

INTEGRATING SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT INTO  
MANAGEMENT SYSTEMS OF CULTURAL WORLD HERITAGE SITES:  
THE CASE OF HERCULANEUM, ITALY

A THESIS SUBMITTED TO  
THE GRADUATE SCHOOL OF NATURAL AND APPLIED SCIENCES  
OF  
MIDDLE EAST TECHNICAL UNIVERSITY

BY

SEDA DUZCU

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR  
THE DEGREE OF DOCTOR OF PHILOSOPHY  
IN  
CITY AND REGIONAL PLANNING

JUNE 2023



Approval of the thesis:

**INTEGRATING SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT  
INTO MANAGEMENT SYSTEMS OF CULTURAL WORLD HERITAGE  
SITES: THE CASE OF HERCULANEUM, ITALY**

submitted by **SEDA DUZCU** in partial fulfillment of the requirements for the degree of **Doctor of Philosophy in City and Regional Planning, Middle East Technical University** by,

Prof. Dr. Halil Kalıpçılar  
Dean, Graduate School of **Natural and Applied Sciences** \_\_\_\_\_

Prof. Dr. Serap Kayasü  
Head of the Department, **City and Regional Planning** \_\_\_\_\_

Prof. Dr. Müge Akkar Ercan  
Supervisor, **City and Regional Planning, METU** \_\_\_\_\_

**Examining Committee Members:**

Prof. Dr. Serap Kayasü  
City and Regional Planning, METU \_\_\_\_\_

Prof. Dr. Müge Akkar Ercan  
City and Regional Planning, METU \_\_\_\_\_

Prof. Dr. Deniz Burcu Erciyas  
City and Regional Planning, METU \_\_\_\_\_

Assoc. Prof. Dr. Burak Belge  
City and Regional Planning, Mersin University \_\_\_\_\_

Prof. Dr. Aysel Uslu  
Landscape Architecture, Ankara University \_\_\_\_\_

Date: 16.06.2023

**I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.**

Name Last name : Seda Duzcu

Signature :

## **ABSTRACT**

### **INTEGRATING SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT INTO MANAGEMENT SYSTEMS OF CULTURAL WORLD HERITAGE SITES: THE CASE OF HERCULANEUM, ITALY**

Duzcu, Seda  
Doctor of Philosophy, City and Regional Planning  
Supervisor : Prof. Dr. Müge Akkar Ercan

June 2023, 522 pages

Sustainable development has become one of the most pressing concerns of heritage management in the modern world. In recent years, the factors such as globalisation, changes in climate, demographic growth, growing inequalities, diminishing resources and growing threats to heritage such as development pressure have led the cultural heritage sector to focus more on the relationship between conservation and sustainable development.

Today, States Parties to the Convention Concerning the Protection of the World Cultural and Natural Heritage are expected to integrate sustainable development principles into their heritage conservation and management systems. This research questions how to incorporate these principles into the management systems of cultural world heritage sites, particularly the ones in declining urban areas. Among the dimensions of sustainable development, this thesis focuses on utilising cultural heritage in achieving “inclusive economic development” and “inclusive social development”.

This research will investigate strategies to be used in the management systems of cultural world heritage sites, particularly the ones in declining urban areas, within a

sustainable socio-economic development framework. It will also identify indicators to assess the effectiveness level of these strategies.

Using a single-case study approach as a research method, this thesis focuses on the Herculaneum Conservation Project in Ercolano and seeks to assess this project to understand how far it contributed to the sustainable socio-economic development of Ercolano between 2001 and 2020.

**Keywords:** Sustainable Development, Inclusive Economic Development, Inclusive Social Development, Management Systems of Cultural World Heritage Sites in Declining Urban Areas, Strategies and Indicators

## ÖZ

### **SÜRDÜRÜLEBİLİR SOSYO-EKONOMİK KALKINMANIN KÜLTÜREL DÜNYA MİRAS ALANLARININ YÖNETİM SİSTEMLERİNE ENTEGRE EDİLMESİ: İTALYA HERCULANEUM ÖRNEĞİ**

Duzcu, Seda  
Doktora, Şehir ve Bölge Planlama  
Tez Yöneticisi: Prof. Dr. Müge Akkar Ercan

Haziran 2023, 522 sayfa

Sürdürülebilir kalkınma, modern dünyada miras yönetiminin en baskı yaratan konularından biri haline gelmiştir. Son yıllarda, küreselleşme, iklimdeki değişiklikler, demografik büyüme, artan eşitsizlikler, azalan kaynaklar ve yapılaşma baskısı gibi mirasa yönelik artan tehditler gibi faktörler, kültürel miras sektörünün koruma ve sürdürülebilir kalkınma arasındaki ilişkiye daha fazla odaklanmasına neden olmuştur.

Günümüzde, Dünya Kültürel ve Doğal Mirasının Korunmasına Dair Sözleşmeye Taraf Devletlerin, sürdürülebilir kalkınma ilkelerini miras koruma ve yönetim sistemlerine entegre etmeleri beklenmektedir. Bu araştırma, bu ilkelerin özellikle gerileme sürecinde olan kentsel alanlardaki kültürel dünya miras alanlarının yönetim sistemlerine nasıl dahil edileceğini sorgulamaktadır. Bu tez, sürdürülebilir kalkınmanın bileşenlerinden, “kapsayıcı ekonomik kalkınma” ve “kapsayıcı sosyal kalkınma”nın gerçekleştirilmesinde kültürel mirasın kullanılmasına odaklanmaktadır.

Bu araştırma, özellikle gerileme sürecinde olan kentsel alanlardaki kültürel dünya miras alanlarının yönetim sistemlerinde kullanılması gereken stratejileri,

sürdürülebilir sosyo-ekonomik kalkınma çerçevesi içinde araştıracaktır. Ayrıca, bu stratejilerin etkinlik düzeyini değerlendirmek için göstergeler belirleyecektir.

Bu tez, araştırma yöntemi olarak tek alan çalışması yaklaşımını kullanarak Ercolano'daki Herculaneum Koruma Projesi'ne odaklanmakta ve bu projenin 2001 ile 2020 yılları arasında Ercolano'nun sürdürülebilir sosyo-ekonomik gelişimine ne kadar katkıda bulunduğunu anlamak için projeyi değerlendirmeyi amaçlamaktadır.

**Anahtar Kelimeler:** Sürdürülebilir Kalkınma, Kapsayıcı Ekonomik Kalkınma, Kapsayıcı Sosyal Kalkınma, Gerileme Sürecinde Olan Kentsel Alanlardaki Kültürel Dünya Miras Alanlarının Yönetim Sistemleri, Stratejiler ve Göstergeler



To My Beloved Family

## ACKNOWLEDGMENTS

I would like to express sincere appreciation to my supervisor, Prof. Dr. Mge Akkar Ercan, for offering intellectual guidance and prudent criticism throughout the study. Her insightful comments and suggestions have released my vision in the congestive stages of my study. I would also like to thank my other committee members; Prof. Dr. Deniz Burcu Erciyas, Assoc. Prof. Dr. Burak Belge, Prof. Dr. Serap Kayas, and Prof. Dr. Aysel Uslu for their comments and suggestions.

I owe special thanks to Jane Thompson [The Project Manager of the Herculaneum Conservation Project (HCP)], Ottavia Semerari (The Consultant of the HCP), Francesca Del Duca (The Community Consultant of the HCP), Stefania Siano (Archaeologist of the Directorate of Archaeological Park of Herculaneum), and the staff of the Municipality of Ercolano and Herculaneum Centre for their valuable contribution about the Herculaneum Conservation Project, the archaeological site of Herculaneum and Ercolano.

I am also thankful to my friends Aysar Al-Radaideh, Hlya Metin, Sibel Őatana, F. Sezin Doęruer, İlkay Ayaz Tipi and Perihan Ksem DnertaŐ for their moral support during my studies continued over the years.

Finally, I would like to express my deepest gratitude to my family and especially to my sister Sema Duzcu Karınoęlu and my brother Serhat Duzcu for their endless patience and support in the fulfillment of the study. This thesis would not be realized without their tremendous understanding and encouragement.

## TABLE OF CONTENTS

|   |       |
|---|-------|
| PLAGIARISM .....  | iv    |
| ABSTRACT.....   | v     |
| ÖZ .....  | vii   |
| DEDICATION .....  | ix    |
| ACKNOWLEDGMENTS .....   | x     |
| TABLE OF CONTENTS.....  | xi    |
| LIST OF TABLES .....  | xvi   |
| LIST OF FIGURES .....   | xx    |
| LIST OF ABBREVIATIONS .....   | xxxii |
| CHAPTERS  |       |
| 1. INTRODUCTION .....   | 1     |
| 1.1. Definition of the research problem .....   | 1     |
| 1.2. Gaps in the literature .....   | 1     |
| 1.3. Scope and objectives of the study and research question .....                                      | 5     |
| 1.4. Research methodology .....   | 10    |
| 1.5. Structure of the thesis.....   | 12    |
| 2. SUSTAINABLE DEVELOPMENT WITHIN THE FRAMEWORK OF<br>CONSERVATION OF CULTURAL HERITAGE .....           | 15    |
| 2.1. Historical development of paradigms in conservation of cultural heritage .                         | 15    |
| 2.1.1. The period between the IInd World War and 1960s.....   | 15    |
| 2.1.2. The period between 1960s and 1980s.....  | 17    |
| 2.1.3. The period between 1980s and 2000s.....  | 20    |
| 2.1.4. The period after 2000s .....   | 25    |
| 2.2. Sustainable development concept and its goals .....  | 32    |
| 2.3. The role of cultural heritage in sustainable development .....                                     | 38    |
| 3. DEFINITIONS AND CHARACTERISTICS OF CONTEMPORARY<br>CULTURAL HERITAGE MANAGEMENT SYSTEMS (CHMSs)..... | 47    |
| 3.1. Definitions of contemporary cultural heritage management systems<br>(CHMSs).....                   | 47    |

|   |           |
|---|-----------|
| 3.1.1. Maintaining the condition of authenticity .....  | 48        |
| 3.1.2. Maintaining the condition of integrity.....  | 50        |
| 3.2. Approaches in contemporary CHMSs.....  | 53        |
| 3.2.1. Conventional Approach.....   | 53        |
| 3.2.2. Values-led Approach.....   | 54        |
| 3.2.3. Inclusive Approach.....  | 56        |
| 3.2.4. Participatory Approach.....  | 57        |
| 3.2.5. Integrated Approach .....  | 60        |
| 3.3. Characteristics of contemporary CHMSs.....   | 61        |
| 3.3.1. The three elements of a CHMS .....   | 63        |
| 3.3.2. The three processes of a CHMS .....  | 67        |
| 3.3.3. The three results of a CHMS .....  | 70        |
| 3.3.4. CHMS framework .....   | 73        |
| <b>4. HOW TO INTEGRATE SUSTAINABLE SOCIO-ECONOMIC<br/>DEVELOPMENT PERSPECTIVE INTO MANAGEMENT SYSTEMS OF<br/>CULTURAL WORLD HERITAGE SITES (WHSs) IN DECLINING URBAN<br/>AREAS? .....</b> | <b>75</b> |
| 4.1. How to establish the relationship between cultural heritage conservation<br>and sustainable development? .....   | 75        |
| 4.2. How to use cultural heritage for inclusive economic development?.....  | 82        |
| 4.2.1. How to use cultural heritage for ensuring growth, employment,<br>income and livelihoods? .....   | 84        |
| 4.2.2. How to use cultural heritage for promoting economic investment and<br>quality tourism? .....   | 86        |
| 4.2.3. How to use cultural heritage for strengthening capacity-building,<br>innovation and local entrepreneurship?.....   | 93        |
| 4.3. How to use cultural heritage for inclusive social development? .....   | 94        |
| 4.3.1. How to use cultural heritage for contributing to inclusion and equity? .....   | 95        |
| 4.3.2. How to use cultural heritage for enhancing quality of life and well-<br>being? .....   | 98        |
| 4.3.3. How to use cultural heritage for respecting, protecting and promoting<br>human rights? .....   | 103       |

|  |     |
|--|-----|
| 4.3.4. How to use cultural heritage for respecting, consulting and involving the local community? .....                      | 105 |
| 4.3.5. How to use cultural heritage for achieving gender equality?.....  | 116 |
| 4.4. Sustainable socio-economic development strategies for management systems of cultural WHSs in declining urban areas..... | 118 |
| 5. RESEARCH METHODOLOGY .....  | 133 |
| 5.1. Identification of sustainable socio-economic development strategies.....  | 133 |
| 5.2. The reasons to carry out the case study in Italy, on the WHS of Herculaneum in Ercolano.....                            | 135 |
| 5.3. The method followed in the case study.....  | 139 |
| 5.4. Sources of evidence .....   | 159 |
| 5.5. Challenges of the research .....  | 162 |
| 6. THE HISTORICAL DEVELOPMENT AND CHARACTERISTICS OF ERCOLANO .....  | 167 |
| 6.1. The location of Ercolano and its spatial and socio-economic changes in history .....                                    | 167 |
| 6.2. Physical, environmental, social and economic features of Ercolano.....  | 177 |
| 6.2.1. Physical and environmental features .....   | 177 |
| 6.2.1.1. Transportation system and accessibility .....   | 178 |
| 6.2.1.2. Historic city centre .....  | 182 |
| 6.2.1.3. Building stock .....  | 186 |
| 6.2.1.4. Abandoned buildings and spaces .....  | 187 |
| 6.2.1.5. Architectural heritage.....   | 189 |
| 6.2.1.6. Public open spaces .....  | 191 |
| 6.2.1.7. Waste management .....  | 196 |
| 6.2.2. Social features .....   | 199 |
| 6.2.2.1. Population .....  | 199 |
| 6.2.2.2. Socio-economic status of the local community .....  | 202 |
| 6.2.2.3. Health and safety.....  | 205 |
| 6.2.3. Economic features.....  | 207 |
| 6.3. Concluding remarks .....  | 221 |

|   |     |
|---|-----|
| 7. THE WHS OF HERCULANEUM: HISTORY, HISTORICAL CHARACTERISTICS AND EARLIER EXCAVATION AND CONSERVATION WORKS (1710-2001)..... | 227 |
| 7.1. The location, history and historical characteristics of Herculaneum .....  | 227 |
| 7.2. The early excavations at Herculaneum (1710-1927).....  | 233 |
| 7.3. The Maiuri Period (1927-1958).....   | 236 |
| 7.4. The period between 1960 and 2001.....  | 239 |
| 8. THE HERCULANEUM CONSERVATION PROJECT (HCP) (2001-2020)   | 249 |
| 8.1. Establishment of the HCP .....   | 249 |
| 8.2. Conservation activities .....  | 252 |
| 8.3. Capacity building of the local heritage authority .....  | 258 |
| 8.4. Establishment of an information management system.....   | 259 |
| 8.5. Improving the relationship between Herculaneum and Ercolano .....  | 262 |
| 8.5.1. The Via Mare Project .....   | 268 |
| 8.6. Activities of the Herculaneum Centre .....   | 279 |
| 8.6.1. Capacity building and awareness raising activities .....   | 282 |
| 8.6.2. Improving the relationship between the local community and their heritage .....  | 291 |
| 8.6.3. Contributing to sustainable tourism.....   | 292 |
| 8.6.4. Developing interpretation initiatives at Herculaneum for disadvantaged groups .....                                    | 293 |
| 8.7. Audience Development Programme of the HCP.....   | 294 |
| 8.7.1. Survey on the independent visitors of Herculaneum.....   | 295 |
| 8.7.2. Survey on the MiBAC's initiative (#DomenicalMuseo).....  | 297 |
| 8.7.3. Mapping of visitors' routes at Herculaneum .....   | 298 |
| 8.7.4. Ercolano Community Audit Programme (ECAP).....   | 300 |
| 9. DISCUSSIONS ON THE CONTRIBUTION OF THE HCP TO INCLUSIVE ECONOMIC DEVELOPMENT OF ERCOLANO FROM 2001 TO 2020.....            | 309 |
| 9.1. Ensuring growth, employment, income and livelihoods .....  | 310 |
| 9.2. Promoting economic investment and quality tourism .....  | 326 |
| 9.3. Strengthening capacity-building, innovation and local entrepreneurship ..  | 354 |

|   |     |
|---|-----|
| 10. DISCUSSIONS ON THE CONTRIBUTION OF THE HCP TO<br>INCLUSIVE SOCIAL DEVELOPMENT OF ERCOLANO FROM 2001 TO<br>2020.....             | 365 |
| 10.1. Contributing to inclusion and equity.....   | 366 |
| 10.2. Enhancing quality of life and well-being.....   | 378 |
| 10.3. Respecting, protecting and promoting human rights .....   | 413 |
| 10.4. Respecting, consulting and involving the local community .....  | 417 |
| 10.5. Achieving gender equality .....   | 454 |
| 11. CONCLUSION.....   | 469 |
| 11.1. Scope, research question and research method of the research .....  | 469 |
| 11.2. Findings of the research .....  | 470 |
| 11.3. Contributions of the research .....   | 474 |
| 11.3.1. Theoretical contributions .....   | 474 |
| 11.3.2. Methodological contributions .....  | 476 |
| 11.3.3. Practical contributions.....  | 476 |
| 11.4. Recommendations for future management systems of cultural WHSs in<br>declining urban areas .....                              | 477 |
| 11.4.1. Inclusive economic development.....   | 479 |
| 11.4.2. Inclusive social development .....  | 483 |
| REFERENCES .....  | 493 |
| APPENDICES  |     |
| APPENDIX A. REFERENCES TO CULTURE AND HERITAGE IN THE<br>2030 AGENDA.....   | 515 |
| APPENDIX B. THE DATA TO BE COLLECTED TO UNDERSTAND THE<br>PHYSICAL, ENVIRONMENTAL, ECONOMIC AND SOCIAL FEATURES<br>OF ERCOLANO..... | 516 |
| APPENDIX C. INTERVIEW QUESTIONS.....  | 519 |
| APPENDIX D.CURRICULUM VITAE .....   | 522 |

## LIST OF TABLES

### TABLES

|   |     |
|---|-----|
| Table 3. 1. Basic characteristics of heritage management systems (Resource: UNESCO/WHC et al., 2013: 53) .....  | 63  |
| Table 4. 1. Sustainable socio-economic development strategies for management systems of cultural world heritage sites in declining urban areas (Resource: Derived from the literature review) ..... | 118 |
| Table 5. 1. Sustainable socio-economic development strategies for management systems of cultural world heritage sites in declining urban areas and their indicators .....                           | 140 |
| Table 5. 2. The projects/ activities realized at other (World) heritage sites and compared with the HCP in Chapters 9 and 10 .....  | 156 |
| Table 6. 1. The change in population of Ercolano from 1971 to 2018 (Resource: Castiello, 2019: 74; ISTAT, 2018) .....   | 199 |
| Table 6. 2. The change in number of households and average household size in Ercolano from 2003 to 2018 (Resource: ISTAT, 2018).....  | 200 |
| Table 6. 3. Population over 6 years old by educational level in Ercolano (Resource: ISTAT, 2001, cited in Castiello, 2019: 80).....   | 202 |
| Table 6. 4. The number and percentage of employed people in different economic activities in Ercolano (Resource: ISTAT, 2001, cited in Castiello, 2019: 79).....                                    | 204 |
| Table 6. 5. The professions of employees in Ercolano and the number and percentage of employed people in these professions (Resource: ISTAT, 2001, cited in Castiello, 2019: 79).....               | 204 |
| Table 6. 6. The number of production units and employees in different economic sectors in Ercolano (Resource: ISTAT, 2001, cited in Castiello, 2019: 80).....                                       | 207 |
| Table 6. 7. Distribution of hotels in the Vesuvian area (Resource: The Strategic Operational Plan of the Vesuvian area, cited in Castiello, 2019: 106).....   | 217 |



|   |     |
|---|-----|
| Table 6. 8. Number of visitors at the WHS of Herculaneum from 2000 to 2017<br>(Resource: Archaeological Park of Pompeii, 2022)..... | 220 |
| Table 9. 1. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 1 .....                                      | 310 |
| Table 9. 2. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 2 .....                                      | 311 |
| Table 9. 3. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 3 .....                                      | 312 |
| Table 9. 4. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 4 .....                                      | 312 |
| Table 9. 5. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 5 .....                                      | 313 |
| Table 9. 6. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 6 .....                                      | 314 |
| Table 9. 7. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 7 .....                                      | 315 |
| Table 9. 8. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 8 .....                                      | 315 |
| Table 9. 9. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 9 .....                                      | 326 |
| Table 9. 10. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 10 .....                                    | 328 |
| Table 9. 11. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 11 .....                                    | 328 |
| Table 9. 12. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 12 .....                                    | 329 |
| Table 9. 13. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 13 .....                                    | 330 |
| Table 9. 14. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 14 .....                                    | 354 |
| Table 9. 15. The evaluation on the HCP’s contribution to the achievement of<br>Strategy 15 .....                                    | 355 |

|   |     |
|---|-----|
| Table 9. 16. The evaluation on the HCP’s contribution to the achievement of Strategy 16.....    | 356 |
| Table 10. 1. The evaluation on the HCP’s contribution to the achievement of Strategy 17.....    | 366 |
| Table 10. 2. The evaluation on the HCP’s contribution to the achievement of Strategy 18.....    | 370 |
| Table 10. 3. The evaluation on the HCP’s contribution to the achievement of Strategy 19.....    | 371 |
| Table 10. 4. The evaluation on the HCP’s contribution to the achievement of Strategy 20.....    | 371 |
| Table 10. 5. The evaluation on the HCP’s contribution to the achievement of Strategy 21.....    | 372 |
| Table 10. 6. The evaluation on the HCP’s contribution to the achievement of Strategy 22.....    | 372 |
| Table 10. 7. The evaluation on the HCP’s contribution to the achievement of Strategy 23.....    | 373 |
| Table 10. 8. The evaluation on the HCP’s contribution to the achievement of Strategy 24.....    | 378 |
| Table 10. 9. The evaluation on the HCP’s contribution to the achievement of Strategy 25.....    | 379 |
| Table 10. 10. The evaluation on the HCP’s contribution to the achievement of Strategy 26.1..... | 382 |
| Table 10. 11. The evaluation on the HCP’s contribution to the achievement of Strategy 26.2..... | 383 |
| Table 10. 12. The evaluation on the HCP’s contribution to the achievement of Strategy 26.3..... | 384 |
| Table 10. 13. The evaluation on the HCP’s contribution to the achievement of Strategy 26.4..... | 385 |
| Table 10. 14. The evaluation on the HCP’s contribution to the achievement of Strategy 26.5..... | 386 |
| Table 10. 15. The evaluation on the HCP’s contribution to the achievement of Strategy 26.6..... | 386 |

|  |     |
|--|-----|
| Table 10. 16. The evaluation on the HCP’s contribution to the achievement of Strategy 27 ..... | 388 |
| Table 10. 17. The evaluation on the HCP’s contribution to the achievement of Strategy 28 ..... | 392 |
| Table 10. 18. The evaluation on the HCP’s contribution to the achievement of Strategy 29 ..... | 413 |
| Table 10. 19. The evaluation on the HCP’s contribution to the achievement of Strategy 30 ..... | 417 |
| Table 10. 20. The evaluation on the HCP’s contribution to the achievement of Strategy 31 ..... | 418 |
| Table 10. 21. The evaluation on the HCP’s contribution to the achievement of Strategy 32 ..... | 419 |
| Table 10. 22. The evaluation on the HCP’s contribution to the achievement of Strategy 33 ..... | 420 |
| Table 10. 23. The evaluation on the HCP’s contribution to the achievement of Strategy 34 ..... | 422 |
| Table 10. 24. The evaluation on the HCP’s contribution to the achievement of Strategy 35 ..... | 423 |
| Table 10. 25. The evaluation on the HCP’s contribution to the achievement of Strategy 36 ..... | 424 |
| Table 10. 26. The evaluation on the HCP’s contribution to the achievement of Strategy 37 ..... | 425 |
| Table 10. 27. The evaluation on the HCP’s contribution to the achievement of Strategy 38 ..... | 454 |
| Table 10. 28. The evaluation on the HCP’s contribution to the achievement of Strategy 39 ..... | 455 |
| Table 10. 29. The evaluation on the HCP’s contribution to the achievement of Strategy 40 ..... | 456 |

## LIST OF FIGURES

### FIGURES

|   |     |
|---|-----|
| Figure 1. 1. The three pillars of Outstanding Universal Value (Resource: IUCN, 2007, cited in UNESCO/WHC et al., 2013: 35).....   | 7   |
| Figure 2. 1. A new paradigm for protected areas (Resource: Phillips, 2003, cited in UNESCO/WHC et al., 2013: 16) .....  | 28  |
| Figure 2. 2. Sustainable Development Goals (SDGs) (Resource: United Nations General Assembly, 2015: 14).....  | 37  |
| Figure 2. 3. Sustainable Development Goals (SDGs) (Resource: United Nations, 2018).....   | 38  |
| Figure 3. 1. Percentage of properties affected by each of the 13 primary factors between 1979 and 2013 (Resource: Veillon, 2014: 16).....   | 52  |
| Figure 3. 2. Conventional approach to planning (Resource: UNESCO/WHC et al., 2013: 25).....   | 54  |
| Figure 3. 3. The values-led approach to planning (Resource: UNESCO/WHC et al., 2013: 25).....   | 55  |
| Figure 3. 4. The values-led approach for World Heritage management planning (Resource: UNESCO/WHC et al., 2013: 28) .....   | 56  |
| Figure 3. 5. The ladder of participation proposed for the public sector (Resource: Johnson and Scholes, 2001: 124, cited in Court et al., 2011: 6).....   | 59  |
| Figure 3. 6. Common elements of an effective management system (Resource: WHC, 2021: 35) .....  | 62  |
| Figure 3. 7. The nine components of a heritage management system (Resource: UNESCO/WHC et al., 2013: 114).....  | 74  |
| Figure 4. 1. Integrating sustainability: an example (Resource: Lithgow, 2011, cited in UNESCO/WHC et al., 2013: 22).....  | 81  |
| Figure 4. 2. Sustainability principles related to community participation (excerpts from Annex I of the Rio Declaration on Environment and Development, 1992, United Nations, cited in Keitumetse, 2009: 51). ..... | 111 |

|  |     |
|--|-----|
| Figure 4. 3. The section on public participation in the Operational Guidelines<br>(Resource: WHC, 2021: 111).....  | 113 |
| Figure 5. 1. Research methodology .....  | 165 |
| Figure 6. 1. The location of Ercolano (Resource: Wikipedia, 2020; Google<br>Earth, 2020).....  | 168 |
| Figure 6. 2. The ancient town of Herculaneum (Resource: Personal archive,<br>2020). .....  | 168 |
| Figure 6. 3. The Royal Palace of Portici (left) and its location (right) (Resource:<br>De Luca, 2020; Google Maps, 2020).....                            | 169 |
| Figure 6. 4. The location of Vesuvian villas in Ercolano (Resource: Castiello,<br>2019: 84) .....  | 170 |
| Figure 6. 5. Villa Favorita (left) and Palazzo Capracotta (right) (Resource:<br>Semerari, 2019: 15; Personal archive, 2020). .....                       | 171 |
| Figure 6. 6. The view of Ercolano from the sea towards Vesuvius (Resource:<br>Google Earth, 2020).....   | 177 |
| Figure 6. 7. The boundaries of municipality of Ercolano (Resource: Google<br>Maps, 2020). .....  | 177 |
| Figure 6. 8. Transportation system of Ercolano (Resource: Personal drawing on<br>the satellite image of Ercolano obtained from Google Earth, 2020) ..... | 178 |
| Figure 6. 9. Portici-Ercolano station (Resource: Personal archive, 2020).....  | 179 |
| Figure 6. 10. Greenhouses and arable land along the coast of Ercolano<br>(Resource: Del Duca et al., 2020: 19).....                                      | 181 |
| Figure 6. 11. <i>Lido Arturo</i> (Resource: Google Maps, 2020; Semerari, 2019: 6)...   | 181 |
| Figure 6. 12. <i>Bagni La Favorita</i> (Resource: Google Maps, 2020; Personal<br>archive, 2020). .....   | 182 |
| Figure 6. 13. <i>Stabilimento dei Quattro Venti davanti agli scogli Francesi</i><br>(Resource: Google Maps, 2020; Semerari, 2019: 6).....                | 182 |
| Figure 6. 14. Corso Resina (Resource: Personal archive, 2020).....   | 183 |
| Figure 6. 15. Via Mare; towards the sea (left) and towards the modern town<br>(right) (Resource: Personal archive, 2020) .....                           | 183 |

|   |     |
|---|-----|
| Figure 6. 16. One of the ‘ramp’ buildings in Via Mare in the mid-20 <sup>th</sup> century<br>(Resource: SANP Archive cited in Mollo et al., 2012: 4).....                                       | 184 |
| Figure 6. 17. The Via Mare neighbourhood lying next to the archaeological site<br>of Herculaneum (Resource: Personal archive, 2020) .....   | 185 |
| Figure 6. 18. Open space in Via Mare neighbourhood where children play<br>football (Resource: Personal archive, 2020) .....   | 186 |
| Figure 6. 19. The percentage of buildings showing the number of storeys (left)<br>and their construction year (right) in Ercolano (Resource: Prepared based on<br>the data of ISTAT, 2019)..... | 186 |
| Figure 6. 20. Abandoned villas with their gardens and industrial buildings:<br>former flower workshops, former tanneries (Resource: Del Duca et al., 2020:<br>43; Semerari, 2019: 18) .....     | 188 |
| Figure 6. 21. Some of the abandoned buildings and spaces in Ercolano<br>(Resource: Semerari, 2019: 13).....   | 189 |
| Figure 6. 22. Basilica of Santa Maria (Resource: Castiello, 2019: 94).....  | 189 |
| Figure 6. 23. Votive kiosks in the historic centre of Ercolano (Resource: Del<br>Duca et al., 2020: 41; Personal archive, 2020).....  | 190 |
| Figure 6. 24. Churches (red) and votive kiosks (blue) in the historic centre of<br>Ercolano (Resource: Semerari, 2019: 21). .....   | 190 |
| Figure 6. 25. The boundaries of the Vesuvius National Park (left) and a view<br>from the park (right) (Resource: Castiello, 2019: 117; Personal archive, 2020)...                               | 191 |
| Figure 6. 26. Historical parks and gardens and urban parks in the town centre<br>of Ercolano (Resource: The Municipality of Ercolano, 2019) .....   | 192 |
| Figure 6. 27. The historical garden of Villa Favorita (Resource: Google Maps,<br>2020).....   | 193 |
| Figure 6. 28. The historical garden of Royal Palace of Portici (Resource:<br>Google Maps, 2020) .....   | 193 |
| Figure 6. 29. The ticketless park area at the entrance of the archaeological site<br>of Herculaneum and the view of the site from the park (Resource: Personal<br>archive, 2020) .....          | 194 |
| Figure 6. 30. Meeting places observed in the historic centre of Ercolano<br>(Resource: Semerari, 2019: 17).....   | 195 |

|   |     |
|---|-----|
| Figure 6. 31. Via Pugliano leading to Piazza Pugliano (left) and Basilica of Santa Maria in Piazza Pugliano (right) (Resource: Personal archive, 2020; Comuni-Italiani.it, 2022). ..... | 195 |
| Figure 6. 32. Piazza Fontana with its modern fountain and accumulated waste (Resource: Google Maps, 2020) .....   | 196 |
| Figure 6. 33. The waste bin for plastic waste (Resource: Personal archive, 2020) .....  | 197 |
| Figure 6. 34. Local people’s habitual waste accumulation places in the historic centre of Ercolano (Resource: Semerari, 2019: 20).....  | 198 |
| Figure 6. 35. The accumulated waste on the pavements of Corso Resina in the close vicinity of the archaeological site (Resource: Personal archive, 2020).....                           | 198 |
| Figure 6. 36. The trend in population of Ercolano from 2001 to 2018 (Resource: ISTAT, 2018).....  | 199 |
| Figure 6. 37. The distribution of the population in the municipal area of Ercolano (Resource: Del Duca et al., 2020: 24) .....  | 201 |
| Figure 6. 38. Agricultural areas and areas dedicated to greenhouse activities in Ercolano (Resource: The Municipality of Ercolano, 2019).....   | 208 |
| Figure 6. 39. The Piennolo tomatoes (DOP) of Ercolano (Resource: Del Duca et al., 2020: 21). .....  | 209 |
| Figure 6. 40. Flower market of Ercolano (Resource: Del Duca et al., 2020: 21). .....  | 210 |
| Figure 6. 41. The Resina Market in Via Pugliano (Resource: Personal archive, 2020) .....  | 211 |
| Figure 6. 42. The bazaar in the historic centre of Ercolano (Resource: Personal archive, 2020) .....  | 213 |
| Figure 6. 43. The distribution of commercial activities in the historic centre of Ercolano (Resource: Del Duca et al., 2020: 39). .....   | 214 |
| Figure 6. 44. Overnight stay in the Bay of Naples in 2013 (Resource: Del Duca et al., 2020: 11) .....   | 216 |
| Figure 6. 45. Hotels, B&B (blue) and Airbnb (red) in the historic centre of Ercolano (Resource: Semerari, 2019: 23).....  | 218 |
| Figure 6. 46. Number of visitors at the WHS of Herculaneum from 2000 to 2017 (Resource: Archaeological Park of Pompeii, 2022).....  | 220 |

|   |     |
|---|-----|
| Figure 7. 1. Location of the ancient town of Herculaneum (Resource: Ines Maddaloni/ HCP, cited in Thompson, 2007: 2) .....  | 227 |
| Figure 7. 2. Location of the ancient town of Herculaneum in Ercolano (Resource: Google Earth, 2020) .....   | 228 |
| Figure 7. 3. The ancient town of Herculaneum (left) and the view of the modern buildings in Ercolano from the ancient town (right) (Resource: Personal archive, 2020).....  | 228 |
| Figure 7. 4. Location of archaeological site of Herculaneum within the transportation system of Ercolano (Resource: Personal drawing on the satellite image of Ercolano obtained from Google Earth, 2020) .....         | 229 |
| Figure 7. 5. Via IV Novembre (left) and the main entrance of the Archaeological Park of Herculaneum (right) (Resource: Personal archive, 2020) .....  | 229 |
| Figure 7. 6. Plan of Herculaneum (Resource: Dunn and Dunn, 2020) .....  | 230 |
| Figure 7. 7. <i>Cardo IV</i> in Herculaneum (Resource: Personal archive, 2020) .....  | 230 |
| Figure 7. 8. Upper floors that have survived in Herculaneum (Resource: Personal archive, 2020) .....  | 232 |
| Figure 7. 9. Floor decorations in Herculaneum (Resource: Personal archive, 2020).....   | 232 |
| Figure 7. 10. Wall decorations in Herculaneum (Resource: Personal archive, 2020).....   | 233 |
| Figure 7. 11. Carbonized wooden elements in Herculaneum: Stairs (left), a bed (middle) and an iron (right) (Resource: Personal archive, 2020).....  | 233 |
| Figure 7. 12. The well dug by the farmer on the Roman theatre (Resource: Personal archive, 2020) .....  | 234 |
| Figure 7. 13. The entrance of the Roman theatre on Corso Resina (Resource: Personal archive, 2020) .....  | 234 |
| Figure 7. 14. One of the Bourbon tunnels dug in Palaestra at Herculaneum (Resource: Personal archive, 2020).....  | 234 |
| Figure 7. 15. Papyrus scrolls found in the Villa of the Papyri (left) and sculptures of the villa exhibited in the National Archaeological Museum of Naples (right) (Resource: BBC, 2020; Personal archive, 2020) ..... | 235 |



|   |     |
|---|-----|
| Figure 7. 16. Site plan of the archaeological site of Herculaneum: 1) Excavations between 1828 and 1875; 2) Excavations between 1927 and 1958 led by Amedeo Maiuri; 3) Excavations between 1960 and 1969; 4) Excavations between 1980 and 1994 (Resource: Ines Maddaloni/ HCP, cited in Thompson, 2007: 3).....         | 237 |
| Figure 7. 17. The Room of the Embroidery Girl: a display including skeletal remains on a bed surrounded by objects such as a loom (left) and a display of artefacts exhibited within the House of the Beautiful Courtyard (right) (Resource: SANP Archive B28; SANP Archive A2749, cited in Court et al., 2011: 3)..... | 238 |
| Figure 7. 18. Local workers excavating the College of the Augustales in 1954 (left) and the College of the Augustales today (right) (Resource: SANP Archive D5860, cited in Court et al., 2011: 6; Personal archive, 2020).....   | 239 |
| Figure 7. 19. The boatsheds at the ancient shoreline (left) and the skeletons found in them (right) (Resource: Heese, 2014; Personal archive, 2020).....  | 240 |
| Figure 7. 20. Carbonized wooden boat found on the ancient shoreline in 1982 (Resource: Ferebee, 2019).....  | 240 |
| Figure 7. 21. Plan of villa showing the atrium area in the open air (D) and uncovered areas explored by tunnels (left) and the excavated atrium area of the villa (right) (Resource: Pesando and Guidobaldi, 2006: 394-395; Personal archive, 2020).....  | 241 |
| Figure 7. 22. The expropriated area to conduct the excavation at the Villa of the Papyri (Resource: Project Manager).....   | 242 |
| Figure 7. 23. The expropriated area before excavation (left) and after excavation (right) (Resource: Project Manager; Personal archive, 2020).....  | 242 |
| Figure 7. 24. The state of conservation of Herculaneum at the end of the 20 <sup>th</sup> century (Resource: Domenico Camardo/ HCP, Gionata Rizzi/ HCP, Dave Yoder, Sarah Court/ HCP, cited in Court et al., 2019: 23).....   | 243 |
| Figure 8. 1. Rain and groundwater accumulated at Herculaneum (Resource: Personal archive, 2020).....  | 253 |

|  |     |
|--|-----|
| Figure 8. 2. The ancient shoreline and the facade of the ‘House of the Telephus Relief’ before and after the removal of vegetation and the installation of pigeon nets (Resource: Paola Pesaresi/ HCP, cited in Thompson, 2007: 5) .....   | 254 |
| Figure 8. 3. The atrium of the ‘House of the Gem’ before and after emergency measures and the installation of a medium-term roof (Resource: Jane Thompson/ HCP, cited in Thompson, 2007: 5) .....  | 254 |
| Figure 8. 4. The Decumanus Maximus before and after the removal of barriers (Resource: Sarah Court/ HCP, cited in Thompson, 2007: 5; Personal archive, 2020).....  | 254 |
| Figure 8. 5. Open and closed areas to public access at archaeological site of Herculaneum in December 2016 (left) and June 2018 (right) (Resource: Del Duca and D’andrea, 2019: 23).....   | 255 |
| Figure 8. 6. Conservation activities carried out on protective shelters in Herculaneum (Resource: Studio Pesaresi/ HCP, cited in Court et al., 2019: 25; Personal archive, 2020) .....   | 256 |
| Figure 8. 7. Herculaneum before and after vegetation removal and construction of protective shelters (2006) (Resource: Project Manager).....   | 256 |
| Figure 8. 8. Conservation activities carried out on decorative features in Herculaneum (Resource: Maura Giacobbe Borrelli/ HCP, cited in Court et al., 2019: 25; the Getty, 2018: 14).....   | 257 |
| Figure 8. 9. Basilica area before (April 2007) and after (July 2007) demolitions (Resource: Massimo Brizzi/ HCP; Andrew Wallace-Hadrill/ HCP, cited in Thompson, 2007: 6).....   | 265 |
| Figure 8. 10. Meetings held with the local community (left) and the Basilica area where buildings were demolished (right) (Resource: Project Manager; Thompson and Abed, 2018: 21) .....   | 266 |
| Figure 8. 11. An image from the urban regeneration proposals for Via Mare, which shows the modern town on a level above the archaeological site (above) and the same area in 2020 (below) (Resource: Studio Barbieri & Negri/HCP, cited in Biggi et al., 2014: 49; Personal archive, 2020) ..... | 270 |

|   |     |
|---|-----|
| Figure 8. 12. The new boundary wall and the new park and square being constructed between the archaeological site of Herculaneum and the Via Mare neighbourhood on the abandoned lot (Resource: Personal archive, 2020).....  | 271 |
| Figure 8. 13. The boundary wall between the archaeological site of Herculaneum and the Via Mare neighbourhood until 2019 (above), the proposed new boundary that will substitute it (middle) and the construction work of the new boundary wall in 2020 (below) (Resource: Studio Barbieri; Negri/ HCP, cited in Court et al., 2019: 30; Personal archive, 2020)..... | 272 |
| Figure 8. 14. Via Mare in 2020 (above) and how it is designed within the regeneration project (below) (Resource: Personal archive, 2020; Project Manager).....  | 273 |
| Figure 8. 15. An informal meeting with residents of the Via Mare neighbourhood (left) and clean-up of a street organized by the Herculaneum Centre (right) (Resource: Sarah Court/ HCP; Francesca Del Duca/ Herculaneum Centre, cited in Biggi et al., 2018: 101) .....   | 275 |
| Figure 8. 16. The abandoned lot in Via Mare used as a football pitch (Resource: Project Manager).....   | 277 |
| Figure 8. 17. Neapolitan graffiti artists transforming an abandoned lot in the neighbourhood into a multipurpose space together with children living in the Via Mare neighbourhood (Resource: Radio Siani, cited in Biggi et al., 2018: 102) .....  | 277 |
| Figure 8. 18. Teachers and students from five local schools involved in the capacity building programme (Resource: Circolo Didattico Iaccarino/ Herculaneum Centre, cited in Biggi et al., 2018: 96) .....  | 282 |
| Figure 8. 19. Visit of the European Commission’s Cluster on Access and Social Inclusion in Lifelong Learning led by children (Resource: Tsao Cevoli, cited in Biggi et al., 2018: 97) .....   | 283 |
| Figure 8. 20. UNESCO reactive monitoring mission (Resource: Francesca Del Duca/Herculaneum Centre, cited in Biggi et al., 2018: 97).....  | 284 |
| Figure 8. 21. Capacity-building activity for new public officials working at the local heritage authority (SANP) (Resource: Sarah Court/ HCP, cited in Biggi et al., 2018: 98) .....  | 285 |

