

Cultural Heritage Management

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Outline

1. Concept of Values-Based Heritage Management
2. Stakeholder Involvement
3. Methods of Participation and Consultation
4. People-Centered Heritage Management



1- Concept of Values-Based Heritage Management

From Strategic Management to Values-Based Management



- Strategic Management Approach

- Identifies problems and issues
- Develops strategies to improve conditions
- Focuses on:
 - ❖ Current status
 - ❖ Threats
 - ❖ Management challenges

1- Concept of Values-Based Heritage Management

From Strategic Management to Values-Based Management



- Values-Based Management Approach

- Identifies heritage values first
- Develops strategies to preserve and transmit those values
- Focuses on:
 - ❖ Why heritage matters
 - ❖ What should be preserved
 - ❖ How values can be sustained over time

1- Concept of Values-Based Heritage Management

From Strategic Management to Values-Based Management



Limitations of Traditional Strategic Management

- The IUCN Management Framework

- The first stage focuses on:

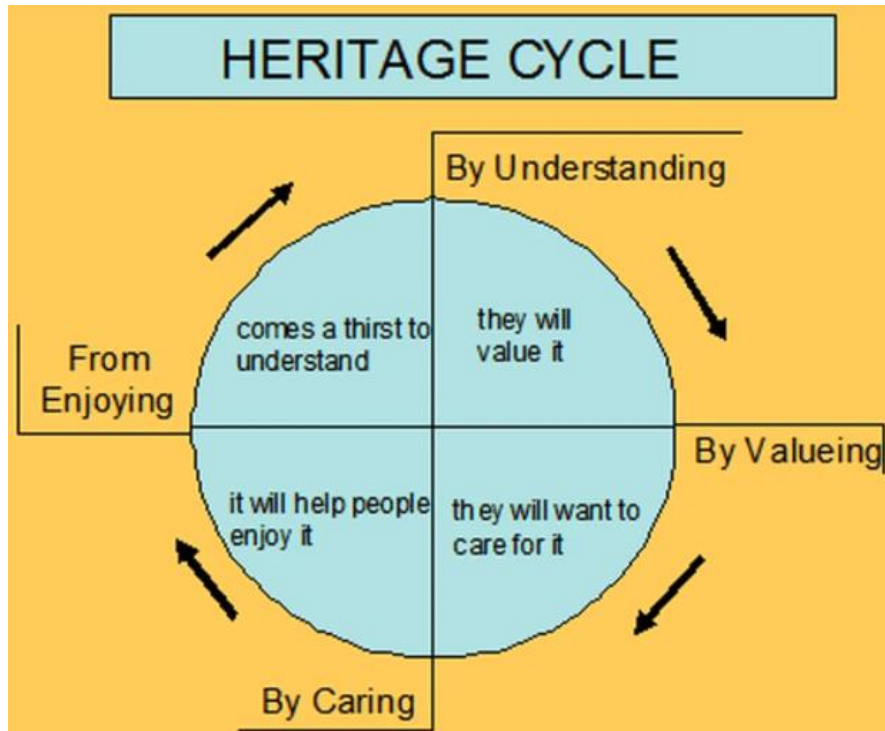
- Context
- Conditions
- Threats
- Current status

- Missing Question

- "What is the heritage value that we are trying to preserve and transmit?"

1- Concept of Values-Based Heritage Management

From Strategic Management to Values-Based Management



- The Heritage Cycle

➤ Understanding → Valuing → Caring → Enjoying → Understanding

- Main Idea

➤ People engage with heritage through a continuous cycle:

