

**Table 9. Institutional frameworks: two broad categories based on responsibilities**

Organizations with varying involvement in institutional frameworks	
<b>NATIONAL</b>	
<p><b>Main responsibility for management</b> (part of the primary management systems)</p> <ul style="list-style-type: none"> <li>• Central government (ministries, departments)</li> <li>• Semi-governmental (centrally controlled)</li> <li>• Local and provincial level</li> <li>• Empowered by law (sub-function)</li> <li>• Private trusts</li> <li>• Hybrid-new institutions (integrated), joint management</li> <li>• Site-specific including private owners</li> <li>• Organized community groups</li> <li>• Traditional owner community groups</li> </ul>	<p><b>Common sources of secondary support</b> (often resources related)</p> <ul style="list-style-type: none"> <li>• Public authorities outside of the heritage sector</li> <li>• Implementing agencies</li> <li>• Training institutions / universities</li> <li>• Research institutions</li> <li>• Professional organizations</li> <li>• Funding agencies</li> <li>• Traditional owners</li> <li>• Community groups</li> <li>• Consultancy services</li> </ul>
<b>INTERNATIONAL</b>	
<p><b>Main responsibility for management</b> (planning and implementation)</p> <ul style="list-style-type: none"> <li>• UNESCO (World Heritage Committee / Centre)</li> </ul>	<p><b>Partial responsibility for management</b> (mostly resources-related)</p> <ul style="list-style-type: none"> <li>• Capacity-building / research institution (e.g. ICCROM, SPAFA)</li> <li>• Professional organizations (e.g. ICOMOS, WAC)</li> <li>• Funding agencies (e.g. WMF, Getty)</li> <li>• Consultancy services</li> </ul>

Many types of institutional frameworks exist today, for example:

- Single all-powerful institutions
- Hybrid institutions with joint management which share responsibility more widely
- New institutions within existing organizations
- Property-specific initiatives (often inspired by World Heritage inscription)
- Reorganization to favour (for example) decentralization
- Frameworks with 'private' involvement, particularly in the case of public authorities over-seeing publicly owned and managed cultural heritage.

As the contribution from the private sector and other organizations grows, so the institutional framework takes on different forms and targets different capacities. It might depend on reinforcement from sponsorship (the commercial sector), from charitable sources (NGOs, community groups, heritage trusts, etc.) or from large-scale outsourcing of professional expertise, services and works.

### What institutional frameworks are for

The institutional framework should provide for efficient decision-making and facilitate all processes of the management system (see Part 4.3). It achieves this by balancing the need for continuity with the organizational flexibility necessary to respond to change.

### Key considerations for institutional frameworks

The following considerations all contribute to creating and maintaining an effective institutional framework for heritage:

- Sufficiently defined in relation to the wider governance context (including legislation, institutional arrangements and democratic processes, see p.74 on governance).