|  |     |
|--|-----|
| Figure 8. 22. Capacity-building activity for international participants of ICCROM courses (Resource: Valerie Magar, cited in Biggi et al., 2018: 98; Jane Thompson/ HCP, cited in Court and Biggi, 2009: 5).....                           | 286 |
| Figure 8. 23. An example of how the Herculaneum Centre’s initiatives bring together the local and international communities (Resource: Valerie Magar/ Herculaneum Centre, cited in Biggi et al., 2014: 51).....                            | 287 |
| Figure 8. 24. The participants of an international workshop on archaeological shelters and the local community gathered together for a <i>tammurriata</i> (Resource: Eleanor Murkett/ HCP, cited in Biggi et al., 2018: 94).....           | 288 |
| Figure 8. 25. Young archaeologists visiting the archaeological site of Herculaneum during a study day (Resource: Sarah Court/ Herculaneum Centre, cited in Court and Biggi, 2009: 4).....  | 289 |
| Figure 8. 26. The development of a documentary on Herculaneum with filmmaker Marcellino De Baggis (Resource: Sarah Court/HCP, cited in Biggi et al., 2018: 96).....  | 290 |
| Figure 8. 27. Former site workers recounting their experiences in the College of the Augustales within the scope of the oral history project (Resource: Alessandra De Vita/ HCP, cited in Biggi et al., 2018: 96; Court et al., 2011: 6).. | 291 |
| Figure 8. 28. A multisensory trail tested with local members of the Italian Union of the Blind and Partially Sighted (Resource: Bianca Capasso/The Herculaneum Centre, cited in Biggi et al., 2018: 96).....                               | 293 |
| Figure 8. 29. The survey campaign conducted on the independent visitors of Herculaneum (Resource: Sarah Court/ HCP, cited in Court et al., 2019: 27).....  | 296 |
| Figure 8. 30. The figures (left) and reasons for disappointment (right) related to visitor experience at Herculaneum (Resource: Project Manager).....  | 296 |
| Figure 8. 31. The nationality of visitors of Herculaneum in 2013 and 2016 (Resource: Del Duca et al., 2020: 9) .....   | 297 |
| Figure 8. 32. The regions of Italian visitors of Herculaneum in 2016 (Resource: Del Duca et al., 2020: 10) .....   | 298 |
| Figure 8. 33. Groups’ routes with a tour guide (left), independent visitors’ routes (right) and their stopping points at Herculaneum (Resource: Del Duca and D’andrea, 2019: 31). .....  | 299 |

|   |     |
|---|-----|
| Figure 8. 34. Density at stopping points at Herculaneum (Resource: Del Duca and D’andrea, 2019: 30). .....  | 299 |
| Figure 8. 35. Awareness raising activity of the HCP (Resource: The HCP, 2019: 37) .....   | 300 |
| Figure 8. 36. Interviews conducted with the local community within ECAP by the HCP team (Resource: Del Duca et al., 2020: 22-23) .....  | 301 |
| Figure 8. 37. The two areas (yellow and red) identified for the pilot phase of ECAP (Resource: Del Duca et al., 2020: 24).....  | 302 |
| Figure 8. 38. The age and the level of education of the inhabitants (selected sample) in the pilot phase area (Resource: Del Duca et al., 2020: 27) .....   | 303 |
| Figure 8. 39. The percentage of people who have visited Herculaneum (left) and Vesuvius (right) (Resource: Del Duca et al., 2020: 28) .....   | 304 |
| Figure 8. 40. Places where respondents feel at home (1); places worth enhancing (2); community leisure places (3); places where respondents recommend eating (4) and places of the heart (5) (Resource: Del Duca et al., 2020: 29-33) ..... | 304 |
| Figure 8. 41. Logos of some non-governmental organizations (NGOs) working in Ercolano (Resource: Del Duca et al., 2020: 47) .....   | 306 |
| Figure 9. 1. Medina of Fez UNESCO World Heritage Site (left) and the participation of residents in the rehabilitation process and job creation (right) (Resource: Fouad Serrhin/ ADER-Fez, cited in Labadi et al., 2021: 24-25) .....       | 321 |
| Figure 9. 2. Local women who were provided with job opportunities within the scope of the project SCHEP (Resource: ACOR, 2022) .....  | 325 |
| Figure 9. 3. Shrine of the Sufi Saint Shams-Ud Din Sabzwari, Multan (left) and Ustad carrying out calligraphy work (right) (Resource: UNESCO/THAAP, cited in Vandal, 2018: 16-17).....  | 344 |
| Figure 9. 4. Group of young people trained under the Project during the site visit at Wazir Khan Mosque, Lahore (Resource: UNESCO/THAAP, cited in Vandal, 2018: 15) .....   | 345 |
| Figure 9. 5. Fresco workshop (left) and glazed tile workshop (right) (Resource: UNESCO/THAAP, cited in Vandal, 2018: 17) .....  | 345 |
| Figure 9. 6. Ancient Selge and the contemporary village houses by the ancient theatre (Resource: Kazan, cited in Gürsu, 2017: 13) .....   | 362 |

|  |     |
|--|-----|
| Figure 9. 7. Market traders in Pisidia (Resource: Vandeput, 2018).....   | 363 |
| Figure 10. 1. A building before (left) and after rehabilitation in Medina of Fez (right) (Resource: Fouad Serrhin/ ADER-Fez, cited in Labadi et al., 2021: 25)...  | 403 |
| Figure 10. 2. Installation of modern sanitary fixtures and household kitchen appliances (Resource: UHU/GSD/Harvard and ADER-FES, 1999: 7).....   | 403 |
| Figure 10. 3. Improvements in accessibility realized without compromising the integrity of the historic fabric (Resource: UHU/GSD/Harvard and ADER-FES, 1999: 15).....   | 404 |
| Figure 10. 4. SCHEP’s capacity building program for the employees of cultural heritage institutions of Jordan (Resource: ACOR, 2022).....  | 407 |
| Figure 10. 5. English Language Capacity Building Program with AMIDEAST (left) and Open Learning Environments (OLEs) (right) (Resource: ACOR, 2022).....  | 408 |
| Figure 10. 6. Milpirri Festival in 2007 (left) and in 2009 (right) (Resource: Love, 2011: 60).....   | 412 |
| Figure 10. 7. Community day at Sia (Resource: Gürsu, 2017: 13) .....   | 436 |
| Figure 10. 8. Aboriginal community representatives at the Warkworth Sands Archaeological Project in 2008 (Resource: Cameron, 2011: 67).....  | 438 |
| Figure 10. 9. Peggy Patrick, Gija Traditional Owner, explains the importance of the Manthe welcome ceremony to a group of employees and contractors (left) and Manthe ceremony performed at the entrance of Argyle diamond mine’s underground project (right) (Resource: Alexander, 2011: 89, 13).....                                     | 440 |
| Figure 10. 10. Information brochure on the cultural significance of Vyces Crossing (Resource: Shiner, 2011: 29).....   | 442 |
| Figure 10. 11. On-site consultation with senior Nyiyaparli members for the Hope Downs 4 project (Resource: Martin, 2011: 81).....  | 443 |
| Figure 10. 12. A student reassembling a broken pottery within the scope of SCHEP’s awareness raising programme (Resource: ACOR, 2022) .....  | 448 |
| Figure 10. 13. Volunteers and local children, who gathered around a pond filled with the water of Hassan-Abad Moshir Qanat and listened to tales about qanats during the World Heritage Volunteers camp in 2017 (left); a well digger ( <i>muqani</i> ), providing information on the current condition of Hassan-Abad Moshir Qanat at its |     |

|   |     |
|---|-----|
| division point during the World Heritage Volunteers camp in 2019 (middle);<br>Volunteers preparing cob ( <i>kahgel</i> ), a local material used to restore the<br>surrounding walls of the historic garden, under the direction of local masters<br>during the World Heritage Volunteers camp in 2017 (right) (Resource: Ameneh<br>Karimian/ ICOMOS Iran, cited in Labadi et al., 2021: 54-55)..... | 449 |
| Figure 10. 14. Awareness raising programme organized for students in Bergama<br>on cultural heritage (Resource: Ministry of National Education, 2021).....  | 452 |
| Figure 10. 15. Jam Nizzamuddin Mausoleum (left) and Issa Khan Tarkhan<br>Mausoleum in Makli (right) (Resource: UNESCO, cited in Han, 2018: 7;<br>UNESCO/Laghai, cited in Han, 2018: 8) .....  | 458 |
| Figure 10. 16. Master artisan producing glazed tile at UNESCO/Heritage<br>Foundation Atelier (left) and panels established to show glazed tile patterns of<br>Makli Hill at the UNESCO/Heritage Foundation Glazed Tiles Atelier (right)<br>(Resource: UNESCO/Heritage Foundation, cited in Han, 2018: 9, 10) .....  | 460 |
| Figure 10. 17. Production of calligraphy glazed tiles for Sultan Ibrahim<br>Mausoleum (left) and Sultan Ibrahim Mausoleum in Makli (right) (Resource:<br>UNESCO/Heritage Foundation, cited in Han, 2018: 11).....   | 461 |
| Figure 10. 18. Items produced by women from local communities at Makli as<br>part of the UNESCO/ Heritage Foundation outreaching activities (Resource:<br>UNESCO/Heritage Foundation, cited in Lari, 2018: 13) .....  | 461 |

## **LIST OF ABBREVIATIONS**

### **ABBREVIATIONS**

CHMSs : Cultural Heritage Management Systems,

HCP : Herculaneum Conservation Project,

ICAHM: International Committee on Archaeological Heritage Management

ICOMOS : International Council on Monuments and Sites,

ICCROM : International Centre for the Study of the Preservation and Restoration of Cultural Property

IUCN : International Union for Conservation of Nature,

SDGs : Sustainable Development Goals,

UN: United Nations,

UNESCO : United Nations Educational, Scientific and Cultural Organization,

WHC : World Heritage Centre,

WHS : World Heritage Site,

WH-SDP : Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention.



# CHAPTER 1

## INTRODUCTION

### 1.1. Definition of the research problem

Sustainable development has become one of the most pressing concerns of heritage management in the modern world (UNESCO/WHC et al., 2013: 19). In recent years, the factors such as globalisation, changes in climate, demographic growth, growing inequalities, diminishing resources and growing threats to heritage such as development pressure have led the cultural heritage sector to focus more on the relationship between conservation and sustainable development (General Assembly of States Parties to the World Heritage Convention<sup>1</sup>, 2015: 1).

Today, States Parties to the Convention Concerning the Protection of the World Cultural and Natural Heritage<sup>2</sup> are expected to integrate sustainable development principles into their heritage conservation and management systems. This research questions how to incorporate these principles into the management systems of cultural world heritage sites (WHSs), particularly the ones in declining urban areas.

### 1.2. Gaps in the literature

The interrelation between cultural heritage and sustainable development has been discussed by international institutions such as the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Council on Monuments and Sites (ICOMOS), as well as the researchers and scholars who studied in several fields, such as heritage conservation, cultural geography, and

---

<sup>1</sup> From here on General Assembly of States Parties to the World Heritage Convention will be referred to as General Assembly.

<sup>2</sup> From here on, the Convention concerning the Protection of the World Cultural and Natural Heritage will be referred to as World Heritage Convention.

regeneration. Although research, which examines this relationship, has provided essential principles and has determined the pathways on how to use cultural heritage to lead to sustainable development, there is still a need to elaborate on how to achieve it.

United Nations Sustainable Development Agenda, as reflected in the document “Transforming our world: the 2030 Agenda for Sustainable Development,” was adopted by the UN General Assembly on 25 September 2015 (United Nations General Assembly, 2015: 9).

The 2030 Agenda sets out 17 Sustainable Development Goals (SDGs) and 169 targets (Nocca, 2017: 2). Under SDG 11, “make cities and human settlements inclusive, safe, resilient and sustainable,” Target 11.4 aims to “strengthen efforts to protect and safeguard the world’s cultural and natural heritage” (Labadi et al., 2021: 10).

According to Nocca (2017: 3), Target 11.4 is not strong enough regarding the link between cultural heritage and sustainable development as it doesn’t include “any reference to its valorisation/ regeneration.” Similarly, Labadi et al. (2021: 12) think that the 2030 Agenda fails to adequately recognise and accept the value of heritage as a key driver and enabler of sustainable development. It still views heritage as an object to be safeguarded rather than as an active driver of development (Nurse, 2006: 35; Throsby, 2017: 142; Labadi, 2018: 46; Labadi et al., 2021: 12-14, cited in Giliberto and Labadi, 2021: 2).

To fill this gap in Target 11.4 and improve the cultural heritage’s contribution to achieving the SDGs, this research focuses not only on protection and safeguarding of the world’s cultural heritage, but also on its management systems.

Labadi et al. (2021: 8, 12) state that the ICOMOS strongly believes that heritage can play a critical role in achieving the United Nations (UN) SDGs but more work is needed to demonstrate the links between heritage and SDGs.

One of the most critical policy documents developed with this aim is “Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention”<sup>3</sup> (WH-SDP), which the General Assembly adopted at its 20<sup>th</sup> session in 2015 to ensure policy coherence with the UN Sustainable Development Agenda (General Assembly, 2015: 1).

According to the WH-SDP, the potential of cultural heritage properties to contribute to sustainable development should be harnessed. To this end, the three dimensions of sustainable development, which are environmental sustainability, inclusive social development, and inclusive economic development, together with fostering peace and security, should be considered within cultural heritage management systems (CHMSs) (General Assembly, 2015: 4).

Another policy guidance document developed to demonstrate the ways how heritage can contribute to the achievement of SDGs is “Heritage and the Sustainable Development Goals: Policy Guidance for Heritage and Development Actors”, published by ICOMOS in 2021 (Labadi et al., 2021: 8). This document provides many practical and cross-disciplinary case studies that illustrate the importance of heritage for sustainable development and the SDGs in various contexts (Giliberto and Labadi, 2021: 3). However, these policy recommendations still need to be transformed into “effective and measurable actions” (Labadi et al., 2021: 119).

In addition to these, a revision made in the Operational Guidelines for the Implementation of the World Heritage Convention<sup>4</sup> in 2021 encouraged States Parties to integrate the principles of WH-SDP and the 2030 Agenda for Sustainable Development into their activities related to the World Heritage Convention, including their heritage conservation and management systems (World Heritage Centre (WHC), 2021: 13-14).

---

<sup>3</sup> From here on, the Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention will be referred to as WH-SDP.

<sup>4</sup> From here on, Operational Guidelines for the Implementation of the World Heritage Convention will be referred to as Operational Guidelines.

Within this framework, there is a need to develop guidance for these States Parties, i.e., concrete strategies to be adopted in their CHMSs to ensure that these systems contribute to achieving 2030 SDGs.

This thesis aims to address this gap in the literature. In particular, the outcomes of this research are expected to contribute to the development of universal principals, strategies, and approaches to be adopted in management systems of cultural WHSs in declining urban areas to contribute to the two dimensions of sustainable development, which are “inclusive economic development” and “inclusive social development”. Additionally, this research’s outcomes will also contribute to the development of indicators to assess the achievements of the strategies, which is another gap in the literature.

To date, only one indicator (Indicator 11.4.1) has been identified about Target 11.4, which is:

Total per capita expenditure on the preservation, protection, and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local/municipal) (United Nations, 2018, cited in Nocca, 2017: 6).

According to Nocca (2017: 6), however, “only one indicator (based on the expenditure per capita) is an oversimplification that is too much limiting, and it is not effective to achieve the goal 11.4 of SDGs”. Besides, Nocca (2017: 1) points to the scarcity of research on the indicators that can support the link between “cultural heritage conservation/ regeneration and sustainable development”. UNESCO and ICOMOS have also acknowledged the need for more indicators and adequate assessment tools to evaluate and monitor cultural heritage's contribution to the achievement of SDG 11 and, more broadly, sustainable development (Nocca, 2017: 7). Therefore, this thesis aims to address this gap in the literature by identifying indicators to assess the contribution level of cultural WHSs’ management systems to sustainable development, in particular to “inclusive economic development” and “inclusive social development”.

### **1.3. Scope and objectives of the study and research question**

There is a high urbanisation rate in the world. Today more than 50% of the world's population lives in urban areas (Labadi et al., 2021: 76). Rapid urbanisation has led to deteriorating urban environments, insufficient infrastructure for water and sanitation, a massive increase in the numbers of urban poor, and a variety of deprivation-related experiences for them, whether they live in slums or overcrowded or abandoned deteriorating historic urban centres without adequate access to many social amenities and infrastructure (housing, transport, electricity, water, sanitation, waste management, etc.) (Hosagrahar, 2018: 69-71). This urbanisation trend, together with the factors such as climate change, environmental disasters, wars and conflicts, pandemics, and other kinds of disasters, have adversely impacted cultural (tangible and intangible) and natural heritage resources while also generating many socio-economic transformations in urban areas (Labadi et al., 2021: 76).

The pressures of rapid urban growth have also made cities places of great inequality. In addition to debilitating social inequalities that define the identities of rural, ethnic, and transnational migrants, inadequate infrastructure and lack of employment options have created inequalities in access to minimal housing, water, power, sanitation, schooling, health, and employment opportunities (Hosagrahar, 2018: 70).

Social issues such as crime and violence are significantly worsened in overcrowded and inadequately serviced historic urban areas, where conflicts can easily arise due to scarce resources. Certain groups may be excluded from the development benefits in other places because of systemic prejudices and discriminatory behaviours. The poor and other marginalised groups (for example, new immigrants, ex-convicts, prostitutes, and drug addicts) are often located in these least preferred parts of cities, such as overcrowded or abandoned historic urban centres (Hosagrahar, 2018: 71).

Considering the contribution of the protection of cultural heritage to sustainable development, this research primarily concerns finding out how to utilise cultural

heritage sites in declining urban areas to achieve sustainable development of these areas. This research specifically focuses on “cultural WHSs” in declining urban areas and their management systems, which will explain the reasons below after defining these sites.

On 16 November 1972, the concept of “world heritage” was introduced to the world by the World Heritage Convention, which was adopted by the General Conference of UNESCO (The General Conference of UNESCO, 1972). The World Heritage Convention aims to promote cooperation among nations to protect heritage in the world that has ‘Outstanding Universal Value’ (Australian Government, 2019). In paragraph 49 of the Operational Guidelines, ‘Outstanding Universal Value’ is defined as “cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity” (WHC, 2017: 19).

The World Heritage Committee has established ten criteria<sup>5</sup> to assess whether a property has Outstanding Universal Value. The first six criteria are related to cultural properties (WHC, 2017: 25-26).

According to Paragraph 78 of the Operational Guidelines, “to be deemed of Outstanding Universal Value, a property must also meet the conditions of integrity and/or authenticity<sup>6</sup> and must have an adequate protection and management system to ensure its safeguarding” (WHC, 2017: 26).

In short, a property needs to meet three requirements, which are “World Heritage criteria”, “integrity and authenticity”, and “protection and management”, to be considered as having Outstanding Universal Value and thus to be inscribed on the World Heritage List (WHL) (Figure 1.1.).

---

<sup>5</sup> The criteria for selection can be found on the page <https://whc.unesco.org/en/criteria/>.

<sup>6</sup> Authenticity is not applicable to natural properties. The concepts of integrity and authenticity will be defined in Chapter 3.

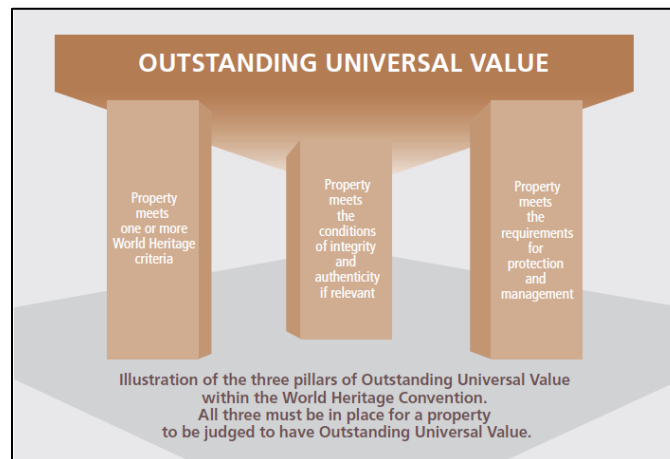


Figure 1. 1. The three pillars of Outstanding Universal Value (Resource: IUCN, 2007, cited in UNESCO/WHC et al., 2013: 35)

In the World Heritage Convention, “monuments”, “groups of buildings” and “sites” that have outstanding universal value are considered as “cultural heritage” (The General Conference of UNESCO, 1972). Once these cultural heritage properties are inscribed on the WHL, after delineating their boundaries, the areas within these boundaries are called ‘(cultural) WHS’.

The boundaries of a surrounding area for the nominated properties should also be designated if there is a need to protect the property from developments. According to the Operational Guidelines, this area is called “buffer zone”. Buffer zone provides an additional layer of protection to the nominated property through legal and/or traditional restrictions put on its use and development (WHC, 2017: 30).

Additionally, an appropriate management plan or other documented management system should be in place for a nominated property which must explain how the Outstanding Universal Value of the property could be preserved through participatory means if possible (WHC, 2017: 31). These management plans or other documented management systems are developed for the areas within the boundaries of the buffer zones if a buffer zone has been provided.

This research focuses on cultural WHSs in declining urban areas and their management systems for several reasons. First, cultural WHSs have outstanding

values for humanity. In Paragraph 49 of the Operational Guidelines, this value is expressed as "... the permanent protection of this heritage is of the highest importance to the international community as a whole" (WHC, 2017: 19). Second, according to the analysis of the state of conservation reports of WH properties conducted for the years between 1979 and 2013, the "management and institutional factors" threatened the majority (77%) of the WH properties (Veillon, 2014: 16). This demonstrates the critical need to focus on the management issues for protecting the WH properties and prepare comprehensive and effectively implementable management plans that respond to the problems of the WHS, its surrounding area and the local community. Third, protecting the cultural WHSs, particularly those in declining urban areas, is very difficult compared to other cultural heritage sites. To begin with, mass tourism or development pressure poses extra challenges for WHSs due to the popularity they gain after their inscription on the WHL. In addition, severe economic and social problems in declining urban areas hinder the local community from taking care of or contributing to safeguarding cultural heritage sites.

For many World Heritage properties, both social and economic interventions are often prerequisites for their conservation and sustainable development. People must be given opportunities to support themselves and live in towns like Zabid (World Heritage Committee member, 2010)<sup>7</sup>.

Thus, this thesis' scope is limited to "management plans or other documented management systems for cultural WHSs, particularly the ones in declining urban areas". Its main aim is to find out how management systems of cultural WHSs, particularly the ones in declining urban areas, can contribute to the sustainable socio-economic development of these areas. The answer of this question, in turn, can contribute to the sustainable use and effective protection of these cultural heritage properties.

The research will focus on demonstrating how management systems of cultural WHSs can be used to construct a bridge to sustainable development processes. It

---

<sup>7</sup> Statement by a Committee Member at the 34<sup>th</sup> session of the World Heritage Committee, during the discussion on the Historic Town of Zabid (Yemen).



also seeks to show how cultural heritage can positively reinforce the sustainable development of the human environment through a comprehensive and integrated management system. To this end, this thesis will investigate strategies to be used in the management systems of cultural WHSs, particularly the ones in declining urban areas within a sustainable socio-economic development framework. It will also identify indicators to assess the effectiveness level of these strategies; i.e. to assess contribution level of cultural WHSs' management systems to sustainable development.

As explained above, sustainable development has three dimensions: environmental sustainability, inclusive social development, and inclusive economic development. Among these dimensions, this thesis focuses on utilising cultural heritage in achieving “inclusive economic development” and “inclusive social development” through heritage management strategies developed.

The research examines the case of the Herculaneum Conservation Project (HCP)<sup>8</sup>. It seeks to assess this project to understand how far it has contributed to the sustainable socio-economic development of Ercolano between 2001 and 2020.

The ancient town of Herculaneum, which was buried by the eruption of Vesuvius in 79 AD together with nearby Pompeii, was inscribed on the WHL in 1997 as a component of the serial property “Archaeological Areas of Pompei, Herculaneum and Torre Annunziata” (WHC, 2023). The ancient town of Herculaneum is located in the historic centre of the modern town of Ercolano.

Ercolano, together with the HCP, is chosen as the case study site of this research. As a declining urban site, Ercolano suffers from both physical, environmental, social and economic problems (Mollo et al., 2012: 1). It is one of the densest urban districts of both Europe and Italy (Buondonno, 2006, cited in Thompson, 2007: 4). The socio-economic status of the local community is relatively low. More than 1

---

<sup>8</sup> The Herculaneum Conservation Project (HCP) also refers to the name of the organization.

out of 10 families face economic hardship (ISTAT, 2011, cited in Semerari, 2019: 11). Many families live on the poverty line, particularly in the historic town centre (Mollo et al., 2012: 2). Only about 26% of the population has a job (Castiello, 2019: 78). The rate of school truancy is high; more than one in four children leave the education and training system earlier than it should be (ISTAT, 2011, cited in Semerari, 2019: 11-12). There are two major safety problems in the town: one is the presence of Vesuvius which might erupt at any time, and the other one is organised crime activity (Semerari, 2019: 10). There are a few hotels, shops and services in Ercolano that tourists can stay, enjoy and spend time (Court et al., 2019: 29). The buildings in the town are largely in a state of decay with poor sanitary conditions, particularly in the historic centre (Castiello, 2019: 78). In Ercolano, there are also a lot of abandoned buildings and spaces (Semerari, 2019: 13), and a problem of waste management (Castiello, 2019: 128).

By examining the case of Ercolano and HCP, this thesis aims to focus on two main questions:

1. What are the sustainable socio-economic development strategies (and their indicators) for management systems of cultural WHSs in declining urban areas?
2. How far did the Herculaneum Conservation Project (HCP) contribute to Ercolano's sustainable socio-economic development from 2001 to 2020.

#### **1.4. Research methodology**

A single-case study approach is employed as a research method of the study. The HCP and its impact on Ercolano's socio-economic development are examined within the scope of this case. The research follows the seven steps explained below, to assess the contribution level of the HCP to the sustainable socio-economic development of Ercolano from 2001 to 2020:

1. It identifies 40 sustainable socio-economic development strategies to be adopted in management systems of cultural WHSs in declining urban areas to achieve the aims of “inclusive economic development” and “inclusive

- social development”, which are the two dimensions of sustainable development;
2. It develops indicators for each strategy to analyse the collected data in Step 7 (below);
  3. It examines Ercolano in terms of its location, and its spatial and socio-economic changes in history;
  4. It studies the physical, environmental, social and economic features of Ercolano. Examining the present physical, environmental, social and economic potentials and problems in Ercolano is crucial to understanding whether the HCP uses these potentials and responds to the problems of both the WHS of Herculaneum, the declining urban area and the local population to achieve sustainable socio-economic development of Ercolano.
  5. It examines Herculaneum in terms of its historical development, characteristics and earlier excavation and conservation works at the site (1710-2001);
  6. It explains the studies that the HCP carried out at the WHS from 2001 to 2020 and its ongoing and future projects focusing mainly on the sustainable development of Ercolano<sup>9</sup>;
  7. It evaluates the studies conducted by the HCP at Herculaneum from 2001 to 2020, together with its ongoing and future projects, according to the sustainable socio-economic development strategies identified by this research.

After the evaluation of the impacts of the HCP on Ercolano’s socio-economic development, this research continues its impact assessment by comparing the HCP’s effects with several conservation/ sustainable development projects or activities implemented at other heritage sites in the world. These examples are particularly selected as they are primarily sustainable development projects implemented at WHSs. Comparing the HCP’s impacts with other conservation/ sustainable development projects, this research seeks to answer what additional studies should be conducted or what new strategies can be followed in Herculaneum and Ercolano in the coming years to contribute more to the sustainable socio-economic development of Ercolano. Further details about the research method of this study are given in Chapter 5.

---

<sup>9</sup> The activities of the Herculaneum Centre will also be considered as the activities of the HCP as it was mainly the HCP’s efforts which led to establishment of the Centre in 2006, and two partners of the HCP, the local heritage authority and the British School at Rome, are also the two partners of the Centre.

## **1.5. Structure of the thesis**

This research consists of ten chapters. Chapter 2 gives information on the historical development of paradigms in conservation of cultural heritage and explains sustainable development concept and its goals together with the role of cultural heritage in sustainable development.

Chapter 3 defines CHMSs within the World Heritage context and explains approaches in contemporary CHMSs and their characteristics.

Chapter 4 aims to explain how sustainable socio-economic development perspective can be integrated into the management systems of cultural world heritage sites (WHSs) in declining urban areas. First, it explains the critical relationship between the heritage conservation and sustainable development. Then, it explains how to use cultural heritage for “inclusive economic development” and “inclusive social development”. Finally, it provides a table including “sustainable socio-economic development strategies for management systems of cultural world heritage sites in declining urban areas” identified by this research.

Chapter 5 explains the research methodology used in this Ph.D. research. It identifies the research method which is employed in the research. First, it explains the research method that was followed by this study in order to find out how management systems of cultural world heritage sites (WHSs), particularly the ones in declining urban areas, can contribute to sustainable socio-economic development of these areas. Second, the chapter explains the reasons to carry out the case study on the WHS of Herculaneum. Third, it defines the method followed to assess the level of contribution of the HCP to sustainable socio-economic development of Ercolano from 2001 to 2020; then presents sources of evidence which were used in the case study and finally, challenges of the research.

Chapter 6 gives information on the location of Ercolano and its spatial and socio-economic changes in history, and explains its physical, environmental, social and economic features.

Chapter 7 focuses on the Herculaneum WHS, describing first its location, history and historical features. Then, it explains the excavations and other activities carried out at the site during the periods 1710-1927, 1927-1958 (The Maiuri Period) and 1960-2001. The last section about the period 1960-2001 also gives details on the state of conservation and management system of the site at the time.

Chapter 8 focuses on the conservation activities carried out at Herculaneum WHS by the HCP between 2001 and 2020. It also explains the initiatives of the HCP to achieve capacity-building of the local heritage authority, to establish an information management system, and to improve the relationship between Herculaneum and Ercolano as well as the local community in order to achieve sustainable development in Ercolano. This chapter also gives information on the activities of the Herculaneum Centre, which was established mainly as a result of the HCP's efforts, and Audience Development Programme of the HCP.

Chapter 9 evaluates how far the HCP contributed to inclusive economic development of Ercolano from 2001 to 2020 under the three sub-aims of the aim "inclusive economic development", which are: "ensuring growth, employment, income and livelihoods", "promoting economic investment and quality tourism" and "strengthening capacity-building, innovation and local entrepreneurship".

Chapter 10 evaluates how far the HCP contributed to inclusive social development of Ercolano from 2001 to 2020 under the five sub-aims of the aim "inclusive social development", which are: "contributing to inclusion and equity", "enhancing quality of life and well-being", "respecting, protecting and promoting human rights", "respecting, consulting and involving the local community" and "achieving gender equality".

Chapter 11 concludes the thesis. First, it provides an overview of the research by giving information on its scope, research question and research methodology. Second, it summarizes the findings of the research. Third, it explains the theoretical, methodological and practical contributions of the research. At the end, it makes recommendations for future management systems of cultural WHSs in declining urban areas focusing on specifically “inclusive economic development” and “inclusive social development” dimensions of sustainable development.

The appendix of the thesis includes references to culture and heritage in the 2030 Agenda, the data determined to be collected to understand the physical, environmental, economic and social features of Ercolano, and interview questions asked to the HCP staff in order to collect data on the case study.

## CHAPTER 2

### SUSTAINABLE DEVELOPMENT WITHIN THE FRAMEWORK OF CONSERVATION OF CULTURAL HERITAGE

This chapter gives information on the historical development of paradigms in conservation of cultural heritage and explains sustainable development concept and its goals together with the role of cultural heritage in sustainable development.

#### **2.1. Historical development of paradigms in conservation of cultural heritage**

The concern of preserving ancient artifacts came to the agenda for different purposes and reasons in every period of history. It is seen that monuments, architectural structures and settlements, which are deemed worthy of protection, have often been determined according to the economic, social and political conditions of their periods, and sometimes religious and national feelings have predominated in the conservation decisions. The artistic and aesthetic understanding of the period has been effective in the conservation interventions (The Foundation for the Protection and Promotion of the Environment and Cultural Heritage<sup>10</sup>, 2010: 9).

##### **2.1.1. The period between the IInd World War and 1960s**

While in the 18<sup>th</sup> century conservation efforts strengthened and in the 19<sup>th</sup> century restoration started to be widely implemented, in the second half of the 20<sup>th</sup> century, conservation became a discipline especially after the Second World War. After this date, monuments began to be considered as a historical document and as a product of human creativity, as elements describing the adventure of humanity, reinforcing

---

<sup>10</sup> From here on the Foundation for the Protection and Promotion of the Environment and Cultural Heritage will be referred to as the Foundation of ÇEKÜL.

feelings of trust and belonging and guaranteeing the continuity of civilizations and societies. The historical monuments started to be protected together with their surrounding areas. Intervention methods and legal arrangements have been developed in line with this perspective (The Foundation of ÇEKÜL, 2010: 11-12).

After the Second World War, the cities and historical monuments in Europe were destroyed to a great extent. In these historical parts of the cities which were demolished due to war, the will to regenerate the old urban tissue instead of constructing new buildings became dominant and it led to the emergence of new approaches in conservation of cultural heritage (Ahunbay, 1999: 19; Cleere, 2000: 2; Biörnstad, 2000: 70).

The destruction caused by the Second World War had shown to the world that it was a necessity to provide more efficient international organizations by which misunderstandings between nations could be solved without wars and that educational, scientific and cultural co-operation at an international level was needed as well as assistance to nations in protection, conservation and restoration of cultural heritage. Thus, after the War, UNESCO was established in 1946 (Jokilehto, 2002: 419).

UNESCO has adopted many conventions on protection and development of cultural heritage or cultural diversity and a lot of States Parties have ratified these conventions. In order to protect cultural heritage during an armed conflict as well as in times of peace, the Convention for the Protection of Cultural Property in the Event of Armed Conflict (The Hague Convention) was adopted in 1954 under the auspices of UNESCO (UNESCO, 2023). The expression of 'cultural property' started to be used instead of the expressions such as 'historical artefact' or 'ancient' through this Convention (Madran and Özgönül, 2005: 81).

International Union for Conservation of Nature (IUCN) and International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM)



are other international organizations established during the period after the World War, in 1948 and 1956 respectively.

IUCN, as the first global environmental union, brought together national governments, non-governmental organizations and scientists with a common goal to protect nature. Its aim was to promote international cooperation and provide scientific knowledge and tools to guide conservation activities. Today, there are 1,300 member organizations and 10,000 experts providing input and resources for IUCN. IUCN experts work under six commissions specialized on “species survival, environmental law, protected areas, social and economic policy, ecosystem management and education and communication” (IUCN, 2019).

UNESCO established ICCROM as an international intergovernmental organization with a mission to study and improve restoration methods in order to respond to huge destruction of cultural properties after the Second World War and address the urgent need to reconstruct them (ICCROM, 2019). Today, ICCROM's mission is to conduct research, documentation, technical assistance, training and public awareness programmes to improve conservation of immovable and moveable cultural heritage (WHC, 2017: 15).

### **2.1.2. The period between 1960s and 1980s**

The post war reconstruction period was followed by an economic development and industrialization period at global scale during the 1960s and 1970s which led to widespread destruction of archaeological sites (Cleere, 2000: 3). During the 1960s, an intense work was carried out at international scale under the leadership of European countries in order to protect cultural heritage and prevent destruction of archaeological sites due to economic and technological investments. Within this context, the Second International Congress of Architects and Technicians of Historic Monuments was held in Venice from the 25<sup>th</sup> to 31<sup>st</sup> of May in 1964 in order to guide the interventions to be made during conservation and restoration activities. That meeting expanded and further developed the concepts set forth in

the Athens Charter of 1931. At the end of the meeting, the International Charter for the Conservation and Restoration of Monuments and Sites (also called the “Venice Charter”) was adopted (Erder, 1977: 167).

The Venice Charter defined a set of guiding principles that could be considered as the constitution of the modern conservation approach (Erder, 1977: 167). It emphasized the importance of the setting; it defined a historic monument not only as a single architectural work but also as an urban or rural setting in which the evidence of a particular civilization, a significant development or a historic event is found. Besides, it considered not only the great works of art as historic monuments but also the more modest works of the past which gained cultural significance in time. The attention was also brought to the surrounding areas of monuments by stating that “the sites of monuments must be the object of special care in order to safeguard their integrity” (The Second International Congress of Architects and Technicians of Historic Monuments, 1964). Thus, in addition to the religious and public buildings, rural areas, urban tissues and the examples of civil architecture, which were not attributed any value until that time, started to be defined as historic monuments. And the historic monuments, once protected as single architectural works, started to be protected together with the urban tissue where they are located (Ahunbay, 1999: 19; Kaderli, 2014: 32; Kuban, 2000: 34). This and the inclusion of the examples of civil architecture within the scope of what is called historic monuments, the phenomenon of conserving cultural heritage became a matter for the general public too, as well as the elite group who have been dealing with conservation issues until that period (Kuban, 2000: 34).

The Second International Congress of Architects and Technicians of Historic Monuments adopted 13 resolutions, the first one was the Venice Charter and the second one, which was put forward by UNESCO, was a proposal for the creation of ICOMOS due to the need to “coordinate international effort for the preservation and the appreciation of the world heritage of historic monuments” (ICOMOS, 2019). Thus, ICOMOS was founded in 1965 in Warsaw, Poland (ICOMOS, 2019) as an international non-governmental organization “to promote the application of

theory, methodology and scientific techniques to the conservation of the architectural and archaeological heritage” (WHC, 2017: 16).

On 16 November 1972, the concept of ‘world heritage’ was introduced to the world by the World Heritage Convention, which was adopted by the General Conference of UNESCO. According to the Convention, “parts of the cultural or natural heritage are of outstanding interest and therefore need to be preserved as part of the world heritage of mankind as a whole” (The General Conference of UNESCO, 1972). The World Heritage Convention aims to promote cooperation among nations to protect heritage in the world that has Outstanding Universal Value (Australian Government, 2019). In paragraph 49 of the Operational Guidelines, Outstanding Universal Value is defined as “cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity” (WHC, 2017: 19). What makes the concept of World Heritage exceptional is that it is universally applicable. World Heritage properties belong to all people in the world, regardless of the territory they are located on (UNESCO, 2019). Thus, deterioration or disappearance of any item of world heritage is considered as a loss of all humankind.

In the 1970s, within the scope of the conservation activities becoming widespread in Europe, several events were organized. One of them is the event of “European Architectural Heritage Year 1975” organized by the Council of Europe. As a result of this event, the Declaration of Amsterdam was adopted in the same year. The Declaration stated that the architectural heritage includes not only individual buildings that have exceptional quality and their surroundings, but also all areas of towns or villages that have historic or cultural interest. This Declaration is important in terms of emphasizing integrated approach in conservation (Ahunbay, 1999: 135). According to the Declaration, integrated conservation requires;

- appropriate financial resources provided to local authorities and private owners to help them meet the cost of restoration,
- the adaptation of legislative and administrative measures to improve the operational capacity of the authorities (e.g. intellectual resources),
- taking social factors into account (e.g. gentrification should be avoided),

- participation of citizens at every stage of the work and promotion of methods, techniques and skills for restoration and rehabilitation (Congress on the European Architectural Heritage, 1975).

The Declaration also emphasizes the relation between conservation and planning including the dialogue between conservationists and those responsible for planning and the importance of inventorying (Congress on the European Architectural Heritage, 1975). According to the Declaration, conservation of architectural heritage should be a priority for urban and regional planning and be an essential part of it. The Amsterdam Declaration and the Granada Convention (Council of Europe, 1985) added legal and administrative frameworks among the four pillars of integrated conservation, which are: legal, administrative, financial and technical support (Güçhan and Kurul, 2009: 19-20).

The Burra Charter (The Australia ICOMOS Charter for Places of Cultural Significance), which was adopted by Australia ICOMOS<sup>11</sup> in 1979, developed the principles adopted in the Venice Charter. It is updated on a regular basis to reflect advances in understanding of cultural heritage management theory and practice (Australia ICOMOS, 2019). Revisions were adopted in 1981, 1988, 1999 and 2013 (Australia ICOMOS Incorporated, 2013: 1). Since the last version was adopted in 2013, the content of the Burra Charter will be explained later.

### **2.1.3. The period between 1980s and 2000s**

In the 1980s, construction activities, realized as a result of the pressure emerged due to an increase in the standard of living and population, have become major threats for archaeological sites. On the other hand, emergence of new standards in conservation of cultural heritage due to developments in science and technology, harmonization of conservation techniques with up-to-date technology and transformation of this into information led to an appreciation of contributions of other disciplines to heritage sector (Karabaş, 2010: 28-31). Within this context, the

---

<sup>11</sup> The Australian National Committee of ICOMOS

International Colloquy on Archaeology and Planning was organized jointly by the Council of Europe and the Region of Tuscany, in Florence in 1984. The major focus of the Colloquy was on strategies to conserve archaeological resources in the face of urban and rural development. The Colloquy also focused on integrating these resources into urban fabric, planning techniques, improving relationships between archaeologists and planners, and computerized documentation and cartography (Council of Europe, 1987).

In 1985, ICOMOS established the International Scientific Committee on Archaeological Heritage Management (ICAHM) as a subunit to enable studies aiming sustainable conservation of archaeological sites which require special expertise (Biörnstad, 2000: 70). This Committee prepared the Charter for the Protection and Management of the Archaeological Heritage which was adopted by ICOMOS in Switzerland in 1990. Besides being the only international document that deals entirely with archaeology, this Charter defined the goals and the role of archaeological heritage management for the first time. The Charter emphasized the development of inventories, the integration of archaeological programs and planning, the importance of in situ preservation and if this is not possible, the authorities' responsibility to ensure that archaeological researches are conducted correctly (Willems and Comer, 2014). Other issues highlighted in the Charter were active participation and commitment of the general public in studies regarding protection of the archaeological heritage, productive collaboration between professionals from various disciplines as well as the qualifications of these professionals and the necessity of international cooperation in developing and maintaining standards in archaeological heritage management (ICAHM, 1990).

