

# 4 Defining, assessing and improving heritage management systems

Part 4 starts by reviewing heritage management systems in general, and their role in the World Heritage context. It then explores them in terms of their component parts. It provides some general considerations, followed by good tips and checklists of questions for assessing management systems. Finally it offers guidance on how to document and assess a heritage management system (Part 4.5).

## 4.1 Heritage management systems in general and in World Heritage

This part of the manual examines heritage management systems. It identifies nine basic characteristics (or 'lowest common denominators') that are common to all heritage management systems (i.e. those critical components that are to be found in all examples). It then groups the nine characteristics into three elements (legal framework, institutional framework and resources); three processes (planning, implementation and monitoring); and three results (outcomes, outputs and improvements).<sup>35</sup>

**Table 8.** A common framework for defining heritage management systems

3 categories	9 components
<b>3 elements:</b>	Legal framework, institutional framework and resources
<b>3 processes:</b>	Planning, implementation and monitoring
<b>3 results:</b>	Outcomes, outputs and improvements to the management system

These nine components often operate at a macro level, for example in a national context, since many management systems address more than one property or a large geographical area. In other cases, they may operate on a regional basis or at a single property that has a management system tailored to it. A hybrid is the most frequent situation, in which some components operate at a national level (e.g. the legal framework) and others at a site or regional level (e.g. the heritage processes).

The heritage management framework proposed in Part 4 is intended to help managers of cultural properties in two principal ways:

- how to assess heritage management systems that aim to protect heritage values, including the OUV;
- how to view each heritage issue in a broader framework and promote an integrated approach to heritage management.

In the specific case of World Heritage properties, it offers a basis for responding to the questions in sections 3.1 e, 4.5 and 6 of the nomination format (OG Annex 5).

Accordingly, this section of the manual first examines heritage management systems in general, and then in the World Heritage context. It then reviews each of the nine system components in detail under separate headings (Parts 4.2–4.4).<sup>36</sup> Each section highlights

35. This analysis was developed as part of an ICCROM research project undertaken with the World Heritage Centre and the other Advisory Bodies on 'Better Defining Appropriate Management Systems for World Heritage Sites' (2009).

36. Similar themes recur among the different sections but this is deliberate for the benefit of readers who consult specific sections and not the whole manual.