of conservation and renovation activities and comparing with project specifics, it is observed that conservation activities may satisfy the project definition^[8].

WHY APPLYING PROJECT MANAGEMENT TO CULTURAL HERITAGE SITE?

It may be observed that most of conservation activities, even study and investigations may also be considered as project activities (being unique, having definite start and end, cost and resource constraints, specific objective, etc.). Thus application of project management approach for managing cultural heritage site may be suggested for the below reasons:

- PMBOK includes proven traditional practices that are widely applied, as well as innovative practices that are emerging in the profession, including published and unpublished material [6]. Since every year billions of dollars is spent for different types of projects around the world, thus proven and practiced methods, software and techniques have been developed to optimize carrying out the project, which may be possible to be utilized for management of cultural heritage sites.
- Project management knowledge and practices are applicable to most projects most of the time, and there is widespread consensus about their value and usefulness [6]. It is know widely used in many fields such as construction, aerospace, IT, etc.
- Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements, including adapting the specifications, plans, and approach to the different concerns and expectations of the various stakeholders. Project management manages project scope, time and cost, and also risk and uncertainties of the project” [6]. A cultural heritage project may have various stakeholders such as client, government authorities, sponsors, ICOMOS, environmental preservation organizations, researching institutes, consultants, contractors, final users, local people in and around the site. So standardized methods and techniques of project management may be useful for managing these stakeholders.
- Proper documentation of conservation results, documents, and activities is a basic requirement, thus project communication management may be useful.
- It may be possible to absorb private funds for conservation of heritage sites, in this case the investors often would like to know how the fund may be expended and within which time period. Thus project management approach is familiar with this type of customers.
- In a cultural heritage site, conservation according to ICOMOS instructions is a basic term, so project quality management procedures may be useful for this purpose.
- In a cultural heritage site, works shall be done within defined scope, so project scope management may help the management team.

- By its nature, conservation of a cultural heritage site may be affected by new findings and results of investigations, so an integrated management methodology shall coordinate all activities and changes.
- Project cost management may help to keep the cost within budgeted amount, especially if the conservation is sponsored or financed by public or private sector (for adaptive and economical uses). Completing within stipulated time is also requested in these cases (project time management).
- Since conservation is mainly done by skilled and unskilled manpower, project human resource management shall be useful.
- Conservation of cultural heritage site, often includes excavation and investigation, and removal of debris (especially secluded areas), which naturally accompanies risk and uncertainty. Therefore systematic methods of project risk management for identifying, analyzing, and responding to the risks may help the cultural heritage site management in this regard.
- The buildings and sites that the cultural heritage managers are encountered with, are often old and at risk of collapsing, so safety of workers and visitors is a major responsibility of site management, and project safety management may be helpful.
- Management of project impacts on environment and vice versa is part of cultural heritage site management duties, so project environmental management shall be helpful.
- Cultural heritage site management is often accompanied by uncertainties and risks as mentioned above, which may affect the work procedure and progress. Therefore there is always potential of raising claims by the client, financiers, local people, contractors, etc. Thus claim management may be helpful for the cultural heritage site management.
- Although cultural heritage site management guidelines do not focus on procurement of the required resources for the works (material, manpower, equipment, ...), but it is part of the work and project procurement management may help in this regard.

ALTERNATIVE MANAGEMENT SCHEME FOR CULTURAL HERITAGE PROJECTS

Heritage site management has always a site management plan that guides the manager, but PMBOK Guide introduces 3 major documents to be followed by the managers, which is tried to be proposed accordingly for heritage site conservation projects [6]:

- **Project Charter:** The document that formally authorizes a project and provides the project manager with the authority to apply organizational resources to project activities. Project charter needs 3 major inputs (see figure 1).
- **Scope Statement:** States what work is to be accomplished and what deliverables need to be produced
- **Management Plan:** States how the work will be performed and consists of subsidiary plans which are Scope management plan, Schedule M.P., Cost M.P., Quality M.P., Staffing M.P., Communication M.P., Risk M.P., Procurement M.P., Safety M.P., Environmental M.P., and financial M.P.