In the 1990s, many European countries adopted international recommendations on the importance of collaboration at all societal levels when developing strong management policies on conservation of archaeological heritage with its setting. Within this context, the Convention for the Protection of the Archaeological Heritage of Europe, which was originally adopted in 1969 in England, was revised and resigned by the member states of the Council of Europe in 1992 in Valetta. The

Convention's aim was defined as to safeguard the archaeological heritage as a source of the collective memory of Europe and a means for scientific studies (Ahunbay, 2010: 11). The Convention reflected the change in the types of threats to the archaeological heritage, which shifted from unauthorized excavations in the 1960s to major construction projects in the 1980s. It established basic legal standards for the protection of archaeological assets as sources of scientific evidence and made the preservation and development of the archaeological heritage one of the aims of urban and regional planning policies. Therefore, it focused on the cooperation among archaeologists and town and regional planners. It also dealt with public access to archaeological sites and educational activities to develop public awareness on the value of archaeological heritage (Council of Europe, 1992).

The scope of what is regarded as 'heritage' has broadened significantly since the 1980s. In the past, monuments and buildings used to be regarded as heritage properties. However, today, the landscape surrounding the properties, which was created through human interaction with nature (UNESCO/WHC et al., 2013: 12), and which is rich in intangible traditions and practices, is also regarded as heritage.

According to the World Heritage Convention, heritage can be defined in categories such as "monuments, groups of buildings and sites". In practice, the scope of heritage types is broader, including archaeological sites, urban centres, industrial heritage, and cultural landscapes and heritage routes etc. (UNESCO/WHC et al., 2013: 12). Cultural heritage comprises all contemporary demonstrations regarding intangible heritage, and past evidences regarding tangible artefacts, of human creative activity that are inherited from previous generations and deemed important by society and therefore maintained in the present and intended to be transmitted to succeeding generations for their benefit (Communities and Local Government, 2009, cited in Roders and Oers, 2011: 6). While tangible cultural heritage includes monuments, groups of buildings, sites and cultural landscapes (UNESCO, 1972, cited in Roders and Oers, 2011: 6), intangible cultural heritage encompasses the practices, representations, expressions, knowledge, skills of communities and

groups, and sometimes individuals, as well as the instruments, artefacts and cultural spaces associated therewith (UNESCO, 2003, cited in Roders and Oers, 2011: 6).

In the last two centuries, all values attributed to heritage sites were based on the material evidence of the sites. Therefore, the main aim of the heritage sector during this period was to prevent form and space from undergoing changes. In 1964, the Venice Charter recognized only two types of values for heritage designation, which were historic and aesthetic values (Araoz, 2011: 56).

However, over the last 40 years, there has been a shift in the conservation theory towards defining conservation in terms of maintaining meanings and values rather than material evidence (Viñas, 2005, cited in Zancheti and Hidaka, 2011: 101). Following the broadening of the scope of what needs to be conserved, the values related to conservation have broadened too; they have become more complex and dynamic. Starting with historic and aesthetic, they have expanded to include cultural, social, economic, spiritual, sentimental and symbolic values (Pereira, 2007: 17).

In this regard, Pereira (2007: 16) states that, “the Cultural Turn of the 60’s and the Communicative Turn of the 80’s” led the focus of conservation theory move from the aesthetic-historic axis to the anthropological-cultural axis. The most remarkable change has occurred in the concept of heritage which has moved from the narrow ‘historic and artistic’ to the broad ‘cultural’ concept. As the conservation concepts have been culturalized, the focus of conservation has shifted from the material to the non-material or intangible aspects of heritage and a set of new concepts such as significance, meanings, language, diversity, collective memory and identities have entered the conservation field from anthropology (Pereira, 2007: 16).

This paradigm shift can be followed through international charters. One of the signs of the paradigm shift in conservation field was the adoption of the Florence Charter, “Historic Gardens”, by ICOMOS in 1982 for the conservation of historic

gardens. Another one was the “Charter on the Built Vernacular Heritage”, adopted by ICOMOS in 1999, for the conservation of vernacular heritage. The Charter emphasized that successful protection of the vernacular heritage was dependent on traditional knowledge passing onto future generations (Araoz, 2011: 57).

The focus on materiality in conservation activities was also challenged in the “Nara Document on Authenticity”, which was adopted in 1994 in Nara (Japan) (Araoz, 2011: 57). At the beginning of the 1990s, the forces of globalisation and homogenization have led to a search for cultural identity. Thus, authenticity has become a central concern in the conservation of cultural heritage since it contributes to clarifying the collective memory of humanity (ICOMOS, 1994: 46). The Nara Document on Authenticity addressed the need for a broader understanding of cultural heritage diversity and highlighted the importance of taking into account the cultural and social values of all societies, including the tangible and intangible expressions that every culture’s heritage includes (The Getty Conservation Institute, 2017). The Document declared for the first time that authenticity is a relative concept, which depends on the cultural property’s socio-historic context (Araoz, 2011: 57).

This new attitude towards protecting the meanings and values was reinforced by the Burra Charter (1999) which emphasized the importance of protecting significance of the properties as stated in Article number 1.4: “Conservation means all the processes of looking after a place so as to retain its cultural significance” (ICOMOS, 1999: 2). The Burra Charter provides guidance for the conservation and management of places of cultural significance. In the Charter, cultural significance is defined as “aesthetic, historic, scientific, social or spiritual value for past, present or future generations”. Conservation is seen as an integral part of the management of places that have cultural significance. There are three main stages defined in the Charter for the conservation and management process; the first stage is to understand the cultural significance of a place including the issues affecting its future (based on collecting and analysing information), the second stage is to



develop policies and the last stage is to manage the place in accordance with the policies developed (Australia ICOMOS Incorporated, 2013: 1, 2, 4).

This significance-oriented approach has also been adopted by some conservation institutions, such as English Heritage that defines conservation as “the process of managing change to a significant place in its setting in ways that will best sustain its heritage values, while recognizing opportunities to reveal or reinforce those values for present and future generations” (English Heritage, 2008: 71, cited in Zancheti and Hidaka, 2011: 101). This definition also links conservation to sustainability and recognizes conservation and change as processes that come together (Zancheti and Hidaka, 2011: 101). ‘Change’ itself has started to be understood as a part of the richness of heritage and something as important to understand as original intent (Bluestone, 2000, cited in Pereira, 2007: 17). In this sense, Güçhan et al. (2017: 14-15) state that:

Conservation should be treated as a process of change. Conservation is a living phenomenon that is constantly changing and reshaped in historical and social evolution, rather than a static result aimed to be achieved. For this reason, conservation, a subcomponent of the socio-spatial process, should be managed as a process of change. If the interventions reduce the protection to a fixed activity, it loses its effect after a while because it will not be equipped to keep up with the change. For this, it is important to manage the conservation process in a way that allows the development of the society (Güçhan et al., 2017: 14-15).

#### **2.1.4. The period after 2000s**

As a result of the shift in the heritage sector from conventional conservation approaches to values-based approaches, the need to adopt ‘people-centred approaches’ has come to agenda. People-centred approach means involving a wider range of people in the identification of values and significance, and then, developing management practices accordingly. Hence, it is a process that is not managed solely by the heritage ‘expert’ (Wijesuriya, 2010; Wijesuriya and Court, 2015, cited in Court et al., 2019: 28).

Contemporary theory of conservation calls for ‘common sense’, for gentle decisions, for sensible actions. What determines this? Not truth or science, but rather the uses, values and meanings that an object has for people. This is determined by the people (Viñas 2005, p: 212, cited in Zancheti and Hidaka, 2011: 102).

Hence, the values that people ascribe to a site are important as they contribute to the significance of the site (Wijesuriya, 2010; Wijesuriya and Court, 2015, cited in Court et al., 2019: 28). In this contemporary theory, the conservator is not seen as an enlightened rational human being who takes all the decisions. Instead, s/he is seen as a social agent whose role is to work with inter-subjectivity, knowing that the value of heritage differs among individuals and groups, thus trying to achieve maximum social consensus on conservation decisions (Clavir, 2002: 43, cited in Zancheti and Hidaka, 2011: 102).

Thus, today, under the new heritage paradigm, the values attributed to heritage have also expanded to reflect its new social role, i.e. heritage gives an opportunity to communities to express their opinions whose voices had not been taken into account in the past. The access of these previously unrecognized communities to the cultural and political arenas was first accepted in Burra Charter (Araoz, 2011: 57).

A participative approach is adopted in the Burra Charter by stating that activities regarding conservation, interpretation and management of a place should be conducted by “participation of people for whom the place has significant associations and meanings, or who have social, spiritual or other cultural responsibilities for the place” (Australia ICOMOS Incorporated, 2013: 5). The involvement of communities in cultural forums have led to identification of a wide range of heritage places, which had not been noticed by official policies or dominant communities but of great importance to smaller groups and minorities. The phenomenon of social inclusion is related to both minority groups in industrialized and globalizing societies and traditional indigenous people living in isolation (Araoz, 2011: 57).

These developments have led the heritage sector to shift from simple physical protection to a more integrated approach to management, which not only takes into account physical concerns but also social, economic and environmental concerns. Thus, heritage has gained a function in the life of communities (UNESCO/WHC et al., 2013: 4).

The ‘new paradigm for protected areas’, which was developed by Adrian Phillips and re-presented in the International Union for Conservation of Nature (IUCN) Guidelines for Management Planning of Protected Areas (Thomas and Middleton, 2003:10, cited in UNESCO/WHC et al., 2013: 15) in 2003, highlights the increased importance of a wider, more inclusive approach to heritage management and community engagement in recent years. Although this guidance was prepared for natural sites, much of it applies to cultural sites too (Figure 2.1.) (UNESCO/WHC et al., 2013: 15).

| <b>Topic</b>                 | <b>As it was: protected areas were...</b>   | <b>As it is becoming: protected areas are...</b>   |
|------------------------------|---|--|
| <b>Objectives</b>            | <ul style="list-style-type: none"> <li>• Set aside for conservation</li> <li>• Established mainly for spectacular wildlife and scenic protection</li> <li>• Managed mainly for visitors and tourists</li> <li>• Valued as wilderness</li> <li>• About protection</li> </ul> | <ul style="list-style-type: none"> <li>• Run also with social and economic objectives</li> <li>• Often set up for scientific, economic and cultural reasons</li> <li>• Managed with local people more in mind</li> <li>• Valued for the cultural importance of so-called 'wilderness'</li> </ul> |
| <b>Governance</b>            | <ul style="list-style-type: none"> <li>• Run by central government</li> </ul>   | <ul style="list-style-type: none"> <li>• Run by partners and involve an array of stakeholders</li> </ul>   |
| <b>Local people</b>          | <ul style="list-style-type: none"> <li>• Planned and managed against people</li> <li>• Managed without regard to local opinions</li> </ul>  | <ul style="list-style-type: none"> <li>• Run with, for, and in some cases by local people</li> <li>• Managed to meet the needs of local people</li> </ul>  |
| <b>Wider context</b>         | <ul style="list-style-type: none"> <li>• Developed separately</li> <li>• Managed as 'islands'</li> </ul>  | <ul style="list-style-type: none"> <li>• Planned as part of national, regional and international systems</li> <li>• Developed as 'networks' (strictly protected areas, buffered and linked by green corridors)</li> </ul>  |
| <b>Perceptions</b>           | <ul style="list-style-type: none"> <li>• Viewed primarily as a national asset</li> <li>• Viewed only as a national concern</li> </ul>   | <ul style="list-style-type: none"> <li>• Viewed also as a community asset</li> <li>• Viewed also as an international concern</li> </ul>  |
| <b>Management techniques</b> | <ul style="list-style-type: none"> <li>• Managed reactively within a short timescale</li> <li>• Managed in a technocratic way</li> </ul>  | <ul style="list-style-type: none"> <li>• Managed adaptively in a long-term perspective</li> <li>• Managed with political considerations</li> </ul>   |
| <b>Finance</b>               | <ul style="list-style-type: none"> <li>• Paid for by taxpayer</li> </ul>  | <ul style="list-style-type: none"> <li>• Paid for from many sources</li> </ul>   |
| <b>Management skills</b>     | <ul style="list-style-type: none"> <li>• Managed by scientists and natural resource experts</li> <li>• Expert led</li> </ul>  | <ul style="list-style-type: none"> <li>• Managed by multi-skilled individuals</li> <li>• Drawing on local knowledge</li> </ul>   |

Figure 2. 1. A new paradigm for protected areas (Resource: Phillips, 2003, cited in UNESCO/WHC et al., 2013: 16)

In addition to these efforts in recent years towards achieving sustainable development, peaceful and inclusive societies required focusing on human rights and democratic governance. Within this context, the Framework Convention on the Value of Cultural Heritage for Society (the Faro Convention, 2005), considered knowledge and use of heritage as part of the citizens' right to participate in cultural

life as defined in the Universal Declaration of Human Rights (Council of Europe, 2018).

The Faro Convention emphasizes the important role that communities play in the management of their cultural heritage and environment and promotes the increased role of citizens in the works formerly mostly carried out by public institutions, such as the definition, management and protection of cultural heritage. The Convention also defines a 'heritage community' as a community composed of individuals who value certain characteristics of cultural heritage and wish to sustain and transmit these characteristics to future generations within the framework of public action. According to the Faro Convention, heritage is a resource for human development, the improvement of cultural diversity and the promotion of intercultural dialogue as well as being part of an economic development model based on the principles of sustainable resource use. Considering heritage as a social, economic and political resource, the Convention proposed a new way of looking at heritage by setting a platform to involve all stakeholders and emphasizing the important role of inhabitants and heritage communities (Council of Europe, 2018).

As a source of memory and inspiration, heritage contributes to national and local community identity, which is essential for sense of place and social cohesion (Communities and Local Government, 2009, cited in Roders and Oers, 2011: 6). Evidence of past societies provides a sense of belonging and security to modern societies (UNESCO/WHC et al., 2013: 12). As heritage began to be characterized as a major definer of cultural identity, it has been positioned at the heart of community development. However, the repositioning of heritage as part of community development has also changed the way that the traditional categories of heritage, such as individual buildings, historic centres and archaeological sites are perceived, valued and treated. By becoming integrated in the development process, heritage has been put into a dynamic process where it responds constantly to the evolving needs of society at any given time. In other words, the values of traditional heritage are no longer based wholly on its physical fabric and form, but

on intangible concepts that are in constant flow because of their nature (Araoz, 2011: 57-58).

The ‘relativization’ of materiality, which is a contemporary trend that transfers importance from material to non-material aspects of heritage, constitutes an important factor on recent developments in cultural heritage. Viñas (2000, cited in Pereira, 2007: 18) states that it has led to the substitution of the ‘materiality and truth’ for ‘significance and communication’. According to Pereira (2007: 18), when the goal of conservation is to preserve meanings rather than materiality, the notion of truth tends to be replaced by efficiency in communication and as a result, established value indicators, i.e. authenticity and integrity, lose their importance. The interest in conservation is moving towards the preservation of image and meanings (Pereira, 2007: 18).

An example to this is the concept of ‘places of memory’, which was proposed by Nora as the places that re-establish symbolic connections with the past (1984, cited in Pereira, 2007: 18). Places of memory are associated with historic events or individuals but they do not include any specific physical marks left. In the places of memory, the value exists in preserving the memory of the person or the event. Since there is nothing tangible to conserve, the places of memory are not noticeable without a message that makes the visitors aware of the importance of the place. The task is to ensure that the memory is transmitted to all society. In short, it is about preserving a message, not a place (Araoz, 2011: 59).

It is argued that in this new paradigm, traditional conservation practices are either inadequate or not applicable. Hence, since the early 2000s, there has been an increase in the number of interventions, projects and management approaches, which are different from the mainstream conservation approach, as it is enshrined in the Charter of Venice (1964) and which sometimes degrade the integrity and authenticity of heritage sites. The role that heritage plays in society has evolved, the awareness level of people about heritage has increased and heritage is increasingly considered as a public commodity with economic value from which

profit could be obtained. These have led to significant changes in the way that the governments or the public sector perceive and use their heritage resources. For example, the heritage sites, which have little or no material fabric worth preserving, can gain official recognition; the requirement to manage social processes which are considered as integral to the significance of the sites has been understood; heritage sites are used as tools to decrease poverty by development agencies; facsimile reconstructions are increasingly accepted as valid equivalents of originals demolished long ago and façadism which erodes thousands of historical buildings is widely used in both Europe and the United States. In addition to these, the aggressive and excessive renovation and adaptive use of historical buildings through excessive replacement-in-kind; the extreme anastylosis of archaeological ruins to make archaeological sites more attractive and the competition to attract tourism without proper preparation or the expanding tourism infrastructure which wears down its setting are examples supporting the argument that a new heritage paradigm has emerged (Araoz, 2011: 55-56).

In recent decades, there has also been a growing interest in sustainable conservation and management of cultural and natural properties as well as community involvement and the need to respect limits of growth (Birabi, 2007: 42). A transition has occurred from consumption of heritage resources to conserving them for socio-cultural and economic development, in other words, from ad-hoc maintenance of the heritage to its sustainable conservation and management (Bray, 1994; Brković, 1997; Hague, 2000; Gospodini, 2002, cited in Birabi, 2007: 43). Sustainable conservation takes into account heritage value; social, economic, environmental, scientific, technological effects and includes design and engineering decisions to achieve physical sustainability (Perhavec et al., 2014: 81-82). Sarah Staniforth (2000: 6, cited in Zancheti and Hidaka, 2011: 101) states that the aim of sustainable conservation is “to pass on maximum significance to future generations”. It is essential to maintain the integrity and the authenticity of both material and non-material attributes of the properties to achieve this (Zancheti and Hidaka, 2011: 102). For sustainable conservation, it is important to save the traditional crafts and knowledge (Perhavec et al., 2014: 86).

Further, heritage conservation has gained central importance in local, regional and national development planning schemes, which also enhanced its conservation. Consequently, especially after the 1970s, heritage conservation has become a valuable source of cultural, social and economic development. Heritage resources prove their significance in economic development through heritage-led regeneration initiatives (Bray, 1994; Brković, 1997; Hague, 2000; Gospodini, 2002, cited in Birabi, 2007: 43).

Parallel to the shift in focus from conservation to development, many ‘heritage development’ practices have been implemented (Samuels, 2016: 356). Samuels (2016: 359) defines heritage development as “an active mobilization of heritage resources for economic development and poverty reduction”. Participation, capacity-building, and sustainability have been the development priorities that have supported heritage development (Samuels, 2016: 356).

Today, heritage is expected to contribute to development, cultural diversity and sustainable communities to also justify the resources it needs to be protected and thus gain the support of the society for its conservation (Court et al., 2011: 1). According to Court et al. (2011: 1), greater recognition of the interdependence of cultural heritage and society will give heritage a more dynamic role in providing benefits to the modern world and in turn gaining benefits from a society that is more involved in its conservation and management (Court et al., 2019: 22).

## **2.2. Sustainable development concept and its goals**

The term ‘sustainable’, (also ‘sustainability’) is used in various ways in the heritage sector but sometimes without adequate attention to its actual meaning. The term originates from the field of environmental science. Its meaning is wider than the concept of viability and living within the limits; it includes “the idea of interconnections among economy, society and environment and the equitable distribution of resources and opportunities”. Its more narrow use refers to “the ability to last or continue for a long time” (General Assembly, 2015: 17).



The concept of sustainable development emerged in the 1970s, with the growth of the environmentalist movement (Tanguay et al., 2014, cited in Doğan, 2019: 432) as a result of the increasing concerns about the environment which was being threatened by the traditional development associated mainly with the economic growth. Since focusing solely on economic development was no longer sufficient, more emphasis was now being paid to environmental and social issues (Nocca, 2017: 1).

The concept has been embraced by the international community since the World Heritage Convention was adopted in 1972 (WHC, 2021: 12) and has been the main subject of many international conferences since then (Nocca, 2017: 1).

The concept of ‘sustainable development’ has been defined in many ways, but the most well-known definition is: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (The World Commission on Environment and Development, 1987: 41).

This definition took place in a report named “Our Common Future”, also known as the Brundtland Report, published following the 1983 World Commission on Environment and Development (WCED) (Nocca, 2017: 1) and was multilaterally agreed by the United Nations Conference on Environment and Development (The Rio Earth Summit) held in Rio de Janeiro in 1992 (General Assembly, 2015: 17). During the Rio Earth Summit, the ways to operationalize sustainable development through an action plan were considered (Nocca, 2017: 2). Since the Rio Earth Summit, the question of how to apply this objective into practice has been answered in different ways and the phenomenon of sustainable development has been broadened (UNESCO/WHC et al., 2013: 19).

The 2002 World Summit on Sustainable Development held in Johannesburg, South Africa, introduced the three pillars of sustainable development, which are the environmental, the social and the economic and considered as ‘interdependent and

mutually reinforcing' (General Assembly, 2015: 17). The summit also recognized 'cultural diversity' as the fourth pillar of sustainable development (ICOMOS General Assembly, 2011). Culture is either regarded as the fourth pillar of sustainable development (United Nations, 2002, cited in Navickienė, 2020: 412) or as a crucial component, enabler, and driver of it (United Nations, 2014 cited in Navickienė, 2020: 412). Labadi et al. (2021: 14) state that culture is just as important as the economic, social and environmental aspects of sustainable development.

The United Nations Conference on Sustainable Development (also known as 'Rio+20' – Rio de Janeiro, June 2012), focused on clear and practical strategies for implementing sustainable development and reconciling the global community's economic and environmental goals (Nocca, 2017: 2). In its outcome document entitled "The Future We Want", the importance of culture and heritage for sustainable development is emphasized. The document also stresses that "sustainable development must be inclusive and people-centred, benefiting and involving all people [...] and women's empowerment are important for sustainable development and our common future" (Han, 2018: 6).

The concept of sustainable development has also been discussed in the Habitat Process: Vancouver in 1976 (Habitat I), Istanbul in 1996 (Habitat II), and Quito in 2016 (Habitat III). This process arose from the necessity to address issues that have arisen due to increased urbanisation (Nocca, 2017: 2).

While the first Habitat Conference focused on housing supply, the second Habitat Conference in Istanbul (Habitat II) drew attention to the 1992 Rio Earth Summit, which focused on sustainable development. One of the outcomes of the Habitat II Conference was the Habitat Agenda, which emphasized the importance of providing adequate housing to everyone (Nocca, 2017: 2).

Habitat III (officially known as the United Nations Conference on Housing and Sustainable Urban Development) is a recent global effort to develop a shared vision

for the cities' long-term sustainability. The main discussion theme of this global summit was the accomplishment of equity and sustainability in economic, social and environmental terms. The concept of sustainable development was included in this conference recognizing economic and social growth as part of an interrelated system of balances, emphasizing that advancement in one area might have negative consequences for another one (Nocca, 2017: 2).

The Habitat III Conference aimed to reinforce worldwide political commitment to the “achievement of sustainable development of cities and other human settlements, both rural and urban”. The outcome document of this conference is the “New Urban Agenda (NUA)”, which was adopted by the UN Human Settlements Programme (Nocca, 2017: 2-3; Labadi et al., 2021:12). It is a policy document to assist governments in the implementation of the 2030 Agenda for Sustainable Development (Hosagrahar, 2018: 76). NUA is closely relevant to Target 11.4 of the 2030 Sustainable Development Agenda, which is to “strengthen efforts to protect and safeguard the world’s cultural and natural heritage”, and defines the global urbanisation strategies for the next two decades together with several references to cultural heritage (Nocca, 2017: 3; Labadi et al., 2021: 12). At the same meeting, UNESCO launched its global report, “Culture: Urban Future”, which presents a global overview on protection, conservation, and management of urban heritage, and the promotion of cultural and creative industries<sup>12</sup> (UNESCO, 2006, cited in Hosagrahar, 2018: 76). Besides the NUA, Rio Acts and the following world conferences endorsed by the United Nations (UN), also affirmed the configuration of the sustainable development concept based on three interdependent factors: “environmental protection, economic growth, and social development” (Nocca, 2017: 2).

---

<sup>12</sup> The creative industries refers to a variety of economic activities which are related to generation or exploitation of knowledge and information. They may also go by other names, particularly in Europe, such as the cultural industries (Hesmondhalgh 2002: 14) or the creative economy (Howkins 2001). Most recently they have been denominated as the Orange Economy in Latin America and the Caribbean (Buitrago & Duque 2013). Howkins' creative economy includes publishing, R&D, software, toys and games, TV and radio, and video games in addition to advertising, architecture, art, crafts, design, fashion, film, music, performing arts (Howkins 2001: 88-117) (Wikipedia, 2018).

Castiello (2019: 171) defines ‘environmental sustainability’ as the ability of the environment to maintain the quality and reproducibility of natural resources over time; maintenance of the integrity of the ecosystem to prevent elements on which life depends from being changed; and the protection of biological diversity. To him, ‘economic sustainability’ means the ability to generate income and work in a sustainable manner for the population’s livelihood and eco-efficiency of the economy (rational and efficient use of resources with a decrease in the use of non-renewable ones). As for the ‘social sustainability’, he sees it as the ability to ensure conditions of human well-being and access to opportunities such as health, education, safety and also sociability, distributed fairly across social strata, ages, genders and between current and future generations (Castiello, 2019: 171).

According to Gemmiti (2006, cited in Pultrone, 2012: 1002), the realization of the sustainable development paradigm necessitates a bottom-up approach that includes: enhancing the territory’s unique characteristics while maintaining the natural and anthropic environment’s integrity; involving all stakeholders by improving their creative capacities on specific projects (governance); and institutionalizing the European principle of subsidiarity (multi-level governance). In addition, international, interdisciplinary and inter-sectoral collaborations and partnerships are critical to achieving sustainable development (Labadi et al., 2021: 112).

United Nations Sustainable Development Agenda, as reflected in the document “Transforming our world: the 2030 Agenda for Sustainable Development” and adopted by the General Assembly on 25 September 2015, has broadened the phenomenon one more time by stressing the role of peace and security in achieving sustainable development as stated below:

Sustainable development cannot be realized without peace and security; and peace and security will be at risk without sustainable development. The new Agenda recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions. Factors which give rise to violence, insecurity and injustice, such as inequality, corruption, poor governance and illicit financial and arms flows, are addressed in the Agenda. We must redouble our efforts to resolve or prevent conflict and to support post-conflict

countries, including through ensuring that women have a role in peacebuilding and State building (United Nations General Assembly, 2015: 9).

The 2030 agenda for Sustainable Development is a plan of action for ‘People’, ‘Planet’, and ‘Prosperity’, which aims to reinforce worldwide ‘Peace’ through the ‘Partnership’ of all countries and stakeholders (the ‘5 Ps’). This comprehensive plan is based on the principle of human rights (Labadi et al., 2021: 12).

The 2030 Agenda sets out 17 Sustainable Development Goals (SDGs) (Figures 2.2. and 2.3.) and 169 targets (Nocca, 2017: 2) urging the world to take concrete steps required to heal and preserve our planet in the face of the interconnected challenges such as climate change, biodiversity loss, socio-economic inequalities and health crises (Labadi et al., 2021: 12). These goals have replaced the Millennium Development Goals (MDGs), which were adopted by UN in 2000 and were in force until December 2015 (Nocca, 2017: 2).

|          |  |
|----------|--|
| Goal 1.  | End poverty in all its forms everywhere  |
| Goal 2.  | End hunger, achieve food security and improved nutrition and promote sustainable agriculture   |
| Goal 3.  | Ensure healthy lives and promote well-being for all at all ages  |
| Goal 4.  | Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all   |
| Goal 5.  | Achieve gender equality and empower all women and girls  |
| Goal 6.  | Ensure availability and sustainable management of water and sanitation for all   |
| Goal 7.  | Ensure access to affordable, reliable, sustainable and modern energy for all   |
| Goal 8.  | Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all   |
| Goal 9.  | Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation  |
| Goal 10. | Reduce inequality within and among countries   |
| Goal 11. | Make cities and human settlements inclusive, safe, resilient and sustainable   |
| Goal 12. | Ensure sustainable consumption and production patterns   |
| Goal 13. | Take urgent action to combat climate change and its impacts  |
| Goal 14. | Conserve and sustainably use the oceans, seas and marine resources for sustainable development   |
| Goal 15. | Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss |
| Goal 16. | Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels            |
| Goal 17. | Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development   |

Figure 2. 2. Sustainable Development Goals (SDGs<sup>13</sup>) (Resource: United Nations General Assembly, 2015: 14)

<sup>13</sup> Adopted on 1 January 2016



Figure 2. 3. Sustainable Development Goals (SDGs) (Resource: United Nations, 2018)

The SDGs invite all countries, regardless of being poor, rich or middle-income to take action to promote prosperity while protecting the planet. They recognize that the efforts spent in ending poverty must go in parallel with strategies that contribute to economic growth and that address a range of social needs such as education, health, social protection and job opportunities, while dealing with climate change and environmental protection (United Nations, 2018).

Although the SDGs are not legally compulsory, governments are expected to establish national frameworks to achieve these 17 Goals. The follow-up and review of the progress made in implementing the Goals at global and regional levels is based on national-level analyses conducted by countries through quality, accessible and timely data collection (United Nations, 2018).

### **2.3. The role of cultural heritage in sustainable development**

Regarding cultural heritage, the issue of sustainable development can be understood in two ways. In the first one, the aim is to sustain the heritage; considered as an end in itself and some of the environmental and cultural resources should be protected and passed on to future generations to guarantee their development (intrinsic). In the second one, the aim is to achieve the contribution of

heritage and heritage conservation to the environmental, social and economic dimensions of sustainable development (instrumental) (UNESCO/WHC et al., 2013: 20).

A combination of the two approaches could be adopted by taking into consideration the contribution of the cultural value of heritage to society in terms of well-being and happiness and by exploring the conditions that would make heritage a great contributor to environmental, social and economic sustainability, with the importance assigned to it in global and national development agendas (UNESCO/WHC et al., 2013: 21-22).

Heritage (cultural and natural, tangible and intangible) is an evolving resource that has a significant role in achieving sustainable development (Labadi et al., 2021: 12). It is “a powerful tool to regenerate cities, to promote economic activity and bind communities toward social development” (Rinaldi et al., 2021: 170). The protection of cultural and natural heritage is an important contribution to sustainable development (WHC, 2021: 12).

Both cultural and natural heritage sites, while under immense pressure from the impacts of urbanisation, climate change and degradation due to other natural and human factors, play a crucial role supporting local economies, livelihoods and quality of life in human settlements (‘Heritage for Sustainability’, UN High-Level Political Forum Event Booklet, ICOMOS & IUCN, 2018, cited in Labadi et al., 2021: 14).

Heritage has the potential to:

- improve the local communities’ cultures, identities, and sense of belonging,
- create job opportunities and sustainable livelihoods,
- promote dialogue across different communities,
- enable social inclusion, particularly of the most vulnerable and marginalised people,
- offer basic infrastructure services,
- attract tourism and investment,
- foster the expansion of cultural and creative industries, all of which create jobs (Labadi et al., 2021: 76-77).

Besides, many historic urban areas increase liveability and encourage social inclusion and well-being due to their human scale, walkability, vitality, and a range of functions and public spaces. Furthermore, heritage sites are significant media for the formulation of international development standards and practices that are human rights-based, diversity-conscious, environmentally respectful, and sustainable, due to their complexity and advantages to various stakeholders. Participatory methods, capacity building, awareness raising, and education can all help in the adoption and implementation of such standards (Labadi et al., 2021: 76, 112).

Leading international organizations such as UNESCO and ICOMOS have long recognized and advocated for the important role of cultural heritage in the achievement of sustainable development (Giliberto and Labadi, 2021: 2; Nocca, 2017: 4). Attempts for integrating cultural heritage into development discourses have occurred in line with the concept of sustainable development. Since the 1970s, the concept of development has gradually moved from a one-dimensional, economically driven, and Western perspective of development to a multi-dimensional, equitable, co-evolving, human-rights based, and context-dependent approach (Torggler et al. 2015: 4; Labadi 2019: 5-9, cited in Giliberto and Labadi, 2021: 2). Within this framework, utilising cultural heritage can generate an alternative, inclusive, cross-sectoral and culturally sensitive approach to development (Bandarin, Hosagrahar, and Albernaz, 2011: 19, cited in Giliberto and Labadi, 2021: 2).

UNESCO has promoted the link between culture and development since the 1980s. As mentioned earlier, the United Nations Conference on Sustainable Development (2012) formally recognized the role of culture and heritage for the achievement of sustainable development in its outcome document entitled “The Future We Want”. The document underlines that “many people, especially the poor, depend directly on ecosystems for their livelihoods, their economic, social and physical well-being, and their cultural heritage” (Han, 2018: 6).



Also, the UN highlighted the role of culture and heritage in sustainable development in the 2030 Agenda and its 17 SDGs in 2015 (Labadi et al., 2021: 10). Policies developed “to harness the power of heritage to accelerate the achievement of the SDGs”, aim to mobilize:

- “the knowledge and resources transmitted through heritage to achieve the well-being of **People**;
- a ‘Culture-Nature’ approach and landscape-based solutions to achieve the well-being of the **Planet**;
- the shared resources embodied in heritage to achieve **Prosperity** of communities;
- the connecting power of heritage for social cohesion and dialogue to achieve **Peace** within and among societies; and
- the shared medium of heritage and its connections with all aspects of human life to create **Partnerships**” (Labadi et al., 2021: 8-9).

Under SDG 11, “make cities and human settlements inclusive, safe, resilient and sustainable”, Target 11.4 aims to “strengthen efforts to protect and safeguard the world’s cultural and natural heritage”. Cultural heritage appears more implicitly in other goals such as SDG 4 on Education, SDG 8 on Work and Economic Growth, and SDG 12 on Consumption and Production (Labadi et al., 2021: 10). These other direct and indirect references to culture and heritage in the 2030 Agenda are given in the appendix of this thesis (See Appendix A).

According to Nocca (2017: 3), Target 11.4 is not strong enough in setting up a link between cultural heritage and sustainable development as it does not include “any reference to its valorization/ regeneration”. Similarly, Labadi et al. (2021: 12) think that the 2030 Agenda fails to adequately recognize and accept the value of heritage as a key driver and enabler of sustainable development. It still views heritage as an object to be safeguarded rather than as an active driver of development (Nurse, 2006: 35; Throsby, 2017: 142; Labadi, 2018: 46; Labadi et al., 2021: 12-14, cited in Giliberto and Labadi, 2021: 2).

Nocca (2017: 6) further states that, to date, only one indicator (Indicator 11.4.1) has been identified about Target 11.4., which is “Total per capita expenditure on the

preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local/municipal)” (United Nations, 2018). On the other hand, the development of the Thematic Indicators for Culture in the 2030 Agenda (Culture|2030 Indicators), which was published in 2019, demonstrates UNESCO's commitment to ensure that culture's transformative role in enabling sustainable development continues. It is a set of thematic indicators designed to measure and monitor the progress in the contribution of culture to the national and local implementation of the SDGs and targets of the 2030 Agenda (UNESCO, 2019).

Many experts and practitioners now recognize that culture in general, and heritage in particular, have far broader application under the SDGs, affecting all parts of our lives (Labadi et al., 2021: 10).

ICOMOS has also increased its focus on heritage in the context of sustainable development over the last decade, releasing documents such as the “Paris Declaration on Heritage as a Driver of Development (2011)”; the “Concept Note on Cultural Heritage”, the “UN SDGs”, and the “New Urban Agenda (2016)”; the “ICOMOS Action Plan on Cultural Heritage and Localizing the SDGs (2017)”; and the report entitled “The Future of Our Pasts: Engaging Cultural Heritage in Climate Action (2019)” (Labadi et al., 2021: 17).

The Paris Declaration focuses on the relationship between heritage and development. It aims first to determine the effects of globalisation on communities and heritage, and then specifies the actions that must be taken not just to safeguard heritage, but also to ensure that its use, promotion, and enhancement, and its economic, social, and cultural value, are all used to benefit local communities and visitors (ICOMOS General Assembly, 2011). Some of the recommended actions by the Declaration are:

- reusing built heritage to promote socio-economic regeneration;
- adapting new uses to existing heritage;

- providing modern living standards to the users of historic buildings;
- maintenance of traditional craft activities to preserve skills and provide job opportunities for local communities;
- raising awareness and building the capacity of heritage experts on tourism and development;
- raising awareness of the people in the tourism sector on the value of the heritage;
- involving all stakeholders in the preparation process of management plans;
- encouraging heritage, tourism and development impact assessments;
- responsible tourism management;
- fair distribution of heritage tourism revenues between conservation and heritage management costs, local communities, and tourism companies;
- integrating conservation of heritage into the development of cultural tourism;
- protecting cultural resources for long-term tourism development;
- helping local communities take ownership of their heritage (mainly through information campaigns to raise awareness), encouraging their empowerment and participation in conservation of heritage and decision making processes, and for sustainable tourism development;
- providing education to young people, particularly at school, and general public on their heritage;
- encouraging dialogue between local communities and visitors to contribute to cultural exchange; carrying out restoration work particularly in historic urban centres to fight poverty in developing countries;
- placing heritage at the centre of overall development strategies;
- ensuring that heritage development benefits local communities in terms of employment opportunities, the financial flow, and well-being (ICOMOS General Assembly, 2011).

The NUA also acknowledges cultural heritage as a crucial factor for the achievement of urban sustainable development. There are a lot of points emphasizing the role of cultural heritage in the urban sustainable development, some of which are summarized below (Nocca, 2017: 3).

Culture plays a key role “in rehabilitating and revitalizing urban areas, and in strengthening social participation and the exercise of citizenship” (point 38). It is recognized “as a priority component of urban plans and strategies ... that safeguard a diverse range of tangible and intangible cultural heritage and landscapes”; so, it is

essential to “protect them from potential disruptive impacts of urban development” (point 124) (Nocca, 2017: 3-4).

The NUA also emphasizes the importance of cultural heritage in the development of lively, sustainable, and inclusive urban economies, as well as in the maintenance and support of urban economies as they transition to higher productivity (points 45 and 60) (Nocca, 2017: 4).

Cities and regions are increasingly relying on cultural and natural heritage, landscape and identity as economic drivers (Pultrone, 2012: 996). Cultural heritage is one of the key resources that local communities can use to promote their development together with other physical, natural, social, economic, human and organizational assets. The capitalization of cultural heritage is not only a significant driver of tourism activities in an area, but also one of the possible sources for the sustainable development of local communities (Vegheş et al., 2012: 1005).

However, according to Nocca (2017: 6), too often, cultural heritage is overlooked in city development plans. It should play a more prominent role and be well-managed. In this respect, Labadi et al. (2021: 77) state that heritage protection and management should be a top priority in town planning and urban and territorial development plans, being a useful resource for implementing sustainable urban development models. Cultural heritage has the potential to become an engine for development, which can enhance the livability of surrounding areas and maintain productivity in a changing global context, if properly managed (Pereira Roders & van Oers, 2011, cited in Vegheş et al., 2012: 1006).

As Throsby points out, the economic, social, cultural, and environmental systems are not separate, but rather ‘interconnected’. Cultural heritage can be thought of as the ‘glue’ that holds the various dimensions of sustainable development together (Nocca, 2017: 4). Therefore, it is crucial to persuade public, private, and social actors of the economic, social, and environmental benefits of cultural heritage integrated conservation. Empirical data is required to show that conservation and

valorization of cultural heritage is an investment rather than a cost (Nocca, 2017: 6). In the context of development, heritage protection also includes the building and ongoing revision of institutional and legal frameworks at local, national, and international levels (World Heritage Convention, cited in ICOMOS General Assembly, 2011).



## CHAPTER 3

### DEFINITIONS AND CHARACTERISTICS OF CONTEMPORARY CULTURAL HERITAGE MANAGEMENT SYSTEMS (CHMSs)

This chapter first defines CHMSs within the World Heritage context including the concepts of authenticity and integrity. Second, it explains approaches in contemporary CHMSs, which includes conventional, values-led, inclusive, participatory and integrated approaches. Finally, it gives information on the characteristics of contemporary CHMSs, which are grouped into three elements (legal framework, institutional framework and resources), three processes (planning, implementation and monitoring) and three results (outcomes, outputs and improvements to the management system).

#### 3.1. Definitions of contemporary cultural heritage management systems (CHMSs)

The verb ‘manage’ is believed to originate from the Italian ‘maneggiare’ (to handle, especially tools or a horse), which comes from the two Latin words ‘manus’ (hand) and ‘agere’ (to act) (Wikipedia, 2018). ‘Management’ is about processes, the “judicious use of means to accomplish an end” (UNESCO/WHC et al., 2013: 23). It is also defined as “organization, supervision, or direction; the application of skill or care in the manipulation, use, treatment, or control (of a thing or person), or in the conduct of something” (Oxford English Dictionary, 2018).

The term ‘management system’ refers to a series of processes which together lead to a set of results, some of which feed back into the system and improve the system, its actions and its achievements. A ‘management system for cultural heritage’ helps to conserve and manage heritage properties in a way that protects heritage values and improves wider social, economic and environmental benefits.

This wider approach not only prevents practices that could have adverse impacts on cultural heritage but also facilitates the identification and promotion of the properties' heritage values and enhances the sustainability of the cultural heritage itself. In this sense, a cultural heritage management system includes strategies to achieve identification, protection, conservation, presentation of heritage and transmission of it to future generations (UNESCO/WHC et al., 2013: 7, 23, 24).

According to the World Heritage Convention, each State Party should “take the appropriate legal, scientific, technical, administrative and financial measures necessary for the identification, protection, conservation, presentation and rehabilitation” of the cultural and natural heritage situated on its territory. The State Party should also “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” (The General Conference of UNESCO, 1972). These obligations are considered as references to management in the Convention.

The Operational Guidelines provide detailed guidance on the implementation of the World Heritage Convention. In 2005, the Operational Guidelines were revised to include guidance on management of the World Heritage properties. According to the paragraph 78 of the Operational Guidelines, “to be deemed of Outstanding Universal Value, a property must also meet the conditions of integrity and/or authenticity<sup>14</sup> and must have an adequate protection and management system to ensure its safeguarding” (WHC, 2017: 26).

### **3.1.1. Maintaining the condition of authenticity**

Authenticity is one of the key concepts that has implications for management. It refers to the truthfulness or the credibility of attributes, which are characteristics of a property that are associated with or express the values of the property

---

<sup>14</sup> Authenticity is not applicable to natural properties.