Understanding: Learning about heritage

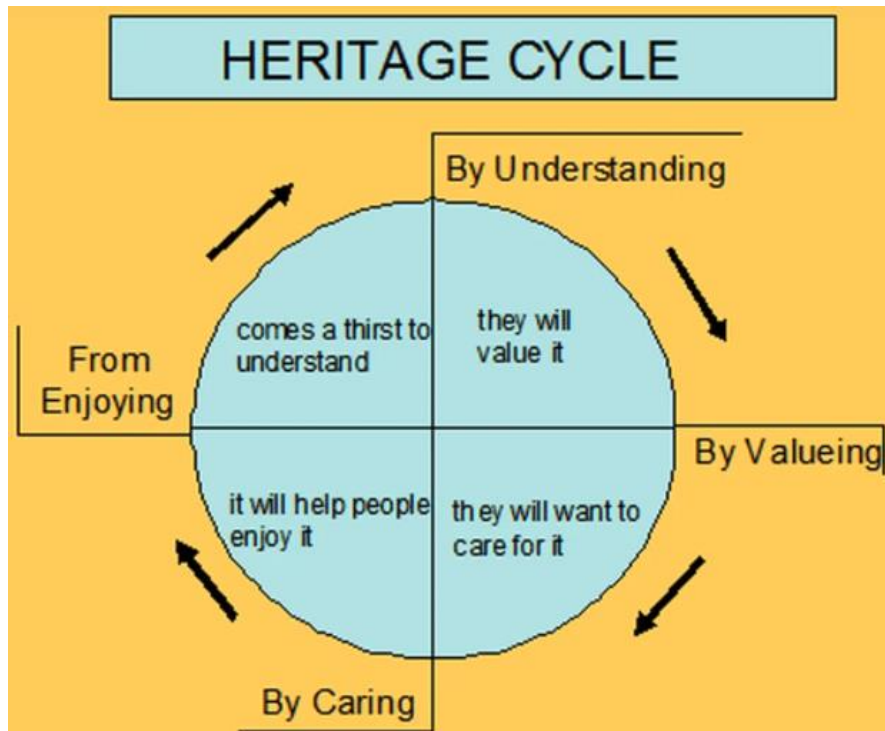
Valuing: Recognizing significance

Caring: Protecting and conserving

Enjoying: Experiencing and benefiting from heritage

1- Concept of Values-Based Heritage Management

Why the Heritage Cycle Matters



Heritage Preservation Requires More Than Conservation

- Successful management depends on:

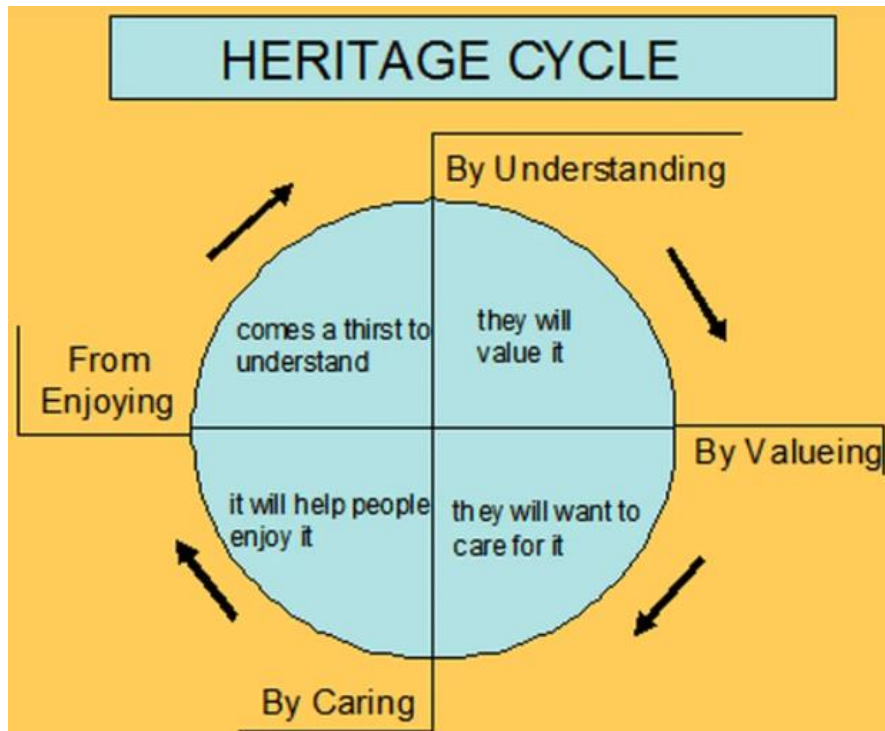
- Understanding heritage
- Appreciating its value
- Caring for it
- Facilitating meaningful engagement

- Key Questions

- What is the heritage about?
- Why is it valued?
- Why do people care about it?
- How can engagement be enhanced?

