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# World Heritage

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UNITED NATIONS EDUCATIONAL, SCIENTIFIC  
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CONVENTION CONCERNING THE PROTECTION OF  
THE WORLD CULTURAL AND NATURAL HERITAGE

WORLD HERITAGE COMMITTEE

Thirty-fourth Session

Brasilia, Brazil  
25 July – 3 August 2010

**Item 5 of the Provisional Agenda:** Reports of the World Heritage Centre and  
the Advisory Bodies

**5D. *World Heritage Convention* and sustainable development**

### SUMMARY

The present document contains information on the outcome of a Meeting held in Paraty (Brazil), from 29 to 31 March 2010, on the relations between the *World Heritage Convention*, Conservation and Sustainable Development. The meeting discussed the interaction among these, drew lessons from current practices and developed proposals for a possible follow up, for examination by the World Heritage Committee.

**Draft Decision:** 34 COM 5D, see point II

**I. Expert Meeting on the relationship between the *World Heritage Convention*, conservation and sustainable development (29-31 March 2010) Paraty, Brazil**

**A. Background**

1. As a part of the ongoing reflection on the “*Future of the World Heritage Convention*” (**Decision 32 COM 10**), the World Heritage Committee at its 33rd session (Seville, 2009) took note of a “Draft Vision” for the implementation of the *Convention* and decided to forward it to the General Assembly of States Parties and to the next Committee session for further discussion. A noteworthy element of this draft vision is the articulation of World Heritage as “...*a positive contributor to sustainable development*”. A “Draft Action Plan”, accompanying the draft vision was also taken note of by the Committee and recommended for further discussion (**Decision 33 COM 14A.2**). The draft action plan includes *inter alia* the following short to medium term actions:
  - a) Explore the possibilities of pilot projects on the relation between conservation and sustainable development
  - b) Investigate and report on the role of the *Convention* in relation to sustainable development
  - c) Inventory of actions under the Convention related to sustainable development to date and develop lessons learned
2. At the end of the 33rd session the World Heritage Committee also adopted the provisional agenda for the 34th session (Brasilia, 2010) and one of the items on the agenda is the topic of “*World Heritage Convention and Sustainable Development*” (**Decision 33 COM 19**). Accordingly, the World Heritage Centre is responsible for preparing and presenting a working document on this subject at the 34th session, and the State Party of Brazil on the occasion of the 17th session of the General Assembly of States Parties (UNESCO, 2009) has offered to host an expert meeting on this subject (Resolution **17 GA 9**).
3. An international expert meeting on “*the relationship between the World Heritage Convention, conservation and sustainable development*” was thus held from 29 to 31 March 2010 in Paraty (Brazil). The present document summarises the findings of the meeting and contains proposals for the next steps for the consideration of the Committee at its 34th Session in Brasilia (Brazil).
4. The participants in the meeting wish to express their gratitude to the Brazilian authorities as well as to the City of Paraty for their generosity in making possible this event and for their excellent cooperation and hospitality during the workshop.

**B. The role of the *World Heritage Convention* in relation to conservation and Sustainable Development**

5. The aim of the *World Heritage Convention* is the identification, protection, conservation, presentation and transmission to future generations of cultural and natural heritage of outstanding universal value. The text of the *Convention*, adopted in 1972, does not make any specific mention of the term “sustainable development” or of sustainability in general considering that this concept was only introduced in 1987, in the report of the World

Commission on Environment and Development, “*Our Common Future*”, also known as the Brundtland Report\*.