(UNESCO/WHC et al., 2013: 36-38). The attributes can be of a material (tangible) or a non-material (intangible) nature (Zancheti and Hidaka, 2011: 98).

Authenticity was first mentioned in Venice Charter (1964); but, it was not defined and it had the usual meaning of ‘genuine’ or ‘known to be true’. It was mostly thought to be applicable to materials, substance or physical evidence (Pereira, 2007: 18).

The concept was then discussed in the Nara Document on Authenticity (ICOMOS, 1994). The document stresses that authenticity is the crucial factor for attributing value; and it arises from cultural diversity. It also pinpoints the means by which attributes on authenticity can be identified (Zancheti and Hidaka, 2011: 100-101). These means were included in the Operational Guidelines.

According to the Operational Guidelines (Paragraph 82); depending on the type of cultural heritage and its cultural context, properties can be understood to meet the conditions of authenticity if their cultural values are truthfully and credibly expressed through a variety of attributes including form and design; materials and substance; use and function; traditions, techniques and management systems; location and setting; language, and other forms of intangible heritage; spirit and feeling; and other internal and external factors (WHC, 2017: 27).

Since authenticity is related to the idea of truth or falsehood, it depends on value judgments. The value of sites is constructed through memories, knowledge and the past and present activities, socio-cultural relationships which occur in space and time (Jamal and Hill, 2004, cited in Zancheti and Hidaka, 2011: 100). For this reason, different generations see authenticity in different ways (Lowenthal, 1999, cited in Zancheti and Hidaka, 2011: 100). Zancheti and Hidaka (2011: 101) define the authenticity as “the judgment of the probability of attributes of sites expressing heritage values whether in a true or a false way” since they think that it is not possible to measure the degree of authenticity.

### 3.1.2. Maintaining the condition of integrity

Another condition that has implications for management is integrity. According to the Paragraph 88 of the Operational Guidelines, “integrity is a measure of the wholeness and intactness of the natural and/or cultural heritage and its attributes” (WHC, 2017: 27). Integrity is mainly concerned with:

- boundaries – does the property include all the attributes/ elements to express its values?
- completeness – is the property of adequate size to ensure the complete representation of the features and processes that convey its significance?
- state of conservation – are the attributes conveying the values of the property at risk from adverse effects of development, neglect or decay? (UNESCO/WHC et al., 2013: 37).

Clavir (1994a, b, cited in Zancheti and Hidaka, 2011: 100) argues that the concept of integrity must go beyond the limits of the materiality of heritage, and include the ‘cultural environment’ (non-material characteristics such as religion or cultural significance), in which it has been created, used and transformed.

Jokilehto (2006, cited in Zancheti and Hidaka, 2011: 100) thinks that integrity has three dimensions which are: the ‘social-functional’, the ‘structural’ and the ‘visual’. Social-functional integrity expresses the activities performed when heritage was used during its historical development and to the relation of heritage site with society, religion, the environment and the movement of people. Structural integrity is related to the reliability of the remains of the heritage that carry messages from past societies. Visual integrity implies the capacity of artefacts and processes to express visually or aesthetically messages and meanings. In short, integrity can be defined as “the level at which the attributes of the heritage embody heritage values in a complete, whole and secure way considering their past and present contexts” (Zancheti and Hidaka, 2011: 100).

An appropriate management plan or other documented management system should be in place for a nominated property, which must explain how the Outstanding

Universal Value of the property could be preserved, preferably through participatory means (WHC, 2017: 31).

A management system aims to achieve effective protection of the nominated property and basically depends on the characteristics and needs of the property as well as the cultural and natural context it is in. There might be different types of management systems depending on the cultural perspectives, available resources and other factors. Existing urban or regional planning instruments and traditional practices, both formal and informal, may also be integrated into the management systems. Conduction of heritage impact assessments for interventions to be made is also of crucial importance for World Heritage properties (WHC, 2017: 31). A good management system taking into account the pressures and opportunities can benefit both the property and neighbouring communities while also increasing cultural, social, economic and environmental values (UNESCO/WHC et al., 2013: 116).

Over the years, it has become more complex to achieve a successful cultural heritage management due to increasing pressures from the modern world. In today's world, cultural heritage is affected by multiple factors. Some of these factors are; use, human conflict, visitors, natural disasters, climate change, development, politics, resource constraints, ownership, globalisation, "meaning, identity, relevance to daily life" and ecological sustainability etc. Therefore, protection and management of cultural heritage requires defining multiple objectives, which means that a wide range of institutional and organizational frameworks, social outlooks, forms of knowledge, values and other factors need to be evaluated. These factors often work in a complex network and make it more difficult to establish and maintain suitable management policies. It is important to overcome this challenge to ensure effective protection of cultural properties being managed (UNESCO/WHC et al., 2013: 7, 14, 15).

The analysis of the state of conservation reports of World Heritage properties conducted for the years between 1979 and 2013, revealed that the majority (77%) of the World Heritage properties are threatened by the 'management and

institutional factors’ which is followed by ‘buildings and development’ (47%) (Figure 3.1.).

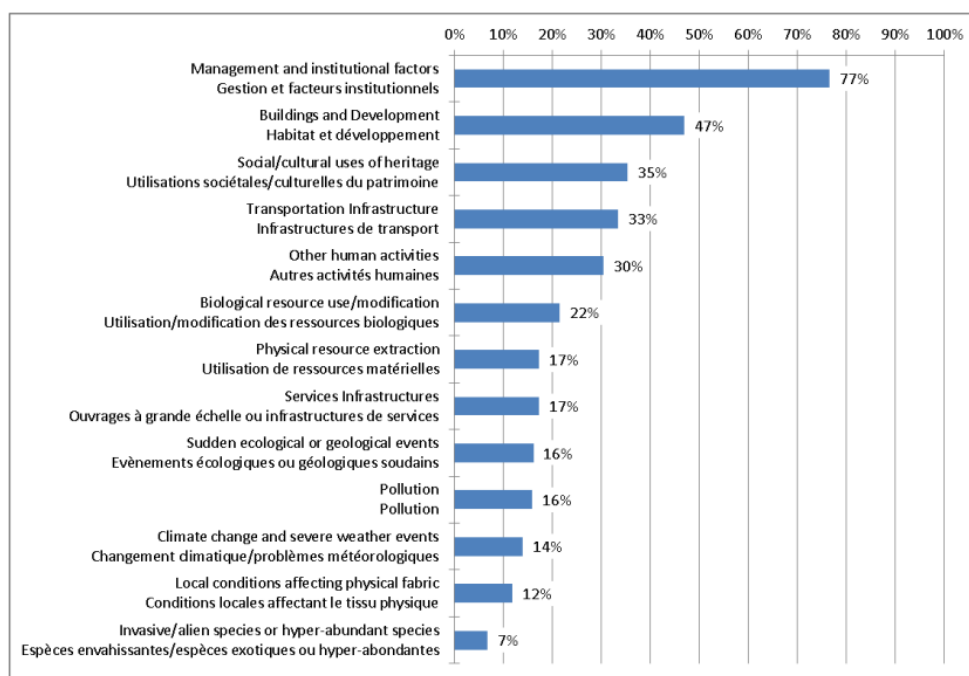


Figure 3. 1. Percentage of properties affected by each of the 13 primary factors between 1979 and 2013 (Resource: Veillon, 2014: 16)

In addition to direct threats to the fabric or components of the heritage places, these sites are also commonly threatened by adverse developments in their vicinity. After it was recognized that heritage sites are not isolated from their surrounding areas and the developments in those areas can damage their values and state of conservation, their surroundings started to be considered as both a physical setting and as a series of social, economic and environmental threats and opportunities (UNESCO/WHC et al., 2013: 12).

Management strategies should not only define and monitor the boundaries of heritage sites but also consider the setting in which they are located in order to protect them (Martin and Piatti, 2009, cited in UNESCO/WHC et al., 2013: 13). The surrounding areas of heritage sites are usually managed by legislation from non-heritage sectors and mostly under the responsibility of a number of public and

private institutions and owners. Decisions taken to be implemented at the surrounding areas of heritage sites with wider economic or social aims should at the same time ensure the protection of these sites. In order to do this, a cultural heritage management system or people involved in it must be able to influence decisions about developments in the vicinity of heritage sites (UNESCO/WHC et al., 2013: 12, 56).

### **3.2. Approaches in contemporary CHMSs**

In recent decades, there have been two main approaches for managing heritage: one of them is the ‘conventional’ approach and the other is the ‘values-led’ approach, the latter being increasingly predominant. Although many management systems include elements from both approaches, the values-led approach is recognized widely as the more appropriate approach for conserving and managing World Heritage properties as it has more ability to address the complexities surrounding heritage (UNESCO/WHC et al., 2013: 24-25).

In addition to the ‘conventional’ and ‘values-led’ approaches, other approaches that every cultural heritage management system should adopt will be explained in this section, which are: ‘inclusive’, ‘participatory’ and ‘integrated’ approaches.

#### **3.2.1. Conventional Approach**

The ‘conventional’ approach (Figure 3.2.) refers to the methodology adopted by the conservation experts at the beginning of the modern conservation movement in the Western world. In this approach, the main aim was to conserve the materials or the fabric of the historical monuments and sites, i.e. to extend the life of the materials. It was conservation experts who would identify and define the properties to be protected. Various types of interventions have been developed to extend the life of the materials after many investigations carried out on the fabric of the properties. This approach has been recognized by the Venice Charter and organizations such as ICOMOS (UNESCO/WHC et al., 2013: 24).

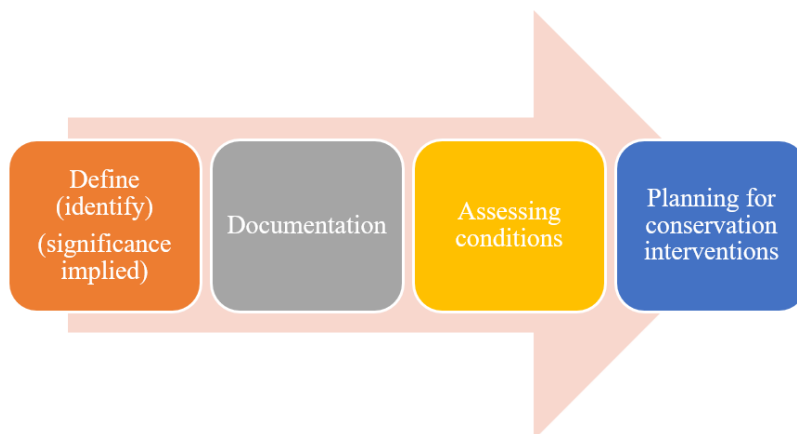


Figure 3. 2. Conventional approach to planning (Resource: UNESCO/WHC et al., 2013: 25<sup>15</sup>)

### 3.2.2. Values-led Approach

As for the ‘values-led’ approach (Figure 3.3.), it emerged mainly as a response to increasing complexity of heritage and became widely known through the Burra Charter (1979). The Charter focused on the assessment of the significance of a place to develop conservation and management strategies. Unlike conventional approach, in values-led approach, the significance of a place is determined by all stakeholders through a participatory process (not only by the conservation experts) based on the values attributed to the property by them and the use of a Statement of Significance. The Statement of Significance provides a framework to develop conservation and management strategies where the condition of the property is assessed and rules and regulations as well as the needs of the communities are taken into consideration (UNESCO/WHC et al., 2013: 25-27).

---

<sup>15</sup> The figure has been reformatted by the researcher.

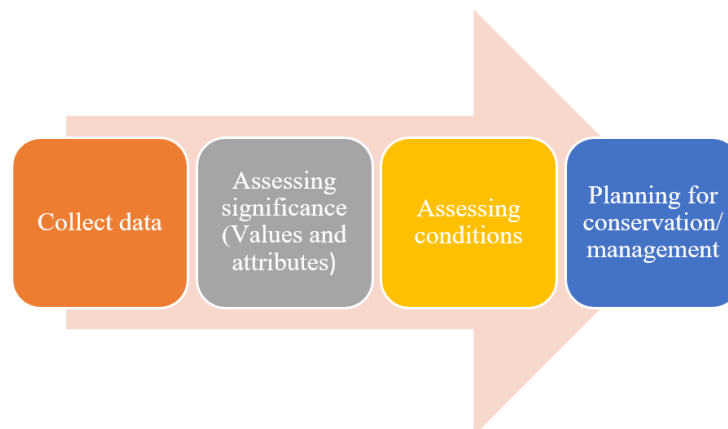


Figure 3. 3. The values-led approach to planning (Resource: UNESCO/WHC et al., 2013: 25<sup>16</sup>)

Buildings, artefacts, environments and the meanings they symbolise are often linked to a society's identity and memories; as a result, it is critical not to overlook the invisible social context and memory value while assessing the heritage's value (Doğan, 2019: 432). However, the people who define heritage values, and thus the heritage values can change over time due to changes in wider social, cultural, environmental and use values. Therefore, management approaches need to be adaptable to changes (UNESCO/WHC et al., 2013: 27).

The World Heritage Convention adopts a values-led approach (Figure 3.4.). Since its implementation focuses on the identification and protection of Outstanding Universal Value (OUV) of world heritage properties, which is the significance that makes a place important for all humanity, this approach is very suitable for the conservation and management of world heritage properties (UNESCO/WHC et al., 2013: 27).

In this regard, a definition of “Statement of Outstanding Universal Value (SOUV)” was integrated into the Operational Guidelines in 2005. In Paragraph 51, it is stated that: “At the time of inscription of a property on the World Heritage List, the Committee adopts a Statement of Outstanding Universal Value which will be the key reference for the future effective protection and management of the property”.

<sup>16</sup> The figure has been reformatted by the researcher.

SOUV should identify the attributes that convey the Outstanding Universal Value to be managed and be composed of the following sections: ‘brief synthesis’, ‘justification for criteria’, ‘statement of integrity (for all properties)’, ‘statement of authenticity (for properties nominated under criteria (i) to (vi))’ and ‘requirements for protection and management’ (WHC, 2017: 19, 41).

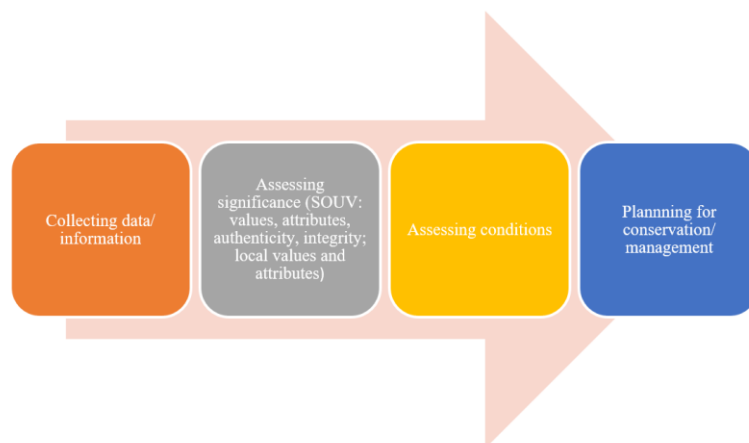


Figure 3. 4. The values-led approach for World Heritage management planning (Resource: UNESCO/WHC et al., 2013: 28<sup>17</sup>)

The future success of CHMSs, especially for World Heritage, depends greatly on their ability to:

- use a values-led approach,
- adopt approaches that predict and manage change,
- focus on the relationship between heritage and society by always investigating why and how cultural heritage should be conserved and for whom and with whom (UNESCO/WHC et al., 2013: 24).

### 3.2.3. Inclusive Approach

As the number of factors affecting heritage has increased in recent years, it has become necessary to define multiple objectives to address these factors. One of the things needed to achieve multiple objectives is ‘increased participation’. Therefore, a cultural heritage management system should adopt an inclusive approach and put

---

<sup>17</sup> The figure has been reformatted by the researcher.



more emphasis on community engagement in order to deal with multiple issues (UNESCO/WHC et al., 2013: 15).

Heritage bodies should work in collaboration with other stakeholders (local people, property owners and managers, government at all levels, non-governmental organizations, tourism sector etc.) when preparing and implementing management plans. The full and transparent involvement of stakeholders is recommended in the Operational Guidelines. The work should be shared between all relevant authorities and stakeholders to build a feasible framework for decision-making that will ensure the sustainable management of the property into the future. If an inclusive approach is successful, it “leads to plans embraced by all stakeholders in reconciling the needs and expectations of those linked to the property with the need to sustain its heritage values” (UNESCO/WHC et al., 2013: 14, 83, 124, 125).

#### **3.2.4. Participatory Approach**

Participation and inclusion are different dimensions of community engagement. “While inclusion continuously creates a community involved in defining and addressing public issues, participation emphasizes public input on the content of programs and policies” (Quick and Feldman, 2011: 272).

A participatory approach should be adopted in a cultural heritage management system because heritage is the shared property of communities and a factor in safeguarding the sustainability of those communities. The participatory approach recommended by the Operational Guidelines (paragraph 108) depends on stakeholder involvement at all stages of the management process (UNESCO/WHC et al., 2013: 17, 114).

A stakeholder is a person or an entity who is qualified and capable of participating in such a process (Aas et al., 2005, cited in Benkari, 2018: 293). Stakeholders could be governmental, non-governmental or private organizations, local communities, indigenous peoples and property owners who have a relation to the property

(UNESCO/WHC et al., 2013: 18). Any individual or community whose interests are impacted by heritage management activities, has the right to participate in some level of evaluation and decision-making (Aas et al., 2005, cited in Benkari, 2018: 293). The local community living in or around the heritage site is considered as a significant stakeholder in any heritage management and planning activity (Serageldin, 1999; Nuryanti, 1996; Hall and McArthur, 1998; Aas et al., 2005, cited in Benkari, 2018: 293). However, experience shows that CHMSs often fail to ensure participation of local communities. Sometimes, community involvement is achieved but the level of participation in decision-making and the capacity of local stakeholders to make contributions are often limited (UNESCO/WHC et al., 2013: 18).

Effective engagement of the local community can ensure the protection and promotion of OUV and other heritage values. Likewise, the effective protection of OUV and other heritage values can contribute to the well-being of local community and sustainable development (UNESCO/WHC et al., 2013: 101). Community involvement empowers people to take responsibility of their heritage, raises their awareness level on it, and strengthens their sense of belonging to their land and culture (Medeiros de Araujo and Bramwell, 2009, cited in Benkari, 2018: 293).

The heritage sector has long been working towards achieving increased participation of other stakeholders, particularly the local community in conservation activities (Court et al., 2011: 6). Since the early 1970s, the way to involve the local community in the management of archaeological sites on its lands has been discussed and conceptualized. Even after the right of the local community to benefit from and play a key role in heritage management was established, it is still difficult to ensure a balanced community involvement in heritage management and planning (Chirikure and Pwiti, 2008, cited in Benkari, 2018: 293). It is difficult to establish a genuine dialogue about heritage with other stakeholders. In this respect, the ‘ladder of participation’ is still a useful tool for heritage practitioners in terms of illustrating clearly the various levels of engagement, ranging from informing the community to empowering them (Court et al., 2011: 6) (Figure 3.5.).

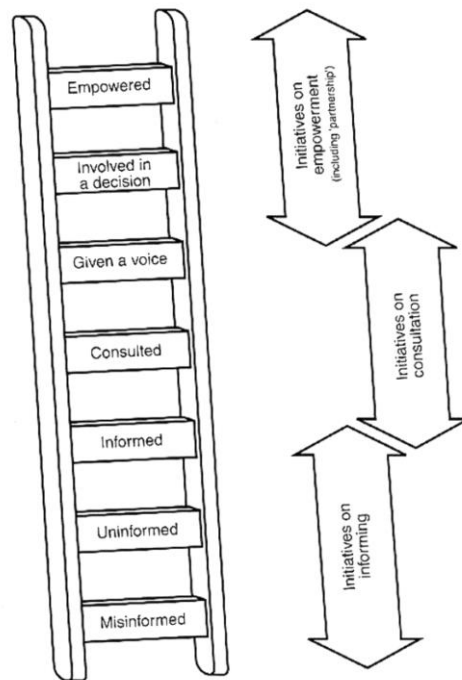


Figure 3. 5. The ladder of participation proposed for the public sector (Resource: Johnson and Scholes, 2001: 124, cited in Court et al., 2011: 6)

In the beginning of the management planning process, the values of cultural properties and conservation strategies should be discussed with all possible stakeholders to achieve a shared understanding of the property. A shared understanding of the property and its significance by all stakeholders, and their involvement in management processes can provide results that better respond to the needs of both property and the stakeholders and lead to strong support for the implementation of the plan. Insufficient consensus among stakeholders or insufficient resources lead to deficiencies in implementation or revision of management plans (UNESCO/WHC et al., 2013: 60, 82, 83, 125).

There are many factors which might negatively affect participatory approach such as “the management system itself, a power imbalance between stakeholders or political and socio-economic factors in the wider environment (poverty and civil unrest etc.)”. It is important to understand who already has access to decision-making, education, etc. and who has not. An evaluation should be carried out to understand the excluded groups from the process. For example, if it is understood

that women are excluded, gender equality should be taken into consideration in all planning, implementation and monitoring processes in order to make this group visible and to benefit from their contributions and skills while solving their problems (UNESCO/WHC et al., 2013: 18).

An effective participatory approach depends on understanding:

- “who participates in decision-making, assessment, planning, implementation and evaluation processes, and how,
- who contributes with experience, knowledge and skills, and how,
- who benefits economically, socio-culturally and psychologically, and how” (UNESCO/WHC et al., 2013: 18).

### **3.2.5. Integrated Approach**

An integrated approach to heritage management implies integration across ‘information and resources’ (among disciplines and sectors), ‘institutions’ (regarding other plans etc.), ‘legislation’ (legislative requirements for integration) (UNESCO/WHC et al., 2013: 17) and the ‘physical setting’ (among the area of the property and its buffer zone/broader setting).

An integrated approach should be adopted in planning and management activities. Management plans should consider not only the cultural values of a property but also the changes in the broader setting of the property that might have an impact on those values (UNESCO/WHC et al., 2013: 122). The broader setting might have an influence on the property in terms of the topography, natural and built environment, infrastructure, land use and visual relationships. Socio-economic structure of this area and cultural practices and other types of intangible heritage present in this area might also have an effect on the property (WHC, 2017: 31). Managing the broader setting and thus protecting the OUV and other heritage values requires establishing links with other plans such as local or regional land use plans or development plans and with institutions/ stakeholders outside the heritage system (UNESCO/WHC et al., 2013: 122).

According to Akkar Ercan (2010: 856), physical conservation intervention might be successful for a moment but it will not be enough to achieve continuity. In order to maintain the protection, there must be a social capacity to look out for the heritage site to be protected and to take over the responsibility of protection. This brings up the subjects such as the need for social empowerment, the development of organizational skills and institutionalization. In addition, the values to be protected must be transformed into a structure that renews and nurtures itself economically in order to meet the cost of protection continuously. For these reasons, it is necessary to approach the protection of historical, cultural and natural values by an integrated perspective. Accordingly, protection should be approached within the scope of its physical, social (social, economic and political), legal and organizational dimensions (Akkar Ercan, 2010: 856-857).

### **3.3. Characteristics of contemporary CHMSs**

A heritage management system exists to achieve the effective protection of the values of heritage properties for present and future generations and to deliver benefits to society (UNESCO/WHC et al., 2013: 60). In paragraph 111 of the Operational Guidelines, common elements of an effective management system are summarized as follows (Figure 3.6.):

- a) a thorough shared understanding of the property, its universal, national and local values and its socio-ecological context by all stakeholders, including local communities and indigenous peoples;
- b) a respect for diversity, equity, gender equality and human rights and the use of inclusive and participatory planning and stakeholder consultation processes;
- c) a cycle of planning, implementation, monitoring, evaluation and feedback;
- d) an assessment of the vulnerabilities of the property to social, economic, environmental and other pressures and changes, including disasters and climate change, as well as the monitoring of the impacts of trends and proposed interventions;
- e) the development of mechanisms for the involvement and coordination of the various activities between different partners and stakeholders;
- f) the allocation of necessary resources;
- g) capacity building;
- h) an accountable, transparent description of how the management system functions.

Figure 3. 6. Common elements of an effective management system (Resource: WHC, 2021: 35)

A cultural heritage management system needs to be regularly reviewed and revised to respond to changes to the properties and their setting or to shortcomings of the management system itself in order to be effective (UNESCO/WHC et al., 2013: 60). An effective management system also sets the timeframe for the actions to be completed i.e. short, medium and long-term actions, to protect and promote the heritage property (WHC, 2017: 31).

According to UNESCO/WHC et al. (2013: 53), all heritage management systems should include nine basic characteristics. These nine characteristics are grouped into three elements (legal framework, institutional framework and resources); three processes (planning, implementation and monitoring) and three results (outcomes, outputs and improvements to the management system)<sup>18</sup> (UNESCO/WHC et al., 2013: 53) (Table 3.1.).

---

<sup>18</sup> This analysis was created as part of a research project on “Better Defining Appropriate Management Systems for World Heritage Sites” that ICCROM conducted in collaboration with the World Heritage Centre and other Advisory Bodies (UNESCO/WHC et al., 2013: 53).

Table 3. 1. Basic characteristics of heritage management systems (Resource: UNESCO/WHC et al., 2013: 53)

|                     |   |
|---------------------|---|
| <b>3 categories</b> | <b>9 components</b>   |
| <b>3 elements:</b>  | Legal framework, institutional framework and resources      |
| <b>3 processes:</b> | Planning, implementation and monitoring                     |
| <b>3 results:</b>   | Outcomes, outputs and improvements to the management system |

### 3.3.1. The three elements of a CHMS

There are three interdependent essential elements in any heritage management system which are:

- ‘legal framework’ that defines the reasons for its existence;
- ‘institutional framework’ that gives form to its organizational needs and decision-making; and
- ‘resources’ (human, financial and intellectual) that are used to make it operative (UNESCO/WHC et al., 2013: 54, 64).

#### *Legal framework*

In every country, there is some form of legal framework to define, identify, protect, conserve and manage cultural heritage. This form ranges from a law (e.g., constitutional decrees, national, regional or local legislation) to unwritten traditions passed from generation to generation. Other legislation, such as urban planning and environmental laws and international conventions such as the UNESCO 1972 World Heritage Convention whose provisions have to be integrated into national legislation have an impact on cultural heritage conservation and management. Whatever the form of the legal framework, it defines the existence of a management system and gives authority to people and institutions within it to act (UNESCO/WHC et al., 2013: 65-66).

An effective legal framework for heritage should include clear provisions for inventories, protection, site delineation and management, make good use of other legislation (e.g. urban planning law) for the benefit of cultural heritage, enable wide participation, integrate sustainable development concerns into the cultural

heritage management system, decentralize the power to bring decision-making closer to the heritage properties and enable monitoring the impact of management activities (UNESCO/WHC et al., 2013: 66).

### ***Institutional framework***

Institutional frameworks have often been formed as a response to the organizational needs and decision-making which are necessary for cultural heritage management. A single organization or multiple organizations (i.e. in case of large geographical areas) constitute the framework. They establish the operational structure and working methods that allow actions to be taken (UNESCO/WHC et al., 2013: 64, 70).

An effective institutional framework for heritage requires sufficient definition in relation to the wider governance context, flexibility to manage emerging trends and requirements, decentralization, adequate stakeholder involvement, promotion of sustainability, accountability, transparency, empowerment and an open organizational structure and sufficient operational capacity to promote an integrated approach (UNESCO/WHC et al., 2013: 71-72).

Governance, which means the relationship between governing bodies and citizens, is also important in the cultural heritage sector as it aims to provide effective, functioning forms of government and to safeguard the interests of citizens, cultural heritage and society as equal as possible (UNESCO/WHC et al., 2013: 74). According to Belge (2023: 146), there are two critical factors affecting the success of governance: skills and abilities of both the local authorities and the local communities, and the willingness of both parties to share information with each other and work in collaboration.



## *Resources*

Resources, which create operational capacity, have three forms: ‘human’, ‘financial’ and ‘intellectual’. The institutional framework performs the duties defined by the legal framework through resources (UNESCO/WHC et al., 2013: 75).

It is usually the public institutions, which provide the human resources needed for conservation and management of cultural heritage. However, there has been a shift in many countries towards outsourcing expertise and works, which enabled many professionals to work in heritage sector. In some cultural heritage sites, people who live or work in the area also constitute another segment of human resources, often as volunteers (UNESCO/WHC et al., 2013: 75).

As for the financial resources, there are two main types of financial resources; the first one is ‘fixed’ in terms of source, scope and timing and the second one is ‘variable’ with different sources such as local, international or traditional sources or loans and private funding. Besides, they can be a mix of the two (UNESCO/WHC et al., 2013: 76).

The financial resources needed for protection of cultural heritage under public ownership has usually been provided by governments. However, as public funding has declined, funding for protection of cultural heritage under public ownership is being sought from other sources as in the case of cultural heritage under private ownership. Financial resources generated directly from cultural properties have become important in terms of economic sustainability. Also, a management plan can help to rationalize existing resources and facilitate funding (UNESCO/WHC et al., 2013: 76, 125).

The success of management systems also depends on intellectual resources, i.e., knowledge being generated, maintained, updated and exchanged on conservation and management. This needs to be done through capacity building, in the form of

research and staff development. Human resources and intellectual resources overlap widely (UNESCO/WHC et al., 2013: 76).

Capacity is defined as “the ability of individuals, organizations and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner” (UNDP, 2006, cited in UNESCO/WHC et al., 2013: 50). Carrying out capacity-building activities for effective management of cultural properties will enhance the knowledge and skills of people who are directly responsible for conserving and managing heritage as well as of decision-makers, which will result in improving institutional structures and will introduce a more dynamic relationship between heritage and its context so that the values of the properties will be protected more effectively and sustainably (UNESCO/WHC et al., 2013: 50).

While solving the problems that emerge in a cultural heritage management system, the first step should be to improve existing capacities or create new ones (UNESCO/WHC et al., 2013: 50). Capacity-building in heritage development aims to promote participation and social inclusion (Lindblom and Paludan-Müller, 2012; Mesik, 2007, cited in Samuels, 2016: 361) and includes, for instance, training in conservation techniques and management practices, as well as enhancing governance through administrative reorganization and legislation supporting heritage development (Samuels, 2016: 361).

The World Heritage Capacity Building Strategy (2011), which was prepared through the joint efforts of ICCROM and IUCN (World Heritage Committee, 2011, cited in Biggi et al., 2018: 89) has defined three main target audiences for capacity building activities which are ‘practitioners’, ‘institutions’ and ‘communities and networks’.

Practitioners are individuals or groups who have a direct role in the conservation and management activities of World Heritage properties. Institutions include State Party heritage organizations, non-governmental organizations, the World Heritage

Committee, Advisory Bodies and other institutions which have a role in conservation and management of heritage properties. Communities and networks mainly include local communities living close to heritage properties and the larger society. The basic learning areas for the local communities would be about mutual benefits (sustainable development and communities), stewardship and communication or interpretation (UNESCO/WHC et al., 2013: 51).

The quantity and quality of the resources, together with other factors, define the operational capacity of a management system to conserve and manage cultural heritage. The factors that contribute to the effective deployment of resources are; transparency and accountability, research, investing in natural, human and social capital (capacity building), adopting a participatory approach and achieving a balance between the use of internal (within the institutions) and external resources in all three areas, human, financial and intellectual (UNESCO/WHC et al., 2013: 76-77).

### **3.3.2. The three processes of a CHMS**

The processes which are common in most of the heritage management systems are: 'planning', 'implementation' and 'monitoring'. The three elements outlined in the previous section facilitate these processes to ensure the conservation and management of cultural properties and their values in a sustainable way (UNESCO/WHC et al., 2013: 54).

#### ***Planning***

The planning process involves identifying desired outcomes for the property and its stakeholders (the objectives of the management system) and determining the outputs, which will ensure the achievement of these outcomes. The heritage processes and required outputs/ actions should be defined using some parameters such as the scope, performance, quality, cost and timeframe to improve

communication with other stakeholders, to assess progress at every stage and to achieve better results (UNESCO/WHC et al., 2013: 82).

Planning includes the following stages that often overlap: “identifying the stakeholders and collecting information, identifying and characterizing the heritage and analysing the current situation; setting visions, objectives and actions; drafting the plan(s); implementing; review and updating” (UNESCO/WHC et al., 2013: 82).

Planning, implementation and monitoring processes often overlap forming a continuous cycle which enables the management system to produce results. The success of implementation and monitoring mainly depend on the investment made at the planning stage. Equally, the feedback from monitoring processes leads to good planning, and finally, to improvements in the management system (UNESCO/WHC et al., 2013: 81).

An interdisciplinary approach should be adopted in planning. The participation of adequate number and range of professionals at all stages of the planning process will ensure anticipating and meeting the needs that could arise in the process effectively (UNESCO/WHC et al., 2013: 83).

### ***Implementation***

Implementation involves several subsequent steps:

- conducting the planned actions,
- checking whether they lead to outputs of each stage,
- if inconsistencies emerge, changing the actions and the way they are taken.

Among these three processes (i.e., planning, implantation and monitoring), implementation is the one most dependent on the other two: it depends on good planning to be effective, which in turn depends on effective monitoring (UNESCO/WHC et al., 2013: 81, 87).

There are many different approaches to implementation due to varying legal and institutional frameworks and local practices to organize resources. At public-owned sites, it is mostly the staff of public institutions who implement the planned activities. At properties under private ownership, property owners and non-governmental organizations have a greater role in implementation (UNESCO/WHC et al., 2013: 88).

Implementation actions can be grouped under two categories:

1. 'Ordinary' routine actions: These might include activities regarding site maintenance, payment of salaries, coordination of implementation and site interpretation.
2. Specific one-time actions: These might include conservation activities, research projects, building a visitor centre, enhancement of a single area, improving facilities in the buffer zone, promotional activities and preventing damaging actions (UNESCO/WHC et al., 2013: 88).

Effective implementation, like planning, depends on supervision by an interdisciplinary team including specialists from relevant professions who can provide solutions to emerging problems during implementation and on coordinating the contribution of all relevant stakeholders (UNESCO/WHC et al., 2013: 89).

In addition, knowledge on risk management, communication (UNESCO/WHC et al., 2013: 89) and the study of procurement routes to promote good outsourcing and understanding the distribution of responsibility for site operations is essential for good practice in implementation process (Thompson, 2007: 7). According to Thompson (2007: 7), the heritage sector has long overlooked the contractual and administrative aspects of spending money but using limited resources effectively is very important when managing large archaeological sites.

### ***Monitoring***

Monitoring involves the collection and assessment of data during implementation process to check whether the management system is functioning effectively and

delivering the planned results and to establish corrective measures when problems or new opportunities arise (Stovel, 2004, cited in UNESCO/WHC et al., 2013: 91). There are two different types of monitoring; one measures the process and the other measures the results (outputs and outcomes) (UNESCO/WHC et al., 2013: 92).

Monitoring should be conducted by employing a systematic methodology and people with the right profession. The data gathered through monitoring must allow comparison and be repeatable over time. Data could be in the form of photos, videos, drawings, reports, etc. Monitoring keeps track of changes over a given period of time by using specific indicators, which should be identified during the planning process (UNESCO/WHC et al., 2013: 93-94).

One of the main purposes of monitoring is to measure whether the state of conservation of heritage properties is getting better or worse (UNESCO/WHC et al., 2013: 92). According to Operational Guidelines, a regular review of the general state of conservation of World Heritage properties should be done within a monitoring process (WHC, 2017: 33). In this regard, Pesaresi (2013: 189) states that, the availability of a GIS database for planned maintenance is key to the correct monitoring and assessment of the effectiveness of the works undertaken.

Monitoring is useful only if it feeds information back into the implementation process and improves the performance of the management system, i.e., its ability to achieve the results (UNESCO/WHC et al., 2013: 93).

### **3.3.3. The three results of a CHMS**

A heritage management system primarily aims to achieve the ‘outcomes’ wanted for the property and its stakeholders. This depends on heritage processes which produce a series of ‘outputs’ and also on making ‘improvements to the management system’ to overcome deficiencies identified in it or to meet the needs that arise during the process (ICCROM, 2009, cited in UNESCO/WHC et al., 2013: 55).

### *Outcomes (achieving objectives)*

The aim of a management system is to achieve specific objectives, known as ‘outcomes’. Outcomes are mostly intangible achievements, such as protection of OUV and other heritage values or a local community benefiting from heritage (UNESCO/WHC et al., 2013: 99).

What leads to emergence of outcomes is usually the effect of outputs, certain actions accomplished and products and services produced by heritage processes. However, accomplishment of all outputs does not mean that all desired outcomes will be achieved. Even a well-managed heritage property for which all outputs are realized can sometimes continue to lose heritage values (UNESCO/WHC et al., 2013: 100-101).

Outcomes are more difficult to measure than outputs. For example, some common indicators to measure the outcome, “a prosperous local community near the heritage property which benefits the heritage property”, are listed below:

- Employment levels and other trends in local economic data
- Trends in social/ environmental statistics e.g. crime, truancy, vandalism
- New forms of support for the heritage
- Nights spent in local hospitality annually by visitors
- Regional tourism, return visits (UNESCO/WHC et al., 2013: 102).

Some outcomes such as improved visitor satisfaction can be measured directly. Other outcomes, such as the well-being of the local community, can also be measured directly but its indicators might be affected by other factors as well, therefore the assessment might not be reliable. On the other hand, some outcomes such as protecting OUV and other heritage values are so broad to identify indicators to measure it directly (UNESCO/WHC et al., 2013: 102).

Outputs can contribute to emergence of more than one outcome. For instance, site improvements conducted to achieve better visitor management can contribute to protection of the OUV and other values of the property through multiple itineraries

and rotational visits that reduce wear and tear. At the same time, it can contribute to another outcome which is an improved local economy for local communities living near the property as a result of greater number of visitors to the local area (UNESCO/WHC et al., 2013: 102).

### ***Outputs (deliverable results)***

As mentioned before, outcomes could be achieved through accomplishment of a series of outputs. Heritage processes deliver multiple outputs in order to achieve a single or several outcomes. Outputs are tangible results of planned work programmes such as specific implementations (e.g. conservation works); products (e.g. a visitor management plan); services (e.g. new audio-guide facilities), or new organizational functions (e.g. online booking for school visits) and the data the results of which can be used to inform future actions (e.g. visitors increased by one million over two years). Achievement of outputs provides direct support to the heritage, communities and other stakeholders (UNESCO/WHC et al., 2013: 84, 104, 105).

The outputs to be monitored should be decided at an early stage, preferably when the management plan is being developed (UNESCO/WHC et al., 2013: 107). Some of the most common indicators to monitor the outputs are listed below:

- “number of security cameras installed
- number of brochures produced or distributed
- number, total area and value of roofing repairs completed
- number of meetings held with local communities
- number and value of external partnerships activated
- annual number of visitors or rentals
- number of audio guides used” (UNESCO/WHC et al., 2013: 108).

### ***Improvements to management systems***

Improvements to management systems are achieved by corrective measures and feedback, either from external inputs (e.g. reinforcement from secondary sources)



or from within the management system, in other words, by monitoring heritage processes, evaluating outputs and outcomes as well as the adequacy of the three elements (UNESCO/WHC et al., 2013: 110).

Improvements that come from within the management system may originate from overcoming the gaps in the legal and institutional frameworks, insufficient or poor deployment of resources or inadequacies in the processes themselves. A bottom up process could help to overcome the shortcomings in legal and institutional frameworks that often fail to adopt a participatory approach. As for the improvements that come from secondary sources, improvements may originate from consulting specialist literature or from conducting an information-gathering project. For example, an oral history project could benefit from the experience of retired workers who maintained the site in the past, gathering information which fills gaps in the intellectual resources of the management system or that has been lost with a shift to outsourcing. There might also be new knowledge in the heritage sector that could improve CHMSs (UNESCO/WHC et al., 2013: 111).

The aim of a management system is to achieve outcomes through several actions developed in the form of outputs. The three elements and the three processes mentioned above should provide the necessary support to achieve outcomes and outputs effectively. Developing improvements depends on identifying where the three elements and three processes of the management system are inadequate and then taking corrective measures. Continuous improvement is required for good management (UNESCO/WHC et al., 2013: 110).

#### **3.3.4. CHMS framework**

The nine components mentioned above come together to form a complete heritage management system (MS), as illustrated in the figure below (UNESCO/WHC et al., 2013: 114) (Figure 3.7.).

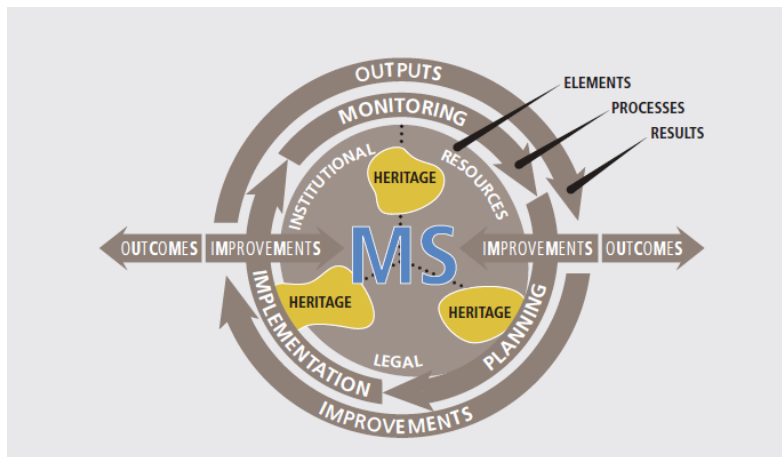


Figure 3. 7. The nine components of a heritage management system (Resource: UNESCO/WHC et al., 2013: 114)

Formulating heritage management systems as a combination of nine components provides a common framework of reference for those involved in the conservation and management of cultural heritage; heritage practitioners who manage properties, policy-makers who define legal and institutional frameworks and communities who need transparency about how decisions are made regarding heritage (UNESCO/WHC et al., 2013: 114).

The nine-component framework also provides checklists to assess the strengths and weaknesses of the current management system and a rational structure to make any recommendations when change is needed to protect heritage values. It demonstrates what the management system needs and achieves. Besides, it facilitates and standardizes the monitoring of heritage management systems and the reporting of their results to stakeholders. As it facilitates transparency and dialogue, the society widely recognizes the benefits and stakeholder involvement is achieved more effectively. In short, it is a framework to assess and improve a heritage management system (UNESCO/WHC et al., 2013: 116-117).