1- Concept of Values-Based Heritage Management

Why the Heritage Cycle Matters



Core Principle of Values-Based Management

- Fundamental Assumption

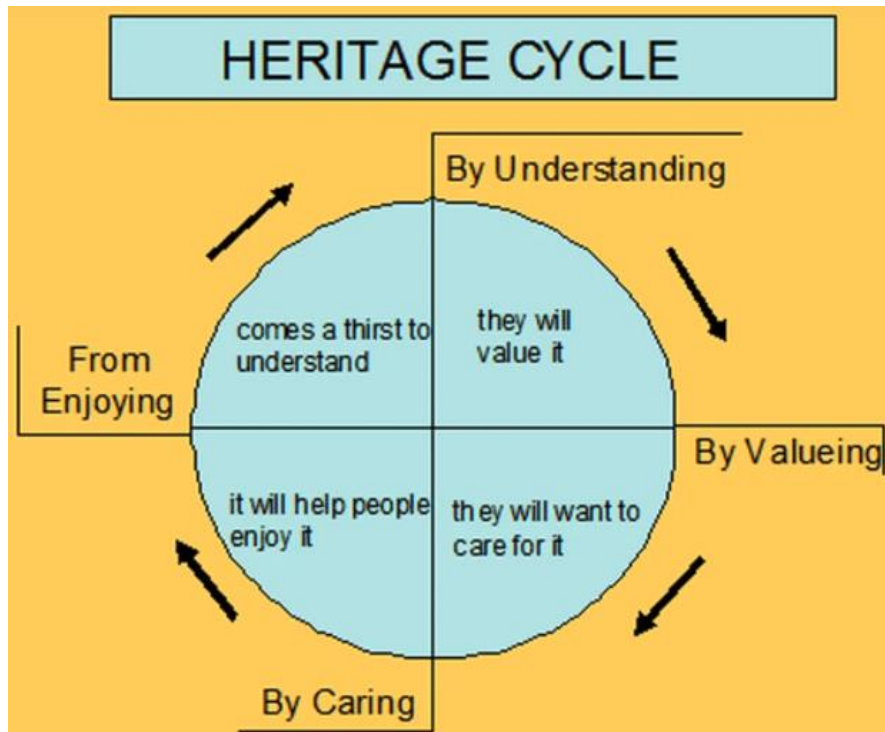
- No management strategy should be developed before there is a shared understanding of heritage values.

- Requirements

- Identify all relevant values
- Recognize multiple stakeholder perspectives
- Understand diverse meanings attached to heritage

1- Concept of Values-Based Heritage Management

Why the Heritage Cycle Matters



Core Principle of Values-Based Management

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1- Concept of Values-Based Heritage Management



The Burra Charter (Australia ICOMOS)

- Introduced a structured approach to heritage management.
- Three Main Phases:
 - Understand Significance
 - Develop Policy
 - Manage According to Policy

1- Concept of Values-Based Heritage Management



- Phase 1: Understanding Significance

- Step 1: Understand the Place

- Investigate:

- History, physical fabric, uses, and narratives

- Step 2: Assess Cultural Significance

- Why is this heritage valued?

- What meanings does it convey?

- What values should be transmitted to future generations?

1- Concept of Values-Based Heritage Management



What is the meaning of Significance?

1.2 Cultural significance means aesthetic, historic, scientific, social or spiritual value for past, present or future generations.

Cultural significance is embodied in the place itself, its fabric, setting, use, associations, meanings, records, related places and related objects.

5.1 Conservation of a place should identify and take into consideration all aspects of **cultural and natural significance** without unwarranted emphasis on any one value at the expense of others.

2- Stakeholder Involvement

111. In recognizing the diversity mentioned above, common elements of an effective management system could include:

- a) a thorough shared understanding of the property, its universal, national and local values and its socio-ecological context by all **stakeholders, including local communities and indigenous peoples;**
- b) a respect for diversity, equity, gender equality and human rights and the use of inclusive and participatory planning and **stakeholder** consultation processes;
- c) a cycle of planning, implementation, monitoring, evaluation and feedback;

2- Stakeholder Involvement

Why Stakeholder Involvement Matters

- Benefits for Heritage Managers

- Better information
- Better understanding of local conditions
- Stronger support for management decisions
- Reduced conflicts

- Benefits for Communities

- Increased ownership
- Greater responsibility
- Improved trust
- Stronger commitment to conservation

2- Stakeholder Involvement

Stakeholders **vs.** **Rights**
Holders



- Rights Holders

- Individuals or groups with legally recognized rights related to heritage.
- Individuals or groups possessing specific legal, cultural, or traditional entitlements.

- Examples:

- Property owners
- Indigenous communities
- Traditional custodians
- Intangible heritage practitioners

2- Stakeholder Involvement

Stakeholders **vs.** **Rights**
Holders



- A stakeholder is:

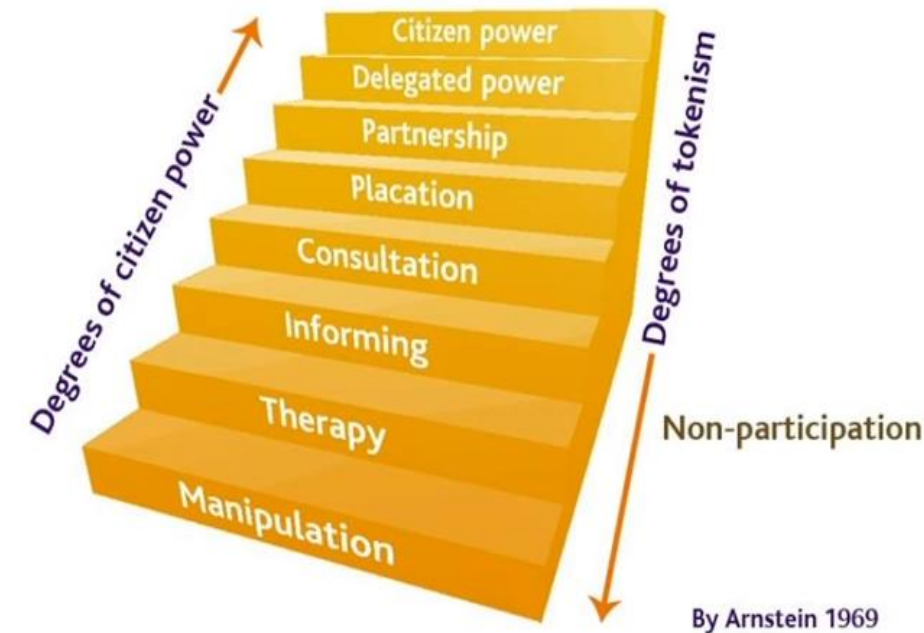
- Any group or individual who can affect or is affected by the achievement of an organization's objectives.

