

4 Defining, assessing and improving heritage management systems

an adequate knowledge of the values of the property to support all management processes, particularly those to ensure the OUV of a cultural property is maintained.

Active use of World Heritage resources and the World Heritage network can deliver new forms of support to managers of properties, help maintain understanding of the OUV of the property, and advance a common vision for its management.

RESOURCES UTILIZATION FOR WORLD HERITAGE

GOOD PRACTICES

- ▶ Sometimes central ministries/institutions pursue World Heritage status for a property without sufficiently involving local heritage authorities and even property-level staff, who then find themselves having to guarantee compliance. Heritage practitioners directly involved in site management should be proactive on being involved in preparing the nomination dossier, on the basis that their exclusion would be counter-productive for future management if the property were to be inscribed.
- ▶ The success of World Heritage is such that the inscription of a property is a form of branding that will increase the interest of the international community and the local community and networks in the property. This is an opportunity which all levels of the management system should seize to attract new resources for the property.
- ▶ The additional management pressures on resources that World Heritage inscription creates can be relieved through using management tools to improve the deployment and manipulation of resources.
- ▶ Too often those involved in day-to-day site management are unaware of the opportunities offered by the World Heritage system, such as International Assistance available through the World Heritage Fund and access to new knowledge and resources.
- ▶ New knowledge is constantly being generated and individual heritage practitioners can benefit from and contribute through regularly accessing the websites of the World Heritage Centre and the Advisory Bodies. Some offer regular e-newsletters and contributions via social media (e.g. ICCROM), and these provide information about capacity-building opportunities that are open to all.

4.3 The three processes of a heritage management system

Defining the three processes: The three elements outlined in Part 4.2 come together to make a management system function and to deliver results. Some processes that are common to heritage management systems are:

1. PLANNING

Understanding the 'who' of decision-making, deciding what objectives to reach, what actions to take and what the timeframe will be, and recording these proposals so as to communicate them to others and to review progress at every stage.

