

Greater attention is given to outcome indicators under 'Result 3, Improvements to management systems', p.110.

Key considerations for outcomes of the management system

Outcomes may be less tangible and more difficult to measure than outputs. Usually they can be expressed as a trend on a graph that shows how performance has changed over time. Using trend graphs to show target performance levels and relevant comparisons allows information from monitoring outputs to be used to review and, if necessary, improve the management system.

Since they are less tangible, effective communication policies should promote positive outcomes as a catalyst for support from outside the primary management system. Support can deliver precious feedback to reinforce the management system and its actions (see Result 3 p.110). If quantified and documented outcomes can be communicated to others to illustrate the benefits of managing and conserving heritage. Greater public consensus for heritage actions will put pressure on governments to guarantee appropriate legal and institutional frameworks and to commit necessary resources for cultural heritage.

OUTCOMES FOR HERITAGE IN GENERAL

GOOD TIPS

- ▶ Monitoring and assessing outcomes needs careful planning to avoid unnecessary costs and time commitments and, where possible, it should draw on existing monitoring data.
- ▶ The assessment of outcomes often depends on analysing the status of several indicators in relation to agreed thresholds and past performance. Indicating graphically whether the status of the indicator is stable, improving or declining over time will illustrate trends.
- ▶ Understanding the wider repercussions of heritage actions often requires involving a broader selection of specialists than those typically involved in the heritage processes. Architects, conservators, geologists and engineers will need reinforcing with economists, sociologists, environmental scientists, tourism operators and perhaps others.

USEFUL QUESTIONS TO ASK

- ▶ It is a good idea continually to question current circumstances so as to check whether the management system has defined sufficiently broad objectives for a property and has given due attention to heritage benefits (see Part 2):
- ▶ Is there cooperation with neighbouring property-owners and users?
- ▶ Is there regular contact between managers and neighbouring property-owners and users?
- ▶ Do local communities resident in or near the property have input to management decisions?
- ▶ Are there programmed initiatives that consider local people's welfare whilst conserving the property's values?
- ▶ Is the impact of wider development being constantly monitored?

OUTCOMES IN THE WORLD HERITAGE CONTEXT

Key considerations

The principal outcome for World Heritage is conserving the property's OUV. However, other outcomes can be particularly pertinent to World Heritage properties.

Management planning, a tool widely adopted for World Heritage, is described in Appendix A and focuses on the principal outcome of protecting OUV. However, the management