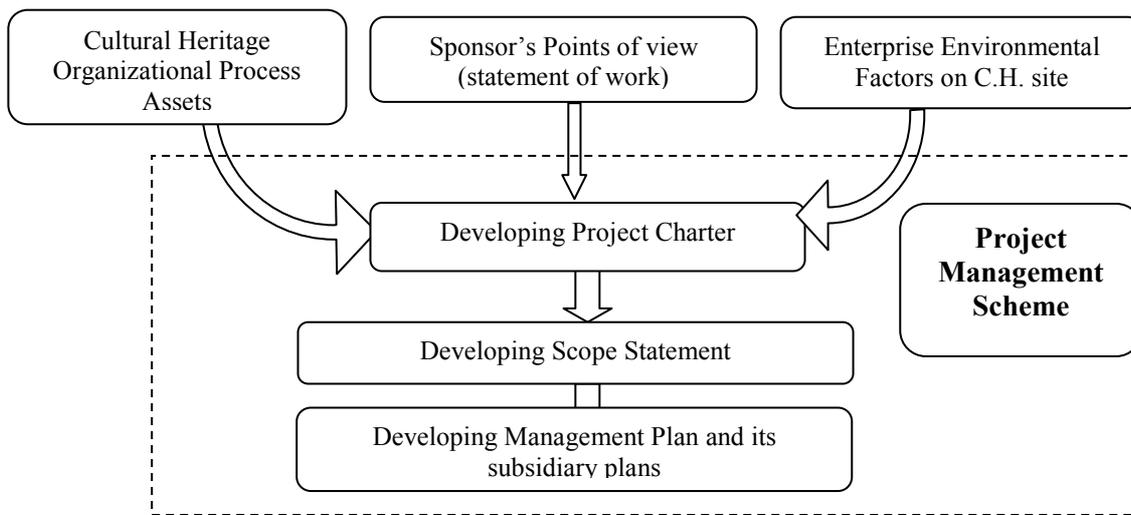


Figure 1 – Preparing Management Scheme (Brief)

As it may be seen, three main input is required for developing project charter:

1- Cultural Heritage Organizational Process Assets:

- Organizational processes which have been prepared or practiced before in the organization, such as quality assets (ICOMOS and other national and international charters, standards and regulations), standards, guidelines, templates, cost and accounting control regulation, countries laws and regulations, documentation and communication requirements, etc.
- Organization database for previous and ongoing projects, lessons learned, experiences, cost records , ...

2- Statement of work (SOW): is a narrative description of the site and services to be supplied by the site after conservation, which may be submitted by the project sponsor. It shall include:

- Name of site, location, if registered in world or national heritage lists, ...
- Project stakeholder; in a heritage site stakeholders may be client, government authorities, sponsors, ICOMOS, environmental preservation organizations, researching institutes, consultants, contractors, final users, local people in and around the site, etc.
- Business needs or legal requirements for the site to be conserved, such as community development, governmental law or requirements, developing adaptive use for the site,
- Scope of work, requirements and specification of conservation activities to be applied to the site such as national and international commitments and conventions, reasons of selecting the site for conservation, expected results (after site conservation), estimated size and volume of the work, ...
- Organization strategic plan; all the activities shall be according to the strategic plan of cultural heritage conservation authorized organization
- Contract between the sponsor and the organization (if the works is to be sponsored by out-of-organization resources), clarifying the rights, responsibilities and commitments of either side.

