



United Nations
Educational, Scientific and
Cultural Organization



Sustainable
Development
Goals

thinkCITY
INSTITUTE



Division of Architectural Conservation Programmes
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ACP

Sustainable Heritage Management Course

Session A4

Principles of Cultural Heritage and Sustainable Development

How Do We Plan for Sustainable Heritage Management?



Sustainable Development Module

What We Have Learned So Far...



Understanding
sustainable
development

A practice for
managing
heritage that
conforms to
principles of
sustainable
development

A management practice
that contributes to
achieving sustainable
development goals
within and beyond the
site boundary

Planning for Sustainable Heritage Management

General Heritage Management Approach

Heritage management practices are generally a Trigger-Response system.

Trigger

“an event or situation, etc. that causes something to start”

- Cambridge Dictionary

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General Heritage Management Approach

A Trigger-Response System

Heritage management actions are generally responses to various changes a site faces.

Triggers can be...

Internal

- Conservation needs
- Change in internal demand



Agra Fort World Heritage Site, India

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General Heritage Management Approach

A Trigger-Response System

External triggers

- New development
- Natural events
- Tourism development
- Conflicts
- Economy



Sanqingshan World Heritage Site, China

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General Heritage Management Approach

Response Types

- Day-to-day management activities
- Emergency responses
- Projects



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Response Time

- Management actions are triggered when a problem or an issue becomes visible
- But many heritage management issues have long incubation periods
- A late action may mean greater and more complex challenges to deal with

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Common Problems of Current Management Practices

- Ad-hoc decision-making
- Treating symptoms, not the causes
- Short-term perspective
- Single outcome oriented
- Non-adherence to the principles of sustainable development



The Town of Luang Prabang World Heritage Site, Laos

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Embracing a Sustainable Development Perspective

Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention

UNESCO (2015)

Heritage management strategies should be based on three overarching principles:

1. **Human rights:** respect, protect and promote environmental, social, economic, and cultural rights
1. **Equality:** contribution to reducing inequalities
2. **Sustainability, through a long-term perspective:** apply a long-term perspective to all processes of decision-making

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3 Steps to Sustainable Heritage Management

1. **Assess** current situation
2. **Plan** for embracing sustainable development principles
3. **Take actions** to establish a sustainable heritage management system

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Step 1: Assess Current Situation

1. Current practices

- Do we apply long-term perspectives to all our decision-making processes?
- Do our actions contribute to sustainable development goals beyond the site boundaries?

2. Current strengths and weaknesses

- Are our heritage management policies based on sustainable development principles?
- Are our current infrastructure/facilities themselves sustainable?
- Do we have the competencies to work towards sustainable development?

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Step 1: Questions to Address

- What is sustainable development?
- What are the goals of sustainable heritage management?
- How can we achieve those goals?

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Step 2: Plan for Embracing Sustainable Development Principles

Planning actions

- Develop goals and set priorities
- Develop targeted strategies to achieve the goals
- Create action plans

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Step 2: Questions to Address

- How to set sustainable heritage management goals? What should be our priorities?
- What is a good strategy? What do we need to do to implement the strategy?
- How to ensure actions are aligned with the goals?

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Sustainable Development Goals (SDGs)

- **17 SDGs** along with their **169 targets** provide us with a clear framework for answering these questions.
- However, the exact strategies and actions for a given heritage resource need to consider the context within which it is situated.

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Heritage Context

- Each heritage resource is situated in a certain context.
- Each aspect of the context influences the practices and their outcomes.



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Step 3: Take Actions

Types of actions

1. Implement plans
2. Measure achievements and readjust – monitor and review

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Step 3: Questions to Address

- How to measure outcomes?
- How to measure success?

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Indicators

- Most of the time, we use **Output Indicators**, which answers the question, “What does our project produce?”
- Sometimes we use **Outcome Indicators**, which answers the question, “What does our project achieve?”
- Rarely do we use **Impact Indicators**, which would answer the question, “How does our project contribute to achieving sustainable development goals?”

