

It is often policy at a national level that leads to management planning being adopted and to it becoming a requirement. But the impetus to initiate and draft it should be at the property level (or at a local level in the case of a group of properties). This is vital to ensure that stakeholders participate on an equal footing and develop a sense of ownership of the process and the plan that it produces.

Project management skills are very useful at this point to define the critical path or schedule of the management planning process and to control its timing and budget once it has begun. A person or a team (in the case of a complex property or group of properties) should be identified and assigned the responsibility for managing the 'project' (i.e. the management planning process) at this point.

Who leads and delivers the plan?

The lead organization(s) of the primary management system (Part 4.1), in consultation with others, should assemble a project team with a competent leader who can coordinate different skills to start the process and identify the required financial, institutional and human resources to prepare the plan. The leader coordinates the activities of others and is the main driver behind the preparation of the plan, giving priority when assembling the team to in-house specialists and/or those who will implement the management plan.

In some countries, external consultants are employed to lead the process. In that case, their role should be only to guide the process, with the stakeholders also leading the process and feeling ownership in the plan. The terms of consultancy appointments or job descriptions must be clear. The team working on the plan must be well-acquainted with the existing management system applicable to the property (or properties) in question. In some countries a steering group oversees the development of a management plan, its implementation and review.

GOOD TIPS

- ▶ A steering group comprising top officials from the primary management systems and others who are engaged in the nomination process can present progress and request any needed support.

The project team and its responsibilities

The team leader needs to assemble a working team of members whose competencies are multidisciplinary and which collectively amount to:

- An understanding of the requirements of the World Heritage Convention and the World Heritage Committee,
- Detailed local knowledge of the property and its heritage values and a good understanding of the factors affecting them,
- An understanding of management systems for heritage and of the particular system(s) operating for the property under consideration,
- An understanding of the property under consideration, in both technical conservation terms and historical background,
- An understanding of the legal / regulatory / policy framework within which the property must be managed,
- An understanding of the social and economic issues that affect the property, its surroundings and its stakeholders (and how the property affects social and economic issues),