3- Enterprise Environmental Factors : those environmental factors and systems that surround and influence the project's success, such as below but not limited to:

- Organizational culture and structure of the heritage conserving organization
- Governmental or industry standards (tourism standards, product standards, quality standards, and workmanship standards)
- ICOMOS charters
- Available site infrastructure, such as access roads, materials, facilities for conservation and supply and residence of workmanship, ...
- Existing and accessible required human resources (from workmanship to specialists)
- Marketplace conditions (in case of expected adaptive use for the site like using as hotel)
- Available and accessible materials for conservation or adaptive use
- Stakeholder risk tolerances (what is the extent of tolerate of each stakeholder against risks of uncertainty of preliminary assumption or changes in the plan)
- Commercial databases (data available for the similar works)
- environmental data (climate, soil, geotechnical, tectonic, culture of surrounding people, etc., erosion and damages by environmental and social factors)

PROJECT CHARTER

The project charter is the document that formally authorizes a project and provides the project manager with the authority to apply organizational resources to project activities. A project manager is identified and assigned as early in the project as is feasible. The project manager should always be assigned prior to the start of planning, and preferably while the project charter is being developed. Project charter shall address to items such as:

- management philosophy clarifying type of site and its use, relationship with living communities, type of visitors, carrying capacity and access, security and insurance considerations, visitors services, special considerations to historic towns and urban areas
- conservation policy as per ICOMOS charters and international and national standards
- Business needs, and requirements
- High-level project description, product requirements, project purpose, the specific heritage values of the site to be conserved and the site is famous for that, fabrics and urban values, historical or mysterious values, etc.
- Project objectives, short and long term goals (research, conservational, economical, tourism and other goals), and summary of milestone schedule
- Project stakeholders and their influences
- Requirements that satisfy sponsor and other stakeholder needs and expectations
- Program of collecting legal documents and regulations
- Functional organizations and their participation in the project
- Executing organization chart, project management team, experiences, responsibilities and authorities
- Specialists and experts helping the project management team
- Summary of main milestones of the project
- relation between visitors and local population,
- how to improve local economic relations.
- cost control policy
- Relation between visitors and local population, improving local economic relations
- Assigned project manager and authority level, determining executing organization
- Organizational, environmental and external assumptions and constraints
- Business case justifying the project, including return on investment, cost/revenue reports, site utilizations, affect of heritage site on tourism industry, etc

- Summary of budget, determining source of income or other funds such as investors, grants, donations, Appropriations, licensing fees, royalties, etc

SCOPE STATEMENT

The project scope statement is the definition of the project; what needs to be accomplished. Project Scope Statement addresses and documents the characteristics and boundaries of the site and required conservation activities and its associated results and services, as well as the methods of acceptance and scope control in more detail than the project charter. It will present a view of the project commonly understandable for different stakeholders. This document shall address to items such as:

- Project objectives (detailed)
- Conservation requirements and characteristics (detailed), method of documentation of site before and after conservation
- Conservation activities acceptance criteria
- Site boundaries, scope of activities to be done, land use plan, cultural values of the site, detailed existing information of the site (cultural, environmental, economical, technological, ...)
- Organizational, environmental and external constraints (detailed), such as national plans, minimum possible changes, alternative plans and activities, surrounding building heights, minimum required maintenance, legal documents and regulations to be followed, working seasons, infrastructures constraints (access roads, water, power, transportation facilities, etc.), available workmanship, time and schedule constraints
- Assumptions (detailed), such as feasibility study reports, present situation of conservation, environmental and climatic data, estimated project cost, possible organizational technical supports and resource allocations, periodical conservation and maintenances applied
- Schedule milestones such as investigation periods considering weather conditions, working and tourist seasons, religious and national ceremonies,
- Initial WBS (Work Breakdown Structure), showing detail activities to be done
- Project configuration management requirements, Method of managing the site from organizational point of view and professionals required, detailed and nominated organization chart
- Approval requirements for implemented activities
- Collection of basic data and reports about present situation
- Minimum required conservation measures by considering values and priorities
- Submission of suggestion with least loss, noting limits and obstacles, conservation and protection of cultural resources as a priority.
- Cost estimate, and budgeting
- Initial defined possible risks (which may be more completed as the project goes on) such as:
 - Managerial risks i.e. improper or mistaken estimates, scheduling, controlling, communicating stakeholders, decision making, ...
 - Organizational risks i.e. change of priorities, resources not accessible, independence to organization and change of policies, ..
 - Technical risks i.e. change in technical requirement, accessible technology, work complexity, obtaining expected quality, ..
 - Environmental and manmade disasters/force majors i.e. flood, heavy rainfalls fire, earthquake, war, ...
 - Environmental usual risks i.e. rain, sunshine, erosions, moistures, ...

