

The planning process required by management planning is neither linear nor top-down (as in diagram 22 below) but circular as in figure 2, ideally an iterative process as in figure 3, in which each stage constantly refers back or forward to other stages. For instance, while assessing the condition of a property, it might be necessary to go back to the data-gathering stage to collect supplementary information. This interaction is illustrated in the Diagram 22. The planning process, on the other hand, has strong links to implementation and monitoring and they can unfold in parallel, because the management plan is not a static document but requires constant review. Implementation and monitoring are separate processes, but they are identified in the diagram as number 5 in order to illustrate their continual linkage to the planning process.

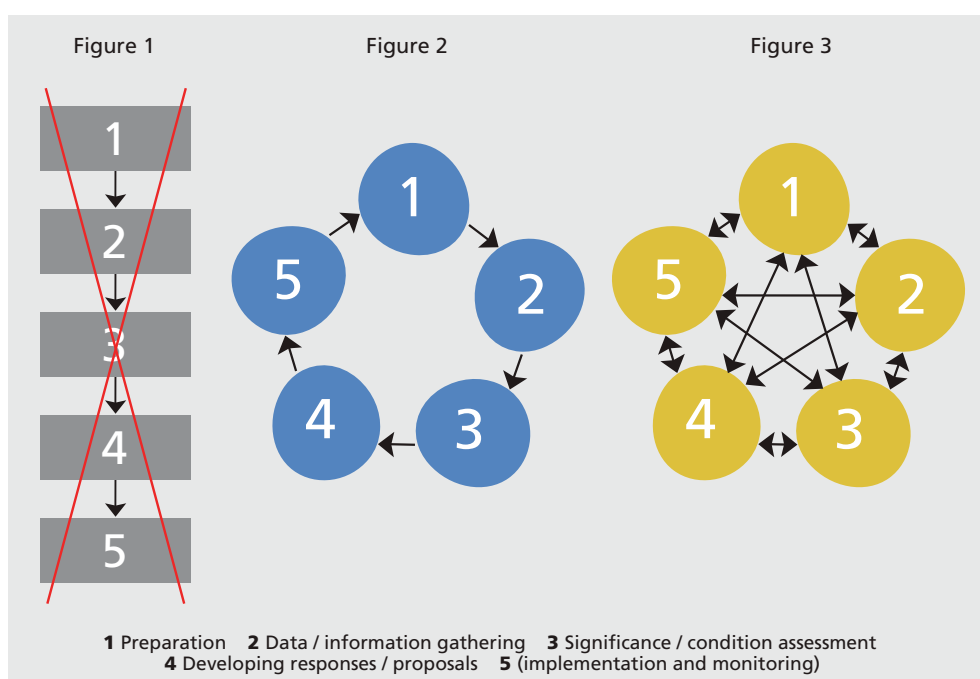


Diagram 22: Nature of the planning process

STAGE ONE: PREPARATION

This stage can be viewed as the preplanning stage when the groundwork is laid and consensus gained on the aims of the management planning process and on who should be involved.

The preparatory steps

The preparation of a management plan should be authorized by a relevant institution and have the support of the key stakeholders who will have to approve its adoption and enable its implementation and updating. The approval of the plan may also require a sign-off from property owners or from the World Heritage Committee, or an official endorsement from multiple organizations (government or private) brought together for the purpose (in the case of World Heritage, possibly as part of the nomination process).