

- Abilities in preparing costed programmes of actions,
- Skills in communicating effectively (both in writing and orally),
- Expertise in information management,
- Negotiating / advocacy and facilitation skills,
- Political sensitivities and an ability to build rapport and credibility with others,
- Flexibility / tolerance and a willingness to recognize the needs of others,
- Project management skills,
- Direct knowledge of / involvement with 'end-users' (e.g. visitors, local communities).

At the preplanning stage the team leader, in consultation with the other members of the working group and the relevant authorities, should decide on the relative weighting to be given to the four basic elements of a project: resources (human and financial), time, quality and scope – so that they are adjusted as project objectives are clarified. These elements are all interrelated and must be managed effectively to ensure the success of the management planning process. The preplanning stage must first outline the scope of the project (in this case the property or properties that are the target of the management planning process and a first outline of the objectives to be achieved). Once the scope has an associated timeline and budget, human and financial resources can be deployed.

The team leader therefore has to:

- a. Define the scope of the activity and develop a programme,
- b. Assess the skills required,
- c. Identify other stakeholders,
- d. Define the nature of the consultation process (participatory approach),
- e. Prepare a timetable,
- f. Identify financial, human and technical equipment, etc.) resources required.

A steering group consisting of representatives of key stakeholders should be assembled to oversee planning and implementation processes. For World Heritage nominations, this should be set up earlier than the preplanning stage.

A steering group is essential for properties that extend beyond one administrative area (nearly always the case for cultural landscapes and for serial properties) or countries (transboundary properties). It should be assembled at the earliest possible stage and a calendar drawn up for its regular meetings and consultations.

Identifying stakeholders

A stakeholder is any person or organization that can be affected by the plan or that could influence its success. Other stakeholders are those who have an entitlement resulting from an obligation or from the requirements of the law. They fall into four broad categories:

- Those engaged in the primary heritage management system (institutions owning heritage sites and managing them),
- Private owners of heritage sites,
- Those from other management systems which provide secondary sources for managing heritage (e.g. a city council with the legal power to control buffer zones),
- Communities and other interest groups.