



Diagram 2: Some examples of old and new issues in heritage management

An inclusive approach

Increased participation is necessary to address such multiple objectives: greater complexity requires advances in management practice. It should not, however, be assumed that a top-down approach is the only way to handle multiple issues. The term 'management' has been used in a very broad way in the heritage sector: as issues become more complex, there is a need to be more precise. Management approaches must accommodate the shift (which has only emerged very recently in many parts of the world) to a wider, more inclusive approach to heritage management and to a greater emphasis on community engagement.

Though prepared for natural sites, the 'new paradigm for protected areas' developed by Adrian Phillips and re-presented in the IUCN *Guidelines for Management Planning of Protected Areas*⁶ in 2003 highlights very effectively the increased importance placed in recent years on a wider, more inclusive approach to heritage management and on community engagement. (In some parts of the world this was already happening.) Much of this guidance applies to cultural sites too.

6. Thomas, L. and Middleton, J. 2003. *Guidelines for Management Planning of Protected Areas*. Gland, Switzerland, IUCN and Cambridge, UK. <http://data.iucn.org/dbtw-wpd/edocs/PAG-010.pdf> (English web page).