## CHAPTER 4

### **HOW TO INTEGRATE SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT PERSPECTIVE INTO MANAGEMENT SYSTEMS OF CULTURAL WORLD HERITAGE SITES (WHSs) IN DECLINING URBAN AREAS?**

This chapter aims to explain how sustainable socio-economic development perspective can be integrated into the management systems of cultural world heritage sites (WHSs) in declining urban areas. First, it explains the critical relationship between the heritage conservation and sustainable development. Second, it explains how to use cultural heritage for inclusive economic development by focusing on three main strategies to achieve it, which are: “ensuring growth, employment, income and livelihoods”, “promoting economic investment and quality tourism” and “strengthening capacity-building, innovation and local entrepreneurship”. Third, it explains how to use cultural heritage for inclusive social development by focusing on five main strategies to achieve it, which are: “contributing to inclusion and equity”, “enhancing quality of life and well-being”, “respecting, protecting and promoting human rights”, “respecting, consulting and involving the local community” and “achieving gender equality”. Finally, it provides a table including “sustainable socio-economic development strategies for management systems of cultural world heritage sites in declining urban areas” identified by this research.

#### **4.1. How to establish the relationship between cultural heritage conservation and sustainable development?**

Sustainable development is one of the most pressing concerns of heritage management in the modern world (UNESCO/WHC et al., 2013: 19). In recent years, the factors such as globalisation, changes in climate, demographic growth,

growing inequalities, diminishing resources and growing threats to heritage such as development pressure have led the cultural heritage sector to focus more on the relationship between conservation and sustainable development (General Assembly, 2015: 1).

Urban heritage, with its tangible and intangible components, constitutes a key resource in improving the liveability of urban areas, and promotes economic development and social cohesion in a changing global environment. As the future of humanity is based on the effective planning and management of resources, conservation has become one of the important strategies to achieve a balance between urban growth and quality of life on a sustainable basis (WHC, 2018).

In the current context, there is a need to view conservation objectives within a wide range of economic, social and environmental values and needs involved in the sustainable development concept. An appropriate and equitable balance should be ensured between conservation, sustainability and development to protect heritage properties through appropriate activities that contribute to the social and economic development and communities' quality of life (General Assembly, 2015: 1).

Conserving and transmitting cultural and natural heritage properties to present and future generations contribute to sustainable development and the wellbeing of people. In the same way, strengthening the three dimensions of sustainable development, which are environmental sustainability, inclusive social development and inclusive economic development, as well as the fostering of peace and security, may contribute to protection of cultural and natural heritage properties, if carefully integrated within their conservation and management systems (General Assembly, 2015: 1-2). In short, there is a mutual interaction between conserving heritage properties and sustainable development.

A sustainable development perspective should be adopted in heritage management practices (Labadi et al., 2021: 15). If sustainable development principles are not

fully integrated in CHMSs, cultural heritage can “find itself a victim of, rather than a catalyst for, wider change” (General Assembly, 2015: 2).

Generation of sustainable development paradigms has caused significant changes in traditional management approaches for cultural heritage sites including archaeological sites. Today, “archaeological site management policies are expected to consider environmental impacts, social integration and participation of local communities having cultural and economic bonds with that site, and development of an appropriate economic plan to achieve its sustainability during decision-making process” (Naycı, 2014: 189).

UNESCO has made numerous efforts to integrate heritage protection into the sustainable development paradigm, particularly with the 2011 Recommendation on the Historic Urban Landscape and the 2015 Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention (Labadi et al., 2021: 15).

On 10 November 2011, UNESCO’s General Conference adopted the “Recommendation on the Historic Urban Landscape (HUL)” as an additional tool to existing conservation approaches to “integrate policies and practices of conservation of the built environment into the wider goals of urban development in respect of the inherited values and traditions of different cultural contexts” (WHC, 2018). This approach recognizes the need to support the protection and valorization of cultural and natural heritage in a rapidly urbanising world, by integrating heritage conservation into the transformation projects (Nocca, 2017: 4). In other words, it integrates the goals of conservation of urban heritage into those of social and economic development and sustainable development of the urban areas (Hosagrahar, 2018: 75). The Recommendation is not only used at WHSs but also at other heritage sites which do not have a World Heritage status.

HUL is an integrated approach towards managing heritage properties that take place within dynamic and evolving environments. It recognizes the layering of

interconnections within a city, which occur between the built and natural environments, the tangible and intangible values, as well as within the cultural and social practices of a community. This approach considers these factors as key measures to achieve sustainable urban heritage management and the development of the city (The World Heritage Institute of Training and Research for Asia and the Pacific Region (WHITRAP) under the Auspices of UNESCO<sup>19</sup>, 2015).

HUL recognizes the landscape as a living heritage, an ‘organism’ made of complex characters, relationships and multidimensional inter-relationships. It refers to the notion of context to emphasize the systemic interrelationship among economic, social, environmental, cultural aspects, and the complexity of the framework within which conservation policies lie (NoCCA, 2017: 4).

Regarding the relationship between urban development and heritage management processes, the HUL approach brings a new perspective by prioritizing and structuring the evolving needs of a specific area and its society. It aims to protect both local culture and heritage as well as the values and meaning they carry through specific steps and tools such as identification of the city’s natural, cultural and community resources; performing community and stakeholder consultations; and conducting environmental and social impact assessments (WHITRAP, 2015). It addresses the policy, governance and management concerns, involving a variety of stakeholders such as local, national, regional, international, public and private actors in the urban development process (WHC, 2018).

The HUL approach also contributes significantly to the implementation of Goal 11 of the United Nations 2030 Sustainable Development Agenda, namely to “make cities and human settlements inclusive, safe, resilient and sustainable” and supports other Sustainable Development Goals (SDGs) (4, 8, 10, 13, 17) (Figure 2.2). As stated earlier, Sustainable Development Target 11.4 aims strengthening of efforts to protect and safeguard the world’s cultural and natural heritage to make safe, resilient and sustainable cities. The principles of the HUL approach are also integrated in the NUA, which underlines the need for integrated approaches to

---

<sup>19</sup> From here on The World Heritage Institute of Training and Research for Asia and the Pacific Region under the Auspices of UNESCO will be referred to as WHITRAP.

achieve urban sustainability. The integrative approach of HUL enables cities not only to protect their cultural and natural properties but also to enhance social and economic inclusiveness, resilience to disasters and conflicts and competitiveness (WHC, 2018).

As for the Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention (WH-SDP), it was adopted by the General Assembly of States Parties to the World Heritage Convention at its 20<sup>th</sup> session in 2015 with a view to ensuring policy coherence with the UN Sustainable Development Agenda as reflected in the document “Transforming our world: the 2030 Agenda for Sustainable Development” (General Assembly, 2015: 1). Boccardi and Scott (2018: 21, cited in Giliberto and Labadi, 2021: 2) state that: “The adoption of this policy was a ‘landmark achievement’ for promoting more holistic approaches linking heritage with planet, people, and the economy”.

According to the WH-SDP, the potential of cultural heritage properties to contribute to sustainable development should be harnessed. To this end, the three dimensions of sustainable development, which are environmental sustainability, inclusive social development and inclusive economic development together with fostering of peace and security should be considered within CHMSs (General Assembly, 2015: 4).

States Parties are expected to integrate the principles of WH-SDP and the 2030 Agenda for Sustainable Development into their activities related to the World Heritage Convention. They have the responsibility to “contribute to and comply with the sustainable development objectives, including gender equality, in the World Heritage processes and in their heritage conservation and management systems” (WHC, 2021: 13-14).

However, progress in this shift in World Heritage implementations is “slow and uneven” (Labadi et al., 2020, cited in Giliberto and Labadi, 2021: 2). It should be ensured that heritage management protects OUV while contributing to sustainable

development. The World Heritage cycle should aim strengthening the dimensions of sustainable development at every stage from the start of the nomination process, defining the OUV, to conservation, management, and monitoring (Labadi et al., 2021: 15-16).

Establishing an active role for heritage in sustainable development provides many benefits, such as enabling the management system to achieve a balance between different and competing needs more effectively, and to find new forms of support to strengthen the heritage values (UNESCO/WHC et al., 2013: 60).

Governance frameworks within CHMSs should be reinforced to achieve the appropriate balance, integration and harmonization between the protection of heritage values and the achievement of sustainable development objectives. This will require “the full respect and participation of all stakeholders and rights holders, including indigenous peoples and local communities, the setting up of effective inter-institutional coordination mechanisms and provisions for the systematic assessment of environmental, social, and economic impacts of all proposed developments, as well as effective monitoring through continuity in data collection against agreed indicators” (General Assembly, 2015: 3).

Furthermore, capacity-building studies should be conducted among practitioners, institutions, concerned communities and networks, across a wide interdisciplinary and inter-sectorial scale to integrate a sustainable development perspective into the CHMSs. Promoting scientific studies and research, providing training and education opportunities for different audience groups are means that could be utilised to this end. In this process, the contribution of non-governmental organizations is of vital importance (General Assembly, 2015: 3-4).

Studley Royal Park including the Ruins of Fountains Abbey in the United Kingdom provides an example for demonstrating how sustainability could be integrated into a heritage management system and is explained as follows (Figure 4.1.):



#### ***Integrating sustainability: an example***

*The National Trust of England, Wales and Northern Ireland is a not-for-profit heritage organization with a remit for cultural, natural and mixed sites. It has decided to integrate sustainability concerns into its operations and decision-making processes. The tool that it has developed addresses sustainable development concerns, comprehensively integrating its use into the heritage management system for managing change (planning) and for monitoring operations. The evaluation of the impact of decisions and approaches from three perspectives – people, finance and environment – has become an important check criterion for its heritage management processes. The tool, known as the Triple Bottom Line Tool, is modelled on the idea that there needs to be a balance between economic benefit, societal gain and the environment for an organization and the heritage in its care to be sustainable in the long term and for heritage benefits to be harnessed.<sup>24</sup>*



*Studley Royal Park including the Ruins of Fountains Abbey (United Kingdom)*

Figure 4. 1. Integrating sustainability: an example (Resource: Lithgow, 2011, cited in UNESCO/WHC et al., 2013: 22)

The TBL Tool is one of the first in the heritage sector to develop a systematic approach for incorporating sustainability issues into long-term management decisions (Lithgow, 2011; National Trust, cited in Court et al., 2019: 24). It is an approach that may both provide a basic understanding of an existing situation and assess future proposals to determine their possible impact in economic, social and environmental terms (Court et al., 2019: 24).

Another example demonstrating the efforts to integrate heritage conservation with sustainable development is from India as explained below:

Sustainable Urbanism International (SUI), an Indian NGO, has focused on exploring the intersections of nature, community and the built environment to promote sustainable development. An integrated view of sustainability has highlighted the ways that local knowledges, building practices and hydro-logical systems have been integral to a cultural landscape. From collaborative inventorying of tangible and intangible heritage, to reviving and conserving historic lakes and stepped well, developing heritage-focused masterplans for the historic towns based on built forms and standards derived from historic neighbourhoods, reviving and adapting traditional technologies of earth construction for new structures, and strategies for generating livelihoods rooted in local culture and creative practices, SUI's approach has been to integrate heritage conservation with sustainable development including processes of design, participatory planning, and natural resource management (Hosagrahar, 2018: 76).

Among the dimensions of sustainable development, this thesis focuses on the use of cultural heritage in achieving “inclusive economic development” and “inclusive social development” through the heritage management strategies developed.

#### **4.2. How to use cultural heritage for inclusive economic development?**

Today, poverty is one of the most important problems of the world. And, the elimination of poverty is crucial to achieve sustainable development and the well-being of present and future generations. Cultural heritage properties offer great opportunity to decrease poverty and improve livelihoods of local communities, including those of marginalised groups<sup>20</sup> (General Assembly, 2015: 8-9). According to Ruiz Soria and Molendowska-Ruiz (2018: 39), heritage can enable inclusive economic development and help to alleviate extreme poverty for everyone. Access to heritage can contribute to generation of productive activities, decent job<sup>21</sup>, entrepreneurship, creativity and innovation that utilise local resources and skills (Labadi et al., 2021: 20). This is a shared perspective by many scholars as explained below:

Inclusive economic development treats historic cities as cultural capital that generates economic growth, employment, income and livelihoods, stimulates economic investment, innovation and sustainable quality tourism, activates local opportunities and vitalizes construction and service industries (Ost, 2018; Pereira Roders & van Oers, 2011: 9, cited in Navickienė, 2020: 413).

Heritage management is undergoing a change globally, with management approaches shifting from conservation to economic development and capacity-building. Since the late 1990s, there has been an increase in interest in utilising

---

<sup>20</sup> Marginalised groups include “different groups of people within a given culture, context and history at risk of being subjected to multiple discrimination due to the interplay of different personal characteristics or grounds, such as sex, gender, age, ethnicity, religion or belief, health status, disability, sexual orientation, gender identity, education or income, or living in various geographic localities” (European Institute for Gender Equality, 2021).

<sup>21</sup> Decent work means what people desire in their working lives, which includes opportunities for a productive and fair paying work, security in the workplace, social protection for families, freedom to express their concerns and participate in the decisions affecting their lives, better opportunities for personal development and social integration and provision of equal opportunities and treatment for all women and men (International Labour Organization, 2021).

cultural heritage for economic development all around the world (Samuels, 2016: 355). Heritage-led projects, particularly those that benefit the local community, have become widespread since then (Burtenshaw and Gould, 2019, cited in Nyström, 2021: 382). There are many success stories of heritage-led economic development (Lafrenz Samuels, 2016, cited in Nyström, 2021: 382). Although the main aim is to achieve economic growth, many heritage-driven projects also seek to improve social conditions, sense of place and human well-being (Ashworth et al., 2000, cited in Nyström, 2021: 382).

According to Ost (2018, cited in Blundo et al., 2019: 6), the conservation of cultural heritage and its economy are interconnected, and economic inclusion should try to make economic value compatible with cultural values, economic efficiency, social inclusion and cultural heritage protection. When managed well, cultural heritage can provide employment opportunities, and support sustainable local economies through “hospitality and tourism-related industries; site management, urban regeneration, and building maintenance/adaptation (which enhances real estate and land values); crafts, cultural production, and creative industries; food and retail; archaeology; museums; interpretation, and education” (Labadi et al., 2021: 60).

WHSs, which are popular tourist destinations, tend to contribute to development of travel and tourism industry by attracting international tourists and generating revenues. The correct capitalization of these sites has an impact on the development of gross domestic product, both at the industry and economy levels, as well as employment within the industry and economy (Vegheş et al., 2012: 1011).

The following ideas support the assessment of the link between the marketing of the cultural heritage and the sustainable development of the local communities: (1) cultural heritage is a valuable asset of the local communities; (2) tourism industry is the economic sector that can capitalize this heritage most effectively; (3) an effective marketing and branding is required for the proper capitalization of the

cultural heritage; (4) the proper capitalization of heritage leads to better performances of the tourism industry, an increased gross domestic product and employment, thus a sustainable development of the local economies (Vegheş et al., 2012: 1012).

Empowering and participation of the local community, and other stakeholders, in identifying and implementing the development strategies is of crucial importance for the implementation of the sustainable strategies that lead to local economic development (Arthur & Mensah, 2006, cited in Vegheş et al., 2012: 1007).

CHMSs should promote “sustainable forms of inclusive and equitable economic development, productive and decent employment and income-generating activities for all”, while protecting heritage values. The three main strategies that can be utilised to achieve inclusive economic development are: “ensuring growth, employment, income and livelihoods”, “promoting economic investment and quality tourism” and “strengthening capacity-building, innovation and local entrepreneurship” (General Assembly, 2015: 8-10).

#### **4.2.1. How to use cultural heritage for ensuring growth, employment, income and livelihoods?**

CHMSs should contribute to inclusive local economic development and enhancing livelihoods through policies and mechanisms that:

- generate productive and decent employment and income, and sustainable livelihoods for local communities, including marginalised groups and
- balance efficient market mechanisms and public policies through utilising public-private partnership<sup>22</sup>, economic incentives and intersectoral

---

<sup>22</sup> A long-term agreement between two or more public and private sectors is known as a public-private partnership (PPP). Typically, it includes private capital financing government projects and services up-front, and then getting profits from taxpayers and/or users throughout the PPP contract (Wikipedia, 2022). The important actors in the local labour market, including local authorities, the Employment Service, Chambers of Commerce, traditional local associations, single industries, education and training unions, voluntary groups, and other segments of the public sector, can form partnerships.

cooperation to ensure sharing benefits between all stakeholders in and around the cultural heritage sites (General Assembly, 2015: 9).

Benefits could be in the form of jobs created, heritage income of local businesses or revenue of local municipality from heritage etc. Among several economic sectors, tourism is the most prominent sector that can transform cultural values into economic ones. It has become a pillar of economy. One of every eleven people in the world works in the tourism sector. Cultural tourism offers a great potential for economic development and can provide many benefits for local communities (Nocca, 2017: 16). It has the potential to generate both direct and indirect employment for the local communities. Direct employment includes jobs such as tour guides or in the hospitality industry (hotels, bars and restaurants) etc., while indirect employment includes jobs in other industries such as agriculture, food production, creative industries (art, music performance) and retail (souvenirs) (UNESCO, 2022).

CHMSs should also generate temporary jobs for local communities, including the marginalised groups. Although permanent jobs are more valuable than temporary jobs, temporary jobs are also important in terms of giving an opportunity to the unemployed people to re-enter the labour market and thus to gain their confidence again. Urban regeneration projects have the capacity to create temporary jobs in works such as construction, environmental improvements or housing maintenance (Hart and Johnston, 2000: 140, 146). Public investment in the rehabilitation of cultural heritage sites can generate many employment opportunities in building materials, construction, manufacturing and transport, besides in the retail and the service sectors (UHU/GSD/Harvard<sup>23</sup> and ADER-FES<sup>24</sup>, 1999: 10).

On the other hand, both tangible and intangible heritage of communities should be protected from threats arising from unsustainable economic development, through preventive, regulative and educational measures (Labadi et al., 2021: 61).

---

<sup>23</sup> Unit for Housing and Urbanization Graduate School of Design Harvard University

<sup>24</sup> Agency for the Dedensification and Rehabilitation of the Medina of Fes (ADER-Fes)

#### **4.2.2. How to use cultural heritage for promoting economic investment and quality tourism?**

Heritage has a potential to create economic growth by “attracting foreign investment, rising property prices or heritage tourism revenue” (Samuels, 2016: 359). Heritage sites include many values that can be valorised by and for local communities. Heritage sites’ social, cultural, and natural capital have an important role in attracting businesses, creative industries, visitors and inhabitants, promoting economic growth (Labadi et al., 2021: 60).

Investments in cultural heritage can provide financial benefits, promoting real economic growth. They have the ability to generate tax revenue for public institutions both directly and indirectly. The direct one is associated with heritage-related activities (e.g. receipts from tourist tax), whereas the indirect one is associated with spillover from heritage-related projects (e.g. increase in real estate/commercial property taxes), which leads to further investments (e.g. new businesses established thanks to cultural heritage regeneration) (Nocca, 2017: 22).

Since cultural heritage properties are major travel destinations, they have great potential to enable inclusive and sustainable local economic development and strengthen social resilience if they are managed effectively (General Assembly, 2015: 9). As stated in Article 4 of Global Code of Ethics for Tourism, “tourism is a user of the cultural heritage of mankind and contributor to its enhancement” (UNWTO General Assembly, 1999). CHMSs should aim continuing sustainable use of the historic environment while protecting its heritage values (UNESCO/WHC et al., 2013: 28). Tourism should be promoted and managed in a way to protect heritage as a key asset of long-term tourism development (Labadi et al., 2021: 83). The quality of cultural and natural heritage is an important condition for the development of tourism sector (Pultrone, 2012: 995).

According to the Leask and Rihova (2010), the role of heritage in tourism development based on the capitalization of the cultural heritage can be improved

through (1) implementing sustainable development strategies and effective diversification of the local economy, (2) developing cultural tourism policies and products that meet the needs of the local communities, tourists and policy-makers, (3) improving the participation of stakeholders in forming the authentic and the individual visitor experiences, and (4) linking the sustainable tourism development to protection of heritage, community integration and stakeholders (Vegheş et al., 2012: 1006).

Tourism plays a key role in territorial transformations that not only impact physical features such as urban space and its layout but also socio-economic features. Tourism may improve several sectors it is connected with such as farming, transportation, energy, protection of cultural heritage and landscapes (Pultrone, 2012: 995). In addition to creating job opportunities, tourism can bring investment and spending to an area and thus support a wide range of services such as water and energy distribution, roads and transportation, health services, shops and leisure and entertainment facilities. And infrastructure development, which includes construction or development of airports, roads, hospitals, schools and retail areas can in turn contribute to economic development by improving trade and ensuring better flow of goods and services and thus can benefit the local communities (UNESCO, 2022).

However, if not properly managed, tourism development can have some negative consequences. Although tourism is accepted as a strategic macro- and micro-economic development factor, it is also considered as one of the main sources of risks posed on cultural heritage sites (Pultrone, 2012: 1002). Unplanned tourism, large number of visitors and poorly managed tourist access can pose a serious threat to the integrity and authenticity of heritage properties (Nocca, 2017: 16). Visitor pressure and behaviour might cause deterioration of the heritage properties including their intangible attributes. Therefore, there is a need to define the carrying-capacity of cultural heritage sites and how their management can be improved to meet the current or anticipated visitor numbers and development pressure without adverse impacts (WHC, 2021: 110).

According to Hosagrahar (2018: 72), increasing commercialization and commodification of heritage (both tangible and intangible) also worsens and perpetuates social inequalities between those who value the property and its associated intangible attributes and those who see it as an aesthetic experience and heritage entertainment.

For example, in Gurgaon, there is an air-conditioned indoor market called Culture Gully. A gully in a typical north Indian historic town is a narrow, winding, street with houses on both sides (Hosagrahar, 2017, cited in Hosagrahar, 2018: 72). Culture Gully is a lavishly designed market places for artisanal goods and handicrafts from all over India, along with heritage themed restaurants serving regional cuisine. Crafts, street performers and regional cuisines epitomize the theatrical packaging and presentation of heritage as an exotic commodity that corporate capital makes available in plush surroundings. Traditional street performers and folk artists lend colour and festivity to the whole streetscape making it reminiscent of a village fair – albeit dust-free – thereby offering an experience that has never been experienced in the subcontinent before. Meanwhile, the artisans and village communities are not able to participate in the social, economic and political decision making around such staged theatrical displays that exacerbates the divisions between the modern global shopper and consumer of heritage entertainment and the traditional cultural producers frozen in time (Hosagrahar, 2018: 73).

Unplanned tourism development might also lead to overcrowding of public spaces and infrastructures and inflationary processes in commercial services (shops, restaurants etc.) and in the real estate market which may result in gentrification; i.e. forcing the inhabitants or users of a site to move to the city's outskirts. In this sense, it has the potential to exacerbate spatial and social inequalities in an urban system (NoCCA, 2017: 16-17).

In some cases, such as Salvador de Bahia in Brazil, the state itself could lead to gentrification through regeneration activities prioritizing tourism development. The historic centre of Salvador da Bahia was inscribed on the World Heritage List in 1985. The historic centre had been in a decline process since the 19<sup>th</sup> century. The development of an administrative and financial centre on the peripheries of the historic city in the 1970s facilitated the degradation process. When the city was inscribed on the WHL, drug traffickers, prostitutes and other marginal groups were living in the Pelourinho district of the historic centre. The conservation activities



and other initiatives undertaken after its designation such as changing functions and relocating inhabitants, worsened the isolation and displacement of the low-income local communities (Nobre, 2002, cited in Hosagrahar, 2018: 74).

In the 1990s, within the scope of the historic city-centre regeneration, in addition to public works to improve energy provision, sanitation, water supply etc., the refurbishment of monuments and public buildings and their facades was carried out and many houses were restored. Building uses with tourism and entertainment purposes were prioritized. By the year 2000, the state had bought and owned more than half of the properties, compensating low-income residents to relocate and leave the neighbourhood. As hotels and guest houses sprang up, more inhabitants left the historic centre and moved to surrounding neighbourhoods. In some districts, nearly 67 percent population left their home. Consequently, a large portion of the poor population was displaced to worse living conditions. As a result of gentrification, the density and vibrancy of the city were greatly reduced (Nobre, 2002, cited in Hosagrahar, 2018: 74-75).

There are several examples similar to the case of Salvador de Bahia. In this sense, as General Assembly (2015: 9) points out, CHMSs should aim achieving sustainable forms of tourism development including community-based initiatives. The main aim of investments should not be to increase the number of tourists, but to improve the living conditions of inhabitants, which is a source of tourist appeal (Nocca, 2017: 17). The quality of life and tourist attractiveness are in a symbiotic relationship. As Rypkema (cited in Nocca, 2017: 17) states, “if you do it for the locals, the tourists will come; if you do it for the tourists, only the tourists will come”.

At this point, it is critical to define what sustainable tourism is. Sustainable tourism is defined as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (UNWTO, 2022). It is based on close

interrelationship between tourism industry, environment and local community (Pultrone, 2012: 996). Besides, sustainable tourism should:

- use environmental resources in an optimal way by protecting the vital ecological processes and natural heritage,
- respect the socio-cultural authenticity of local communities and protect their tangible and intangible cultural heritage,
- provide fairly distributed socio-economic benefits to all stakeholders which includes permanent jobs and income-earning opportunities as well as social services,
- ensure a high level of tourist satisfaction and raise their awareness on sustainability issues.

Achieving sustainable tourism requires the participation of all relevant stakeholders, constant monitoring of impacts and establishing preventive or corrective measures when necessary (UNWTO, 2022; Vegheş et al., 2012: 1006). Urban planning is the tool to prevent tourism development that is “not sustainable” as it regulates physical, spatial and functional changes (Pultrone, 2012: 996).

In line with the aims of sustainable tourism, CHMSs should contribute to building “a responsible interaction with the environment” in order to avoid loss and destruction of natural resources and to ensure environmental quality for a long time so they should include measures to avoid or mitigate all negative impacts on the environment and cultural diversity. To this end, environmental, social and cultural impact assessment tools should be used while undertaking planning activities such as urban development, transport, infrastructure, waste management (General Assembly, 2015: 5) or tourism projects.

Also, locally-driven<sup>25</sup> sustainable tourism management should be encouraged within management systems to enable economic diversification between tourism and non-tourism related activities which will contribute to strengthening social and economic resilience. Achieving locally-driven sustainable tourism management and quality tourism requires strategies such as reinvesting part of the revenues from tourism activities in the conservation and management of heritage properties,

---

<sup>25</sup> Community-based.

adopting adequate visitor management planning which also encourages local tourism, implementing socio-economic impact assessment prior to the approval of tourism projects and promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation (General Assembly, 2015: 10). Heritage provides opportunities for traditional-crafts training, which include skills and crafts related to tangible heritage such as weaving and pottery, or the repair and adaptation of historical buildings, and also skills on intangible heritage such as those related to the performing arts and rituals, thus improving employment opportunities (Labadi et al., 2021: 38). Training local tour guides to add value to site interpretation, collecting village levy from tourists visiting the site or establishing a product development unit to assist in valorisation of the heritage site and to enable the local community benefit from the revenue of the products are other strategies that could be used in sustainable tourism management.

According to Court et al. (2019: 28), sustainable tourism is one of the most important ways for the local communities to benefit from their heritage. One way of this is producing and selling cultural tourism products, and thus, supporting the sustainable development of the local tourism and local economy (Vegheş et al., 2012: 1012). The typical products, which are strongly linked to local characteristics and represent local culture, serve as a contact point between the authenticity of a place and the tourists. Therefore, the sale of typical local products such as craft products or gastronomy, may support social and economic development in an area by producing benefits such as an increase in income of small producers, social vitality, reinforcement of identity, regeneration of traditional activities or creation of new jobs (Nocca, 2017: 20-21).

CHMSs should also aim inclusive and equitable economic investment to ensure sharing benefits between all stakeholders in and around the cultural heritage sites. Developing and promoting inclusive and equitable economic investments depends on using local resources<sup>26</sup> and skills, preserving local knowledge systems<sup>27</sup> and

---

<sup>26</sup> The existing resources such as redundant lands, historical buildings etc.

infrastructures and making local communities together with marginalised groups, the primary beneficiaries of these investments (General Assembly, 2015: 9).

The reuse, rehabilitation and restoration of existing buildings, green and public spaces as well as the use of traditional typologies, technologies and local materials should be promoted in cultural heritage sites in order to improve circular economy<sup>28</sup> and to ensure resource efficiency and affordable housing (Labadi et al., 2021: 78). According to Stanojev and Gustafsson (2021: 1), “circular economy should be considered as a broader sustainable development strategy”. It is related to reuse, conservation and valorisation of cultural heritage (Stanojev and Gustafsson, 2021: 1).

Conservation and maintenance save resources needed to construct new buildings and spaces or to reconstruct them, avoiding big investments. Thus, it contributes to decreasing poverty by allowing people to access resources without limiting job opportunities, and it fosters growth by building on what already exists rather than always creating new things (Rinaldi et al., 2021: 170).

In addition to these, partnerships should be promoted at all levels between stakeholders in and outside of the heritage sectors (Labadi et al., 2021: 113). Cultural heritage management strategies and stakeholder engagement have started to look beyond national frameworks for many reasons such as “funding, economic development, international legal or political support, education, community-building, identity and recognition, or social movements” (Lafrenz Samuels 2010a; Lafrenz Samuels and Lilley 2015, cited in Samuels, 2016: 355).

---

<sup>27</sup> The understandings, skills, and philosophies cultivated by communities with a long history of interacting with their natural environment are referred to as ‘local and indigenous knowledge’ (UNESCO, 2022).

<sup>28</sup> “The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible” (European Parliament, 2022).

### **4.2.3. How to use cultural heritage for strengthening capacity-building, innovation and local entrepreneurship?**

Inclusive economic development could be achieved over a long period of time with a comprehensive approach to cultural heritage properties and their related cultural and creative industries and intangible heritage. To this end, opportunities for public and private investment in sustainable development projects that promote local cultural and creative industries and protect intangible heritage related to cultural heritage properties should be identified (General Assembly, 2015: 10).

When managing a property, sometimes conservationists focus more on the protection of the physical structure excluding the traditional practices and rituals, and the transmission of intangible heritage and related knowledge. However, in inclusive heritage conservation and management practices, local communities, their intangible cultural heritage, meanings and knowledge related with particular properties, local practices and related knowledge, such as on the extraction of natural building materials or building techniques, would all be considered as essential aspects of heritage properties that are passed down through the generations and be protected for the properties to remain meaningful and for better protection. Strategies for integrating the protection of intangible cultural heritage with that of built and natural heritage are also a key to achieve social inclusion of the local communities (Hosagrahar, 2018: 77-78).

Heritage could be considered as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts. The engagement of local communities as stakeholders in heritage improves creativity, entrepreneurial spirit, personal development and economic empowerment (Labadi et al., 2021: 39, 61).

Educational and capacity-building programmes based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels and encouraging self-employment should also be developed in order to provide

sustainable economic benefits to local communities (General Assembly, 2015: 10). Capacity building activities should aim contributing to develop a diverse local economy rather than mono-economies that are solely dependent on tourism and growth (Labadi et al., 2021: 21). According to Kroesen and Darson (2013, cited in Giliberto and Labadi, 2021: 5), training activities are an important factor in the success or failure of development projects.

### **4.3. How to use cultural heritage for inclusive social development?**

Full inclusion, respect and equity of all stakeholders including local communities, and gender equality are some conditions required for the achievement of inclusive social development. CHMSs should include measures to ensure these conditions and also to enhance quality of life and well-being of people living in and around the cultural heritage sites (General Assembly, 2015: 6).

Inclusive social development can enhance the quality of life of local communities through improvement of their abilities, opportunities and dignity; promotion of cultural diversity and social cohesion<sup>29</sup>; and maintaining their life style. Improving the living conditions of the local communities in turn can contribute to better management of the heritage properties (Hosagrahar, 2018: 68-70).

Access to and engagement with heritage can assist in reducing social isolation, addressing mental health issues, providing a sense of place or improving the meaning of life (Labadi et al., 2021: 32). The preservation of cultural heritage, as well as equitable access to it and a fair distribution of benefits associated with it, all contribute to a greater sense of belonging. The ability to preserve the common good leads to social cohesion while also eliminating inequalities (Nocca, 2017: 20).

---

<sup>29</sup> Social cohesion is a concept that in many ways resembles social integration. All groups in a socially cohesive society have a sense of belonging, inclusion, recognition, legitimacy and participation (United Nations, 2022).

At the global, national, urban, and site management levels, suitable policies and activities are required to improve social inclusion. More options for accomplishing equity and social justice goals must be identified by highlighting local communities and the diversity of stakeholders, localities, settings and historical continuities, as well as policies and practices that support social inclusion promises. Cultural heritage conservation and management has the ability to create more diversified and contextually responsive urban settings in this way (Hosagrahar, 2018: 76-77).

Inclusive social development must be supported by inclusive governance (General Assembly, 2015: 6). Hosagrahar (2018: 78) states that: “Conservation and management of heritage properties must promote inclusive governance and respect local communities”. Ensuring an effective system of governance, including a participatory, multi-stakeholder approach during the policy development and implementation stages of management systems is very important (UNESCO/WHC et al., 2013: 19).

Human development requires respect for human dignity and the creation of enabling environments at the community and societal levels. Promoting respect for local communities necessitates a commitment to integrating and implementing the full range of international human rights standards (Hosagrahar, 2018: 78).

Thus, the five main strategies that can be utilised to achieve inclusive social development are:

- contributing to inclusion and equity,
- enhancing quality of life and well-being,
- respecting, protecting and promoting human rights,
- respecting, consulting and involving the local community,
- achieving gender equality (General Assembly, 2015: 6-8).

#### **4.3.1. How to use cultural heritage for contributing to inclusion and equity?**

Social inclusion is defined as “the process of improving the terms of participation for people through enhancing opportunities, access to resources, voice and respect

for human rights” (UNDESA, 2016, cited in Hosagrahar, 2018: 68). It includes improving the ability, opportunity and dignity of people who are disadvantaged due to age, sex, disability, race, ethnicity, origin, religion, or economic or other status (The World Bank, 2022). Empowerment is a crucial and multidimensional component of development, particularly in projects aimed at addressing poverty and social exclusion in a holistic manner (Malhotra and Schuler, 2005: 23; Kulb et al., 2016: 715-716, cited in Giliberto and Labadi, 2021: 8).

Social inclusion aims ensuring equal opportunities for everyone regardless of their background to enable them realize their full potential in life (United Nations, 2022) and promoting well-being and shared prosperity (General Assembly, 2015: 17). Policies and initiatives that encourage equal access to public services and enable participation of local communities in decision-making processes affecting their lives are examples of efforts put forward to achieve this aim (United Nations, 2022).

Inequalities are rooted in and worsened by profound systemic and structural reasons among countries, communities and individuals. They are based on a variety of characteristics, including ethnicity, gender, sexual orientation, religion, economic status, cultural background, age and disability and they jeopardize “equal access to basic services and development opportunities as well as the equal enjoyment of human rights” (Labadi et al., 2021: 70). People may be excluded from a variety of development processes, opportunities and benefits due to their identity (Hosagrahar, 2018: 68). The dynamics of rising inequality jeopardize the sustainability of heritage sites as well as the inclusive and sustainable development of their communities (Labadi et al., 2021: 70).

Deprivation and exclusion affect not only those whose incomes fall below the poverty line in a country, but also those who lack or have limited access to education, training and employment, adequate food, nutrition, health care, housing and a peaceful living environment (Roy, 2003, cited in Hosagrahar, 2018: 70).



WH-SDP focuses on the reduction of inequalities together with its structural roots such as discrimination and exclusion to achieve inclusive sustainable development. Besides reduction of poverty, it addresses other kinds of deprivation, lack of opportunity and disadvantaged positions to promote shared prosperity. Social inclusion, which is an objective of sustainable development, prioritizes human well-being rather than economic development (Hosagrahar, 2018: 68).

Heritage sites and practices can serve as platforms for shared identities, experiences and exchange, which could reduce social inequity and promote social cohesion and dignity of local communities (Labadi et al., 2021: 70). Many heritage properties have public spaces that offer a unique chance to improve social cohesion through promoting use and access of a diversity of local communities. Unexpected interactions between diverse communities in public spaces help to foster intercultural understanding and trust and social cohesion generates conditions for development interventions (Hosagrahar, 2018: 77).

However, regarding the right of access to and use of heritage properties, in many societies, the dominant group's access is prioritized over that of others. For example, with the rise of tourism in recent years, heritage management policies often prioritize tourists and the tourism industry's interests over the needs of local communities (Hosagrahar, 2018: 71).

Another example is from sacred spaces. Some heritage sites such as the Greek Orthodox spiritual centre at Mount Athos or the male sacred areas on Olkhon Island in Japan have historically not allowed women to enter these places. On the other hand, women's exclusion or discriminatory access and use must be carefully evaluated in each case. In general, maintaining such limited access practices fosters gender discrimination and should be changed from a human-rights based perspective. However, it might be argued that limited access should be kept as an associated practice of access and use in those circumstances when gender specificity is a key component of the meaning and identity of the place for the local community (Hosagrahar, 2018: 71-72). Because, the significance of some places

depend solely on the presence or activity of culturally significant groups such as “religious orders at sacred sites, ethnic quarters, craft or productive workers based sites or specific cultural groups” (Serageldin et al., 2001, cited in Zancheti and Hidaka, 2011: 103) who attach meanings to those places by living, working and performing their rituals (Zancheti and Hidaka, 2011: 103).

Another strategy to achieve social inclusion and equity is provision of quality education for all by improving educational opportunities for the members of the local community at the age of education, particularly the disadvantaged groups. Equal access to education and skills is an essential prerequisite for the achievement of sustainable development. It promotes human rights, gender equality, global citizenship, peace, appreciation of cultural diversity, and the recognition of culture’s role in achieving sustainable development (Labadi et al., 2021: 38).

To sum up, CHMSs should aim to foster cultural diversity, inclusion and equity through policies and actions involving all stakeholders, particularly the local communities (Hosagrahar, 2018: 77). These policies should improve the ability, opportunities and dignity of disadvantaged groups and reduce their exclusion, reduce social and economic inequalities in the society, and recognize, respect and include the values as well as cultural and environmental place-knowledge of local communities (General Assembly, 2015: 6).

#### **4.3.2. How to use cultural heritage for enhancing quality of life and well-being?**

Well-being, which is related to people’s general satisfaction with life, is a multidimensional term that varies in different spatial and temporal contexts. It changes according to place, time and culture. Even though well-being is mostly associated with a good quality of life, it is not the only indicator of it. Well-being is also associated with a healthy, comfortable and happy life, which are affected by jobs, family life and standards of living (Nocca, 2017: 22). A dynamic and

meaningful cultural life is also a significant aspect of human well-being and a final development aim (Hosagrahar, 2018: 78).

According to Nocca (2017: 24), the promotion of well-being of both residents and visitors should go beyond economic wealth and be also related to the factors such as the ability to secure social cohesion, human rights and the fulfilment of basic needs etc. The quality of life and well-being of local communities also depend on policies that ensure the availability of basic infrastructure<sup>30</sup> and services, that enhance environmental health (including the availability and sustainable management of water and sanitation- waste management etc.) for all and that ensure protection of food and clean water and use of them in an equitable way by recognizing the direct role of cultural heritage properties in providing them (General Assembly, 2015: 6).

The rehabilitation of historic urban centres, which takes into account all heritage values in the area, can provide access to basic services and infrastructure, including traditional water and sanitation systems. In addition, the adverse impacts of climate-related extreme events or other environmental disasters can be mitigated through intangible heritage which also includes indigenous knowledge and local skills (Labadi et al., 2021: 20).

“Landscape and cultural heritage” has been defined as one of the dimensions of well-being in the Equitable and Sustainable Wellbeing (BES) Report proposed by the Italian National Institute of Statistics (ISTAT) (Nocca, 2017: 24). Nocca (2017: 22) states that data shows that engaging with culture (visiting, attending etc.) significantly improves overall life satisfaction. Cultural heritage properties have the potential to improve quality of life and well-being of local communities as well as other related stakeholders (General Assembly, 2015: 6).

---

<sup>30</sup> Roads, pavements, car parks, drainage, electricity, water and sewerage systems, lighting, natural gas etc.

Any activity targeting protecting or valorising cultural heritage has the potential to produce benefits for the local communities (Nocca, 2017: 22). In this respect, preventive conservation can be accepted as the most suitable method for protecting cultural heritage. As it enables a better allocation of public and private resources, it is also in line with the aims of sustainable development (Settembre Blundo et al., 2014; Khorassani et al., 2018; Settembre Blundo et al., 2018, cited in Blundo et al., 2019: 10). Private foundations or associations working for heritage protection and providing funding for it or tour operators can be involved in protection and transmission of cultural heritage properties through formal agreements (UNESCO, 2019: 40). Incentives to promote private rehabilitation of buildings will also assist in conservation of the historic urban fabric (UHU/GSD/Harvard and ADER-FES, 1999: 10).

Well protected cultural heritage properties enable the permanence of residents, reinforcement of their sense of belonging and an increase in their awareness level on safeguarding of cultural heritage (Nocca, 2017: 19). Heritage provides vivid, experiential opportunities to learn about the past and strengthens the sense of identity (Labadi et al., 2021: 38). It can also trigger mechanisms to attract tourists, which improves overall economic well-being (Nocca, 2017: 19). Strengthening communities in social and economic terms, in turn, gives them an improved sense of ownership and pride in their heritage (Vandal, 2018: 15).

A community with strong feelings of solidarity and pride and identity, which connect people together, is also one of the key factors that lead to successful urban regeneration (Tilly, 1974, cited in Jacobs and Dutton, 2000: 110). Burns et al. (1994) state that, communities tend to support economic activities that benefit them especially when the activities cause powerful emotions which “derive from a sense of togetherness and social identity” (Burns et al., 1994, cited in Jacobs and Dutton, 2000: 110).

