



Diagram 21: Evaluation increases in difficulty through the management cycle

It can be even more difficult to assess whether what is the backbone of the management system, namely the legal and institutional framework and the approach to resources, is being effective.

Heritage processes can demonstrate that the management system of a given property or group of properties is failing to reach its objectives or is achieving them inefficiently, and can identify specific strengths and weaknesses. But it is less easy to understand their implications for other areas of the management system.

It may prove necessary to change the management system, either because of requirements associated with gaining and/or maintaining World Heritage inscription (OG paras 117 and 132.5) or because of alterations (whether desired or not) in the property or group of properties that need addressing (see Appendix A). Any change is likely to have repercussions throughout the management system.

The nine-component framework provides checklists to analyse the strengths and weaknesses of the current management system, and a logical structure for making any recommendations when change is necessary in order to protect values, above all the OUV. It makes it easier to review the needs and achievements of the management system at different management levels (local, national, regional, international).

Documenting and assessing the heritage management system

A standard template for using the framework

Table 12 is a template designed for using the nine-component framework to document (see for instance 5e of the nomination format, OG Annex 5) and assess a heritage management system. It helps the user to identify whether all nine components fall entirely or partially within the primary heritage management system or, if not, which are contributions from other management systems. The examples of World Heritage properties discussed below will clarify this. Annex 5 of the OG describes requires the management system for a World Heritage property to be documented.

A Word format of the template is included for users of this manual. When completing the template users are requested to refer to relevant sections and respond to question prompts and checklists when documenting a heritage management system.