- Heritage Examples

- Local residents
- Tourism operators
- NGOs
- Government agencies
- Visitors
- Businesses
- Researchers

2- Stakeholder Involvement

Level of Involvement



- Levels of Public Participation

A- Citizen Power

- Citizen Control
- Delegated Power
- Partnership

B- Tokenism

- Placation
- Consultation
- Informing

C- Non-Participation

- Therapy
- Manipulation

3- Methods of Participation and Consultation

Stakeholders Are Not All the Same



- Diversity Among Stakeholders

- Stakeholders differ in:

- Knowledge and expertise
- Educational background
- Professional disciplines
- Assumptions and biases
- Goals and priorities
- Levels of influence
- Desired degree of involvement

3- Methods of Participation and Consultation

Stakeholder Attitude Analysis



- Beyond Supportive vs. Opposed

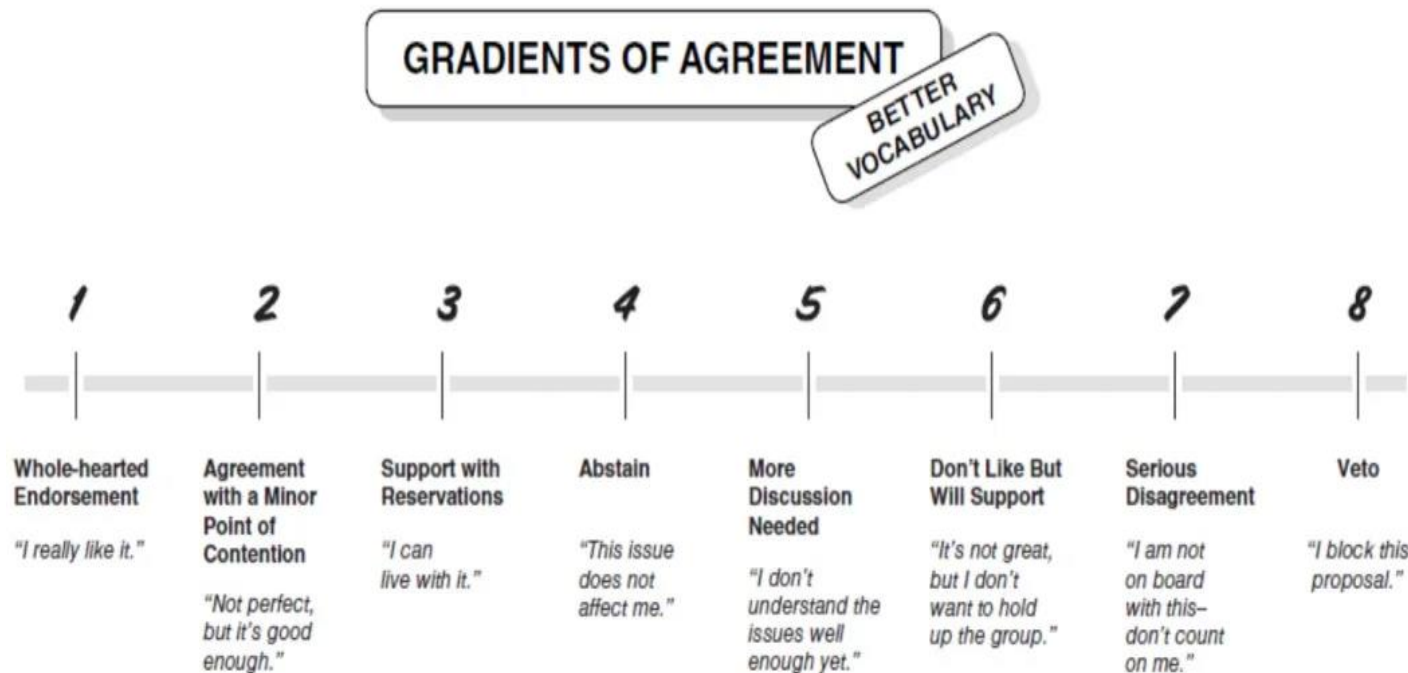
- Stakeholders may react to projects in different ways.

