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per l'impresa culturale*

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Any future to our past? The challenges of heritage management

Giorgio Andrian

Our cultural and natural heritage are both irreplaceable source of life and inspiration. They are our touchstone, our point of reference, our identity

Irina Bokova, UNESCO Director General

Introduction

Heritage is not about the past, heritage is about the future! The sentence pronounced with emphasis at the opening of the UNESCO Summit for the Italian World Heritage Sites session¹ shocked large part of the audience. Most likely, the keynote lecturer, arch. Pietro Laureano², obtained the desired effect, as the following debate was a very vivid one. How comes that within the framework of UNESCO – the internationally most prestigious organisation dealing with heritage – a future oriented perspective was so “easily” taken on board? And which would eventually be the practical implications of assuming such an “heretic” viewpoint? How to determine with the necessary precision our *future* to be taken into consideration in managing our past? Who are the stakeholders to be involved in the heritage management processes? That sentence was pretty much in time: synthetizing a worldwide trend already in place since a while. From a very sectoral past-oriented, experts-driven and locally focussed practice, to a future-oriented, heritage management is becoming more and more a larger public and open spaces process, with very challenging consequences in terms of innovative and creative approaches to be further explored.

***The future has other plans*³: engineering public participation in heritage management**

Throughout the world, local communities possess long history of interaction with their cultural and natural environments. Associated with these people there is a cumulative body of knowledge, skill, practices and representations. These sophisticated sets of understandings, interpretations and meanings, constitute a cultural complex that encompasses languages, naming and classification systems, resources and practices, rituals and spirituality. But this enormous contribution was for the first time formally recognised by the international commu-

¹ Florence (Italy), 16 December 2007.

² Arch. Pietro Laureano is currently the ICOMOS Italia President.

³ Taken from the title (*The Future Has Other Plans: Planning Holistically to Conserve Natural and Cultural Heritage* (Applied Communication), of a book written by Johnathan M. Kohl and Stephen F. McCool (2016).

nity only at the *Earth Summit* in Rio de Janeiro, Brasil (1992); in particular, the *Agenda 21* and the *Convention of Biodiversity* acknowledged the key role played by the local communities in preserving and maintaining the traditional knowledge and the indigenous practices, and encouraged the equitable sharing of the benefits derived from the use of this knowledge. A new global era on public participation was born. Furthermore, the *Nara Document on Authenticity* (1994) acknowledged that judgement about values attributed to cultural heritage, as well as the credibility of related information sources, may differ from culture to culture and even within the same culture. The respect to all the cultures requires that heritage properties must be considered and judged primarily within the cultural context to which they belong. Fostering the relationship between the traditional knowledge and the modern science. “Understanding, respect and acceptance the local values of heritage implies understanding, respect and acceptance of diversity of identities”⁴; in this light, heritage is expected to play a fundamental role in defying the identity of people, as well as groups, creating social cohesion, which in turns should favour



⁴ Eleonore de Merode, Riëks Smeets and Carol Westrik (ed.), *Linking Universal and Local Values: Managing a Sustainable Future for World Heritage*, A Conference organized by the Netherlands National Commission for UNESCO, in Collaboration with the Netherlands Ministry of Education, Culture and Science, 22–24 May 2003, *UNESCO. World Heritage Paper*, 13, 2004, p. 11.



economic growth and promotion and respect of cultural diversity. The “public” dimension entered traditional heritage preservation discipline bringing innovative management perspective: for example, public archaeology⁵ has developed worldwide with interesting results in terms of stakeholders’ involvement (e.g. the role of local people and volunteers possibly engaged in the excavations) and decision-making processes.

The entire sector of heritage management (still largely in public hands) has been negatively affected by the recent global financial and economic crisis: this had an immediate result in terms of lack of money, time, personnel and, most of all, political support. To overcome this crisis, there’s a need of a fundamental paradigm shift in heritage management conceptual and operational frameworks⁶, similarly to what is happening in other economic sectors. The traditional cultural management principles are becoming quickly obsolete; namely, the obsession of measurement and controls⁷, created a lot of heavy operational infrastructures, and the anxiety of modeling to justify any sort of plans (business plans, strategic plans, communication plans, etc.) overcome the which need to adopt

⁵ Originally conceptualised in the USA within the larger cultural resources management discourse (MaGimsey, 1972).

⁶ Jon Kohl & Steve McCool, *The Future Has Other Plans: Planning Holistically to Conserve Natural and Cultural Heritage*, Golden, Colorado, Fulcrum Publishing, 2016.

⁷ Based on the assumption that “we can manage only what we know in details”.

a more resilient “try & learn” approach and the ultimate search for efficiency and optimisation, based on the assumption that if every component of a management system is efficient, automatically the whole systems improves.

Most likely, in engineering new forms of heritage management and public participation can largely benefit the sector from the recent conceptual achievements of other management branches; namely, (1) focussing more on the *functional inter-connectivity* of the various sectors, rather than the individual components themselves (in other words, more attention to the relationships and the competence networking); (2) creating *generative contexts* to quicker and better respond to the complexity (in other words, the leadership has to transform from a top-down strategy imposition to a facilitation and empowering role); (3) developing *intrinsic motivation*, in the light of the most innovative open source dynamics (in other words, leaving people free to create and innovate within a more inspiring context); (4) getting *properly equipped to face different situations*, rather than focussing on (impossible) future predictions (in other words, keep high level of intangible assets to be more resilient towards possible shocks); (5) *reducing the hyper-specialisation* in favour of more “hybrid” managers (in other words, promoting interdisciplinary and cross-cutting contaminations); (6) *challenging orthodoxies and conformism* (in other words, encourage the “deviation” and the diversity of opinions); (7) developing the so called *cognitive redundancy*⁸ (in other words, to face complexity you better create complex management contexts)

If – and there is no much doubt about it – *heritage is about the future*, the more futures will be able to imagine, the better.

Giorgio Andrian

Geographer by higher education and traveller by passion, he had an international higher education, beginning with a Fulbright scholarship at the University of California (USA), to continue into research (co-tutoring Ph.D) in Germany (at the University of Freiburg). Later on, during his international civil servant mandate at UNESCO, he obtained the International Certificate on Advanced Studies in Environmental Diplomacy at the University of Geneva. Professionally, he began with a junior research position at the University of Freiburg (Germany), 2000-2004, and from 2004 to 2010 he joined United Nations.

More recently, he initiated an international consultancy activity on cultural and natural heritage management.

⁸ “Only variety can destroy variety” (Ross Ashby).