

Element 3: RESOURCES

Overview

Resources are the basis for operational capacity and come in three main forms: human, financial and intellectual. They enable the institutional framework to carry out the mandate defined by the legal framework. They are more likely to be subject to frequent changes than the institutional or legal frameworks.

Many definitions of 'management' make people and resources the central issues:

'Management is the activity of getting things done with the aid of people and other resources'

*'Management is a general human activity which occurs whenever people take responsibility for an activity and consciously try to shape its progress and outcome'*⁶³

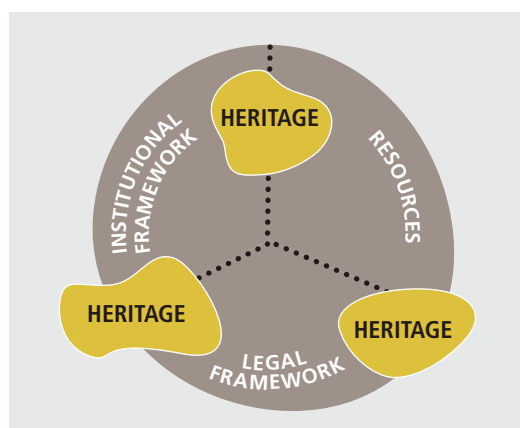


Diagram 10: Resources – human, financial and intellectual – are the basis for operational capacity

RESOURCES IN GENERAL

Their availability and utilization vary extensively

Human resources

It is usually the institutions themselves that provide the human resources for cultural heritage that is under public management. However, the shift in many countries to outsourcing expertise and works (often associated with downsizing of public organizations and/or the desire to reduce direct risks assumed by the public bodies) has led to opportunities for a wider range of professionals and works contractors to engage in heritage conservation.

In the case of cultural landscapes or urban sites, it is often those for whom the heritage property is a home or a livelihood (e.g. private owners, residents, local communities, and those working the land) who contribute substantial additional human resources to its care, often as volunteers.

The World Heritage Capacity Building Strategy (drawing also upon the experience of other sectors) establishes that building the capacity of a heritage management system is based on forms of people-centred learning, reflecting the importance of human resources. It identifies three primary areas where heritage capacities reside – among practitioners (operating inside and outside the institutional framework), within institutional frameworks, and among communities and networks – and their respective key target audiences through which capacities can be built: these are essentially practitioners, policy-makers and representatives of other stakeholders (see Part 3.8).

63. Boddy, D. 2008. *Management: An Introduction*. (Fourth edition). Harlow, UK, Financial Times/Prentice Hall.