

4 Defining, assessing and improving heritage management systems

- ▶ For properties which have or want to attract multiple research initiatives, developing a Code of Conduct for Researchers in line with IUCN recommendations⁶⁵ could have positive repercussions.
- ▶ Able and committed leadership will usually combine solid skills derived from both grassroots experience and formal educational qualifications. Good leadership will allow forward-thinking management and reduce reliance on organizational crisis management.
- ▶ Objective estimates of needs can strengthen proposals for funding from government, donors and other sources of support.
- ▶ Much advice is available from the international aid sector on managing donors, such as the benefits of favouring donors who:
 - Are known organizations or consolidated partnerships;
 - Are committed to capacity-building, skills development and conflict resolution;
 - Avoid internal organizational politics and adopt non-interventionist methods;
 - Gauge the institutional framework's ability to absorb and manage resources and tailor financial and other support to meet this.

USEFUL QUESTIONS TO ASK

- ▶ The heritage sector demands contributions from a range of professionals. Have the services of all relevant disciplines within or outside the institutional framework been obtained? Are mechanisms in place to ensure that they work effectively together to guarantee good decision-making?
- ▶ Approaches to human resources have been tried and tested in numerous sectors, for example job descriptions, staff appraisals, grievance procedures, promotion plans and insurance. Are they being employed to help ensure that internal staff are suitable and have the means to discharge their functions? Do they avoid the over-dilution of the duties of technical staff, usually caused by excessive administrative obligations?
- ▶ Do you regularly assess the resources that are required for effective management of the site, and measure these against the resources available? Is this assessment rooted in a thorough understanding of site management requirements?
- ▶ Do you collect information on these resources so as to monitor changes in staff and resource availability over time?

RESOURCES UTILIZATION FOR WORLD HERITAGE

Additional resources for States Parties with World Heritage in their care

The World Heritage Convention expects States Parties to provide resources, to the best of their ability, for sustaining the OUV of an inscribed property. Since international cooperation is one of the founding principles of the Convention, the Committee also seeks support from international donors to help States Parties. In addition, in some circumstances, it provides international assistance to States Parties for the preparation of Tentative Lists, nominations, training and the conservation of properties, by means of the World Heritage Fund established by the Convention. The Fund can also allocate money in emergency situations. Also aimed at helping States Parties are the research and capacity-building initiatives (including an important body of learning resources) developed by the Advisory Bodies and the World Heritage Centre, sometimes in conjunction with other partners.

65. UNESCO, ICCROM, ICOMOS and IUCN. 2012. *Managing Natural World Heritage*. Paris, UNESCO World Heritage Centre. (World Heritage Resource Manual) pp.75-77.
<http://whc.unesco.org/uploads/activities/documents/activity-703-1.pdf> (English web page).