- Importance

- Understanding likely reactions helps managers:
- Prioritize engagement
- Identify risks
- Develop communication strategies

3- Methods of Participation and Consultation

Stakeholder Response Scale



Positive Responses

1. Wholehearted Endorsement

- Strong promoter
- Active supporter

2. Agreement with Minor Reservations

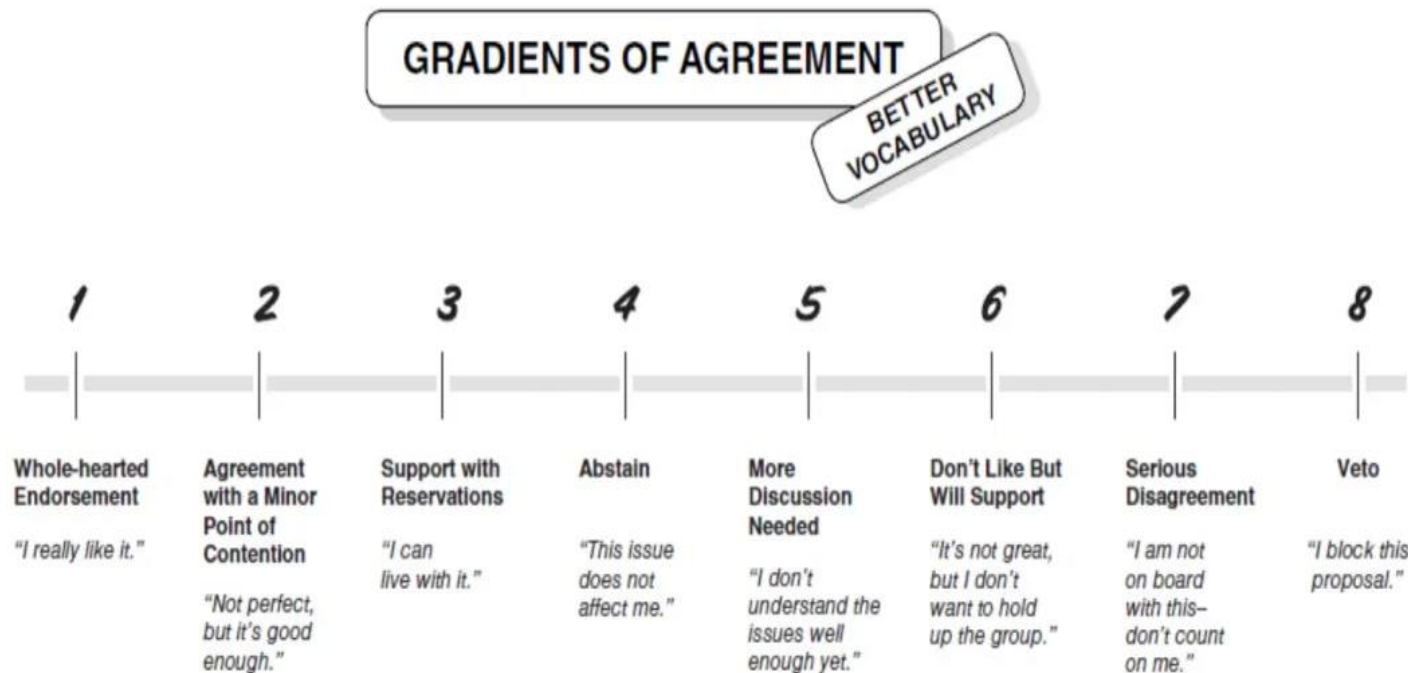
- Generally supportive
- Minor concerns

3. Support with Reservations

- Accepts project
- Some important concerns remain

3- Methods of Participation and Consultation

