

## 4 Defining, assessing and improving heritage management systems

### *Additional considerations:*

- The need to develop a shared and realistic vision for the medium- to long-term future of the property that could be shared with the international community.
- The need to address the management changes and challenges that could arise from inscription on the World Heritage List. For example, the implications of a possible increase in visitor numbers due to listing need to be understood and planned for, as must the greater commitment to site interpretation and visitor facilities.<sup>43</sup>
- The need for new or improved tools for greater management effectiveness and improved results when countries opt to use existing institutions and resources to implement new management actions associated with World Heritage listing of a cultural property.
- The need to integrate new management strategies for World Heritage properties sometimes leads to new management structures being introduced. These might form a separate unit within existing institutions and/or be a project-based implementation team or a site-specific institution with its own mandate and resources.
- The expanded definitions of World Heritage categories. Most properties fall into either cultural heritage or natural heritage categories, with each category having its own sub-sections.<sup>44</sup> But the categories of 'mixed properties' and subcategories such as 'historic urban centres' and 'cultural landscapes' have introduced new definitions that need to be understood.<sup>45</sup>
- The opposition by some groups and communities to World Heritage status, and the need to respond with preventive advocacy work.

### Serial or transboundary properties <sup>46</sup>

In the case of serial or transboundary / transnational nominations, a priority should be to ensure that adequate protection and management for each component is in place and working effectively. There should also be a management system at the level of the whole property that should ensure communication and coordination between all component parts, in particular in relation to:

- The harmonization of management of all the component parts to meet a set of shared objectives of conserving potential Outstanding Universal Value;
- The identification of and response to threats to the property; and
- The coordination of monitoring and reporting, in particular in relation to the requirements of the World Heritage Convention.

The management system for a serial or serial or transboundary property should regularly review and reinforce where feasible the coordinating mechanisms to increase the cohesion and effectiveness of its management as a World Heritage property, and respond to changes that affect its component parts.

It must be clear how coordinated management is to be achieved for the separate components, especially where different managers and management systems may apply. Coordinated management must be effective.

43. Visitor numbers do not always increase with World Heritage listing. See examples in James Rebank's study in *World Heritage Global Analysis – the Economic Gain*. <http://www.lakeswhs.co.uk/>

44. UNESCO, ICCROM, ICOMOS and IUCN. 2011. *Preparing World Heritage Nominations*. (Second edition). Paris, UNESCO World Heritage Centre. (World Heritage Resource Manual) Chapter 1.3, p.19.

45. Mitchell, N., Rössler, M. and Tricaud, P-M. (authors/eds). 2009. *World Heritage Cultural Landscapes: A handbook for conservation and management*. Paris, UNESCO World Heritage Centre. (World Heritage Papers 26). <http://whc.unesco.org/en/series/26/>

46. UNESCO, ICCROM, ICOMOS and IUCN. 2011. *Preparing World Heritage Nominations*. (Second edition). Paris, UNESCO World Heritage Centre. (World Heritage Resource Manual) pp.50 and 90.