Reducing the spatial and physical constraints and changing the unfavourable ‘images’ of an area such as the image of dangerous, dirty, filthy or unlikable place

etc. are other measures that could be taken to enhance quality of life and well-being of people (Duzcu, 2006: 56-57). Understanding the constraints and potentials of the existing physical stock is one of the most important aspects of successful physical regeneration. Physical stock includes components such as buildings, land and sites, public open spaces (streets, squares, parks, playgrounds, etc.), water features (river, lake, canals or seafronts, etc.), utilities and services, transportation infrastructure and environmental quality (Jeffrey and Pounder, 2000: 86-87).

Sustainable urban development advocates that new developments should be planned in existing urban framework rather than in new settlements and bring together homes and work, make good use of infrastructure and adapt to changing conditions without complete redevelopment. It suggests that these new developments should be planned with “good urban design, with attractive public open spaces, good amenities”, and should provide that redundant buildings and dilapidated and vacant sites are utilised in the best way (Edgar and Taylor, 2000: 160-161). When the aforementioned issues are addressed, new developments can help to generate a changed image and trust in an area and attract further developments behind them (Jeffrey and Pounder, 2000: 94). Improvements in circulation, accessibility, urban services and public spaces contribute to the development of commercial activities (UHU/GSD/Harvard and ADER-FES, 1999: 8).

In this regard, the spatial and physical potentials of cultural heritage sites such as abandoned buildings or spaces should be reused after carrying out rehabilitation, restoration or regeneration activities in order to ensure resource efficiency, affordable housing, improvement in the image of the sites and to create healthy environments, all of which would contribute to quality of life and well-being of local communities.

Decent housing should be provided for local communities by considering conserving or reusing built heritage (Labadi et al., 2021: 33). While carrying out these activities, illegally constructed buildings or illegal extensions in the historic

buildings in and around the cultural heritage sites should be removed in order to maintain the original character of the sites.

Keeping the historic buildings in use, thus keeping them ‘alive’, is an effective way of preventing their deterioration while maintaining their identity and maximizing the economic opportunities of adaptive reuse (Nocca, 2017: 21).

The preservation and continuity of irreplaceable resources is the primary concern of sustainability and sustainable development. Cultural heritage is also an irreplaceable resource in case it vanishes. Adaptive re-use, which is one of the implementations that could be carried out in a historic building when it loses its original function, is one of the ways to ensure its sustainability (Doğan, 2019: 432). As Pimonsathean (2002, cited in Doğan, 2019: 432) states, adaptive re-use can extend the life of a historic building by changing its function to meet the contemporary needs.

Historic buildings also contribute to environmental protection due to their long life cycle, by decreasing the energy related with built forms, “through minimizing the consumption of new energy and raw materials by adaptive reuse” (Siebrandt et al., 2017: 4; Auclair and Fairclough, 2015: 3, cited in Navickienė, 2020: 413). They also benefit the economy by improving tourism and have potential to affect people's cultural memories (Doğan, 2019: 432).

Regarding adaptive re-use of historic buildings, Hosagrahar (2018: 76) gives an example: In the historic centre of Nablus (Palestine), the policy for cultural conservation, management, and promotion has focused on the adaptive reuse of abandoned and deteriorated buildings to provide benefits for the local community. Khan Al-Wakala, a renowned ancient caravanserai, has undergone rehabilitation to become a mixed-use space with a public arena for events, accommodation, and cultural activities. Local organizations have provided educational services for youth and children, such as a kindergarten, music and language lessons, in the rehabilitated family houses of Abdel Hadi, Hashim, and Al-Amad. Additionally, the

abandoned Shikmu (Tell Balata) site, the earliest settlement in the Nablus area, was turned into an archaeological park including an interpretation and visitor's centre thanks to a comprehensive conservation, management and research project. The project has improved the local economy and allowed the local community to re-engage with the site. The cultural resources of Nablus have been a major force behind the city's sustainable development, and these interventions have given local communities, individuals, and groups the power to engage and better comprehend the important role of culture in their lives (Hosagrahar, 2018: 76).

Safety perception is another fundamental indicator of well-being (Nocca, 2017: 23). The causes of crime must be addressed by social and educational programmes in order to create the feeling of security in a society. Other strategies for tackling crime include programmes to overcome anti-social behaviour, increased physical security through urban design, better housing management and community involvement (Edgar and Taylor, 2000: 159-160).

#### **4.3.3. How to use cultural heritage for respecting, protecting and promoting human rights?**

The Universal Declaration of Human Rights (UDHR) was adopted by the United Nations General Assembly in Paris on 10 December 1948 as a shared standard of achievements for all peoples and all nations. It declared fundamental human rights that should be universally protected (United Nations, 2022).

Human rights are the basic rights and freedoms that every person in the world has from birth to death. They apply to everyone, regardless of where they come from, what they believe or how they live their lives. They can never be taken away but be limited in some circumstances, such as when someone breaks the law. These fundamental rights are based on common values such as dignity, equality, respect, fairness and independence, which are defined and protected by law (United Nations, 2022).

According to UDHR, there are thirty basic human rights, among which the following could have more prominence over others in terms of contribution to inclusive social development through implementation of CHMSs:

- “Right to Equality
- Freedom from Discrimination
- Right to Life, Liberty, Personal Security
- Right to Own Property
- Freedom of Opinion and Information
- Right to Desirable Work and to Join Trade Unions
- Right to Adequate Living Standard
- Right to Education
- Right to Participate in the Cultural Life of Community” (Shiman, 1999).

Improving human rights is an important dimension of UNESCO’s mission. However, only recently the relationship between human rights and World Heritage has become clearer. Respecting the rights of communities affected by World Heritage processes has gradually become a more important goal since the inclusion of a 5<sup>th</sup> Strategic Objective in 2007, or the ‘5th C’ for Community, “to enhance the role of communities in the implementation of the World Heritage Convention” (Labadi et al., 2021: 72-73).

The Our Common Dignity Initiative (OCDI) improves Advisory Bodies dialogue by bringing together international heritage experts to share lessons learned through case studies. Learning from practices has gained importance, which is complementary to recognition of human rights explicitly in the Operational Guidelines (Labadi et al., 2021: 73).

The OCDI has grown to become a permanent international working group advocating Human Rights–Based Approaches (RBA) in all heritage conservation and management activities, including “identification of, access to, and enjoyment of heritage” (Labadi et al., 2021: 73).

Capacity-building activities that were mainly targeting States Parties, Advisory Bodies, heritage managers and researchers in the past, are increasingly targeting the



rights holders today, focusing on their needs and empowering them in the wider local, national and World Heritage context (Labadi et al., 2021: 74).

Within CHMSs, implementation of international human rights standards while undertaking conservation and management activities should be viewed as a prerequisite to achieve sustainable development. Thus, conservation and management activities should be compatible with and supportive of human rights and implemented through equitable participation of concerned people with a rights-based approach. Cultural heritage sites should be viewed as places where the highest standards for the respect and realization of human rights are applied. Furthermore, technical cooperation and capacity-building activities should be promoted to guarantee effective rights-based approaches (General Assembly, 2015: 7).

#### **4.3.4. How to use cultural heritage for respecting, consulting and involving the local community?**

Participation and contribution of local communities in heritage management systems is of crucial importance (Hosagrahar, 2018, cited in Navickienė, 2020: 412-413). The effective and equitable involvement and participation of local communities in conservation and management activities, which affect their own territories, lands, resources and ways of life, is of vital importance to succeed in both protecting cultural heritage and achieving sustainable development. Respecting local communities' rights and fully involving them in all stages of conservation and management activities, i.e. decision-making, monitoring etc. is at the heart of sustainable development (General Assembly, 2015: 7).

Han (2018: 6) states that: “World Heritage properties are unlimited resources for sustainable development and creativity for the communities that live in and around them”. Local communities, on the other hand, are often detached from their heritage or unable to fully utilise its potential, so missing opportunities related with sustainable development (Han, 2018: 6).

Communities are active ‘storages’ of intangible heritage. Therefore, they have an important role in conservation of tangible and biophysical heritage. Sustainable development principles that address community participation in CHMSs create opportunities for recognition of communities’ local cultural values and by doing so, they contribute to the development of sustainable communities (Keitumetse, 2009: 51).

According to Keitumetse (2009: 49), community participation has an important role in integration of sustainability into a cultural heritage management system as communities are carriers and immediate custodians of cultural heritage. It is also known that, long-standing residents living in urban sites where the number and types of heritage are large, play an important role in sustainable conservation of the sites by maintaining their properties, campaigning for better urban spaces, attracting other urban uses such as local commerce and services and by keeping community ties and local cultural traditions (Zancheti and Hidaka, 2011: 103).

The participation of local communities in decision-making processes should be improved to meet their needs and expectations, which would contribute to achievement of institutional sustainability and good governance (Castiello, 2019: 171).

Hale and Held (2011: 12-15, cited in Samuels, 2016: 357) define governance as “the processes and institutions, formal and informal, whereby rules are created, compliance is elicited, and goods are provided in pursuit of collective goals” and they define government as the “subset of governance that is performed by the state”.

A recent research on CHMSs in the world has pointed out that most of the time “management systems lack an institutional mandate to work with other stakeholders” (Wijesuriya et al., 2013: 56–57, cited in Biggi et al., 2018: 88). However, there is greater need today for strong links between heritage and modern

society when the dramatic global increase in the threats on cultural heritage as well as the increase in expectations from it are considered (Biggi et al., 2018: 88).

There is a need for government policies to promote partnership models which encourage a major role for those many stakeholders who do not bring tangible financial assets, above all the local community. And professional practice and codes of conduct of heritage specialists need to reevaluate and embrace the role of the community and other partners in their preparation of recommendations and in their conservation decision-making (Holden, 2006, cited in Thompson, 2007: 7).

According to Thompson (2007: 7), there may also be a need to establish new positions for professionals, who can effectively bridge the gap between the “public, institutions, the private sector and philanthropy”, and support consultation and strengthen ties with the local community.

The heritage sector needs to become better at benefiting from the unrealized potential in local communities in order to reinforce cultural values and management through new forms of engagement. The former Director General of UNESCO, Koïchiro Matsuura, highlighted the importance of this task by stating that, “without the understanding and support of the public at large, without the respect and daily care of the local communities, which are the true custodians of World Heritage, no amount of funds or army of experts will suffice in protecting the sites” (Court et al., 2019: 32).

Participation of stakeholders including local communities in heritage management systems, particularly in decision-making processes on its meaning and use as well as its conservation, is an important aspect of cultural heritage governance. Inclusive participatory management of heritage sites can provide better protection for heritage properties that have been managed by the local communities for generations, reduction in poverty and more effective development efforts (Hosagrahar, 2018: 78). The different values attributed to heritage by different stakeholders must also be recognized and participatory and inclusive management strategies should be adopted (Labadi et al., 2021: 77).

A variety of approaches can be adopted to generate synergies between communities and World Heritage properties or other heritage properties, and many different communities can play a significant role in improving this symbiotic relationship (e.g. a community living nearby a heritage site, craftspeople, a community of tradition bearers, architects, builders, artists, academics, youth, women, civil society). Each of these groups can help ensure sustainable protection of heritage sites by contributing to this aim in many ways, such as conserving and maintaining the sites, managing and promoting them, raising funds for their maintenance, conducting research, and guaranteeing the transmission of traditional knowledge on building craftsmanship to the next generations. If a link between tangible and intangible cultural heritage cannot be established, communities' ability to protect, promote, and conserve heritage sites can be significantly weakened, and they may even become irrelevant or dysfunctional. However, by improving the role of communities in the protection of heritage, benefits can be gained on many levels, including the safeguarding of heritage sites (Vandal, 2018: 15).

Therefore, relevant standards, guidance and operational mechanisms should be developed to achieve involvement of local communities in conservation and management activities. Besides, adequate consultations and the free, prior and informed consent should be ensured. CHMSs should include strategies to promote local initiatives to develop equitable governance arrangements and to contribute to the building of a sense of shared responsibility for heritage among local communities by explaining them the values that properties have (General Assembly, 2015: 7-8).

Sustainable transformative change occurs only when it is accepted that people have the right to act and control their own destinies. Giving an opportunity to the members of the local communities for shaping their own destinies is critical for sustainable heritage conservation and management. The empowerment of the poor and the marginalised, people who are wanted to benefit the most from development efforts, would only be possible by respecting cultural sensibilities and creating locally appropriate development projects. Universal development projects might

consider local people as passive consumers who have no say in how their resources are managed but culturally informed initiatives recognize the role and agency of the local people, including the poor, together with the direct and indirect effects of conservation policies and implementations on them, whether they are meant to benefit or exclude them (Hosagrahar, 2018: 78).

According to Kaplow and Shavell (2002, cited in Perhavec et al., 2014: 84), the most indirect way of encouraging participation could be to provide long-lasting interaction between individuals. Economic or social instruments can be used to remove the negative effects that can arise during implementation of conservation projects. Economic instruments could be loans, grants and benefits while social instruments could be special arrangements between the parties. Social and economic aspects include determination or explanation of legal consequences for the investors, the benefits that the local community would eventually receive and the amount of local disturbance that will be produced during the conservation project (Perhavec et al., 2014: 84).

Institutional structures are major obstacles in integration of policies on involvement of local communities in heritage protection and management. Most of the institutions responsible for heritage conservation and management are expected to safeguard only the heritage; they do not have a mandate to address the concerns of local communities or to involve them in decision-making processes. The international heritage experts who mostly focus on physical conservation of properties and the authenticity of their form tend to further exclude local communities. The communities who may have managed the heritage properties for generations, are suddenly considered as threat by the officials (Hosagrahar, 2018: 73).

The needs of local communities are seen as secondary to the conservation of material by some conservation experts. They do not pay attention to changing socio-economic needs or expectations of the local communities. Such an approach often leads to the exclusion of ordinary people's participation and the heritage's

lived life. These kinds of approaches also tend to oppose to any type of change or development to meet the needs of local communities living in or around the heritage properties and care for them. Conservation approaches that are socially ‘blind’, often worsen existing social differences (Hosagrahar, 2018: 73). The conservation work carried out at the old town of Djenne in central Mali, which was inscribed on the World Heritage List in 1988, provides an example to a socially ‘blind’ conservation approach as explained below.

The Great Mosque of Djenne is an adobe structure in the city centre surrounded by adobe houses forming the urban fabric. After its inscription, while international conservation experts focused on protecting the authenticity of the Great Mosque and the urban fabric, the primary issue for the local community was related to socio-economic development, which included improvements in housing, roads and infrastructure as well as opportunities for better education and employment. However, the socio-economic problems have not received much support from the international community. As a result of the growing threat of violent extremist groups, which became a rising cause of instability raising concerns on the potential damage to the buildings, Djenne was inscribed on the list of World Heritage in Danger in 2016. Experts from different fields such as conservation, development and anthropology again focused solely on the conservation of the physical fabric in heritage management activities. Indeed, the following rise of extremist groups as well as their violent attacks and widespread destruction of cultural properties in Timbuktu, has profoundly destabilized the local communities in Mali in recent years (Hosagrahar, 2018: 73-74).

The role of community participation in heritage conservation and management, and sustainable development has been discussed by the international community since the 1990s. Agenda 21, which is an action plan for the implementation of the sustainable development programme, has stemmed from the 1992 Rio Declaration on Environment and Development and is accepted as a guiding document for operational approaches to sustainable development at international, government and local authority levels. Figure 4.2. below summarizes the Agenda 21 principles

that address community participation during environmental resource management (Keitumetse, 2009: 49-51).

| Agenda 21 Principle No. | Description  |
|-------------------------|--|
| 1                       | Human beings are at the centre of concerns for sustainable development. They are entitled to a healthy and productive life in harmony with nature.   |
| 8                       | To achieve sustainable development and a higher quality of life for all people, states should reduce and eliminate unsustainable patterns of production and consumption and promote appropriate demographic policies.  |
| 10                      | Environmental issues are best handled with the participation of all concerned citizens, at the relevant level. At the national level, each individual shall have appropriate access to information concerning the environment that is held by public authorities . . . and the opportunity to participate in decision making process.                          |
| 22                      | Indigenous people and their communities and other local communities have a vital role in environmental management and development because of their knowledge and traditional practices. States should recognize and duly support their identity, culture and interests and enable their effective participation in the achievement of sustainable development. |

Figure 4. 2. Sustainability principles related to community participation (excerpts from Annex I of the Rio Declaration on Environment and Development, 1992, United Nations, cited in Keitumetse, 2009: 51).

The World Heritage Committee adopted the Budapest Declaration at its 26<sup>th</sup> session (Budapest, 2002), which established Strategic Objectives for the execution of the 1972 Convention: Conservation, Credibility, Communication and Capacity Building. ‘Communities’ was added as a fifth C in 2007. Thus, the World Heritage Committee emphasized the importance of involving local communities, residents and indigenous peoples in conservation and management of World Heritage properties and other heritage sites in general. This was a direct response to Article 5 of the World Heritage Convention, which encourages States Parties to “give heritage a role in the life of the community”, and it is a clear indication that the concerns and expectations of local communities should be addressed in conservation and management of World Heritage properties (Han, 2018: 6).

In 2012, the topic of the 40<sup>th</sup> anniversary celebrations of the World Heritage Convention was chosen as “Local Community and Sustainable Development”,

which further emphasized the important role of local communities and indigenous peoples in the conservation and management efforts for World Heritage properties. At the end of the celebration, a declaration, the “Kyoto Vision” was adopted, which reiterated that the relationship between local communities and World Heritage lies at the heart of the Convention and acknowledged that World Heritage is a powerful contributor to sustainable development (Han, 2018: 6). The Kyoto Vision emphasized the need to improve links between people and their heritage, based on respect for cultural and biological diversity, to build a future. The declaration further underlined that a people-centered protection of the world’s cultural and natural heritage also gives an opportunity to achieve a harmonious relationship between communities and their environment, which is critical for achieving sustainable development (Rössler, 2018: 5).

Finally in 2021, Annex V, “Format for the Nomination of Properties for Inscription on the World Heritage List”, of the Operational Guidelines was revised to include a section dedicated to ‘stakeholders’ including the titles, ‘ownership and inhabitants’, ‘indigenous peoples’ and ‘participation’ in the section on ‘protection and management of the nominated property’. The section obliges States Parties to identify stakeholders; the number of inhabitants living within the nominated property and any buffer zone; to take free, prior and informed consent of indigenous peoples on the nomination if the nominated property might affect their lands, territories or resources; and to realize necessary studies to collaborate with stakeholders in the nomination and management process of the nominated property as indicated below (Figure 4.3.).



|  |  |
|--|--|
| <b>5.a Stakeholders</b>                  | Identify stakeholders, including owners, inhabitants, indigenous peoples and local communities, governmental, non-governmental and private stakeholders and rights-holders, as applicable.   |
| <b>5.a (i) Ownership and inhabitants</b> | <p>Indicate the major categories of land ownership (including State, Provincial, private, community, traditional, customary and non-governmental ownership, etc.), and give the best available statistics or estimate of the number of inhabitants living within the nominated property and any buffer zone(s). Indicate the year this estimate or count was made.</p> <p>Estimated population located within</p> <p>The nominated property _____ Year _____</p> <p>The buffer zone _____ Year _____</p>                             |
| <b>5.a (ii) Indigenous Peoples</b>       | <p>If the nominated property might affect the lands, territories or resources of indigenous peoples, demonstrate whether their free, prior and informed consent to the nomination has been obtained, through, inter alia, making the nomination publicly available in appropriate languages and public consultations and hearings (Paragraph 123).</p> <p>Demonstrate the extent of consultation and collaboration with indigenous peoples, as applicable, in the management of the nominated property (Paragraphs 111 and 117).</p> |
| <b>5.a (iii) Participation</b>           | <p>Demonstrate the extent of participation in the nomination process of stakeholders and right-holders through, inter alia, making the nomination publicly available in appropriate languages and through public consultations and hearings.</p> <p>Equally demonstrate the extent of consultation and collaboration with stakeholders and right-holders in the management of the nominated property (see Paragraphs 12, 119, 123 and 211).</p>  |

Figure 4. 3. The section on public participation in the Operational Guidelines (Resource: WHC, 2021: 111)

As stated earlier, preventive and planned conservation is a key strategy for sustainable heritage management as it is cost effective and provides better protection of authenticity. When applied to the built heritage, this method necessitates understanding of traditional materials and techniques, which improves the compatibility and sustainability of repairs. These kinds of works require a skilled and qualified workforce, which is often quite old or undervalued as a result

of the effects of the industrialisation of construction. Therefore, maintaining the built heritage can be a strategy to encourage local engagement, professional qualification and employment by reusing materials and technologies that are no longer in use or on the verge of disappearance (ICOMOS, 2014: 5, cited in Ferreira, 2018: 180).

Community empowerment, on the other hand, requires participation of all users in preventive conservation and maintenance activities, notably through the use of ‘user manuals’ and ‘instruction manuals’, which provide information in an understandable language. Users play an important role in heritage maintenance, prevention of improper use and dangerous situations, recording of information and collaborating in daily maintenance tasks such as cleaning, ventilation, shade, etc. In this regard, civil society has a critical role in safeguarding cultural heritage and contributing to “sustainable and culturally integrated development” (Ferreira, 2011, cited in Ferreira, 2018: 180).

Local people, civil society, and elected local and national officials will play a key role in the design and implementation of heritage as a driver of development, and, through raised awareness of heritage, they will have ownership of the development process (ICOMOS, 2011: 6, cited in Ferreira, 2018: 180).

Birabi (2007: 45) states that international charters or conservation laws alone are not enough to ensure conservation, rather, it is the local political will which will ensure it. Raising public-private sector awareness about the value of cultural heritage properties, which will also contribute to development of political will, is as important as the political will in achieving heritage conservation.

In addition to that, organizing heritage education programmes for children and/or youth would contribute to an improvement in understanding of heritage, promoting diversity and fostering intercultural dialogue. Formal education, which has an important role in implementing education for sustainable development, should incorporate subjects on cultural heritage and its protection recognizing its scientific and ethical aspects, through restructuring of school curricula (Capelo et al., 2012:

1573-1575). To this end, collaborative initiatives between educational institutions and the heritage sector should be supported (Labadi et al., 2021: 39).

Several countries have tried to integrate some aspects of cultural heritage such as traditional, indigenous or local knowledge into the formal curricula of schools. For example, studies conducted in Asian countries such as Indonesia, illustrate approaches to cultural heritage protection that focus on participation of local community and indigenous knowledge (Czemark et al., 2007, cited in Capelo et al., 2012: 1575).

Education for sustainable development (ESD) is concerned with educational processes that contribute to the achievement of sustainable development, which is based on three dimensions: environmental protection, economic development and social development (UNESCO, 2011, cited in Capelo et al., 2012: 1573). Therefore, ESD is critical for enhancing the living conditions of communities, poverty alleviation, implementation of human rights, promotion of gender equality, cultural diversity and peace, which all support sustainable development (Capelo et al., 2012: 1573-1575).

ESD enables all individuals to fully develop the knowledge, perspectives, values and skills necessary for taking part in decisions to improve the quality of life both locally and globally, in ways which are more relevant to their daily lives (UNESCO, 2005: 6, cited in Capelo et al., 2012: 1575).

Another measure for raising awareness level of both local communities and visitors on the value of cultural heritage properties is to provide the following visitor facilities and services at the sites for all members of the local community irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status, for education, information, interpretation and awareness building: a visitor centre, a site museum, information booths/ panels, guided tours, trails/ routes, the use of digital technologies such as virtual reality, augmented reality etc., printed information materials (brochure, map etc.), online promotion sites (website, social

media, etc.) and transportation facilities and services to ensure accessibility (WHC, 2017).

#### **4.3.5. How to use cultural heritage for achieving gender equality?**

Gender is a multidimensional term that encompasses not only men and women, but also queer, transgender and non-gender identities (Kuper et al., 2012, cited in Giliberto and Labadi, 2021: 7). However, gender has often been considered through a heteronormative perspective, focusing solely on the binary distinction between men and women and targeting only women. There are still many obstacles hindering women from fully participating in public life and having equal access to resources. Social inequity, lack of education and technical and professional training, limited access to financial resources, political under-representation, unequal division of labor and child care, and domestic violence are just a few examples (Tran and Walter, 2014: 119, cited in Giliberto and Labadi, 2021: 7). Traditional heritage practices can perpetuate these and also other inequitable practices, posing a threat to human rights (Logan, 2012: 239–240, cited in Giliberto and Labadi, 2021: 7) and the achievement of the SDGs (Giliberto and Labadi, 2021: 7).

Achieving gender equality and empowering all women and girls is crucial for achieving sustainable development (General Assembly, 2015: 8). Education and vocational training are essential for women to learn new skills and improve their own and their families' standard of living (Ennaji, 2008; Hilal, 2012, cited in Giliberto and Labadi, 2021: 8).

Respect for gender equality should be ensured in all conservation and management activities. To this end, CHMSs should include strategies to provide social and economic opportunities for all genders in and around cultural heritage sites and to achieve equal and respectful consultation of all genders within the conservation and management activities (General Assembly, 2015: 8). On the other hand, many aspects of heritage (such as access to and management of heritage and traditions

and practices) can be seen as stereotypical and discriminatory among genders. These forms of heritage should be altered if they are seen as sustaining discriminatory practices locally (Labadi et al., 2021: 45). If there are gender-rooted traditional practices related to cultural heritage properties, for example about participating in management systems, the full consent of all groups within the local communities should be received on the issue through transparent consultation processes that fully respects gender equality (General Assembly, 2015: 8; Labadi et al., 2021: 45).

Heritage has a significant role in the creation, spreading and transformation of gender-related customs and values. The fundamental and public roles performed by women and other genders in different periods of history can be emphasized through heritage in order to help the elimination of repetitive negative stereotypes of women and members of the LGBTQ+ community, as well as to empower all genders (Labadi et al., 2021: 44).

At all levels of decision-making, heritage organizations should ensure full and effective participation of all genders, as well as equal leadership opportunities. All genders should play an equal role in identifying, interpreting, protecting, managing and passing on heritage to future generations and have equal access to and enjoyment of heritage (Labadi et al., 2021: 45). Also, in managing heritage, particular interests of women and other disadvantaged genders such as areas of historic sites traditionally used by women etc. should be taken into account (UNESCO, 2019: 42).

#### 4.4. Sustainable socio-economic development strategies for management systems of cultural WHSs in declining urban areas

Table 4. 1. Sustainable socio-economic development strategies for management systems of cultural world heritage sites in declining urban areas (Resource: Derived from the literature review)

| <b>SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT STRATEGIES FOR<br/>MANAGEMENT SYSTEMS OF CULTURAL WORLD HERITAGE SITES IN DECLINING URBAN AREAS</b> |   |   |   |
|---|---|---|---|
| <b>AIMS</b>   | <b>SUB-AIMS</b>   | <b>STRATEGIES</b>   | <b>REFERENCES FROM THE LITERATURE<sup>31</sup></b>  |
| <b>AIM 1:<br/>INCLUSIVE<br/>ECONOMIC<br/>DEVELOPMENT</b>  | <b>Aim 1.1. Ensuring<br/>growth,<br/>employment,<br/>income and<br/>livelihoods</b> | 1. Generating decent employment, income and sustainable livelihoods for the local community, including marginalised groups, mainly through: | General Assembly, 2015: 8-10; Ost, 2018; Pereira Roders & van Oers, 2011: 9; Labadi et al., 2021: 38, 60; Vegheş et al., 2012: 1011-1012; UNESCO, 2022; Roy, 2003; ICOMOS, 2014: 5; ICOMOS General Assembly, 2011; United Nations, 2018 |
|   |   | <ul style="list-style-type: none"> <li>• improving cultural tourism</li> </ul>  | Nocca, 2017: 16; Leask and Rihova, 2010; Vegheş et al., 2012: 1012; ICOMOS General Assembly, 2011   |
|   |   | 2. Generating temporary jobs for the local community, including marginalised groups, mainly through:  | Hart and Johnston, 2000: 140  |
|   |   | <ul style="list-style-type: none"> <li>• improving cultural tourism</li> </ul>  | Nocca, 2017: 16; Leask and Rihova, 2010; Vegheş et al., 2012: 1012; ICOMOS General Assembly, 2011   |
|   |   | 3. Motivating the unemployed local people for job search  | Hart and Johnston, 2000: 138  |
|   |   | 4. Transferring the local labour force from informal sector to formal sector  | Hart and Johnston, 2000: 141  |
|   |   | 5. Supporting the existing traditional businesses in the area <sup>32</sup> (which are about to disappear or need improvement)              | Hart and Johnston, 2000: 137-138  |
| 6. Supporting the growing existing businesses in the area   | HMSO, 1988  |   |   |

<sup>31</sup> The references given in this table are the sources from which information is obtained for the development of the strategies.

<sup>32</sup> In and around the WHS

|  |   |   |   |  |
|--|---|---|---|--|
|  |   | 7. Supporting heritage-based businesses/ activities in the area, such as:   | Labadi et al., 2021: 21, 61   |  |
|  |   | - hospitality industry <sup>33</sup>  | Labadi et al., 2021: 60; UNESCO, 2022; UNESCO, 2019: 51; ICOMOS General Assembly, 2011  |  |
|  |   | - urban rehabilitation/ regeneration  | Labadi et al., 2021: 60; Hart and Johnston, 2000: 146; Nocca, 2017: 22; UNESCO, 2019: 51; ICOMOS General Assembly, 2011; Bray, 1994; Brković, 1997; Hague, 2000; Gospodini, 2002; Rinaldi et al., 2021: 170 |  |
|  |   | 8. Balancing efficient market mechanisms and public policies to ensure benefit sharing between all stakeholders in the area, through: | General Assembly, 2015: 9   |  |
|  | <b>Aim 1.2. Promoting economic investment and quality tourism</b>   |   | 9. Developing and promoting inclusive and equitable economic investments to ensure benefit sharing between all stakeholders in the area, through:   | General Assembly, 2015: 9  |
|  |   |   | • using local resources   | General Assembly, 2015: 9; Labadi et al., 2021: 20                                     |
|  |   |   | • using the skills of the local people  |  |
|  |   |   | • respecting the local knowledge systems  | General Assembly, 2015: 9  |
|  |   |   | • preserving the infrastructures  | General Assembly, 2015: 9; Labadi et al., 2021: 20                                     |
|  |   |   | • making the local community together with marginalised groups the primary beneficiary of these investments   | General Assembly, 2015: 9; ICOMOS General Assembly, 2011                               |
|  |   |   | 10. Promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation   | General Assembly, 2015: 10; Labadi et al., 2021: 38, 60; ICOMOS General Assembly, 2011 |
|  | 11. Leading to an increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS | Nocca, 2017: 6, 22; UNESCO, 2019: 51  |   |  |

<sup>33</sup> Accommodation, travel, food&drink, museums, interpretation, outdoor activities, creative industries including traditional crafts etc.

|  |  |  |   |
|--|--|--|---|
|  |  | 12. Facilitating network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors through the development of governance structures or other mechanisms for cooperation   | Del Duca et al., 2020: 47; Labadi et al., 2021: 112-113   |
|  |  | 13. Improving sustainable tourism in the area, through:  | General Assembly, 2015: 9; UNESCO, 2019: 51; ICOMOS General Assembly, 2011  |
|  |  | <ul style="list-style-type: none"> <li>• providing adequate, effective and locally-driven management of tourism activity in the area and its derived economic, socio-cultural and environmental impacts, through: <ul style="list-style-type: none"> <li>○ using environmental resources in an optimal way by protecting the vital ecological processes and natural heritage</li> <li>○ respecting the socio-cultural authenticity of the local community</li> <li>○ protecting tangible and intangible cultural heritage</li> <li>○ establishing preventive or corrective measures to manage economic, socio-cultural and environmental impacts, such as: <ul style="list-style-type: none"> <li>- constant monitoring of economic, socio-cultural and environmental impacts</li> </ul> </li> </ul> </li> </ul> | UNWTO, 2022; General Assembly, 2015: 10; UNESCO, 2019: 40; ICOMOS General Assembly, 2011  |
|  |  |  | UNWTO, 2022; Vegheş et al., 2012: 1006  |
|  |  |  | WHC, 2018; WHITRAP, 2015; UNWTO, 2022; Vegheş et al., 2012: 1006; Labadi et al., 2021: 12, 20, 38, 60-61; General Assembly, 2015: 8-10; Nocca, 2017: 3-4, 16; UNESCO/WHC et al., 2013: 28; ICOMOS General Assembly, 2011; Hosagrahar, 2018: 77-78; Keitumetse, 2009: 51 |
|  |  |  | UNWTO, 2022; Vegheş et al., 2012: 1006; UNESCO, 2019: 40-41; ICOMOS General Assembly, 2011  |
|  |  |  | UNWTO, 2022; Vegheş et al., 2012: 1006  |



|  |  |  |   |
|--|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>- implementing socio-economic impact assessment prior to the approval of tourism projects</li> <li>- adopting adequate visitor management planning which also encourages local tourism</li> </ul>   | General Assembly, 2015: 10  |
|  |  | <ul style="list-style-type: none"> <li>○ reinvesting part of the visitor revenue obtained through entry charges in the conservation and management of the WHS</li> </ul>   | General Assembly, 2015: 10; ICOMOS General Assembly, 2011                               |
|  |  | <ul style="list-style-type: none"> <li>○ providing fairly distributed socio-economic benefits to all stakeholders, mainly through: <ul style="list-style-type: none"> <li>○ collecting tax from tourists visiting the WHS</li> <li>○ providing training and priority to local people in income generating tourism-related activities<sup>34</sup></li> <li>○ establishing a cultural tourism product development unit for the local community</li> <li>○ increasing the number of tourists<sup>35</sup></li> </ul> </li> </ul> | UNWTO, 2022; Vegheş et al., 2012: 1006; UNESCO, 2019: 40; ICOMOS General Assembly, 2011 |
|  |  | <ul style="list-style-type: none"> <li>○ ensuring a high level of tourist satisfaction</li> <li>○ raising the awareness level of tourists on sustainability issues</li> </ul>  | UNESCO, 2019: 40; Nocca, 2017: 22   |
|  |  | <ul style="list-style-type: none"> <li>○ ensuring participation of all relevant stakeholders</li> </ul>  | UNESCO, 2019: 92; Han, 2018: 7; Lari, 2018: 14  |
|  |  | <ul style="list-style-type: none"> <li>○ including capacity-building activities on sustainable tourism management</li> </ul>   | Han, 2018: 9  |
|  |  | <ul style="list-style-type: none"> <li>● enabling provision of public financial resources and incentives for sustainable tourism related</li> </ul>  | UNWTO, 2022; Vegheş et al., 2012: 1006  |
|  |  |  | UNWTO, 2022; Vegheş et al., 2012: 1006; Gemmiti, 2006                                   |
|  |  |  | General Assembly, 2015: 10  |
|  |  |  | General Assembly, 2015: 9; UNESCO, 2019: 51; ICOMOS General Assembly, 2011              |

<sup>34</sup> In production and sale of cultural tourism products such as traditional crafts, tour guide etc.

<sup>35</sup> It shouldn't exceed the carrying capacity of the area.

|                             |  |   |  |
|-----------------------------|--|---|--|
|                             |  | activities in the area  |  |
|                             |  | <ul style="list-style-type: none"> <li>utilising the tangible and intangible values around the WHS</li> </ul>   | WHC, 2018; WHITRAP, 2015; Hosagrahar, 2018: 76; UNESCO/WHC et al., 2013: 28, 60; General Assembly, 2015: 3; Nocca, 2017: 16; Labadi et al., 2021: 20, 60   |
|                             | <b>Aim 1.3.<br/>Strengthening capacity-building, innovation and local entrepreneurship</b> | 14. Providing educational, vocational, and capacity-building programmes for the local community aiming development of a diverse local economy and based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels and encouraging self-employment, such as: | Labadi et al., 2021: 21; General Assembly, 2015: 10; Hart and Johnston, 2000: 138; UNESCO, 2019: 92  |
|                             |  | <ul style="list-style-type: none"> <li>traditional-crafts<sup>36</sup> training, which includes skills and crafts related to tangible and intangible heritage</li> </ul>  | Labadi et al., 2021: 38-39, 60; Hosagrahar, 2018: 73; General Assembly, 2015: 10; Nocca, 2017: 20-21; UNESCO, 2019: 51, 92; ICOMOS General Assembly, 2011  |
|                             |  | 15. Implementing sustainable development projects that promote local cultural and creative industries associated with the WHS   | General Assembly, 2015: 10; UNESCO, 2019: 51; ICOMOS General Assembly, 2011; UNESCO, 2006  |
|                             |  | 16. Implementing sustainable development projects that safeguard intangible heritage <sup>37</sup> associated with the WHS, mainly through:   | UNWTO, 2022; Vegheş et al., 2012: 1006; Hosagrahar, 2018: 76-78; Labadi et al., 2021: 20, 61, 77; General Assembly, 2015: 8-10; UNESCO, 2019: 51, 72; Perhavec et al., 2014: 86; ICOMOS General Assembly, 2011 |
|                             |  | <ul style="list-style-type: none"> <li>utilising heritage as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts</li> </ul>  | Labadi et al., 2021: 39  |
| <b>AIM 2:<br/>INCLUSIVE</b> | <b>Aim 2.1.<br/>Contributing to</b>  | 17. Reducing social and economic inequalities in the local community, through:  | General Assembly, 2015: 6  |

<sup>36</sup> Weaving, pottery, craftsmanship associated with heritage conservation, performing arts, rituals etc.

<sup>37</sup> Meanings and knowledge related with particular properties/ spaces, local practices and related knowledge on the extraction of natural building materials or building/ conservation techniques etc.

|                           |                             |   |  |
|---------------------------|-----------------------------|---|--|
| <b>SOCIAL DEVELOPMENT</b> | <b>inclusion and equity</b> | <ul style="list-style-type: none"> <li>providing social and economic opportunities for the members of the local community who have low socio-economic status</li> </ul>   | All references in this table   |
|                           |                             | <ul style="list-style-type: none"> <li>ensuring equal access to: <ul style="list-style-type: none"> <li>basic infrastructure and services<sup>38</sup></li> </ul> </li> </ul>   | United Nations, 2022; Labadi et al., 2021: 38, 70; Tran and Walter, 2014: 119<br>General Assembly, 2015: 6; Labadi et al., 2021: 70  |
|                           |                             | <ul style="list-style-type: none"> <li>development opportunities</li> </ul>   | Labadi et al., 2021: 70; Hosagrahar, 2018: 68; Castiello, 2019: 171  |
|                           |                             | <ul style="list-style-type: none"> <li>benefits<sup>39</sup></li> </ul>   | Nocca, 2017: 20; Hosagrahar, 2018: 68; UNWTO, 2022; Vegheş et al., 2012: 1006; General Assembly, 2015: 9   |
|                           |                             | <ul style="list-style-type: none"> <li>and use of heritage properties, through: <ul style="list-style-type: none"> <li>giving importance to the needs of the local community as well as the interests of tourists and the tourism industry</li> </ul> </li> </ul>   | Hosagrahar, 2018: 71; Labadi et al., 2021: 45; Council of Europe, 1992<br>Hosagrahar, 2018: 71   |
|                           |                             | <ul style="list-style-type: none"> <li>reducing discrimination and exclusion of the marginalised groups in the local community, through: <ul style="list-style-type: none"> <li>improving the ability, opportunity and dignity of the marginalised groups, through: <ul style="list-style-type: none"> <li>providing social and economic opportunities for the marginalised groups</li> </ul> </li> </ul> </li> </ul> | Hosagrahar, 2018: 68; General Assembly, 2015: 6; Shiman, 1999; Malhotra and Schuler, 2005: 23; Kulb et al., 2016: 715–716; Roy, 2003<br>The World Bank, 2022; Labadi et al., 2021: 70; General Assembly, 2015: 6 |
|                           |                             | <ul style="list-style-type: none"> <li>ensuring equal enjoyment of human rights by the marginalised groups, mainly through: <ul style="list-style-type: none"> <li>promoting gender equality</li> </ul> </li> </ul>   | All references in this table<br>Labadi et al., 2021: 70<br>WHC, 2021: 13-14; General Assembly, 2015: 6-8; Labadi et al., 2021: 38, 45; Capelo et al., 2012: 1573-1575  |

<sup>38</sup> Housing, education, health care, social welfare, transport, electricity, water, sanitation, waste management, public safety etc.