6. Under Article 5, however, the *Convention* urges States Parties to the *Convention* “to adopt a general policy which aims to give the cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programmes”. Moreover, Article 4 recognizes that States Parties have “the duty of ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage”. Subsequently, as the international community embraced the concept of sustainable development, the notion of sustainability entered the *Operational Guidelines* for the implementation of the *Convention* in 1994. At its 26th Session (Budapest, 2002), the World Heritage Committee adopted the so-called Budapest Declaration, defining its four strategic objectives, the four “Cs”, which are Credibility, Conservation, Capacity-building and Communication†. The Declaration stresses the need to “ensure an appropriate and equitable balance between conservation, sustainability and development, so that World Heritage properties can be protected through appropriate activities contributing to the social and economic development and the quality of life of our communities”. In 2005, furthermore, the notion of sustainable development was taken into account in the introductory part of the *Operational Guidelines*, which notes that “The protection and conservation of the natural and cultural heritage are a significant contribution to sustainable development” (paragraph 6). The *Operational Guidelines* further recognise (paragraph 119) that World Heritage properties “may support a variety of ongoing and proposed uses that are ecologically and culturally sustainable”. Finally, at its 31st Session (Christchurch 2007), the World Heritage Committee decided to add “Communities” to the previous four strategic objectives, “to enhance the role of communities in the implementation of the *World Heritage Convention*” (Decision **31 COM 13B**).
7. These references to sustainable development, however, were not translated into actual policies and procedures within the *Convention*. This, in fact, continues to focus primarily on maintaining the heritage value of World Heritage properties (i.e. the Outstanding Universal Value, or OUV), without considering the possible implications in respect of their wider social, economic and environmental context, except when these implications engender a risk for the heritage. A certain degree of ambiguity, therefore, appears to exist at present as regards the functional relationship within the *Convention*, the practice of conservation promoted by it and the goal of sustainable development.
8. In this regard, the participants in the Paraty meeting noted the following:
  - a) *Defining Sustainable Development*

The participants concurred with the broad view that sustainable development is not only about the economy, but – as stated by the mentioned Brundtland Commission already in 1987 and reiterated in the Johannesburg Declaration‡ in 2002 – has more to do with the careful balance of environmental, social and economic dimensions, in order to meet the needs of current and future generations. In particular, the participants agreed that environmental sustainability requires that natural capital remains intact or, in other words, that the extraction of renewable resources not exceeds the rate at which they are renewed; social sustainability involves a fair and equitable society able to work towards common goals, where basic individual needs, such as those for health and well-being, nutrition, shelter, and education, are met;

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\* BRUNDTLAND, G., ed. 1987. *Our Common Future: The World Commission on Environment and Development*, Oxford: University Press. Available from <http://habitat.igc.org/open-gates/wced-ocf.htm>

† A fifth strategic objective, “Community”, was added to these four by the World Heritage Committee in 2007. The Budapest Declaration is accessible online from: <http://whc.unesco.org/uploads/activities/documents/activity-562-4.pdf>.

‡ JDSS (Johannesburg Declaration on Sustainable Development). 2002. available from [http://www.un.org/esa/sustdev/documents/WSSD\\_POI\\_PD/English/POI\\_PD.htm](http://www.un.org/esa/sustdev/documents/WSSD_POI_PD/English/POI_PD.htm)

economic sustainability, on the other hand, occurs when development, which moves towards social and environmental sustainability, is financially feasible. To these conditions, the participants added cultural sustainability – that enables continuities in cultural values, expressions, identities, and knowledge systems of particular groups associated with heritage sites (definitions from Gilbert, Stevenson, Girardet, Stren, 1996).

b) *The contribution of World Heritage to sustainable development*

Indeed, the protection of heritage, as an attribute of natural and cultural diversity, plays a fundamental role in fostering strong communities, supporting the physical and spiritual well-being of its individuals and promoting mutual understanding and peace. Through a variety of goods and services and as a storehouse of knowledge, moreover, a well protected World Heritage property very often contributes directly to livelihoods and sustainable development, intended as a development where each of the three pillars, the environmental, the economic and the social – including intra and intergenerational equity - is given adequate consideration. In this respect, the experts considered that the great potential of World Heritage, and heritage in general, for contributing to these three dimensions is still not sufficiently recognised both in developing and developed countries.

c) *Sustainable development as a condition for successful conservation*

At the same time, the participants noted that securing sustainable development is – almost by definition - an essential condition to guarantee the conservation of the heritage. Experience shows, indeed, that an unsustainable development is perhaps *the* most significant threat to heritage conservation, both in developing and developed countries. In this sense, it can be argued that sustainable development is a development that takes also into account the need to conserve the heritage. Similarly, a sustainable conservation of the heritage will take into account and integrate a concern for the social, economic and environmental dimension of development. The possible conflict between conservation and development should be therefore resolved through a balanced compromise that takes into account all legitimate interests while reconciling global and local values.

d) *Mainstreaming Sustainable Development in conservation to fulfil the spirit of the Convention*

For the above-mentioned reasons, the participants considered that it would be desirable to introduce, within the framework of the *Convention*, policies and procedures that, together with maintaining the Outstanding Universal Value of properties through the protection of their heritage attributes, would make the contribution to sustainable development an explicit and intentional objective of World Heritage conservation. The participants considered, moreover, that this would be fully in line with the original spirit of the *Convention* as reflected in the above-mentioned Articles 4 and 5, as well as in its Preamble where it is noted that cultural and natural heritage is “*increasingly threatened with destruction not only by the traditional causes of decay, but also by changing social and economic conditions which aggravate the situation...*”. Such emphasis would also bring the *Convention* closer to recent trends within other institutional frameworks at UN level, as reflected by the 2002 World Summit on Sustainable Development in Johannesburg, the Millennium Development Goals (MDGs) as well as by the increasing importance of sustainable development in other Multilateral Environmental Agreements (MEAs) as evidenced by discussion in the Biodiversity Liaison Group and the Rio Convention Platform.

