

## 4 Defining, assessing and improving heritage management systems

### The purpose of the heritage management system framework

The framework has three principal functions for those involved in the conservation and management of cultural heritage:

*Purpose 1: A framework for defining and documenting a heritage management system and communicating how it works to others*

The nine-component framework offers a common language to facilitate and standardize the monitoring of heritage management systems and the reporting of their results to third parties. In the case of World Heritage, this forms part of the nomination process (section 5 of the Format) and, after inscription, part of Periodic Reporting analysis and State of Conservation (SOC) Reports.

The World Heritage nomination process specifically requires that the heritage management system in place for a property or a group of properties (OG paras 130 and 132.5)<sup>82</sup> be formally documented. The nomination dossier can constitute a substantial contribution to property management and act as a baseline against which to measure the management and state of conservation of the property in years to come.<sup>83</sup>

*Purpose 2: A framework which places each heritage concern in a broad context and illustrates the need for an integrated approach to heritage management*

The heritage management system operates in a wider environment which can place pressures on the cultural heritage property and vice versa. But this relationship also presents a series of opportunities (see Part 2). Good management of the pressures and opportunities can benefit the property and neighbouring communities while also increasing cultural, social, economic and environmental values.

Of the nine components, ‘improvements’ and ‘outcomes’ are those most affected by direct contact with the wider context (represented by the inverse arrows in the diagrams). But all components of a heritage management system depend on that context and should involve its representatives.

The framework places each heritage concern in a broad context and promotes an integrated approach to heritage management. It illustrates what the management system needs and what it achieves, and what other management systems contribute to it (see Part 4.1). By facilitating transparency and dialogue, the benefits to society are widely recognized and stakeholder involvement and feedback is more effectively harnessed.

*Purpose 3: A framework for assessing and improving a heritage management system (with other management systems)*

It is well known that, as the management cycle advances, it becomes more difficult to evaluate how effective are heritage management processes and results (see below).

82. This overview of the management system may be delivered on its own or as part of a management plan.

83. UNESCO, ICCROM, ICOMOS and IUCN. 2011. *Preparing World Heritage Nominations*. (Second edition). Paris, UNESCO World Heritage Centre. (World Heritage Resource Manual) p.91. <http://whc.unesco.org/en/activities/643/> (English web page).