<sup>39</sup> Employment, adequate food, nutrition etc.

|  |  |  |   |
|--|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>○ utilising heritage sites and practices as platforms for shared identities, experiences and exchange, (if needed) through:</li> </ul>                | Labadi et al., 2021: 70   |
|  |  | <ul style="list-style-type: none"> <li>○ changing the discriminatory traditions<sup>40</sup></li> </ul>  | Labadi et al., 2021: 45; Hosagrahar, 2018: 71-72  |
|  |  | 18. Recognizing, respecting and including the values of the local community  | WHITRAP, 2015; General Assembly, 2015: 6; Keitumetse, 2009: 51; Labadi et al., 2021: 77; Hosagrahar, 2018: 78; Wijesuriya, 2010; Wijesuriya and Court, 2015   |
|  |  | 19. Recognizing, respecting and including the cultural and environmental place-knowledge of the local community  | General Assembly, 2015: 6   |
|  |  | 20. Involving all stakeholders, particularly the local community in decision-making processes affecting their lives  | United Nations, 2022; Castiello, 2019: 171; Hosagrahar, 2018: 73, 78; Labadi et al., 2021: 45   |
|  |  | 21. Contributing to provision of quality education for all members of the local community, through:  | Labadi et al., 2021: 38; Roy, 2003; Shiman, 1999; Capelo et al., 2012: 1573-1575; UNESCO, 2005: 6; Tran and Walter, 2014: 119; Ennaji, 2008; Hilal, 2012; United Nations General Assembly, 2015: 14 |
|  |  | <ul style="list-style-type: none"> <li>• improving educational opportunities for the members of the local community at the age of education, particularly the marginalised groups</li> </ul> | Labadi et al., 2021: 38   |
|  |  | 22. Reducing the rate of school truancy  | Duzcu, 2006: 58   |
|  |  | 23. Reducing the number of students who have anti-social behaviours  | Duzcu, 2006: 58   |
|  | <b>Aim 2.2. Enhancing quality of life and well-being</b> | 24. Improving the ability, opportunity and dignity of the local community, through:  | Hosagrahar, 2018: 68-70, 78; Labadi et al., 2021: 70  |
|  |  | <ul style="list-style-type: none"> <li>• providing social and economic opportunities for the local community</li> </ul>  | All references in this table  |
|  |  | <ul style="list-style-type: none"> <li>• improving sense of belonging, pride and identity of the local community, mainly through:</li> </ul>   | Nocca, 2017: 19-21; Tilly, 1974; Labadi et al., 2021: 38; Burns et al., 1994; excerpts from Annex I of the Rio Declaration on Environment and Development, 1992, United Nations                     |

<sup>40</sup> (if the significance of the place does not depend solely on the presence or activity of culturally significant groups)

|  |  |   |   |
|--|--|---|---|
|  |  | ○ protecting heritage properties in the area  | Nocca, 2017: 20; UNESCO/WHC et al., 2013: 12; Labadi et al., 2021: 76-77; Rinaldi et al., 2021: 170   |
|  |  | ○ implementing the full range of international human rights standards   | Hosagrahar, 2018: 78  |
|  |  | ○ securing social cohesion  | United Nations, 2022; Hosagrahar, 2018: 68-70, 77; Labadi et al., 2021: 70; Nocca, 2017: 24   |
|  |  | ○ promoting cultural diversity  | General Assembly, 2015: 5; Hosagrahar, 2018: 68-70, 77; Labadi et al., 2021: 38; Capelo et al., 2012: 1573-1575; ICOMOS General Assembly, 2011  |
|  |  | ○ showcasing the distinct characteristics of their ways of life, history and culture                                      | WHC, 2017   |
|  |  | 25. Ensuring the availability of basic infrastructure and services <sup>41</sup> for the local community, mainly through: | Labadi et al., 2021: 70; Nocca, 2017: 24; General Assembly, 2015: 6; Castiello, 2019: 171; United Nations, 2018   |
|  |  | ● providing affordable and decent housing for the local community, mainly through:  | Labadi et al., 2021: 33, 78; Roy, 2003; Nocca, 2017: 2  |
|  |  | ○ restoring/ rehabilitating historic buildings  | Labadi et al., 2021: 33, 78; ICOMOS General Assembly, 2011  |
|  |  | ● providing adequate transportation infrastructure and services   | Labadi et al., 2021: 70; Nocca, 2017: 24; General Assembly, 2015: 5-6; Pultrone, 2012: 995; UNESCO, 2022; Jeffrey and Pounder, 2000: 86-87; WHC, 2017   |
|  |  | ● providing adequate waste management services  | Labadi et al., 2021: 70; Nocca, 2017: 24; General Assembly, 2015: 5-6   |
|  |  | ● providing conditions for the local community to live a healthy life, mainly through:                                    | Excerpts from Annex I of the Rio Declaration on Environment and Development, 1992, United Nations; UNESCO, 2022; Labadi et al., 2021: 12, 32; Roy, 2003; General Assembly, 2015: 6; United Nations General Assembly, 2015: 14; United Nations, 2018 |
|  |  | ○ providing adequate nutrition for all members of the local community   | Roy, 2003; United Nations General Assembly, 2015: 14  |
|  |  | ○ enhancing environmental health  | General Assembly, 2015: 6   |
|  |  | ○ improving health services in the area   | Roy, 2003; UNESCO, 2022   |
|  |  | ○ helping people in need of government  | Roy, 2003; Duzcu, 2006: 58  |

<sup>41</sup> Housing, education, health care, social welfare, transport, electricity, water, sanitation, waste management, public safety etc.

|  |  |  |   |
|--|--|--|---|
|  |  | health services  |   |
|  |  | <ul style="list-style-type: none"> <li>ensuring the availability of adequate number of educational institutions for the members of the local community at the age of education</li> </ul>  | Labadi et al., 2021: 38, 70; Nocca, 2017: 24; General Assembly, 2015: 6; UNESCO, 2022; United Nations, 2018   |
|  |  | <ul style="list-style-type: none"> <li>improving safety perception in the area, through: <ul style="list-style-type: none"> <li>reducing crime rate/ types/ frequency in the area, mainly through: <ul style="list-style-type: none"> <li>addressing the causes of crime by social and educational programmes</li> <li>implementing programmes to overcome anti-social behaviour</li> <li>increasing physical security through urban design</li> <li>providing better housing management</li> </ul> </li> <li>taking precautions against possible environmental disasters</li> </ul> </li> </ul> | Nocca, 2017: 23; Roy, 2003; Castiello, 2019: 171; United Nations General Assembly, 2015: 9<br>Edgar and Taylor, 2000: 159-160<br>WHC, 2018; Labadi et al., 2021: 20 |
|  |  | 26. Providing good urban design in the area, mainly through:   | Edgar and Taylor, 2000: 160-161   |
|  |  | <ul style="list-style-type: none"> <li>creating attractive public open spaces in the area</li> </ul>   | Edgar and Taylor, 2000: 160-161; Jeffrey and Pounder, 2000: 86-87   |
|  |  | <ul style="list-style-type: none"> <li>reducing the spatial and physical constraints of the area</li> </ul>  | Jeffrey and Pounder, 2000: 86-87; Duzcu, 2006: 56-57  |
|  |  | <ul style="list-style-type: none"> <li>changing the unfavourable ‘images<sup>42</sup>’ of the area</li> </ul>  | Jeffrey and Pounder, 2000: 94; Duzcu, 2006: 56-57   |
|  |  | <ul style="list-style-type: none"> <li>preventing illegal construction and extensions in the buildings in the area</li> </ul>  | Mollo et al., 2012: 1-49; Carotenuto, 1980; Semerari, 2019: 4   |
|  |  | <ul style="list-style-type: none"> <li>removing illegally constructed buildings and illegal extensions in the buildings in the area</li> </ul>   |   |

<sup>42</sup> Image of dangerous, dirty, filthy, unlikable place etc.

|  |  |  |   |
|--|--|--|---|
|  |  | <ul style="list-style-type: none"> <li>• using the spatial and physical potentials of the area, through: <ul style="list-style-type: none"> <li>○ reusing abandoned buildings</li> <li>○ reusing abandoned spaces</li> <li>○ restoring and reusing (adaptive re-use of) historic buildings</li> <li>○ reusing traditional infrastructure<sup>43</sup> if possible</li> </ul> </li> </ul> | <p>Jeffrey and Pounder, 2000: 86-87; Duzcu, 2006: 56</p> <p>Hosagrahar, 2018: 76; Edgar and Taylor, 2000: 161</p> <p>Edgar and Taylor, 2000: 161</p> <p>General Assembly, 2015: 4, 6, 9; Samuels, 2016: 359; UNESCO/WHC et al., 2013: 28; Nocca, 2017: 22; Siebrandt et al., 2017: 4; Auclair and Fairclough, 2015: 3; Doğan, 2019: 432; ICOMOS General Assembly, 2011</p> <p>General Assembly, 2015: 9; Labadi et al., 2021: 20; Edgar and Taylor, 2000: 160-161</p> |
|  |  | 27. Protecting heritage properties in the area, through:   | <p>General Assembly, 2015: 1-3, 6-10; Labadi et al., 2021: 15-16, 38, 76-77, 83; Nocca, 2017: 4, 19, 22; WHITRAP, 2015; WHC, 2018; WHC, 2021: 12; Vegheş et al., 2012: 1006; UNWTO, 2022; UNESCO, 2019: 40; Siebrandt et al., 2017: 4; Auclair and Fairclough, 2015: 3; Doğan, 2019: 432; Hosagrahar, 2018: 78; Rössler, 2018: 5; ICOMOS, 2014: 5; Capelo et al., 2012: 1573-1575; ICOMOS General Assembly, 2011</p>  |
|  |  | <ul style="list-style-type: none"> <li>• protecting tangible heritage (cultural and natural), mainly through: <ul style="list-style-type: none"> <li>○ using preventive and planned conservation method</li> <li>○ using intangible heritage<sup>44</sup></li> </ul> </li> <li>• protecting intangible heritage</li> </ul>   | <p>WHC, 2018; WHITRAP, 2015; UNWTO, 2022; Vegheş et al., 2012: 1006; Labadi et al., 2021: 12, 38; Keitumetse, 2009: 51; Nocca, 2017: 3-4</p> <p>Settembre Blundo et al., 2014; Khorassani et al., 2018; Settembre Blundo et al., 2018; Ferreira, 2011</p> <p>ICOMOS, 2014: 5; Labadi et al., 2021: 20</p>   |
|  |  | <ul style="list-style-type: none"> <li>• capacity-building of the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management</li> </ul>  | <p>General Assembly, 2015: 10; Hosagrahar, 2018: 77-78; WHC, 2018; WHITRAP, 2015; UNWTO, 2022; Vegheş et al., 2012: 1006; Keitumetse, 2009: 51; Nocca, 2017: 3-4</p> <p>Birabi, 2007: 45; UNESCO, 2019: 71; ICOMOS General Assembly, 2011; Samuels, 2016: 356</p>   |

<sup>43</sup> For example, water and sanitation systems.

<sup>44</sup> Traditional materials and techniques etc.

|                      |   |   |  |
|----------------------|---|---|--|
|                      |   | <ul style="list-style-type: none"> <li>• ensuring participation of all relevant stakeholders, mainly through:             <ul style="list-style-type: none"> <li>○ establishing links between stakeholders in and outside of the heritage sectors</li> </ul> </li> </ul>  | <p>WHC, 2018; General Assembly, 2015: 3; General Assembly, 2015: 6; Leask and Rihova, 2010; UNWTO, 2022; Vegheş et al., 2012: 1006; Labadi et al., 2021: 61, 77; Hosagrahar, 2018: 76-78; Biggi et al., 2018: 88; Holden, 2006; WHC, 2021: 111; Phillips, 2003; Council of Europe, 2018; International Committee for the Management of Archaeological Heritage (ICAHM), 1990</p> |
|                      |   | 28. Providing conditions for the local community to have a dynamic and meaningful cultural life   | Labadi et al., 2021: 112-113; Council of Europe, 1992  |
|                      |   | 29. Being compatible with and supportive of human rights, particularly with the following rights:   | Hosagrahar, 2018: 78; UNESCO, 2019: 92; Council of Europe, 2018  |
|                      | <b>Aim 2.3.<br/>Respecting,<br/>protecting and<br/>promoting human<br/>rights</b> | - Right to Equality   | General Assembly, 2015: 6-8; Hosagrahar, 2018: 78; UNDESA, 2016; Labadi et al., 2021: 12, 70; Capelo et al., 2012: 1573-1575; Logan, 2012: 239-240; Council of Europe, 2018; United Nations General Assembly, 2015: 9  |
|                      |   | - Freedom from Discrimination   | WHC, 2021: 13-14; General Assembly, 2015: 6-8; Labadi et al., 2021: 38, 45, 70; Shiman, 1999; United Nations, 2022; Hosagrahar, 2018: 76-77; Tran and Walter, 2014: 119; United Nations General Assembly, 2015: 9  |
|                      |   | - Right to Life, Liberty, Personal Security   | Hosagrahar, 2018: 68, 71-72; Shiman, 1999; Labadi et al., 2021: 45   |
|                      |   | - Right to Own Property   | General Assembly, 2015: 4; Edgar and Taylor, 2000: 159-160; Shiman, 1999; Nocca, 2017: 23; Roy, 2003   |
|                      |   | - Freedom of Opinion and Information  | Labadi et al., 2021: 33, 78; Roy, 2003   |
|                      |   | - Right to Desirable Work and to Join Trade Unions  | Labadi et al., 2021: 112; all references given for Aim 2.4.  |
|                      |   | - Right to Adequate Living Standard   | General Assembly, 2015: 8-10; Ost, 2018; Pereira Roders & van Oers, 2011: 9; Labadi et al., 2021: 38, 60; Vegheş et al., 2012: 1011-1012; UNESCO, 2022; Roy, 2003; ICOMOS, 2014: 5; Shiman, 1999   |
| - Right to Education | All references given for Aim 2.2.   |   |  |
|                      |   | Labadi et al., 2021: 38, 70, 112; Capelo et al., 2012: 1573-1575; Tran and Walter, 2014: 119; General Assembly, 2015: 6, 8; Ennaji, 2008; Hilal, 2012; UNESCO, 2019: 72, 92; Nocca, 2017: 24; UNESCO, 2022; United Nations, 2018; Roy, 2003; Shiman, 1999; UNESCO, 2005: 6; United Nations General Assembly, 2015: 14 |  |



|  |  |   |  |
|--|--|---|--|
|  |  | <ul style="list-style-type: none"> <li>- Right to Participate in the Cultural Life of Community</li> </ul>  | Hosagrahar, 2018: 78; Shiman, 1999; General Assembly, 2015: 8; UNESCO, 2019: 92  |
|  |  | <ul style="list-style-type: none"> <li>• promoting technical cooperation and capacity-building to ensure implementation of a rights-based approach in heritage management</li> </ul>      | General Assembly, 2015: 7  |
|  | <b>Aim 2.4.<br/>Respecting,<br/>consulting and<br/>involving the local<br/>community</b> | 30. Conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life, through:             | WHITRAP, 2015; Thompson, 2007: 7; General Assembly, 2015: 7-8; WHC, 2021: 111; Labadi et al., 2021: 45   |
|  |  | <ul style="list-style-type: none"> <li>• ensuring an adequate and a transparent consultation process</li> </ul>   | General Assembly, 2015: 7-8; Labadi et al., 2021: 45   |
|  |  | <ul style="list-style-type: none"> <li>• ensuring equitable and effective participation and contribution of the local community</li> </ul>  | General Assembly, 2015: 7-8; Australia ICOMOS Burra Charter, 2013: 5   |
|  |  | <ul style="list-style-type: none"> <li>• obtaining the free, prior and informed consent of all members of the local community</li> </ul>  | General Assembly, 2015: 7-8; WHC, 2021: 111  |
|  |  | 31. Involving the local community in all stages of heritage conservation and management activities, such as:  | UNESCO/WHC et al., 2013: 19; General Assembly, 2015: 7; UNESCO, 2019: 40; Court et al., 2019: 22; Australia ICOMOS Burra Charter, 2013: 5; Samuels, 2016: 356  |
|  |  | <ul style="list-style-type: none"> <li>- decision-making process of identifying and registering cultural heritage (tangible and intangible) in inventories/ lists</li> </ul>              | Hosagrahar, 2018: 73, 76, 78; Labadi et al., 2021: 45; Castiello, 2019: 171; UNESCO, 2019: 40, 92  |
|  |  | <ul style="list-style-type: none"> <li>- decision-making process of conservation activities</li> </ul>  | United Nations, 2022; General Assembly, 2015: 7; Castiello, 2019: 171; Holden, 2006; Hosagrahar, 2018: 73, 78; Labadi et al., 2021: 45; UNESCO, 2019: 66; ICOMOS General Assembly, 2011; Congress on the European Architectural Heritage, 2011 |
|  |  | <ul style="list-style-type: none"> <li>- conservation and protection activities<sup>45</sup> of heritage properties (besides heritage practitioners and academic institutions)</li> </ul> | Hosagrahar, 2018: 78; Court et al., 2019: 32; Ferreira, 2011; ICOMOS General Assembly, 2011; Congress on the European Architectural Heritage, 2011; International Committee for the Management of Archaeological Heritage (ICAHM), 1990        |
|  |  | <ul style="list-style-type: none"> <li>- scientific, technical and cultural studies such as</li> </ul>  | General Assembly, 2015: 7; UNESCO, 2019: 92  |

<sup>45</sup> Restoration, daily care etc.

|  |  |   |   |
|--|--|---|---|
|  |  | monitoring or doing research  |   |
|  |  | - development of management decisions, through:   | General Assembly, 2015: 7; Castiello, 2019: 171; Hosagrahar, 2018: 73, 78; Labadi et al., 2021: 45; UNESCO, 2019: 66; ICOMOS General Assembly, 2011 |
|  |  | o enabling them to access or participate in management mechanisms   | General Assembly, 2015: 8   |
|  |  | • developing relevant standards, guidance and operational mechanisms to achieve involvement of the local community in heritage conservation and management activities | General Assembly, 2015: 7-8; UNESCO, 2019: 92-93  |
|  |  | 32. Recognizing and respecting cultural values, cultural sensibilities and rights of the local community  | WHITRAP, 2015; General Assembly, 2015: 6-7; Keitumetse, 2009: 51; Labadi et al., 2021: 77; Hosagrahar, 2018: 78; UNESCO, 2019: 40                   |
|  |  | 33. Respecting and fulfilling the needs <sup>46</sup> and expectations of the local community if possible   | Castiello, 2019: 171; Hosagrahar, 2018: 73; Han, 2018: 6  |
|  |  | 34. Using economic or social instruments to remove the negative effects that can arise during implementation of conservation / rehabilitation/ regeneration projects  | Perhavec et al., 2014: 84   |
|  |  | 35. Raising the awareness level of the local community on:  | ICOMOS, 2011: 6; Birabi, 2007: 45; ICOMOS General Assembly, 2011; Council of Europe, 1992; WHC, 2017  |
|  |  | - tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)                | Birabi, 2007: 45; WHC, 2017   |
|  |  | - conservation of cultural heritage   | Nocca, 2017: 19   |
|  |  | 36. Including heritage education programmes for children and/or youth, through:   | Capelo et al., 2012: 1573-1575; UNESCO, 2019: 72; ICOMOS General Assembly, 2011; Council of Europe, 1992  |
|  |  | • fostering restructuring of school curricula in formal education to incorporate subjects on cultural heritage and its protection                                     | Capelo et al., 2012: 1573-1575; UNESCO, 2019: 71, 97  |
|  |  | • ensuring collaboration between educational institutions and the heritage sector   | Labadi et al., 2021: 39   |

<sup>46</sup>For example socio-economic needs.

|  |   |  |  |
|--|---|--|--|
|  |   | 37. Providing the following visitor facilities and services at the WHS for all members of the local community for education, information, interpretation and awareness building: <ul style="list-style-type: none"> <li>- Visitor centre</li> <li>- Site museum</li> <li>- Information booths/panels</li> <li>- Guided tours</li> <li>- Trails/routes</li> <li>- The use of digital technologies</li> <li>- Printed information materials</li> <li>- Online promotion sites</li> <li>- Transportation</li> </ul> | WHC, 2017  |
|  | <b>Aim 2.5. Achieving gender equality</b> | 38. Ensuring a gender balanced participation and contribution in heritage conservation and management decisions and activities, through: <ul style="list-style-type: none"> <li>• providing equal opportunities for leadership and representation of all genders at all levels of decision-making</li> <li>• taking into account particular interests of women and other disadvantaged genders when managing heritage</li> </ul>   | WHC, 2021: 13-14; General Assembly, 2015: 6-8; Labadi et al., 2021: 45; UNESCO, 2019: 40, 66           |
|  |   |  | Labadi et al., 2021: 45; UNESCO, 2019: 93  |
|  |   |  | UNESCO, 2019: 42   |
|  |   | 39. Providing social and economic opportunities for all genders, such as:  | General Assembly, 2015: 8; Castiello, 2019: 171  |
|  |   | - education and vocational training for women and other disadvantaged genders (e.g. heritage capacity-building programmes <sup>47</sup> )  | Tran and Walter, 2014: 119; General Assembly, 2015: 8; Ennaji, 2008; Hilal, 2012; UNESCO, 2019: 72, 92 |
|  |   | • ensuring that all genders have equal access to and enjoyment of heritage properties  | Labadi et al., 2021: 45  |
|  |   | 40. Changing traditional heritage practices if they perpetuate discriminatory customs to eliminate repetitive negative stereotypes of women and members of the LGBTQ+ community  | Labadi et al., 2021: 44-45; Hosagrahar, 2018: 71-72; Logan, 2012: 239-240                              |

<sup>47</sup> Inventorying, management, conservation etc.



## CHAPTER 5

### RESEARCH METHODOLOGY

This chapter explains widely the research methodology used in this Ph.D. research. A case study approach is employed as a research method of the study. The Herculaneum Conservation Project (HCP) is used as the single case study. The key research question is how far the HCP contributed to sustainable socio-economic development of Ercolano from 2001 to 2020. This chapter first explains the research method that was followed by this study in order to find out how management systems of cultural world heritage sites (WHSs), particularly the ones in declining urban areas, can contribute to sustainable socio-economic development of these areas. The answer to this question, in turn, can contribute to the sustainable use and effective protection of these cultural heritage properties. Second, the chapter explains the reasons to carry out the case study on the WHS of Herculaneum. Third, this chapter defines the method followed to assess the level of contribution of the HCP to sustainable socio-economic development of Ercolano from 2001 to 2020; then presents sources of evidence which were used in the case study and finally, challenges of the research.

#### **5.1. Identification of sustainable socio-economic development strategies**

To find out how management systems of cultural WHSs, particularly the ones in declining urban areas, can contribute to sustainable socio-economic development of these areas;

- First, I reviewed the literature that focuses on historical development of paradigms in conservation of cultural heritage; the sustainable development concept; the role of cultural heritage in sustainable development; the approaches in and characteristics of contemporary cultural heritage management systems; and the integration of sustainable socio-economic

development perspective into management systems of cultural WHSs in declining urban areas.

- Second, I conducted in-depth examination of:
  - The Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention,
  - Periodic Reporting Questionnaires<sup>48</sup>,
  - Thematic Indicators for Culture in the 2030 Agenda (Culture|2030 Indicators), and
  - Heritage and the Sustainable Development Goals: Policy Guidance for Heritage and Development Actors.

Based on this research, I identified 40 sustainable socio-economic development strategies to be adopted in management systems of cultural WHSs in declining urban areas in order to achieve the aims of “inclusive economic development” and “inclusive social development”. These aims and sub-aims stated below are in line with “The Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention”, which was adopted by the General Assembly of States Parties to the World Heritage Convention at its 20<sup>th</sup> session in 2015 (General Assembly, 2015: 1).

- Aim 1: Inclusive Economic Development
  - Aim 1.1. Ensuring growth, employment, income and livelihoods
  - Aim 1.2. Promoting economic investment and quality tourism
  - Aim 1.3. Strengthening capacity-building, innovation and local entrepreneurship
  
- Aim 2: Inclusive Social Development
  - Aim 2.1. Contributing to inclusion and equity
  - Aim 2.2. Enhancing quality of life and well-being
  - Aim 2.3. Respecting, protecting and promoting human rights
  - Aim 2.4. Respecting, consulting and involving the local community
  - Aim 2.5. Achieving gender equality

---

<sup>48</sup> Periodic Reporting is one of the primary conservation monitoring tools of the World Heritage Convention. The World Heritage Committee requests periodic reports from the States Parties on how the World Heritage Convention is being implemented in their territories about every eight years (WHC, 2023).

## **5.2. The reasons to carry out the case study in Italy, on the WHS of Herculaneum in Ercolano**

The ancient town of Herculaneum, which was buried by the eruption of Vesuvius in 79 AD together with nearby Pompeii, was inscribed on the World Heritage List in 1997 as a component of the serial property “Archaeological Areas of Pompei, Herculaneum and Torre Annunziata”. The gradual stop of the conservation and maintenance activities at the archaeological site after the 1960s, almost led to the disappearance of the site towards the end of the 20<sup>th</sup> century. During the same period, parallel to the social and economic decline in Ercolano, another decline occurred in the relationship between the archaeological site and its surrounding local community.

To address the problems in the ancient town of Herculaneum, in 2001, the Herculaneum Conservation Project (HCP) was launched through the partnership of a private philanthropic foundation, the Packard Humanities Institute and the local heritage authority. In 2004, an Italian-based UK research institute, the British School at Rome was involved in the partnership as the operative arm of the HCP. Although HCP initially focused on solving the urgent problems at the site, in the following years, it not only dealt with emergency situations but also focused on developing a sustainable maintenance approach for the archaeological site.

The HCP and the local town council wanted to establish a permanent non-governmental organization, which would work to improve the problematic relationship between the ancient town of Herculaneum and the surrounding modern town of Ercolano as well as the local community and to contribute to the involvement of the local and international communities in the WHS’s conservation. Thus, the Herculaneum Centre was established in 2006 by the *Associazione Herculaneum*, uniting three partners: the local municipality, the local heritage authority and the British School at Rome. The Herculaneum Centre has carried out many studies such as capacity building and awareness raising activities for the local

community and heritage practitioners or activities to contribute to sustainable tourism in Ercolano.

Cultural world heritage sites are not only important cultural tourism destinations, but also catalysts for development. However, particularly at archaeological sites, development either leads to the growth of the modern town around these sites preventing their visibility or further excavations, or to the sacrifice of the modern town in order to conduct excavations and utilise the heritage properties. Approaches that focus only on management of cultural heritage sites or on development of the modern town instead of it, risk marginalising either the heritage site or the modern town (Mollo et al., 2012: 1). Mollo et al. (2012: 1) state that: “Herculaneum in the Bay of Naples, Italy, is a valuable case study for understanding the problems that can result from parallel, yet independent, development of the ancient and modern towns”.

The modern town of Ercolano is a declining urban area suffering from both physical, environmental, social and economic problems which was mainly caused by the long process of separation of the ancient and modern towns (Mollo et al., 2012: 1). Ercolano is one of the densest urban districts of both Europe and Italy (Buondonno, 2006, cited in Thompson, 2007: 4). The socio-economic status of the local community is relatively low. More than 1 out of 10 families face economic hardship (ISTAT, 2011, cited in Semerari, 2019: 11). There are many families who live on the poverty line, particularly in the historic town centre (Mollo et al., 2012: 2). Only about 26% of the population has a job (Castiello, 2019: 78). The rate of school truancy is high; more than one in four children leave the education and training system earlier than it should be (ISTAT, 2011, cited in Semerari, 2019: 11-12). There is neither a cinema nor a theatre in Ercolano but the demand for gambling is very high. Thus, there are a lot of betting shops in the town. There are two major safety problems in the town: one is the presence of Vesuvius which might erupt at any time, and the other one is the organised crime activity. In the 1980s and early 1990s, Ercolano was among the main heroin dealing centres in Italy. The Camorra war has continued for 30 years. The darkest period of the war



took place between 2003 and 2009 when 60 people were killed. Today, over 200 men, most of whom are from the Via Mare neighbourhood, are in prison (Semerari, 2019: 10-12). Therefore, not only the tourists, but also the local people, particularly women, do not think it is safe to go out in the evening. There are a few hotels, shops and services in Ercolano that tourists can stay, enjoy and spend time. As a result, most visitors spend two hours on average at the archaeological site and then return to their hotels in Naples or Sorrento, which adversely affect the tourism income of the town (Court et al., 2019: 29). The buildings in Ercolano are largely in a state of decay with poor sanitary conditions, particularly in the historic centre (Castiello, 2019: 78). In Ercolano, there are also a lot of abandoned buildings and spaces (Semerari, 2019: 13), and a problem of waste management (Castiello, 2019: 128). The streets of the town, especially the ones in the historic centre around the archaeological site are full of rubbish many hours of the day.

It is not possible to achieve long-term protection of the ancient town of Herculaneum without solving the problems mentioned above and ensuring sustainable social and economic development in Ercolano. And, the social and economic development of Ercolano must depart from its relationship with the ancient town. In other words, the future sustainability and protection of the ancient town of Herculaneum is directly related to the modern town surrounding it and only the coherent development of the two towns together, can ensure both the protection of the WHS and contribute to the sustainable social and economic development in the declining urban area (Mollo et al., 2012: 1-4).

The Herculaneum Conservation Project (HCP) started to consider “the site’s relationship to the wider social, political and economic environment” (Court et al., 2011: 5), once the emergencies at the site had been dealt with. The site-wide conservation approach adopted by HCP recognized the urban complexity of the archaeological site as a whole but also its dramatic and complex relationship with the modern town of Ercolano above (Court et al., 2019: 25). Regarding this

relationship, the Project Manager of the Herculaneum Conservation Project<sup>49</sup> (2019) indicates that:

We wanted to give heritage a more dynamic role in sustainable development and to achieve new outcomes, benefiting heritage and society. So, we expanded our agenda; we wouldn't just focus on the world heritage site but completely revisit its relationship to the modern town. We couldn't think of the WHS in isolation (Project Manager).

Regarding the role of the HCP in socio-economic development of Ercolano, Thompson (2007: 8) states that:

Above all, Herculaneum and Ercolano could potentially provide an opportunity to assess the far-reaching socio-economic environmental impact of heritage conservation, although it should be recognized that considerable work still needs to be carried out in order to achieve this (Thompson, 2007: 8).

The project is also considered as an informative example, the strategies of which could be implemented at different cultural heritage sites, in terms of the socio-economic, institutional, urban and political setting it has been realized (Court et al., 2011: 1). According to Thompson (2007, cited in Biggi et al., 2018: 90), Herculaneum, as a public-owned and public-run archaeological site with the difficulties it has faced, raises many concerns common to heritage sites throughout the Mediterranean and beyond, where inflexible management systems often isolate heritage from its context (Biggi et al., 2018: 90).

For all these reasons, the WHS of Herculaneum has been chosen as the case study of this thesis, with the aim of learning the studies carried out by the HCP at the site between 2001 and 2020 and assessing its level of contribution to sustainable socio-economic development of Ercolano during this period, together with its potential to contribute to it with its ongoing and future projects.

---

<sup>49</sup> From here on, The Project Manager of the Herculaneum Conservation Project will be referred to as the Project Manager and the date of lecture will not be displayed every time that the lecturer is referred to.

### **5.3. The method followed in the case study**

To assess the level of contribution of the HCP to sustainable socio-economic development of Ercolano from 2001 to 2020, I followed five steps in this research:

1. The examination of Ercolano in terms of its location, and its spatial and socio-economic changes in history
2. The study of the physical, environmental, social and economic features of Ercolano. The examination of the present physical, environmental, social and economic potentials and problems in Ercolano is crucial to understand whether the HCP uses these potentials and responds to the problems of both the WHS of Herculaneum and the declining urban area to achieve sustainable socio-economic development of Ercolano. The data defined to be collected for this step is given in the appendix of this thesis (See Appendix B).
3. The examination of Herculaneum in terms of its historical development, characteristics and earlier excavation and conservation works at the site (1710-2001)
4. The explanation of the studies that HCP carried out at Herculaneum from 2001 to 2020 and its ongoing and future projects focusing mainly on sustainable development of Ercolano
5. The evaluation of the studies conducted by the HCP at Herculaneum from 2001 to 2020 together with its ongoing and future projects according to the sustainable socio-economic development strategies identified by this research

To analyse the collected data in step five, I have developed indicators for each strategy, which are given in the table below (Table 5.1.).

Table 5. 1. Sustainable socio-economic development strategies for management systems of cultural world heritage sites in declining urban areas and their indicators

| SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT STRATEGIES FOR MANAGEMENT SYSTEMS OF CULTURAL WORLD HERITAGE SITES IN DECLINING URBAN AREAS |   | INDICATORS   |   |
|--|---|--|---|
| <b>AIM 1:<br/>INCLUSIVE<br/>ECONOMIC<br/>DEVELOPMENT</b>   | <b>Aim 1.1. Ensuring growth, employment, income and livelihoods</b> | 1. Generating decent employment, income and sustainable livelihoods for the local community, including marginalised groups, mainly through: <ul style="list-style-type: none"> <li>improving cultural tourism</li> </ul> | <ul style="list-style-type: none"> <li>Decrease in unemployment rate</li> <li>The number of decent jobs created for the members of the local community</li> <li>Increase in average income of the families</li> <li>The number of decent jobs created for the marginalised groups</li> <li>Increase in average income of the marginalised groups</li> </ul> |
|  |   | 2. Generating temporary jobs for the local community, including marginalised groups, mainly through: <ul style="list-style-type: none"> <li>improving cultural tourism</li> </ul>  | <ul style="list-style-type: none"> <li>The number of temporary jobs created for the members of the local community</li> <li>The number of temporary jobs created for the marginalised groups</li> </ul>   |
|  |   | 3. Motivating the unemployed local people for job search   | <ul style="list-style-type: none"> <li>The number of unemployed people motivated for job search</li> </ul>  |
|  |   | 4. Transferring the local labour force from informal sector to formal sector   | <ul style="list-style-type: none"> <li>The number of local people transferred from informal sector to formal sector</li> </ul>  |
|  |   | 5. Supporting the existing traditional businesses in the area <sup>50</sup> (which are about to disappear or need improvement)   | <ul style="list-style-type: none"> <li>The number of traditional businesses that have been supported</li> </ul>   |
|  |   | 6. Supporting the growing existing businesses in the area  | <ul style="list-style-type: none"> <li>The number of growing existing businesses that have been supported</li> </ul>  |
|  |   | 7. Supporting heritage-based businesses/ activities in the area, such as: <ul style="list-style-type: none"> <li>hospitality industry<sup>51</sup></li> </ul>  | <ul style="list-style-type: none"> <li>The number of new businesses established in the hospitality industry</li> <li>The number of existing businesses/ people/ activities</li> </ul>   |

<sup>50</sup> In and around the WHS

<sup>51</sup> Accommodation, travel, food&drink, museums, interpretation, outdoor activities, creative industries including traditional crafts etc.

|  |   |  |  |
|--|---|--|--|
|  |   | - urban rehabilitation/ regeneration   | <p>in the hospitality industry that have been supported</p> <ul style="list-style-type: none"> <li>• The number of urban rehabilitation/ regeneration projects implemented <ul style="list-style-type: none"> <li>○ The number of jobs created for the members of the local community</li> <li>○ The amount of income generated for the businesses involved in the project</li> <li>○ Increase in real estate/ commercial property taxes</li> </ul> </li> </ul>                |
|  |   | 8. Balancing efficient market mechanisms and public policies to ensure benefit sharing between all stakeholders in the area, through: <ul style="list-style-type: none"> <li>• utilisation of public-private partnership</li> <li>• utilisation of economic incentives</li> <li>• utilisation of intersectoral cooperation</li> </ul>  | <ul style="list-style-type: none"> <li>• The availability of measures to balance efficient market mechanisms and public policies to ensure benefit sharing between the stakeholders in the area <ul style="list-style-type: none"> <li>○ The availability of public-private partnerships used to this end</li> <li>○ The availability of economic incentives used to this end</li> <li>○ The availability of intersectoral cooperation used to this end</li> </ul> </li> </ul> |
|  | <b>Aim 1.2. Promoting economic investment and quality tourism</b> | 9. Developing and promoting inclusive and equitable economic investments to ensure benefit sharing between all stakeholders in the area, through: <ul style="list-style-type: none"> <li>• using local resources</li> <li>• using the skills of the local people</li> <li>• respecting the local knowledge systems</li> <li>• preserving the infrastructures</li> <li>• making the local community together with marginalised groups the primary beneficiary of these investments</li> </ul> | <ul style="list-style-type: none"> <li>• The number of new firms, businesses and economic investments attracted to the area <ul style="list-style-type: none"> <li>○ the local resources used</li> <li>○ the skills of the local people used</li> <li>○ the local knowledge systems respected</li> <li>○ the infrastructures preserved</li> <li>○ the benefits of the local community together with marginalised groups from these investments</li> </ul> </li> </ul>          |
|  |   | 10. Promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation  | <ul style="list-style-type: none"> <li>• The number of sustainable economic activities developed in the area related to craftsmanship associated with heritage conservation</li> </ul>   |
|  |   | 11. Leading to an increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS  | <ul style="list-style-type: none"> <li>• Increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS</li> </ul>  |

|  |  |   |  |
|--|--|---|--|
|  |  | <p>12. Facilitating network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors through the development of governance structures or other mechanisms for cooperation</p>   | <ul style="list-style-type: none"> <li>• The availability of partnerships or other initiatives that have facilitated network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors for promoting economic investment or quality tourism</li> </ul>  |
|  |  | <p>13. Improving sustainable tourism in the area, through:</p> <ul style="list-style-type: none"> <li>• providing adequate, effective and locally-driven management of tourism activity in the area and its derived economic, socio-cultural and environmental impacts, through: <ul style="list-style-type: none"> <li>○ using environmental resources in an optimal way by protecting the vital ecological processes and natural heritage</li> <li>○ respecting the socio-cultural authenticity of the local community</li> <li>○ protecting tangible and intangible cultural heritage</li> <li>○ establishing preventive or corrective measures to manage economic, socio-cultural and environmental impacts, such as: <ul style="list-style-type: none"> <li>- constant monitoring of economic, socio-cultural and environmental impacts</li> <li>- implementing socio-economic impact assessment prior to the approval of tourism projects</li> <li>- adopting adequate visitor management planning which also encourages local tourism</li> </ul> </li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• The availability of projects implemented/ measures taken to manage tourism related activities in the area (to increase/ decrease/ support certain type of activities etc.)</li> <li>• The availability of projects implemented to protect tangible and intangible cultural heritage</li> <li>• The availability of preventive or corrective measures established to manage economic, socio-cultural and environmental impacts of tourism-related activities <ul style="list-style-type: none"> <li>○ the availability of economic, socio-cultural and environmental impact assessment tools</li> <li>○ monitoring reports on economic, socio-cultural and environmental impacts</li> <li>○ the availability of socio-economic impact assessments implemented prior to the approval of tourism projects</li> <li>○ the availability of a visitor management plan being implemented which also encourages local tourism <ul style="list-style-type: none"> <li>○ measures<sup>54</sup> taken to meet the current or anticipated visitor numbers without adverse impacts</li> <li>○ measures taken to prevent gentrification</li> </ul> </li> </ul> </li> <li>• The amount of visitor revenue reinvested in the conservation and management of the WHS</li> <li>• Increase in tax revenue for public institutions</li> </ul> |

<sup>54</sup> For example, defining the carrying capacity of the site.

|  |  |   |   |
|--|--|---|---|
|  |  | <ul style="list-style-type: none"> <li>○ reinvesting part of the visitor revenue obtained through entry charges in the conservation and management of the WHS</li> <li>○ providing fairly distributed socio-economic benefits to all stakeholders, mainly through: <ul style="list-style-type: none"> <li>○ collecting tax from tourists visiting the WHS</li> <li>○ providing training and priority to local people in income generating tourism-related activities<sup>52</sup></li> <li>○ establishing a cultural tourism product development unit for the local community</li> </ul> </li> <li>○ increasing the number of tourists<sup>53</sup></li> <li>○ ensuring a high level of tourist satisfaction</li> <li>○ raising the awareness level of tourists on sustainability issues</li> <li>○ ensuring participation of all relevant stakeholders</li> <li>○ including capacity-building activities on sustainable tourism management</li> <li>● enabling provision of public financial resources and incentives for sustainable tourism related activities in the area</li> <li>● utilising the tangible and intangible values around the WHS</li> </ul> | <ul style="list-style-type: none"> <li>● Increase in average income of local hotels</li> <li>● Increase in average income of local restaurants</li> <li>● Increase in average income of local shops</li> <li>● Increase in average income of local travel agencies</li> <li>● Increase in average income of the families</li> <li>● The number of local people provided with training and priority in income generating tourism-related activities</li> <li>● A cultural tourism product development unit that has been established</li> <li>● Increase in the number of tourists</li> <li>● The number of tourists who feel highly satisfied with the services provided in the area</li> <li>● The availability of studies carried out to raise the awareness level of tourists on sustainability issues</li> <li>● The availability of initiatives that have enabled participation of all relevant stakeholders</li> <li>● The availability of capacity-building activities conducted on sustainable tourism management</li> <li>● The amount of public financial resources and incentives provided for sustainable tourism related activities in the area</li> <li>● The availability of projects that utilised the tangible and intangible values around the WHS</li> </ul> |
|--|--|---|---|

<sup>52</sup> In production and sale of cultural tourism products such as traditional crafts, tour guide etc.

<sup>53</sup> It shouldn't exceed the carrying capacity of the area.

|  |  |  |   |
|--|--|--|---|
|  | <b>Aim 1.3.<br/>Strengthening capacity-building, innovation and local entrepreneurship</b> | 14. Providing educational, vocational, and capacity-building programmes for the local community aiming development of a diverse local economy and based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels and encouraging self-employment, such as: <ul style="list-style-type: none"> <li>- traditional-crafts<sup>55</sup> training, which includes skills and crafts related to tangible and intangible heritage</li> </ul> | <ul style="list-style-type: none"> <li>• The availability of educational, vocational, and capacity-building programmes organized for the local community aiming development of a diverse local economy and based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels and encouraging self-employment               <ul style="list-style-type: none"> <li>○ the number of local people provided with traditional-crafts training, which includes skills and crafts related to tangible and intangible heritage</li> </ul> </li> </ul> |
|  |  | 15. Implementing sustainable development projects that promote local cultural and creative industries associated with the WHS  | <ul style="list-style-type: none"> <li>• The availability of sustainable development projects implemented to promote local cultural and creative industries associated with the WHS</li> </ul>  |
|  |  | 16. Implementing sustainable development projects that safeguard intangible heritage <sup>56</sup> associated with the WHS, mainly through: <ul style="list-style-type: none"> <li>• utilising heritage as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts</li> </ul>   | <ul style="list-style-type: none"> <li>• The availability of sustainable development projects implemented to safeguard intangible heritage associated with the WHS               <ul style="list-style-type: none"> <li>○ the availability of heritage places used as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts</li> </ul> </li> </ul>   |
| <b>AIM 2:<br/>INCLUSIVE SOCIAL DEVELOPMENT</b> | <b>Aim 2.1.<br/>Contributing to inclusion and equity</b>                                   | 17. Reducing social and economic inequalities in the local community, through: <ul style="list-style-type: none"> <li>• providing social and economic opportunities for the members of the local community who have low socio-economic status</li> <li>• ensuring equal access to:               <ul style="list-style-type: none"> <li>- basic infrastructure and services<sup>57</sup></li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>• Reduction in income gap between the members of the local community</li> <li>• The number of jobs (permanent and temporary) created for the members of the local community who have low socio-economic status, particularly the marginalised groups</li> <li>• The availability of educational programmes organized</li> </ul>  |

<sup>55</sup> Weaving, pottery, craftsmanship associated with heritage conservation, performing arts, rituals etc.

<sup>56</sup> Meanings and knowledge related with particular properties/ spaces, local practices and related knowledge on the extraction of natural building materials or building/ conservation techniques etc.