It is important to clarify, finally, that while all opportunities for contributing to sustainable development through conservation should be seized, agencies responsible for the protection of World Heritage properties cannot substitute for other local, national or international bodies whose mandate focuses specifically on sustainable development.

## C. Lessons learned from a review of current practices linking heritage conservation and sustainable development

9. A number of case studies and experiences were presented and discussed during the Workshop. These offered insights on current practices in the field of conservation in relation to sustainable development, reflecting various approaches by different institutions at international and national levels (the programme of the meeting and the List of Participants are accessible online at the following web address: <http://whc.unesco.org/en/sustainabledevelopment>). The purpose of this review was to map the 'state of the art' in this area of work within the conservation community, and draw useful lessons to take into account in the World Heritage context.

10. In this respect, the participants noted the following:

a) *Concern for sustainable development should be integrated at an early stage in planning for heritage conservation*

The participants noted that the so-called "incompatibility" between conservation and development did not exist in practice in many places where they had been integrated. In many of the observed case-studies, however, actions aimed at achieving sustainable development did not constitute an initial objective but rather a reactive and pragmatic answer to emergency situations and socio-economic challenges. This often limited the range of available options to achieve a desirable balance between conservation and development. When, on the other hand, development had been explicitly planned for and integrated from the beginning in planning for heritage conservation (e.g. cases in Africa), the derived benefits could be clearly ascertained.

b) *Challenges to implementing a sustainable development perspective*

Even where a vision exists to integrate development goals within heritage conservation, a number of challenges make its concrete realization difficult. Among the factors that often hamper the implementation of sustainable development approaches to conservation are an inadequate system of governance (i.e. legal, financial and administrative institutional frameworks); inadequate staff and resources; inadequate expertise and capacity to plan and anticipate; and lack of stakeholders' engagement.

c) *A broader understanding of heritage: the "Ecology of Place" approach*

Integrating sustainable development in heritage conservation may benefit from an expanded view of heritage within its context that recognizes the delicate and intricate web of relationships between nature, culture, and the built environment that constitutes the place and sustains it. Such a perspective, called 'Ecology of Place', emphasizes processes, interactions, and relations among tangible forms and features, both natural and built, a range of intangible elements, practices, and meanings particular to the locale and the societies of which they are a part. This may include for instance, the role of heritage in livelihood generation, practices of land and natural resource care and management, institutional mechanisms and infrastructure systems.

d) *Innovative approaches to governance*

In order to address sustainable development issues, it is necessary to consider World Heritage properties in their broader socio-economic landscape. This implies working with other stakeholders and institutions that are part of this landscape, which might require innovative approaches to governance. Experiences already exist in this area, such as the governance systems put in place in the case of the Brazil biosphere reserves, which span many institutions at different levels, or the Local Consultative Bodies put in place in the framework of the UNDP/GEF COMPACT programme around natural World Heritage sites.

e) *Experimented methodologies and tools to integrate sustainable development within the framework of World Heritage properties*

The participants noted a number of methodologies that had been applied in the considered case-studies and appeared to have given good results. These included:

- i. Carrying out an analysis of the socio-economic context of World Heritage properties as well as of the local and national stakeholders' aspirations before developing any management strategy (See COMPACT methodology);
- ii. Engaging of all stakeholders including local governments, the private sector, local communities and other major groups is essential. This broadening of the governance scope of World Heritage properties helps in addressing threats and challenges to conservation arising from activities generated well outside their limits;
- iii. Fully exploring the development potential of heritage sites, including alternatives to tourism, that may benefit local communities;
- iv. Empowering local communities to enable them to have access to goods and services as well as to other resources available from government agencies, thus reducing their vulnerability;
- v. In sites enjoying joint UNESCO designations, i.e. World Heritage and biosphere reserves, the potential for using the biosphere reserve's emphasis on broader regional sustainable development issues to strengthen the conservation of OUV's in World Heritage properties need to be explored via joint activities including pilot projects and programmes.

