

## 4 Defining, assessing and improving heritage management systems

with a particular heritage property or group of properties. Yet others may be temporary, for instance the result of a limited-term partnership for delivering a specific project.

The scope of a heritage management system at national or regional level will extend mainly to broad policy-making, and the definition, identification (in inventories) and protection of properties. Its purpose is to maintain the cultural values for which the identified properties are being protected.

Rarely will this primary management system at national or regional level be adequate for effective management, for instance for historic urban centres or cultural landscapes. In those cases management might require working with public authorities, private owners and other stakeholders, drawing upon a variety of legal instruments and combinations of institutions and resources. Planning controls may depend on quite different legal systems, for example municipal authority regulations that embody planning constraints and development strategies for entire regions, possibly combined with tax incentives or grants for private owners and tenants.

This is particularly true of World Heritage properties. The buffer zone of a property, for example, will usually be subject to legislation from non-heritage sectors and is likely to be the responsibility of multiple public and private organizations and owners. As another example, a cultural property which has been the object of traditional management practices for generations may have to meet new management requirements resulting from its World Heritage inscription or when exposed to the adverse effects of economic development. Similar scenarios can arise in the case of cultural landscapes where land use practices have never been formalized.

The focus of this section (Part 4) is on the primary management systems for cultural heritage that are referred to at the start; but the need to integrate them with other systems, or components of them, is emphasized throughout.

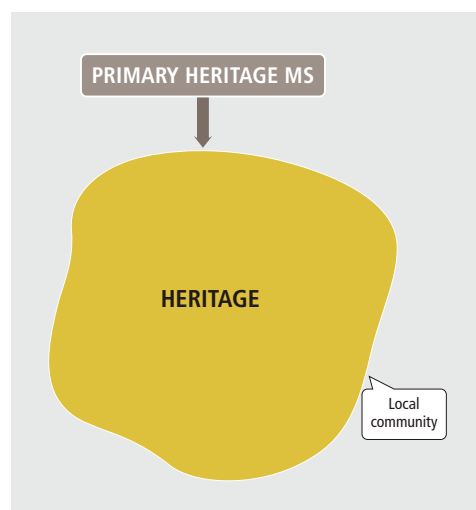
The need for integration has important repercussions for decision-making processes. As the follow diagrams (5-7) below illustrate, the primary management system for heritage often has to change its decision-making processes in order to integrate contributions from other systems (or their components) effectively. This is explored further in Part 3 and is particularly true of institutional frameworks (Part 4.2).

### Different management scenarios

#### *Management scenario example one*

Some properties are owned and managed exclusively by the primary management system (protected under national law, taken care of by the main institution in charge of heritage with its own resources). This will often be reflected by property boundaries being well defined. Planning for conservation, implementation and monitoring are by the same institution. Outcomes and outputs are established by the institution. This is changing but there are still many examples.

All decisions are made by the primary management system. Other stakeholders may want to contribute but not be able to.



**Diagram 5:** Illustrates management scenario example one