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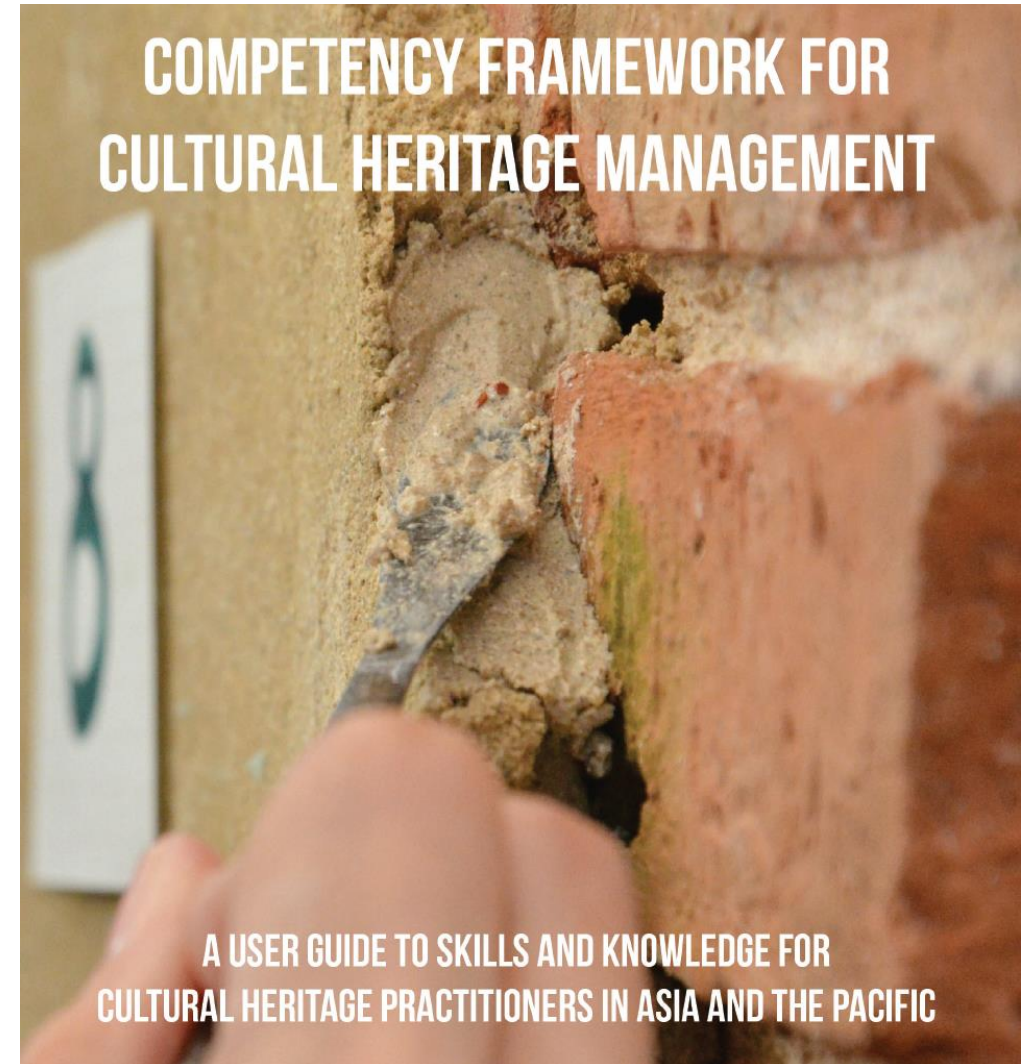
Two Critical Questions

- What are sustainable heritage management practices?
- What do we need to do to make our practices sustainable?

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Competency Framework for Heritage Management

- Competency = The ability to do something successfully and efficiently
- It is a combination of specific knowledge, skills and behaviour.



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Competency Framework for Heritage Management

Sustainable heritage management practices require a combination of competencies in four categories in multiple areas.

1. Core competencies
2. Managerial competencies
3. Specialized competencies
4. Personal competencies



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2 Goals

1. A practice for managing heritage that conforms to **principles of sustainable development**
2. A management practice that contributes to achieving **sustainable development goals** within and beyond the site boundaries

SESSION B

SESSION C

How Do We Plan for Sustainable Heritage Management?

References

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