

2 Context: managing cultural heritage

Table 1. A new paradigm for protected areas (A. Phillips)⁷

Topic	As it was: protected areas were...	As it is becoming: protected areas are...
Objectives	<ul style="list-style-type: none"> • Set aside for conservation • Established mainly for spectacular wildlife and scenic protection • Managed mainly for visitors and tourists • Valued as wilderness • About protection 	<ul style="list-style-type: none"> • Run also with social and economic objectives • Often set up for scientific, economic and cultural reasons • Managed with local people more in mind • Valued for the cultural importance of so-called 'wilderness'
Governance	<ul style="list-style-type: none"> • Run by central government 	Run by partners and involve an array of stakeholders
Local people	<ul style="list-style-type: none"> • Planned and managed against people • Managed without regard to local opinions 	<ul style="list-style-type: none"> • Run with, for, and in some cases by local people • Managed to meet the needs of local people
Wider context	<ul style="list-style-type: none"> • Developed separately • Managed as 'islands' 	<ul style="list-style-type: none"> • Planned as part of national, regional and international systems • Developed as 'networks' (strictly protected areas, buffered and linked by green corridors)
Perceptions	<ul style="list-style-type: none"> • Viewed primarily as a national asset • Viewed only as a national concern 	<ul style="list-style-type: none"> • Viewed also as a community asset • Viewed also as an international concern
Management techniques	<ul style="list-style-type: none"> • Managed reactively within a short timescale • Managed in a technocratic way 	<ul style="list-style-type: none"> • Managed adaptively in a long-term perspective • Managed with political considerations
Finance	<ul style="list-style-type: none"> • Paid for by taxpayer 	Paid for from many sources
Management skills	<ul style="list-style-type: none"> • Managed by scientists and natural resource experts • Expert led 	<ul style="list-style-type: none"> • Managed by multi-skilled individuals • Drawing on local knowledge

Implications of an integrated approach to heritage management

The following overview of the implications of an integrated approach to management of natural heritage comes from Australian research but is also relevant to cultural heritage management.⁸ In their analysis they interpret the integrated approach in three different ways: as a philosophy, as a process and as a product.

7. Phillips, A. 2003. 'Turning ideas on their head: the new paradigm for protected areas', in: *The George Wright Forum* 20, No. 2. 2003, pp.8-32. <http://www.uvm.edu/conservationlectures/vermont.pdf>

8. Wijesuriya, G. 2008. 'An Integrated Approach to Conservation and Management of Heritage', in: *ICCROM Newsletter* 34, 2008, p.8. Rome, ICCROM.