

**Example of resources being brought by NGOs to strengthen the primary management system**

There are interesting case studies where non-government organizations play a key role in the nomination and management of a World Heritage property. Champaner-Pavagadh Archaeological Park in India is an example. The Heritage Trust Baroda helped the Archaeological Survey of India, the legal custodian of heritage in the country and the nodal agency for World Heritage in the preparation of the nomination dossier for the property, which was inscribed in 2002 followed by the development of the management plan. One of their landmark achievements was the promotion of the legislation to establish the Champaner Pavagadh Archaeological Park Management Authority which included all the stakeholders with the prime aim to protect the OUV and control the developments in the World Heritage property.



Champaner-Pavagadh Archaeological Park (India)

© UNESCO / Nomination File

**Key considerations for resources deployment for World Heritage**

The additional obligations created by World Heritage inscription, the system and its processes have implications for resourcing levels (finance, staff time, new expertise) which the State Party must resolve.

States Parties must guarantee through the nomination process that resources are available and adequate to maintain the OUV of the inscribed property. The management system needs to be adequate and adequately resourced both at present and in the future (OG paras 108-118). In the case of World Heritage, it is particularly important that management processes such as planning, implementation and monitoring are resourced sufficiently to enable good communication to third parties.

Capacity-building of practitioners, institutional frameworks, networks and communities for World Heritage properties (OG para 212) can help to overcome resourcing difficulties. States Parties must have mechanisms in place to monitor, and then act on, any weak, underused or missing capacities that compromise efficiency and effectiveness. This will help to reduce the extra demand on resources created by World Heritage compliance.

Capacity-building can require an initial allocation of additional financial resources (OG paras 225-232) but, in the long term, can increase the effective use of existing resources. In this regard, States Parties can benefit from the World Heritage Strategy for Capacity Building<sup>66</sup> (see Part 3.8) and its dedicated learning environments and research activities.

Capacity-building should, amongst other things, update staff and externally outsourced practitioners on emerging knowledge for heritage management practice, including changes to World Heritage processes that are reflected in the periodic revision of the *Operational Guidelines*. All those involved in the management of a World Heritage property must have

66. UNESCO World Heritage Centre. 2011. *Presentation and adoption of the World Heritage strategy for capacity building*. Paris, UNESCO World Heritage Centre. (Doc WHC-11/35.COM/9B) <http://whc.unesco.org/archive/2011/whc11-35com-9Be.pdf>