- Man-made risks i.e. vandalism, thieves, illegal excavations, illegal construction in and around site boundaries, improper documentation, lack of knowledge of local people and government/community authorities
- Budget risk i.e. excess costs, inflation, reduction of revenues and grants/donations, change in project plan due to new findings/studies,
- Contractual risks i.e. responsibilities against other side of the contracts or third parties
- Legal risks due to change in law
- Risk of material and services from subcontractors (price, quality, time, quantity of supply ...)
- Risk of supply of required manpower
- Infrastructure risks such as possibility of access to required road, power, water, telecommunication,

MANAGEMENT PLAN

The Management Plan shall include the actions necessary to define, integrate, and coordinate all subsidiary plans into a management plan. This plan defines how the project is executed, monitored and controlled, and closed. The management plan documents the collection of outputs of the planning, and shall include:

- The management processes, method of implementing them
- How the selected processes will be used to manage the specific site conservation
- Tools and techniques to be used for accomplishing processes
- How work will be executed to accomplish the site conservation objectives
- How changes will be monitored and controlled
- Configuration management (specialist needed and how to administrate them)
- How the performance will be measured and compared with the baselines (quality and quantity of different activities)
- The requirements and techniques for communication among stakeholders
- Developing research and study plan, studying relation between visitors and local population, reporting investigations, studying previous measures
- The selected project life cycle and the associated project phases (in case of multi-phase projects)
- Key management reviews for content, extent, and timing to facilitate addressing open issues and pending decisions
- Documentation of procedure for all monuments, buildings, their appurtenances and site views before and after conservation
- Categorizing and evaluating resources
- Scheduling the major activities, determine priorities for future measures, developing yearly plans
- submission of management plan for approval
- Sequence and format of periodical reporting about planning and implementation documents
- Risk register including probable risks, their possible influences, probability of occurrence, possible response to them, etc.
- Milestone list, Resource calendar, Schedule baseline, Cost baseline, Quality baseline, Risk register, and other required documents
- Subsidiary plans and other components such as: Project scope management plan, Schedule management plan, Cost management plan, Quality management plan, Process improvement plan, Staffing management plan, Communication management plan, Risk management plan, Procurement management plan, Safety management plan, Environmental management plan , Financial management plan

1- *Scope Management Plan*

This plan shall determine how the project scope of works, site boundaries and values will be surveyed and defined; how the site and the works will be documented; how the activities with minimum interference will be determined; how other plans will be scrutinized and included in the site management plan; how the works results will be verified and accepted; how the changes will be applied to plans; how the Work Breakdown Structure (WBS) will be defined and approved, etc

2- *Schedule Management Plan*

This plan describes the method and process of preparation and control of project schedule. It shall also determine the processes for: surveying the problems and the priorities; guideline and processes for defining activities, predecessors and successors, required duration of activities; how to control schedule by periodical reports, softwares, deviation analysis and bar chart schedule; how to determine required resources type, quantity and the duration of utilization; format of progress report, etc

3- *Cost Management Plan*

It describes the format and criteria for planning, preparing the structure, estimating, budgeting and cost controlling. This plan shall include the organizational assets for cost control, submitting cost reports and monitoring the cost expenditure; units for measurement of resources (man-day, ...), accounting codes, the milestones for cost controls, method of cost estimate and budgeting, submission and approval of cost estimates; method of cost control and deviation analysis; reporting to the stakeholders, reporting cost of activities, and modification of cost baseline (if required).

