

- to strengthen the knowledge, abilities, skills and behaviour of people with direct responsibilities for heritage conservation and management;
- to improve institutional structures and processes through empowering decision-makers and policy-makers; and
- to introduce a dynamic relationship between heritage and its context that will lead to greater reciprocal benefits through an inclusive approach, such that outputs and outcomes follow on a sustainable basis.

The manual is designed to benefit all those individuals involved in decision-making for the care and management of World Heritage cultural sites on behalf of States Parties, those to whom they are responsible (policy-makers and administrators), and those with whom they are or might be working in future.

These individuals represent the three broad areas where management capacities reside, as defined by the World Heritage Strategy for Capacity Building:²

- Practitioners (including individuals and groups who directly intervene in the conservation and management of heritage properties).
- Institutions (including State Party heritage organizations at both federal and national levels, NGOs, the World Heritage Committee, Advisory Bodies and others institutions which have a responsibility for enabling improved management and conservation).
- Communities and networks (including local communities owning or living on or near properties as well as larger networks with an interest in improving the management of cultural heritage).³

Whether through self-guided learning or as part of structured capacity-building initiatives, the manual is intended to:

- provide strategic and day-to-day guidance, and
- build on existing capacities or create new strengths – whether of practitioners, institutions or communities and networks,

In both cases it is through people that positive changes to managing heritage can be achieved (see Part 3.8).

The circumstances in which each management system operates vary extensively and the relative isolation of many heritage practitioners prevents them from accessing the experience of others to inform their own actions. We hope the manual will help to overcome these difficulties.

How is the Resource Manual organized?

The main text of the Resource Manual explains what is involved in management for World Heritage, its context, its philosophies and its mechanisms. A set of appendices then offers guidance on how to put them into practice.

The main text is divided into four parts:

This section, **Part 1**, provides an **introduction** to the manual and a list of references to publications and documents that are relevant to managing World Heritage.

2. Capacity is defined as the 'the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner' (http://www.undp.org/cpr/iasc/content/docs/UNDP_Capacity_Development.pdf UNDP Capacity Development Practice Note, April 2006, p.3)

3. The World Heritage Strategy for Capacity Building, June 2011, whc11-35com-9Be (<http://whc.unesco.org/archive/2011/whc11-35com-9Be.pdf>)