11. To implement the above methodologies, a number of tools are applied. Among the most relevant to the specific needs of World Heritage, the participants noted the following:

- a) Cultural mapping is a tool by which the relationship between various elements, their flows, interactions, and processes can be visualized spatially. This enables the visual and spatial representation of the less visible aspects of places. Cultural information may be based on detailed observations, community mapping, interviews, and other ethnographic techniques and may include practices of resource extraction, use, and management of ecologies;
- b) The development of indicators may facilitate objective discussion in attempting to reconcile sustainable development and heritage conservation goals. Challenges remain in the identification of specific and generic indicators and in identifying indicators related to non use and use values. However, they are a useful tool to show that heritage plays a role in sustainable development and may contribute to it.
- c) The use of these tools can also provide diagnostic elements for better and informed decision making e.g. economic landscape maps at Djenné. They facilitate understanding the interconnection between the built environment and other values;
- d) Tools that promote sustainable development by acting on the economic dimension include incentives systems, fundraising mechanisms (e.g. micropurchases and donations via Internet) and the possible establishment of a World Heritage Tax, as proposed by one of the participants (the mentioned document is available at the following web address:<http://whc.unesco.org/en/sustainabledevelopment>).

12. The ARDI (Actors, Resources, Dynamics and Interactions) methodology was experimented with success within the French MAB context and is being shared with interested sites. This methodology aims at involving and stimulating the creativity of local

stakeholders, to share visions on a territory and to support the construction of a common project aiming at conserving resources and enhancing local development through sustainable development based on solid scientific knowledge. (see <http://www.commod.org>).

13. A comprehensive approach to integrating sustainable development in heritage planning was proposed by one of the participants. This provides a step-by-step methodology (enclosed in Annex to this document) which integrates many of the points raised above.

**D. Identify opportunities for, and the implications of, the mainstreaming of a sustainable development concern within the policies and procedures of the *Convention***

14. Having defined the core conceptual framework as regards the relationship among the *World Heritage Convention*, conservation and sustainable development (Section 1), and having reviewed the wide range of practices in this area of work (Section 2), the participants in the Paraty Meeting discussed the possible implications of mainstreaming a concern for sustainable development within the *Convention*. The participants agreed that this would involve a revision of the policies and procedures of the *Convention*, but may also have implications as regards the actors that are responsible for their implementation, notably at the State Party and site level and within the Secretariat and the Advisory Bodies to the *Convention*.

*Working on the Operational Guidelines*

15. As mentioned above, the idea that World Heritage may contribute to sustainable development – by giving it a function in the life of the communities - is already enshrined in the text of the *Convention*. Revisions, therefore, can be made to the *Operational Guidelines*, as well as to other documents and materials developed under the *Convention*, such as the Resource Manuals. The *Operational Guidelines* outline the main components of the World Heritage process as follows:
  - a) The context (purpose of the *Convention*, institutional framework, definition of OUV and standards for protection and management) (Sections I and II)
  - b) Nominating properties (Section III)
  - c) Monitoring properties (Sections IV and V)
  - d) Support and International Assistance (Sections VI and VII)
16. For each of the above-mentioned components, opportunities for mainstreaming sustainable development include:

**a) The context**

***Purpose of the Convention*** > introducing the contribution to sustainable development as an intentional objective of conservation, on a paragraph with the protection of heritage attributes.

***Institutional framework*** > Involving institutions responsible for sustainable development in the work of the *Convention*, next to Ministries of Culture and/or Environment, both at national (State Party) and site levels. Strengthening the expertise of the Advisory Bodies and Secretariat to include sustainable development-related topics. Expanding range of partners to include bodies with a specific mandate on sustainable development, such as development agencies and Banks, NGO, UNESCO Category 2 centres and others.

***Standards for protection and management*** > Identifying the contribution of World Heritage to sustainable development as an explicit objective of conservation strategies,



together and in balance with heritage protection. Ensuring that management systems consider new governance structures and designs, in order to achieve objectives beyond the immediate mandate of each site, compatible with local institutional culture. Including clear goals, strategies and related indicators for sustainable development in Management Plans, and conducting monitoring accordingly.