4- *Quality Management Plan*

The quality management plan describes how the project management team will implement the quality policy, and who with which method and which resources, and when will control the quality. This plan shall determine how the conservation policies will be followed; what are the best activities with less interference, and most priorities; what are the latest and best technologies and method for conservation; organization and people for quality assurance and quality control; what are the required workmanship, equipment and material for maintaining quality of conservation; what are the criteria for quality verification; how the quality is measured; what is important, start time, finish time or result of activity; propose quality checklists and forms; proposed measures in case of nonqualified results and the method of applying them; what is the quality baseline; how the quality is controlled, verified, assured; what is the trend of quality in the implemented works, etc

5- *Process Improvement Plan*

The process improvement plan details the steps for analyzing processes to identify activities, thus increasing customer value, such as process start, end, their inputs and outputs, data required, and the owner and stakeholders of processes, process configuration (a flowchart of processes to facilitate analysis with interfaces identified).

6- *Staffing Management Plan*

The staffing management plan include how and when project team members will be acquired, the criteria for releasing them from the project, identification of training needs, plans for recognition and rewards, compliance considerations, safety issues, and the impact of the staffing management plan on the organization. It shall indicate the responsibilities of the current site personnel, the new personnel required for the site conservation and renovation activities, etc.

7- *Communication Management Plan*

Communications are any correspondences, reports, data and send or receive of information between the heritage site stakeholders, also the proper classification and documentation of the obtained data and information. Site stakeholders are individuals and organizations that are actively involved in the site, or not involved but whose interests may be affected as a result of execution of site activities, or site conservation completion. They may also exert influence over the conservation objectives and outcomes. Stakeholders have varying levels of responsibility and authority. Key stakeholders on a heritage site may include:

- Client, government authorities, final users
- Sponsors, internal and external owners and investors
- ICOMOS, and other researching institutes, universities, specialists
- Environmental preservation organizations
- Consultants, contractors, suppliers, workers
- Tourists and tourism agencies
- Site manager, performing organization, management team
- Local people in the site and around the site
- Public, people not directly related to the acquisition, but have influence, positively or negatively and society.

Communication Management Plan describes communications needs and expectations for the site; how and in what format and level the information will be communicated for each stakeholder; when and where each communication will be made; and who is responsible for providing each type of communication. It can be formal or informal, highly detailed or broadly framed, based on the requirements of the site stakeholders.

8- *Risk Management Plan*

Risk is an uncertain event or condition that, if it occurs, has positive or negative effect(s) on at least one the site conservation/renovation objectives, time, cost, scope, or quality. A risk may have one or more causes and, if it occurs, one or more impacts. Cultural heritage sites by their nature that are involved with excavation, removal of debris, research and ..., are very much concerned with risks for time, cost and other objectives of the site conservation activities (please refer to the other paper from the same author "Risk Management Of Cultural Heritage Projects Based On Project Management Body Of Knowledge"). The objectives of Risk Management are to increase the probability and impact of positive events, and decrease the probability and impact of events adverse to the project. Risk management plan describes how risk management will be structured and performed and shall include Methodology, roles and responsibilities, people for each type of risk management activities, budgeting: timing, risk categories, definitions of risk probability and impact, probability and impact Matrix, stakeholders' tolerances, reporting formats, etc.

9- Procurement Management Plan

The traditional cultural heritage management plans normally do not include any section for procurement, but a successful management needs proper procurement management (material, equipment, manpower, etc). Procurement Management Plan describes how the procurement processes will be managed from developing procurement documentation through contract closure.

It may include types of contracts to be used, evaluation criteria and the responsible person, standardized procurement documents (if needed), managing multiple providers, coordinating procurement with other works aspects (such as scheduling and performance reporting), constraints and assumptions, handling the lead times required to purchase or acquire items from sellers, handling the make-or-buy decisions, setting the scheduled dates in each contract for the contract deliverables, establishing the form and format to be used for the contract statement of work, identifying pre-qualified selected sellers (if any), etc.