Stakeholder Response Scale



Neutral Responses

4. Abstention

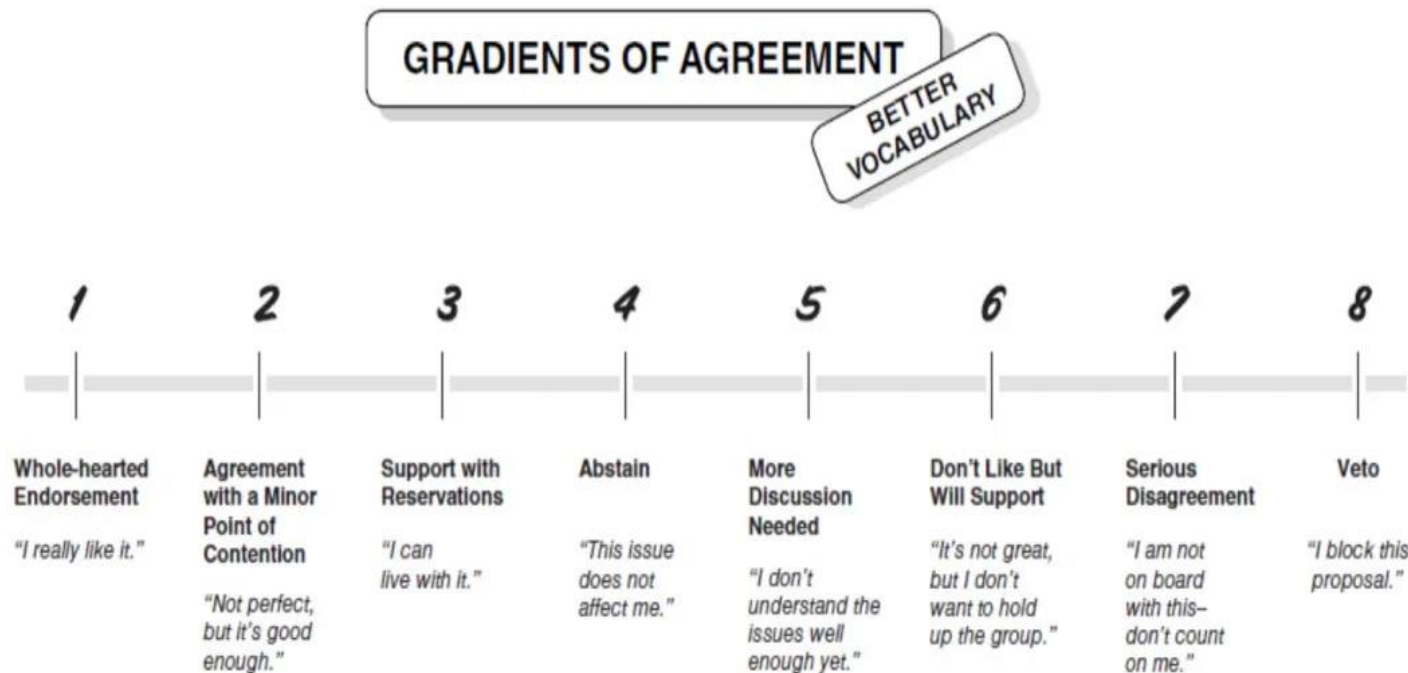
- Neither supports nor opposes
- Limited personal impact

- Important Note

- True neutrality is rare among directly affected stakeholders.
- People affected by a project usually develop a position.

3- Methods of Participation and Consultation

Stakeholder Response Scale



Uncertain Responses

5. No Opinion

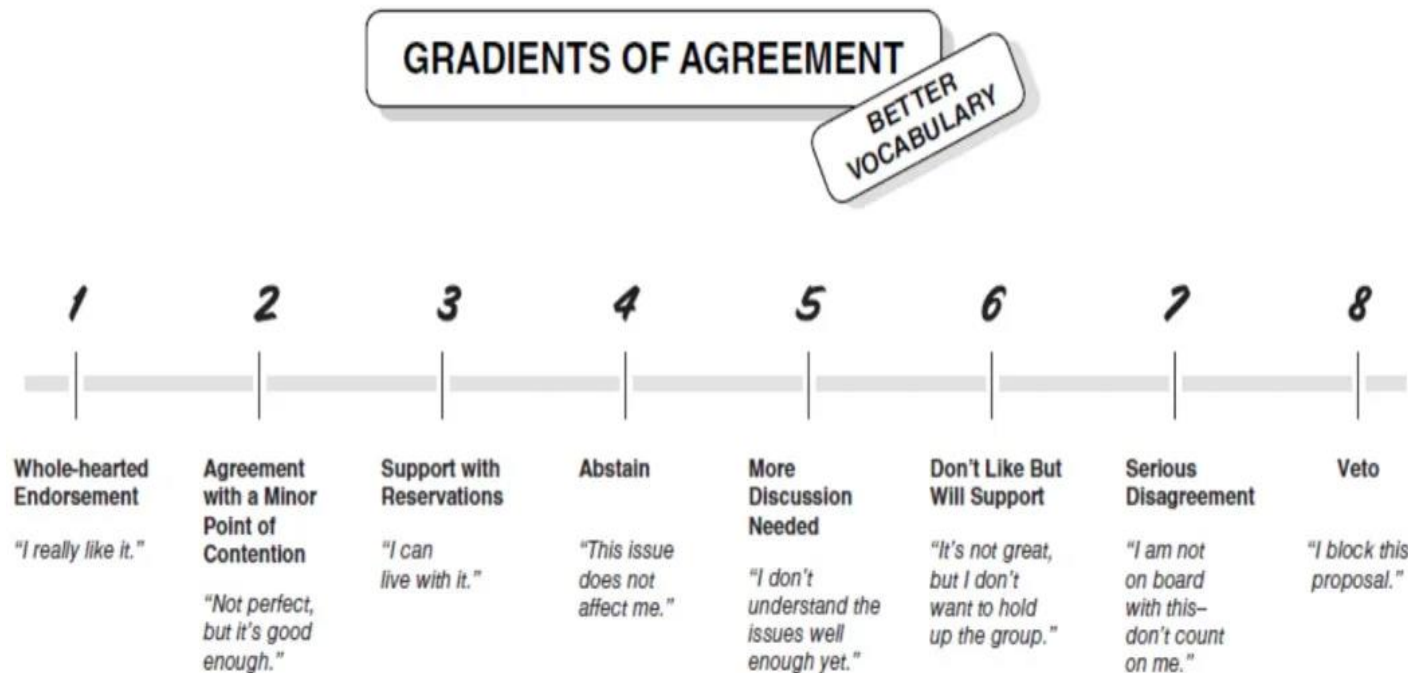
- Insufficient understanding
- Lack of information
- Unclear personal implications