#### **b) Nominating properties**

**Format of TL and Nominations** > Including questions to assess whether stakeholders' views, needs and human rights considerations have been integrated in proposed nominations. Introducing checks on the sustainability of the interaction between the proposed World Heritage property and the social, economic, environmental and cultural dimensions of development (e.g. have all opportunities to strengthen social capital been explored? Is the nominated property financially viable and possibly contributing economically to community? Can the environmental footprint generated for its conservation be reduced, and in what ways is the property significant in terms of protecting the environment? Is there a governance system in place to ensure that sustainable development is taken into account in the management of the property?)

#### **c) Monitoring**

**Reactive monitoring** > assessing if the property's interaction with the social, economic, environmental and cultural dimensions is positive; Providing recommendations on possible measures by site management authorities to improve sustainability in and around the property.

**Periodic Reporting** > Introducing further questions on sustainable development in the questionnaire to better cover social, economic and environmental aspects.

#### **d) Support and International Assistance**

**Global training strategy** > Adding a component on sustainable development within capacity building, training programmes and research plans. Developing toolkits, best practices, alternative models, and development strategies as a way to inform sustainable development-oriented choices. Encouraging lateral sharing and the development of networks among developing countries.

**International Assistance** > Including the study on, and implementation of, sustainable development-sensitive strategies at World Heritage properties within the possible scope of funding requests.

#### **e) Others**

**Recognising best practices** > Considering the opportunity to establish a mechanism (award, prize?) to recognise the particular contribution of World Heritage properties to sustainable development through appropriate management strategies.

### **E. An Action Plan for 2012**

17. In terms of next steps to achieve the above, the participants in the Meeting proposed that the World Heritage Committee might consider requesting the World Heritage Centre and the Advisory Bodies the following:

- a) To carry out a study on the social and economic impact of inscription on the World Heritage List on potential sites from each region of the world;



- b) To develop a study and publication on best practices and methodologies linking heritage conservation and sustainable development for natural, cultural, and mixed sites;
- c) Building on the results of the Paraty Meeting, to request the World Heritage Centre in close cooperation with the Advisory Bodies to propose revisions to the *Operational Guidelines* with a view to mainstreaming a concern for sustainable development within them;
- d) To organize a meeting on "World Heritage and Sustainable Development" with all States Parties and concerned MEAs, at the end of 2011. Based on the outcome of this meeting, the Secretariat may finalise a proposal for the revision of the *Operational Guidelines* to be submitted for examination by the Committee at its 36th session in 2012 or to the proposed extraordinary session of the General Assembly in 2012;
- e) To promote the positive role of World Heritage for Sustainable Development, at Rio plus 20, in 2012, together with other MEAs;
- f) To develop specific guidance and communication tools (e.g. within Resource Manuals but also through innovative technologies) on integrating sustainable development in conservation and management strategies, drawing from existing materials, when available (i.e. the tool developed by WWF: "Protected areas benefit assessment tool");
- g) To develop, in collaboration with international agencies for development, international banks, and national governments, guidelines and strategies for meeting MDGs and other development goals using heritage as a resource for development in a sustainable manner;
- h) To encourage UNESCO Category 2 Centres to spearhead research and training and cooperate among them on the subject of sustainable development;
- i) To encourage the Biodiversity Liaison Group to put sustainable development as an overarching theme and area of cooperation for its next coordination meeting(s);
- j) To explore, within the context of the Biodiversity Liaison Group and in a small number of pilot sites (maximum 5 between 2010 and 2012) that have multiple joint designation (or to be developed to have multiple joint designation), how these multiple designations at the international level can contribute towards better trade-offs and interactions between biodiversity conservation and enhancing human well-being at the larger regional or biome level;
- k) To recognise opportunities for collaboration between Man and the Biosphere (MAB) reserves that comply with the Seville strategy and the statutory framework for WNBR (post 1995) as land seascapes contributing to regional (in-country) and biome level sustainability and the protection of OUV in World Heritage sites and to encourage cooperation of States Parties, the World Heritage Centre, the Advisory Bodies with MAB on the following aspects:
  - i. To invite the MAB programme to present a position paper on the above-mentioned collaboration as information document for the World Heritage Committee (Brasilia, 2010);
  - ii. To use Brazilian sites as illustrative case studies and to showcase them during a special event at Brasilia for 34 COM to be organised by Brazilian Government, UNESCO Brasil and MAB;
  - iii. To document the legal basis of land-resource use in core, buffer and transition zones as well as institutional mechanisms used for coordinating biosphere reserves such as the Mata Atlantica as an information/data base for visualising ways and means by which the protection of the Natural World Heritage embedded in the biosphere reserve could be strengthened on a sustainable basis;

- iv. To identify opportunities for collaboration between World Heritage and MAB to address sustainability issues at regional/ecosystem scales (e.g between the Angkor World Heritage Site and the Biosphere Reserve of Tonle Sap, in Cambodia ; Ha Long Bay World Heritage Site and Category B Biosphere Reserve (Vietnam); Brazilian World Heritage properties included in many Biosphere Reserves);
- l) To consider the establishment a new World Heritage thematic programme on the integration of sustainable development in the management of World Heritage properties, including consideration of tourism, to develop guidance and capacities.