10- Safety Management Plan

Since the conservation of historical may involve excavation, and renovation of old buildings/structures, so the safety is an important issue to be handled. Safety management plan which actually is a part of risk management plan, mainly involves with the safety of manpower and assets. It describes how the hazards of the site shall be determined and analyzed, and what measures shall be taken for each kind of hazard and who is responsible.

11- Environmental Management Plan

It describes how to assess environmental conditions and impacts of the site conservation on surrounding environment and vice versa, which environmental standards and concepts shall be satisfied and how to be satisfied. It may cover processes such as studying local economic relations, studying relation between visitors and local population, applying national and local master plans and industrial zoning, etc.

12- Financial Management Plan

It defines financial status, economic conditions, source of funds, possible incomes of the heritage site and their probable time (i.e. income from visitor's, donations, etc.), income budgeting, reporting the requests for financial and technical supports, improving local economic relations.

13- Claim Management Plan

Claim Management, is not discussed in Cultural Heritage site management guides. But it shall be noted that conservation of cultural heritage sites is often accompanied with excavation, exploring, removal of debris, communicating with local inhabitants that may be relocates from the site and other uncertainties and risks which may affect the work procedure and progress. Therefore there is always potential of raising claims by the client, financiers, local people, contractors, etc. Thus a claim management plan which may be helpful for the cultural heritage site management shall describe how the possible and probable claim shall be identified, and how be responded in case of arising

CONCLUSION

Scrutinizing most of conservation and renovation activities of a cultural heritage site, it is observed that they may satisfy the project definition.

A “cultural heritage conservation project” may be referred to activities carried out for conservation of some kind of the cultural heritage sites, such as structures that shall be conserved for adaptive use or continuation of present suitable use. The project type activities may include study, research, investigation, excavation, removal of debris and earth, and conservation such as preservation, renewal, rehabilitation, prevention of deterioration, consolidation, restoration, reconditioning, adaptive use, renovation, remodeling, reproduction, reconstruction, etc. These activities are carried out to bring the site to a suitable, acceptable, stable and constant conserved situation. Thus project management knowledge may be a useful approach for managing these kinds of projects.

The other activities that are done afterwards for maintaining the site like regular periodical maintenance works (such as water proofing the roofs, cleaning the dust, moisture protection), as well as activities for utilizing the site and adaptive uses (like managing the visitors in the site) may be considered as operational works carried out after completion of the project period.

For the duties of cultural heritage site management that are similar with project management processes, PMBOK may suggest a more systematic and complete methodology with a series of developed and improved tools, techniques, methods and softwares.

Applying project management approach for managing cultural heritage site may have many benefits as discussed, thus may show another helpful approach for management of cultural heritage sites.

REFERENCES

- [1] International Scientific Committee, **“Tourism at world heritage cultural sites: the site manager’s handbook”**, Colombo, ICOMOS, 1993
- [2] Feilden, Bernard ; Jokilehto, Jukka, **“Management guideline for world cultural heritage Sites”**, 1993
- [3] International Scientific Committee, **“Conservation Economics”**, Colombo, ICOMOS, 1993
- [4] International Organization for Standardization, **“ISO 10006:2003, Quality management systems- Guidelines for quality management in projects”**, ISO, 2003
- [5] Kerzner H., Eight Edition, **“Project Management, a systems approach to planning, scheduling and controlling”**, Wiley,
- [6] Project Management Institute, **“A guide to the project management body of knowledge (PMBOK)”**, PMI, 2004
- [7] Project Management Institute, **“Construction extension to a guide to the project management body of knowledge (PMBOK -Guide)- 2000 Edition”**, PMI, 2003
- [8] Hajjalikhani M.R., **“1st International Conference on:“Sustainable Local Heritage Conservation, The Transdisciplinary Approach”**, 17-19 November 2006, Udonthani, Thailand