

4 Defining, assessing and improving heritage management systems

planning process also contributes to achieving some broader outcomes for cultural properties, some of which may require planning processes that are not solely property-based.

The following list of examples of other outcomes for World Heritage is by no means exhaustive:

- Helping to make the World Heritage Convention better known and creating a stronger interest in it amongst a variety of audiences,
- Promoting cooperation between States Parties and other organizations in the World Heritage system,
- Furthering one or more of the Strategic Objectives of the World Heritage Committee (Credibility, Conservation, Capacity-building, Communication, Communities),
- Ensuring that lessons learned at specific World Heritage properties are shared with the World Heritage system as a whole and with non-World Heritage cultural heritage,
- Addressing needs identified through the Periodic Reporting process at the property and/or regional levels,
- Capacity-building through new learning environments and advocacy activities, by targeting appropriate audiences and reinforcing the capacities of practitioners, institutional frameworks and communities and networks, and creating links to a regional or subregional capacity-building programme,
- Assuring World Heritage properties play a role in sustainable development and securing heritage benefits for the property and its stakeholders.

With regard to the last point, the OGs place great emphasis on adopting a participatory approach for the management of World Heritage sites. A good measure of whether a participatory approach is being effective is whether those stakeholders not directly responsible for the day-to-day running of the site have benefited from it.

Some World Heritage properties collect data on the status and condition of some or all heritage values, but for many properties this is a recent development (as a response to new Periodic Reporting requirements). All World Heritage properties should aim to have or improve their system for monitoring outcomes, a process that takes time and resources. They must also ensure continuity since institutional and stakeholder commitment is vital, and have steady funding sources so that human and financial resources are less vulnerable to interruption.

Result 2: OUTPUTS (deliverable results)

Overview

The aim of heritage processes is to deliver results. Accomplished actions and delivered services in response to the outcomes established are known as outputs. They are tangible results that can be shared with the local community and other stakeholders, and often deliver direct support to the heritage, to communities and to stakeholders. They come together to contribute to the achievement of outcomes, the overall objectives of the management system.

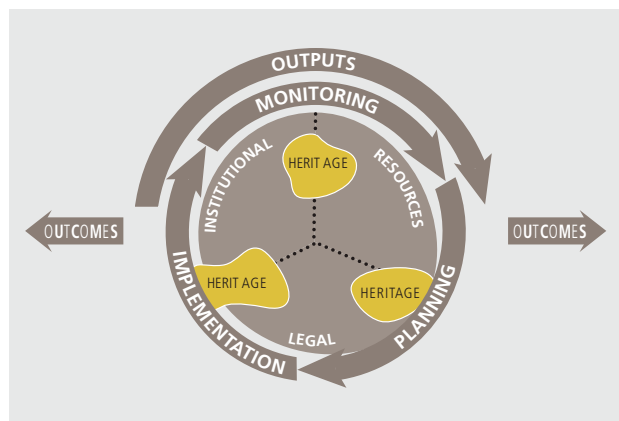


Diagram 16: Outputs of a management system