

## 4 Defining, assessing and improving heritage management systems

### Result 3: IMPROVEMENTS TO MANAGEMENT SYSTEMS

#### Overview

Management systems aim at achieving outcomes through diverse actions developed in the form of outputs. To achieve outcomes and outputs effectively, the three elements and the three processes mentioned above should provide the necessary support. Previous sections on elements and processes have explained how secondary management systems help the manager to achieve necessary outcomes and outputs. If they are not achieved, then good management must make changes that will result in an improved management system and the achievement of the necessary outcomes and outputs. This section explains how improvements can lead to long-term changes in management systems.

Developing potential improvements lies in identifying where the three elements and three processes of the management system are falling short and then taking corrective measures. Improvements can be made by monitoring heritage processes, assessing outputs and outcomes and assessing the adequacy of the three elements. They may consist of small changes to existing components or have an external origin in the form of substantial reinforcement from secondary management systems.

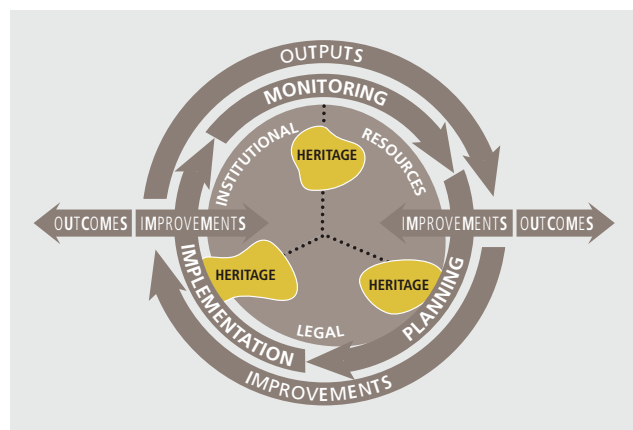


Diagram 17: Improvements to a management system

External inputs may come from a variety of sources (see Part 2). For instance, in many countries, culture is attracting new forms of support (public and private), thanks to its increasing contribution to social agendas (education, outreach and community development work). This may call for substantial changes to existing management systems, some of which are centuries-old, together with a demand for evidence-based, transparent decision-making for cultural heritage (see Part 4.3 – Monitoring).

### IMPROVEMENTS TO MANAGEMENT SYSTEMS IN GENERAL

#### Approaches and challenges vary extensively

If planning, implementation and monitoring processes do not lead to the desired outputs and outcomes, this may at first appear to be due to external factors. But the real cause may be shortcomings in the existing management system (a good management system should have contingency mechanisms for handling even the least foreseeable risks). How to identify these shortcomings is the subject of this section.

Shortcomings may be due to gaps in the legal and institutional frameworks, to insufficient or poor deployment of resources, or to inadequacies in the processes themselves. Outputs