- Risk

- This group can easily shift toward support or opposition depending on future communication.

3- Methods of Participation and Consultation

Stakeholder Response Scale



Mild Opposition

6. Dislikes but Will Support

- Stakeholders may:

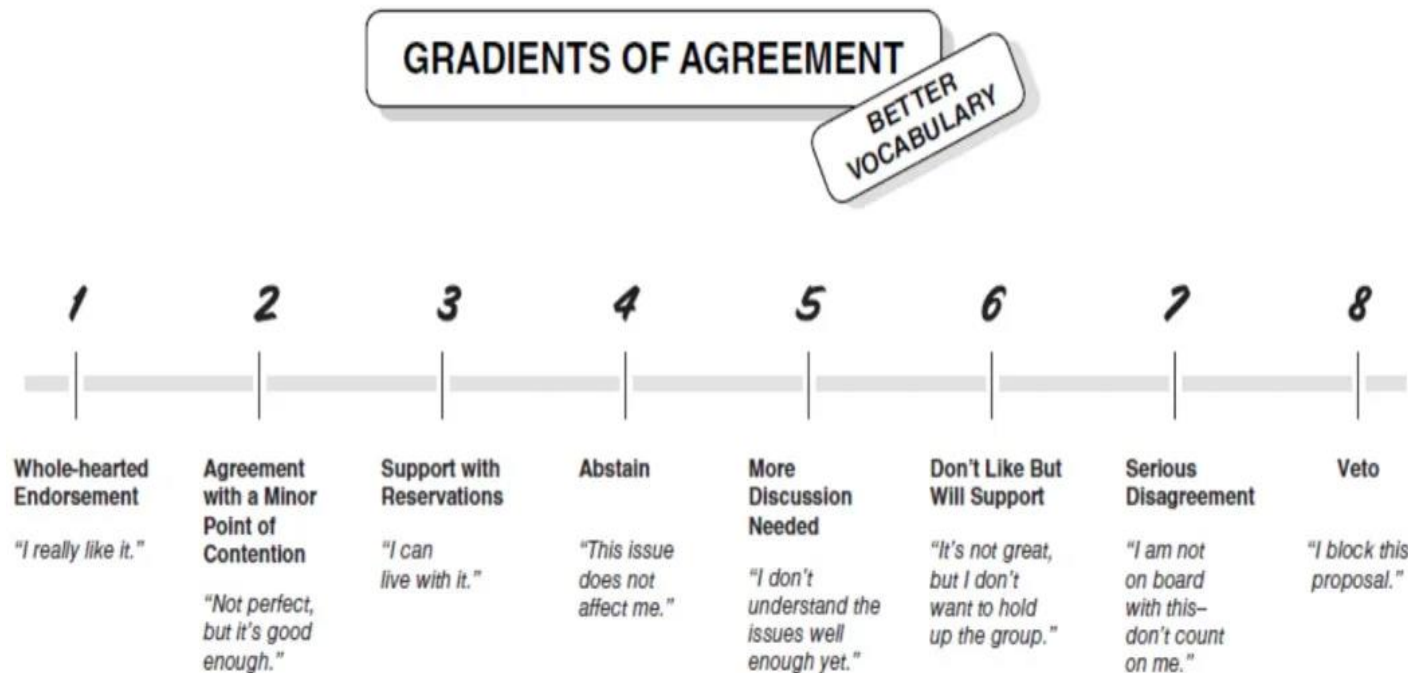
- Experience disadvantages
- Prefer alternatives

- Yet still support the project because they recognize:

- Wider community benefits
- Political realities
- Long-term advantages

3- Methods of Participation and Consultation

Stakeholder Response Scale



Strong Opposition

7. Disagreement

- Stakeholders:

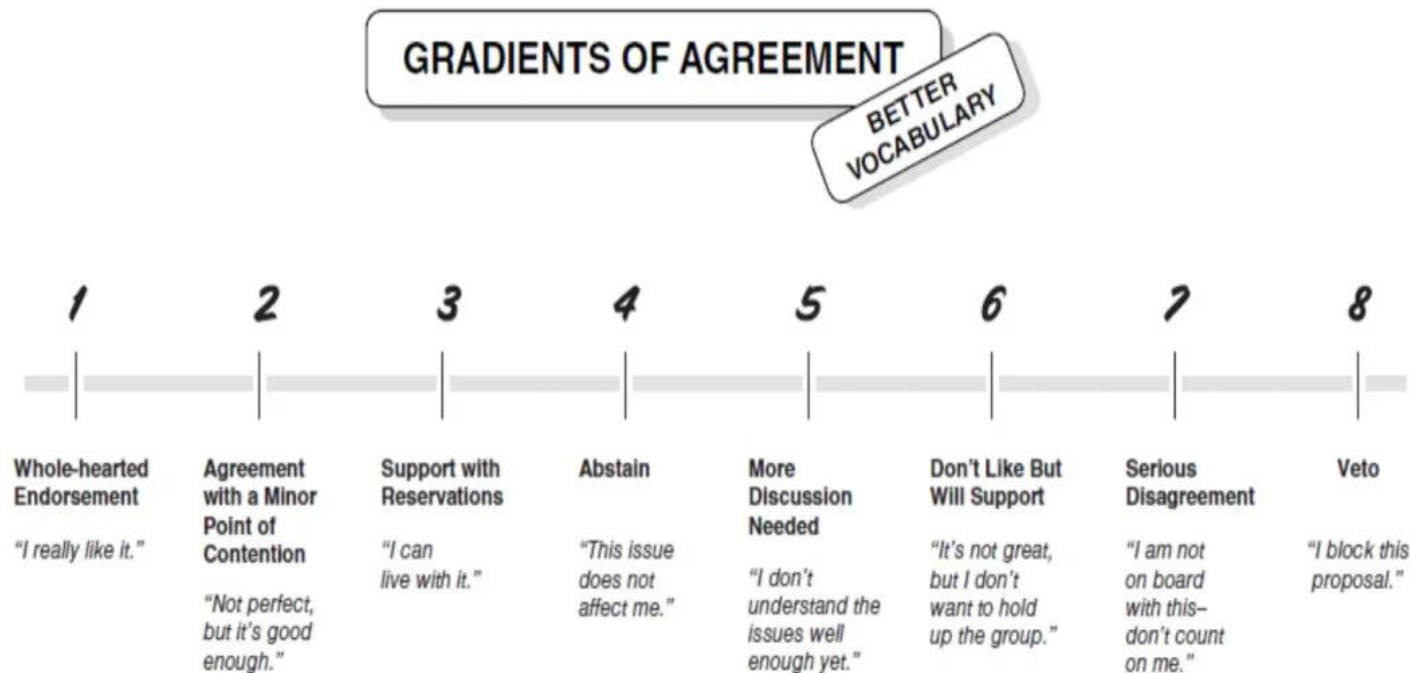
- Understand the proposal
- Believe it harms their interests
- Express clear objections

- Management Priority

- Requires active engagement and negotiation.

3- Methods of Participation and Consultation

Stakeholder Response Scale



Active Resistance

8. Veto or Active Opposition

- Strong resistance
- Organized opposition
- Attempts to stop implementation

4- People-Centered Heritage Management

Evolution of Heritage Management Approaches



- Three Major Stages

1- Object-Based Approach:

- Focus on material heritage
- Preservation of physical fabric
- Expert-driven conservation

- Experts determine:

- What counts as heritage
- Why it is significant
- How it should be managed
- Which conservation actions are required

4- People-Centered Heritage Management

Stakeholders Are Not All the



2- Values-Based Approach

- Focus on significance and values
- Recognition of meanings and narratives
- Still largely expert-led

3- People-Centered Approach

- Focus on communities and heritage users
- Shared decision-making
- Community empowerment

- Key Shift

- Heritage is no longer preserved solely for its own sake.
- Heritage is preserved because it contributes to people's lives.

4- People-Centered Heritage Management

Stakeholders Are Not All the



- People-centered approaches do not replace values-based approaches.

- Instead:

People-centered approaches:

- Build upon values-based management
- Expand participation
- Broaden decision-making
- Increase community ownership
- Values remain the foundation.

4- People-Centered Heritage Management

Capacity Building Instead of Training



- Traditional Approach

- Experts train communities to understand expert knowledge.

- People-Centered Approach

- Capacity building enables communities to:

- Express their own values
- Participate effectively
- Influence decisions
- Become active partners

4- People-Centered Heritage Management

Capacity Building Instead of Training



Empowerment as a Core Principle

- People-centered management seeks to:

- Give communities a voice
- Create opportunities for participation
- Build confidence and skills
- Support self-representation

Thank you



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