## II. Draft Decision

*The World Heritage Committee,*

1. Having examined Document WHC-10/34.COM/5D,
2. Recalling Decisions **32 COM 10** and **33 COM 14A.2**, adopted at its 32nd (Quebec, Canada) and 33rd session (Seville, 2009), respectively;
3. Thanks the State Party of Brazil for supporting the organization of an expert meeting on the relations between the World Heritage Convention, conservation and sustainable development, held in Paraty (Brazil) from 29 to 31 March 2010;
4. Welcomes the outcomes of the above-mentioned meeting and agrees that it would be desirable to introduce, in the implementation of the Convention, policies and procedures that, together with maintaining the Outstanding Universal Value of properties, would make the contribution to sustainable development an explicit and intentional objective of World Heritage conservation;
5. Further welcomes the proposed Action Plan for 2012 developed during the the Expert Meeting at Paraty and presented in the above-mentioned Document, , notably the suggestion to further develop the reflection on the subject and the efforts to strengthen linkages between the World Heritage Convention and other multilateral environmental agreements;
6. Requests the World Heritage Centre, in close collaboration with the Advisory Bodies, to propose revisions to the Operational Guidelines with a view to mainstreaming a concern for sustainable development within them and to present them for discussion within the framework of the reflection on the Future of the Convention ;
7. Requests the World Heritage Centre, in close collaboration with the Advisory Bodies, to seek extra-budgetary funding to implement the following activities:
  - i. the organization, within the framework of the reflection on the Future of the Convention, of a consultative meeting on “World Heritage and Sustainable Development” with all States Parties and concerned MEAs, ideally ahead of the 36th session of the World Heritage Committee in 2012; and
  - ii. the implementation of the other activities mentioned in the Action Plan for 2012 mentioned in Document WHC-10/34.COM/5D;

8. Also requests the World Heritage Centre to identify opportunities for collaboration with the MAB programme in the form of pilot projects to address the relation between conservation and sustainable development at regional/ecosystem scales;
9. Further requests to the World Heritage Centre a report on the progress accomplished in the implementation of the above for examination by the World Heritage Committee at its 35th session in 2011.

## **Annex I**

### **Integrating sustainable development in heritage planning: a proposed methodology By Jyoti Hosagrahar**

1. Identify and document tangible and intangible heritage forms and elements including both natural and cultural.
2. Identify and document Ecologies of Place, including key natural and cultural processes, and relationships as well as practices that help to make the heritage meaningful and the place unique.
3. Identify and develop strategies to reinforce key environmental visual, functional, social, economic, and symbolic relationships that contribute to the significance of the place.
4. Reinforce and strengthen inherited systems of natural resource use and management.
5. Reinforce and adapt to current needs of inherited systems of building as well as infrastructure delivery systems.
6. Adapt local technologies and institutions to meet development goals rather than replace them with new, less familiar ones.
7. Emphasize strategies to enable and empower local communities to manage their heritage while meeting their development goals.
8. Strengthen existing local institutions and develop additional ones to promote greater local control over management of resources as well as tourism.
9. Generate livelihoods surrounding heritage that may be based on local skills and knowledge and reinforce existing Ecologies of Place. Such an approach offers opportunities to those excluded by the global finance, technology, and media and has the potential for local solutions to poverty alleviation.
10. Develop strategies that place all local development efforts and national policies within a single framework for heritage management and sustainability.
11. Reconcile conservation goals for natural and cultural heritage with local development goals and tourism development goals within a framework of sustainable development.
12. Promote local and small businesses and investment.
13. Promote equity and social justice.
14. Promote mitigation and adaptation strategies to the impacts of climate change through planning and design.
15. Promote stakeholder participation and community engagement during various stages of decision making.
16. Identify and reinforce inherited processes, practices, and institutions that reduce vulnerability to natural disasters.