<sup>57</sup> Housing, education, health care, social welfare, transport, electricity, water, sanitation, waste management, public safety etc.



|  |  |   |   |
|--|--|---|---|
|  |  | <ul style="list-style-type: none"> <li>- development opportunities</li> <li>- benefits<sup>58</sup></li> <li>- and use of heritage properties, through: <ul style="list-style-type: none"> <li>o giving importance to the needs of the local community as well as the interests of tourists and the tourism industry</li> </ul> </li> <li>• reducing discrimination and exclusion of the marginalised groups in the local community, through: <ul style="list-style-type: none"> <li>o improving the ability, opportunity and dignity of the marginalised groups, through: <ul style="list-style-type: none"> <li>o providing social and economic opportunities for the marginalised groups</li> <li>o ensuring equal enjoyment of human rights by the marginalised groups, mainly through: <ul style="list-style-type: none"> <li>o promoting gender equality</li> </ul> </li> </ul> </li> <li>o utilising heritage sites and practices as platforms for shared identities, experiences and exchange, (if needed) through: <ul style="list-style-type: none"> <li>o changing the discriminatory traditions<sup>59</sup></li> </ul> </li> </ul> </li> </ul> | <p>to meet the needs of the local community, particularly the marginalised groups (e.g. for illiterate women)</p> <ul style="list-style-type: none"> <li>• The availability of studies carried out to develop the vocational skills of the local community, particularly the marginalised groups</li> <li>• The availability of projects implemented to provide basic infrastructure and services for the members of the local community who lack them</li> <li>• The number of local people, particularly the marginalised people provided with better basic infrastructure and services</li> <li>• The number of local people, particularly the marginalised people provided with opportunities to access and engage with the WHS and other heritage properties in the area <ul style="list-style-type: none"> <li>o the availability of initiatives that have paid attention to the needs of the local community as well as the interests of tourists and the tourism industry</li> </ul> </li> <li>• The number of marginalised people provided with opportunities to access cultural institutions</li> <li>• The number of marginalised people provided with opportunities to use the public spaces</li> <li>• The number of marginalised people provided with opportunities to equally enjoy the human rights defined in Strategy 29.</li> <li>• The availability of initiatives that have used heritage sites and practices as platforms for shared identities, experiences and exchange <ul style="list-style-type: none"> <li>o the availability of initiatives that have changed</li> </ul> </li> </ul> |
|--|--|---|---|

<sup>58</sup> Employment, adequate food, nutrition etc.

<sup>59</sup> (if the significance of the place does not depend solely on the presence or activity of culturally significant groups)

|  |  |   |  |
|--|--|---|--|
|  |  |   | discriminatory traditions  |
|  |  | 18. Recognizing, respecting and including the values of the local community   | <ul style="list-style-type: none"> <li>• The availability of studies carried out to learn the values of the local community</li> <li>• The availability of projects implemented by taking into account the values of the local community</li> </ul>  |
|  |  | 19. Recognizing, respecting and including the cultural and environmental place-knowledge of the local community   | <ul style="list-style-type: none"> <li>• The availability of studies that have used the cultural and environmental place-knowledge of the local community</li> </ul>   |
|  |  | 20. Involving all stakeholders, particularly the local community in decision-making processes affecting their lives   | <ul style="list-style-type: none"> <li>• The number of stakeholders, particularly the local people involved in decision-making processes affecting their lives</li> </ul>  |
|  |  | 21. Contributing to provision of quality education for all members of the local community, through: <ul style="list-style-type: none"> <li>• improving educational opportunities for the members of the local community at the age of education, particularly the marginalised groups</li> </ul>  | <ul style="list-style-type: none"> <li>• The number of local people, particularly the marginalised people provided with good quality education</li> <li>• The availability of educational programmes (e.g. courses) organized to meet the needs of the members of the local community at the age of education, particularly the marginalised groups</li> <li>• Increase in the success rate of students in education</li> </ul>  |
|  |  | 22. Reducing the rate of school truancy   | <ul style="list-style-type: none"> <li>• Reduction in the rate of school truancy</li> </ul>  |
|  |  | 23. Reducing the number of students who have anti-social behaviours   | <ul style="list-style-type: none"> <li>• Reduction in the number of students who have anti-social behaviours</li> <li>• The number of programmes implemented to overcome anti-social behaviour</li> </ul>  |
|  | <b>Aim 2.2.<br/>Enhancing quality of life and well-being</b> | 24. Improving the ability, opportunity and dignity of the local community, through: <ul style="list-style-type: none"> <li>• providing social and economic opportunities for the local community</li> <li>• improving sense of belonging, pride and identity of the local community, mainly through:               <ul style="list-style-type: none"> <li>○ protecting heritage properties in the area</li> <li>○ implementing the full range of</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Same indicators defined for Strategies 1 and 2</li> <li>• Same indicators defined for Strategies 17-23</li> <li>• Same indicators defined for Strategy 25</li> <li>• Same indicators defined for Strategies 27-29</li> <li>• Same indicators defined for Strategies 32 and 33</li> <li>• The number of cultural activities carried out by taking into consideration different cultural groups within the local community</li> </ul> |

|  |  |  |  |
|--|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>○ international human rights standards</li> <li>○ securing social cohesion</li> <li>○ promoting cultural diversity</li> <li>○ showcasing the distinct characteristics of their ways of life, history and culture</li> </ul>   | <ul style="list-style-type: none"> <li>● The availability of tourism activities or other activities realized to showcase the distinct characteristics of the local community's ways of life, history and culture</li> <li>● The availability of studies (meetings, publications, use of media etc.) carried out to raise the local community's awareness on the conservation of cultural heritage and importance of the WHS</li> <li>● The number of job opportunities created associated with the WHS</li> </ul>  |
|  |  | <p>25. Ensuring the availability of basic infrastructure and services<sup>60</sup> for the local community, mainly through:</p> <ul style="list-style-type: none"> <li>● providing affordable and decent housing for the local community, mainly through: <ul style="list-style-type: none"> <li>○ restoring/ rehabilitating historic buildings</li> </ul> </li> <li>● providing adequate transportation infrastructure and services</li> <li>● providing adequate waste management services</li> <li>● providing conditions for the local community to live a healthy life, mainly through: <ul style="list-style-type: none"> <li>○ providing adequate nutrition for all members of the local community</li> <li>○ enhancing environmental health</li> <li>○ improving health services in the area</li> <li>○ helping people in need of government health services</li> </ul> </li> <li>● ensuring the availability of adequate number of educational institutions for the members of the local community at the age of education</li> </ul> | <ul style="list-style-type: none"> <li>● The availability of projects implemented to provide basic infrastructure and services for the local community</li> <li>● The number of local people provided with affordable and decent housing <ul style="list-style-type: none"> <li>○ the number of historic buildings restored/ rehabilitated</li> </ul> </li> <li>● No member of the local community suffering from inadequate nutrition</li> <li>● The removal of factors causing environmental health problems for the local community</li> <li>● Increase in the number of health institutions (e.g. clinics)</li> <li>● Reduction in time to access the health services</li> <li>● Increase in the number of people who get appropriate and adequate treatment</li> <li>● The number of health education courses organized for the local community</li> <li>● The number of local people who got help in accessing government health services</li> <li>● The number of new educational institutions established</li> </ul> |

<sup>60</sup> Housing, education, health care, social welfare, transport, electricity, water, sanitation, waste management, public safety etc.

|  |  |   |  |
|--|--|---|--|
|  |  | <ul style="list-style-type: none"> <li>• improving safety perception in the area, through: <ul style="list-style-type: none"> <li>○ reducing crime rate/ types/ frequency in the area, mainly through: <ul style="list-style-type: none"> <li>○ addressing the causes of crime by social and educational programmes</li> <li>○ implementing programmes to overcome anti-social behaviour</li> <li>○ increasing physical security through urban design</li> <li>○ providing better housing management</li> </ul> </li> <li>○ taking precautions against possible environmental disasters</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>• The number of local people at the age of education provided with educational institutions</li> <li>• The availability of precautions taken against possible environmental disasters</li> <li>• Reduction in crime rate/ types/ frequency in the area</li> <li>• The number of social and educational programmes organized to address the causes of crime</li> <li>• The number of programmes implemented to overcome anti-social behaviour</li> <li>• The number of urban design projects implemented to increase physical security</li> <li>• The number of homeless people provided with a house</li> </ul>   |
|  |  | <p>26. Providing good urban design in the area, mainly through:</p> <ul style="list-style-type: none"> <li>• creating attractive public open spaces in the area</li> <li>• reducing the spatial and physical constraints of the area</li> <li>• changing the unfavourable ‘images<sup>61</sup>’ of the area</li> <li>• preventing illegal construction and extensions in the buildings in the area</li> <li>• removing illegally constructed buildings and illegal extensions in the buildings in the area</li> <li>• using the spatial and physical potentials of the area, through: <ul style="list-style-type: none"> <li>○ reusing abandoned buildings</li> <li>○ reusing abandoned spaces</li> <li>○ restoring and reusing (adaptive re-use</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• The availability of attractive public open spaces created in the area</li> <li>• Reduction in the spatial and physical constraints of the area</li> <li>• The availability of spaces whose unfavourable ‘images’ have been changed</li> <li>• No new illegally constructed buildings in the area</li> <li>• No new illegal extensions in the buildings</li> <li>• The number of illegally constructed buildings that have been removed</li> <li>• The number of buildings whose illegal extensions have been removed</li> <li>• The number of reused abandoned buildings</li> <li>• The number of reused abandoned spaces</li> <li>• The number of restored and reused historic buildings</li> <li>• The availability of studies carried out to reuse traditional infrastructure</li> </ul> |

<sup>61</sup> Image of dangerous, dirty, filthy, unlikable place etc.

|  |  |   |   |
|--|--|---|---|
|  |  | <p>of) historic buildings</p> <ul style="list-style-type: none"> <li>○ reusing traditional infrastructure<sup>62</sup> if possible</li> </ul>   |   |
|  |  | <p>27. Protecting heritage properties in the area, through:</p> <ul style="list-style-type: none"> <li>● protecting tangible heritage (cultural and natural), mainly through: <ul style="list-style-type: none"> <li>○ using preventive and planned conservation method</li> <li>○ using intangible heritage<sup>63</sup></li> </ul> </li> <li>● protecting intangible heritage</li> <li>● capacity-building of the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management</li> <li>● ensuring participation of all relevant stakeholders, mainly through: <ul style="list-style-type: none"> <li>○ establishing links between stakeholders in and outside of the heritage sectors</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>● The number of heritage properties (cultural and natural) in better state of conservation in the area <ul style="list-style-type: none"> <li>○ the use of preventive and planned conservation method</li> <li>○ the use of intangible heritage for conservation and protection of heritage properties</li> </ul> </li> <li>● The availability of projects implemented to safeguard intangible heritage in the area <ul style="list-style-type: none"> <li>○ the use of WHS as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills/ traditional crafts</li> </ul> </li> <li>● The availability of capacity-building programmes organized for the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management</li> <li>● The availability of initiatives that have enabled participation of relevant stakeholders in protection of heritage properties in the area <ul style="list-style-type: none"> <li>○ the availability of links (e.g. partnerships) established between stakeholders in and outside of the heritage sectors</li> </ul> </li> </ul> |
|  |  | <p>28. Providing conditions for the local community to have a dynamic and meaningful cultural life</p>  | <ul style="list-style-type: none"> <li>● The availability of new cultural institutions established in the area (cinema, theatre etc.)</li> <li>● The availability of measures (discount in ticket prices, free of charge etc.) that have provided an opportunity for the local community to visit the WHS, other</li> </ul>   |

<sup>62</sup> For example, water and sanitation systems.

<sup>63</sup> Traditional materials and techniques etc.

|  |   |   |   |
|--|---|---|---|
|  |   |   | <p>heritage properties and the museums in the area</p> <ul style="list-style-type: none"> <li>• The number of cultural events (concerts, exhibitions etc.) organized for the local community</li> </ul>   |
|  | <p><b>Aim 2.3.<br/>Respecting,<br/>protecting and<br/>promoting human<br/>rights</b></p>        | <p>29. Being compatible with and supportive of human rights, particularly with the following rights:</p> <ul style="list-style-type: none"> <li>- Right to Equality</li> <li>- Freedom from Discrimination</li> <li>- Right to Life, Liberty, Personal Security</li> <li>- Right to Own Property</li> <li>- Freedom of Opinion and Information</li> <li>- Right to Desirable Work and to Join Trade Unions</li> <li>- Right to Adequate Living Standard</li> <li>- Right to Education</li> <li>- Right to Participate in the Cultural Life of Community</li> </ul> <ul style="list-style-type: none"> <li>• promoting technical cooperation and capacity-building to ensure implementation of a rights-based approach in heritage management</li> </ul> | <ul style="list-style-type: none"> <li>• Same indicators defined for Strategies 1-4</li> <li>• Same indicators defined for Strategies 17-28</li> <li>• Same indicators defined for Strategies 30-40</li> <li>• The availability of partnerships established to ensure implementation of a rights-based approach in heritage management</li> <li>• The availability of capacity-building programmes organized to ensure implementation of a rights-based approach in heritage management</li> </ul>  |
|  | <p><b>Aim 2.4.<br/>Respecting,<br/>consulting and<br/>involving the local<br/>community</b></p> | <p>30. Conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life, through:</p> <ul style="list-style-type: none"> <li>• ensuring an adequate and a transparent consultation process</li> <li>• ensuring equitable and effective participation and contribution of the local community</li> <li>• obtaining the free, prior and informed consent of all members of the local community</li> </ul>  | <ul style="list-style-type: none"> <li>• The availability of consultation meetings organized for the local community</li> <li>• The availability of interviews conducted with the local community</li> <li>• The explanation of all information<sup>64</sup> about the study to be conducted to the local community including the disadvantages for them</li> <li>• The invitation of all members of the local community to the meetings irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status</li> </ul> |

<sup>64</sup> The information such as benefits that the local community would eventually receive and the amount of local disturbance that will be produced during the conservation project etc.

|  |  |   |  |
|--|--|---|--|
|  |  | <p>31. Involving the local community in all stages of heritage conservation and management activities, such as:</p> <ul style="list-style-type: none"> <li>- decision-making process of identifying and registering cultural heritage (tangible and intangible) in inventories/ lists</li> <li>- decision-making process of conservation activities</li> <li>- conservation and protection activities<sup>65</sup> of heritage properties (besides heritage practitioners and academic institutions)</li> <li>- scientific, technical and cultural studies such as monitoring or doing research</li> <li>- development of management decisions, through: <ul style="list-style-type: none"> <li>o enabling them to access or participate in management mechanisms</li> </ul> </li> <li>• developing relevant standards, guidance and operational mechanisms to achieve involvement of the local community in heritage conservation and management activities</li> </ul> | <ul style="list-style-type: none"> <li>• The provision of opportunities for the local community to express their ideas at the consultation meetings</li> <li>• The availability of the free, prior and informed consent of all members of the local community</li> <li>• The number of local people involved in the decision-making process of identifying and registering cultural heritage in inventories/ lists</li> <li>• The number of local people involved in decision-making process of conservation activities</li> <li>• The number of local people involved in conservation and protection activities of heritage properties</li> <li>• The number of local people involved in scientific, technical and cultural studies such as monitoring or doing research</li> <li>• The number of local people participated in development of management decisions</li> <li>• The number of local people accessed or participated in management mechanisms</li> <li>• The availability of standards (e.g. regular meetings), guidance (e.g. user/ instruction manuals) and operational mechanisms (e.g. committees composed of representatives from public institutions and the local community) established to involve the local community in heritage conservation and management activities</li> </ul> |
|  |  | <p>32. Recognizing and respecting cultural values, cultural sensibilities and rights of the local community</p>   | <ul style="list-style-type: none"> <li>• The availability of studies carried out to learn the cultural values, cultural sensibilities and rights of the local community</li> <li>• The availability of projects implemented by taking</li> </ul>   |

<sup>65</sup> Restoration, daily care etc.

|  |  |   |  |
|--|--|---|--|
|  |  | <p>33. Respecting and fulfilling the needs<sup>66</sup> and expectations of the local community if possible</p>   | <p>into account the cultural values, cultural sensibilities and rights of the local community</p> <ul style="list-style-type: none"> <li>• The availability of studies carried out to learn the needs and expectations of the local community</li> <li>• The availability of studies carried out to fulfil the needs and expectations of the local community</li> </ul>  |
|  |  | <p>34. Using economic or social instruments to remove the negative effects that can arise during implementation of conservation / rehabilitation/ regeneration projects</p>   | <ul style="list-style-type: none"> <li>• The availability of economic instruments<sup>67</sup> used to remove the negative effects that arise during implementation of conservation/ rehabilitation/ regeneration projects</li> <li>• The availability of social instruments<sup>68</sup> used to remove the negative effects that arise during implementation of conservation/ rehabilitation/ regeneration projects</li> </ul>   |
|  |  | <p>35. Raising the awareness level of the local community on:</p> <ul style="list-style-type: none"> <li>- tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)</li> <li>- conservation of cultural heritage</li> </ul>   | <ul style="list-style-type: none"> <li>• The availability of studies (meetings, publications, use of media etc.) carried out to raise the awareness level of the local community on: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)</li> <li>- conservation of cultural heritage</li> </ul> </li> </ul>                       |
|  |  | <p>36. Including heritage education programmes for children and/or youth, through:</p> <ul style="list-style-type: none"> <li>• fostering restructuring of school curricula in formal education to incorporate subjects on cultural heritage and its protection</li> <li>• ensuring collaboration between educational institutions and the heritage sector</li> </ul> | <ul style="list-style-type: none"> <li>• The availability of heritage education programmes organized for children and/or youth</li> <li>• The number of local schools in formal education which have incorporated subjects on cultural heritage and its protection into their curricula</li> <li>• The availability of collaborations established between educational institutions and the heritage sector to organize heritage education programmes for children</li> </ul> |

<sup>66</sup> For example socio-economic needs.

<sup>67</sup> Loans, grants, benefits etc.

<sup>68</sup> For example, special arrangements between the parties to provide temporary/ permanent accommodation, job opportunity etc.



|  |  |   |  |
|--|--|---|--|
|  |  | <p>37. Providing the following visitor facilities and services at the WHS for all members of the local community for education, information, interpretation and awareness building:</p> <ul style="list-style-type: none"> <li>- Visitor centre</li> <li>- Site museum</li> <li>- Information booths/panels</li> <li>- Guided tours</li> <li>- Trails/routes</li> <li>- The use of digital technologies</li> <li>- Printed information materials</li> <li>- Online promotion sites</li> <li>- Transportation</li> </ul> | <p>and/or youth</p> <ul style="list-style-type: none"> <li>• The availability of the following visitor facilities and services at the WHS for all members of the local community irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status: <ul style="list-style-type: none"> <li>- Visitor centre</li> <li>- Site museum</li> <li>- Information booths/panels</li> <li>- Guided tours</li> <li>- Trails/routes</li> <li>- The use of digital technologies</li> <li>- Printed information materials</li> <li>- Online promotion sites</li> <li>- Public transportation services</li> </ul> </li> </ul>  |
|  | <p><b>Aim 2.5. Achieving gender equality</b></p> | <p>38. Ensuring a gender balanced participation and contribution in heritage conservation and management decisions and activities, through:</p> <ul style="list-style-type: none"> <li>• providing equal opportunities for leadership and representation of all genders at all levels of decision-making</li> <li>• taking into account particular interests of women and other disadvantaged genders when managing heritage</li> </ul>   | <ul style="list-style-type: none"> <li>• The sex ratio of the local community participated in consultation meetings</li> <li>• The sex ratio of the local community interviewed</li> <li>• The sex ratio of the local community participated in conservation activities</li> <li>• The sex ratio of teams working for the conservation and protection of heritage properties</li> <li>• The sex ratio of the local community participated in management decisions</li> <li>• The sex ratio of management committees</li> <li>• The sex ratio of community spokespeople</li> <li>• The sex ratio of the local community represented</li> <li>• The availability of meetings organized to learn the particular interests of women and other disadvantaged genders</li> <li>• The availability of studies carried out by taking into account the particular interests of women and other disadvantaged genders</li> </ul> |

|  |  |   |   |
|--|--|---|---|
|  |  | <p>39. Providing social and economic opportunities for all genders, such as:</p> <ul style="list-style-type: none"> <li>- education and vocational training for women and other disadvantaged genders (e.g. heritage capacity-building programmes<sup>69</sup>)</li> <li>• ensuring that all genders have equal access to and enjoyment of heritage properties</li> </ul> | <ul style="list-style-type: none"> <li>• Employment ratio by sex in the new jobs (permanent and temporary) created for the members of the local community</li> <li>• The sex ratio of the local community provided with better education</li> <li>• The sex ratio of the local community benefited from the educational programmes organized to meet the needs of the local community</li> <li>• The sex ratio of the local community benefited from the studies carried out to develop the vocational skills of the local community</li> <li>• The sex ratio of the local community provided with better health services</li> <li>• The sex ratio of marginalised people provided with opportunities to access cultural institutions</li> <li>• The sex ratio of the marginalised people provided with opportunities to use the public spaces</li> <li>• The availability of education and vocational training programmes organized for women and other disadvantaged genders <ul style="list-style-type: none"> <li>○ the availability of heritage capacity-building programmes organized for women and other disadvantaged genders</li> </ul> </li> <li>• The sex ratio of local people, particularly the marginalised people provided with opportunities to access and engage with the WHS and other heritage properties in the area</li> </ul> |
|  |  | <p>40. Changing traditional heritage practices if they perpetuate discriminatory customs to eliminate repetitive negative stereotypes of women and members of the LGBTQ+ community</p>  | <ul style="list-style-type: none"> <li>• The number of changed traditional heritage practices perpetuating discriminatory customs</li> </ul>  |

<sup>69</sup> Inventorying, management, conservation etc.

These indicators will help assessing how far a strategy has been achieved qualitatively and quantitatively. The degree of the HCP's contribution to the achievement of a strategy will be assessed in a separate table for each strategy. In the table, first, for each strategy, whether the HCP has conducted a study related to that strategy or not will be noted as “√” and “×”, which refer to “yes” and “no” respectively.

Second, the problems in Ercolano and/or Herculaneum related to a strategy will be defined. However, “N/A” (not applicable) will be written for the strategies for which definition of a problem is not meaningful. After that, the studies carried out by the HCP regarding a strategy and their results will be written in the table. In the last row of the table, proposals developed for the future activities of the HCP regarding a strategy will take place.

The assessment about the studies carried out by the HCP will be conducted according to the indicators developed, in text format at the end of the tables related to each sub-aim. While doing the assessment, for some sub-aims/ strategies, comparisons will be made with projects/ activities carried out at other heritage sites in the world, including sustainable development projects implemented at WHSs, and what additional studies the HCP can conduct in Herculaneum and Ercolano in the coming years will try to be determined. These projects/ activities are given in the table below (Table 5.2.).

Table 5. 2. The projects/ activities realized at other (World) heritage sites and compared with the HCP in Chapters 9 and 10

| Aim(s) <sup>70</sup>                                     | Name of the project/ activity   | Location   | Timeframe | People/ Institutions involved   |
|--|---|--|-----------|---|
| Aim 1.1.<br>Aim 2.2.<br>Aim 2.4.                         | The rehabilitation project of the Medina of Fez World Heritage Site           | Morocco (Medina of Fez WHS)  | 1981-2020 | Moroccan Government; World Bank; Arab Fund for Social and Economic Development (FADES); Agency for the De-densification and Rehabilitation of Fez Medina (ADER-Fez); UNESCO; Moroccan ICOMOS Members; Public Authorities; Local Authorities; Private Sector (Private national and international donors); Civil Society (Labadi et al., 2021: 23)  |
| Aim 1.1.<br>Aim 1.2.<br>Aim 1.3.<br>Aim 2.2.<br>Aim 2.4. | Sustainable Cultural Heritage through Engagement of Local Communities (SCHEP) | Jordan [Amman, Bayt Ras (Irbid), Umm al Jimal (Mafraq), Madaba, Ghawr as Safi (Karak), Busayra (at-Tafileh), Bir Madhkur (Wadi Araba), Temple of the Winged Lions (Petra), Wadi Rum, and Ayla (Aqaba)] | 2014-2022 | American Center for Oriental Research (ACOR); the United States Agency for International Development (USAID); Nizar al Adarbeh, USAID SCHEP Chief of Party (ICOMOS-Jordan); Hussein Khirfan, Tourism Development Lead (ICOMOS-Jordan); Jehad Haron, Deputy Chief of Party and CHR Development Lead (ICOMOS-Jordan); Hisham Al-Majali, CHR Field Manager (ICOMOS-Jordan); Hanadi Al-Taher Institutional Development Lead (ICOMOS Jordan); Shatha Abu Aballi, Communications Manager; Starling Carter, Communications Specialist; Balqees Al Mohaisen, Capacity Building Manager; Zaid Kashour, Monitoring and Evaluation Specialist; Ala' Al Badareen, Architecture and Design |

<sup>70</sup> The aims in this table show under which aims the projects/ activities are compared with the HCP in the evaluation chapters of the thesis. It should be noted that these projects/ activities may contribute to aims other than those given in the table.

|  |  |  |           |  |
|--|--|--|-----------|--|
|  |  |  |           | Officer; Farah Abu Naser, Institutional Development Coordinator; Dina Al Majali, Marketing and Promotion Officer; Abed Al Fatah Ghareeb, Creative Producer and Editor (Labadi et al., 2021: 46)  |
|  | Sustainable Development and World Heritage for Local Communities                 | Three World Heritage properties in South Asia  | 2015-2017 | UNESCO World Heritage Centre (WHC); UNESCO/Republic of Korea Funds-in-Trust  |
| Aim 1.2.<br>Aim 1.3.                         | •Fort and Shalamar Gardens in Lahore   | Pakistan (Lahore)  | 2015-2017 | UNESCO WHC; UNESCO/Republic of Korea Funds-in-Trust  |
| Aim 2.5.                                     | •Historic Monuments at Makli, Thatta   | Pakistan (Makli, Thatta)   | 2014-2017 | UNESCO WHC; UNESCO/Republic of Korea Funds-in-Trust; Heritage Foundation of Pakistan   |
|  | Heritage for development projects  | Three lower-middle income countries of the Middle East and North-African (MENA) region | 2008-2013 | Government of Spain; Millennium Development Goals Achievement Fund (MDG-F)   |
| Aim 1.2.<br>Aim 1.3.<br>Aim 2.2.<br>Aim 2.5. | •The Dahshour WH Site Mobilisation for Community Development Project             | Egypt (Dahshour)   | 2009-2013 | Government of Spain; Millennium Development Goals Achievement Fund (MDG-F); UN World Tourism Organisation (UNWTO); UN Industrial Development Organisation (UNIDO); UN Development Programme (UNDP); International Labour Organization (ILO); Ministry of Tourism (MoT) |
| Aim 1.2.<br>Aim 1.3.<br>Aim 2.5.             | •Cultural Heritage and Creative Industries as Vectors for Development in Morocco | Morocco  | 2008-2012 | Government of Spain; Millennium Development Goals Achievement Fund (MDG-F); UN Development Programme (UNDP); UN Women; UN Populations Fund (UNFPA); UNIDO  |
| Aim 1.3.<br>Aim 2.5.                         | •Culture and Development in the Occupied   | Palestine  | 2009-2012 | Government of Spain; Millennium Development Goals Achievement Fund (MDG-F); UN   |

|                      |  |   |  |   |
|----------------------|--|---|--|---|
|                      | Palestinian Territories (OPT)  |   |  | Development Programme (UNDP); UN Women; UN Food and Culture Organisation (FAO); Ministry of Agriculture (MoA)   |
| Aim 1.3.<br>Aim 2.4. | Living Amid the Ruins: Archaeological Sites as Hubs of Sustainable Development for Local Communities in Southwest Turkey (LAR) | Türkiye (The ancient region of Pisidia)                         | 2016-2018  | British Institute at Ankara (BIAA)  |
| Aim 2.4.             | An awareness raising programme on cultural heritage for students in Bergama  | Türkiye (Pergamon and its Multi-Layered Cultural Landscape WHS) | 2021-  | Bergama Municipality (Site Management Unit); Bergama District Directorate of National Education   |
| Aim 2.4.<br>Aim 2.5. | The World Heritage Volunteer Camp at Pahlavan-Pour WHS   | Iran  | 29 August-9 September 2017<br>20 August-1 September 2019 | UNESCO WHC; Coordinating Committee for International Voluntary Service (CCIVS); Better World and European Heritage Volunteers   |
| Aim 1.2.<br>Aim 2.4. | The Augtraveler Mobile Application Project in Jaipur City WHS  | India   | November-December 2019                                   | Pankaj Manchanda, Augtraveler (ICOMOS India, ICOMOS SDGWG); Shikha Jain, Development and Research Organisation for Nature, Arts and Heritage (DRONAH) (ICOMOS India, ICOMOS ISCCL, ICOMOS ICOFORT, ICOMOS SDGWG); Ege Yıldırım (ICOMOS Turkey, ICOMOS CIAV, ICOMOS SDGWG); Fergus Maclaren, MAC-DUFF Tourism Heritage Planning (ICOMOS Canada, ICOMOS ICTC, ICOMOS SDGWG); Global Heritage Fund; Jaipur Municipal Corporation (Heritage); DRONAH Foundation; Aayojan School of Architecture, Jaipur; City of Crafts and Folk Art (Labadi et al., 2021: 62). |

|          |   |   |      |                              |
|----------|---|---|------|------------------------------|
| Aim 2.4. | Cultural Heritage Management System (CHMS)            | Australia (Upper Hunter Valley)                         | 2006 | Rio Tinto Coal Australia     |
| Aim 2.4. | The Argyle Participation Agreement                    | Australia (Barramundi Gap in the East Kimberley region) | 2004 | Argyle diamond mine (Argyle) |
| Aim 2.4. | A Community, Heritage and Environment Management Plan | Australia (Weipa in North Queensland)                   | -    | Rio Tinto Alcan              |
| Aim 2.4. | Indigenous Land Use Agreements                        | Australia (Pilbara)                                     | -    | Rio Tinto Iron Ore           |
| Aim 2.2. | Milpirri Festival of Warlpiri People                  | Australia   | 2007 | Rio Tinto Aboriginal Fund    |

#### 5.4. Sources of evidence

This research uses quantitative and qualitative data which are based on the three major sources of evidence. The first source of evidence includes documents such as books, articles, plans, census data (ISTAT), written reports, Powerpoint Presentations (PPTs), articles appearing in the media and websites related to the WHS of Herculaneum and Ercolano. I obtained some of these documents from the archives of the related institutions such as the HCP, Herculaneum Centre, Directorate of Archaeological Park of Herculaneum and Municipality of Ercolano, during my field study that I conducted at the Directorate of Archaeological Park of Herculaneum from the 13<sup>th</sup> of January to the 9<sup>th</sup> of March in 2020. This study was realized within the scope of the Programme 2019-2020 of the International School of Cultural Heritage on “*Managing Mediterranean archaeological heritage: challenges and strategies*”, which was organized by *Fondazione Scuola Beni Attività Culturali*, in Italy.

The draft report entitled “*Community Audit Herculaneum: context, resources and potential (2019)*” obtained from the HCP and “*Environmental Report applied to*

*the SEA procedure of the Municipal Urban Plan (2019)*” obtained from the Municipality of Ercolano were used as secondary data of this research in the sections explaining Ercolano’s spatial and socio-economic changes in history and its physical, environmental, social and economic features. The article entitled “*The Herculaneum Centre: The Reciprocal Benefits Gained from Building Capacities for Cultural Heritage Among Institutions and Communities*”, obtained from the Herculaneum Centre was used as another secondary data of this research mainly in the section giving information on the activities of the Herculaneum Centre. This article includes a summary of all activities carried out by the Herculaneum Centre since its establishment in 2006.

The second source of evidence of this research was attained through:

- the meetings held with the representatives of the Municipality of Ercolano, the HCP and the Directorate of Archaeological Park of Herculaneum,
- interviews with the staff of the HCP and Directorate of Archaeological Park of Herculaneum, and
- a lecture given by Jane Thompson, the project manager of the HCP, on the activities realized in Herculaneum since 2001, within the Programme 2019-2020 of the International School of Cultural Heritage mentioned above.

A meeting was held at the Municipality of Ercolano on 18 February 2020 by participation of the representatives of the Municipality and Directorate of Archaeological Park of Herculaneum with the aim of collecting data on the physical, environmental, social and economic features of Ercolano. The representatives of the Municipality provided some information on these subjects and on Municipal Urban Plan of Ercolano, which was prepared in 2019 and was in the approval process at the time. For the data not provided due to lack of information, the representatives of the Municipality mentioned that they could do research in relevant institutions to obtain it. However, this research could not be conducted by the Municipality mainly due to outbreak of Covid-19 pandemic. On the other hand, Municipal Urban Plan of Ercolano, census data (ISTAT) and reports of the HCP have provided adequate information on the physical, environmental, social and economic features of Ercolano.



With this aim, another meeting was held with the representatives of the HCP and Directorate of Archaeological Park of Herculaneum on 21 February 2020. At this meeting, the representatives of the HCP gave information on the main documents and websites to find detailed information on the socio-economic structure of Ercolano. I have learned the knowledge and comments of the HCP staff on this subject through the interviews that I have conducted with them, which are explained below.

I have conducted the interviews with:

- the Consultant of the HCP, who carries out the thematic mapping of Ercolano, community audit, survey to local not for profit organizations and provides support to communication office of the archaeological site,
- the Community Consultant of the HCP, who specializes on cultural management, audience development and community project management, and
- the Archaeologist of the Directorate of Archaeological Park of Herculaneum.

Through the interviews with the staff of the HCP, I aimed to get information on the physical, environmental, economic and social features of Ercolano and on the studies that HCP undertook at Herculaneum from 2001 to 2020 in order to achieve sustainable socio-economic development of Ercolano. The interview questions are given in the appendix of this thesis (See Appendix C). The third interview which I conducted with the Archaeologist of the Directorate of Archaeological Park of Herculaneum, was a semi-structured interview including questions mainly related to the excavations and conservation studies carried out at Herculaneum, the structure of cooperation between the Directorate and the HCP, the staff working at the site with their employment procedure and projects realized with local schools.

As for the lecture, the project manager of the HCP gave detailed information on:

- the history of excavations at Herculaneum,
- characteristics of the ancient town,
- the change in its state of conservation after the implementation of the project,

- the socio-economic structure of Ercolano, particularly the surrounding areas of the WHS,
- the relationship between the local community and the archaeological site,
- the studies carried out at Herculaneum by the HCP since 2001,
- the ongoing projects,
- the challenges faced during the implementation process of the project and
- how these challenges were overcome or still efforts are put into them.

Finally, direct observation is the last source of evidence of this research which consists of walking and spending time in the ancient town of Herculaneum and modern town of Ercolano, especially in the historic centre and taking photos.

### **5.5. Challenges of the research**

There are some challenges regarding the research. The first one is related to the assessment method. First of all, some indicators identified by this research to assess the sustainable socio-economic development strategies are quantitative, while other indicators are qualitative. To make an objective assessment for the qualitative indicators is harder than to make an assessment for the quantitative ones, and the quantitative assessment has some extra challenges. In this sense, this research is opted for assessing qualitative and quantitative indicators by considering only the policies, strategies and activities of the HCP. For instance, employment rate in Ercolano might have increased from 2001 to 2020. However, there might be a lot of factors leading to this result and one of these factors might be the studies carried out by the HCP. Since measuring its ratio in the increase rate is a very complex calculation requiring studies beyond the aim of this thesis, this research assesses only whether the HCP has undertaken a study or at least had a strategy with this aim or not.

Another challenge of this assessment method is that it can never be fully objective as there is no ideal number or quantity/ quality defined for indicators to compare and measure how far a strategy has been achieved.

One more challenge related to making an objective assessment is the different weight (or importance) of each strategy, when one is compared to other. For example, ‘providing better protection for heritage properties in the area’ might have much more importance in the achievement of sustainable socio-economic development in the area than other strategies. Because it has a role in the achievement of almost all other aims. On the other hand, the members of the local community and heritage experts may also attach varying degrees of importance to strategies. For example, generation of employment opportunities might be more crucial and vital for unemployed people compared to raising their awareness level on conservation of cultural heritage. The possible solution is to give weight for each strategy according to the importance of these problems and needs of the local community. Nevertheless, it is impossible to achieve the most objective assessment, as the weights of each strategy will be determined according to the personal judgment of either the researcher or the members of the local community.

Therefore, the assessment on contribution of the HCP to sustainable socio-economic development of Ercolano from 2001 to 2020 will be realized through determining the strategies for which some studies have been carried out, as well as the adequacy of these studies in terms of fulfilling the problems defined in the area, and the strategies for which no study has been carried out.

Despite these challenges, the sustainable socio-economic development strategies and indicators identified in this study serve as an important reference to start for identification of the strategies to be adopted in management systems of cultural WHSs in declining urban areas to achieve sustainable socio-economic development in these areas and for assessment of how far these strategies have been achieved. In addition, this assessment will help us to determine to a significant extent how far the HCP has responded to the problems and needs of the WHS of Herculaneum, modern town of Ercolano and the local community. The assessment will finally give an idea on how far the HCP contributed to sustainable socio-economic development of Ercolano from 2001 to 2020 and whether it has potential to contribute more to it in the years ahead.

Other challenges of the research are related to its data collection process. The first challenge is about the language of the main sources of evidence of this study such as the census data (ISTAT), reports, Powerpoint Presentations (PPTs) or Municipal Urban Plan of Ercolano etc. I have used these documents after translating them from Italian to English.

Another important challenge of the research was the outbreak of Covid-19 pandemic, which caused the completion of the Programme 2019-2020 of the International School of Cultural Heritage one month earlier than planned. This has prevented conducting interviews with more people working at the related institutions.

The final challenge is related to the level of English of the members of the local community and safety problems in Ercolano. The majority of the local people do not know English and there is organised crime activity in the town. These factors made it impossible to conduct interviews with the local community.

Despite all these challenges, the documents that I have obtained during the field study, and the interviewees, the staff of the HCP, who have conducted many interviews with the members of the local community for their projects, as well as the project manager in her lecture, have provided adequate quantitative and qualitative data for this research.

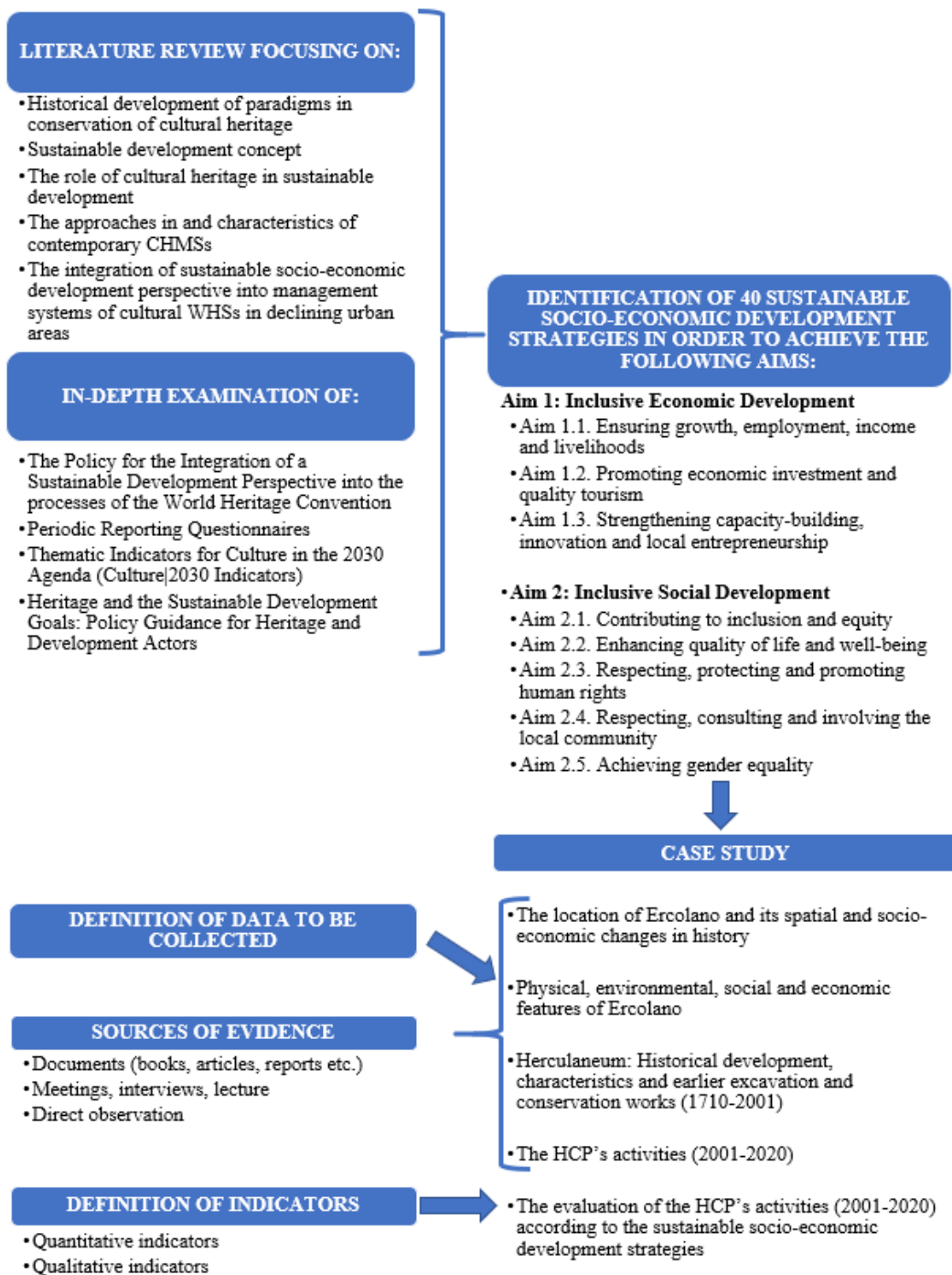


Figure 5. 1. Research methodology



## **CHAPTER 6**

### **THE HISTORICAL DEVELOPMENT AND CHARACTERISTICS OF ERCOLANO**

This chapter gives information on the location of Ercolano and its spatial and socio-economic changes in history. After that, it explains the physical, environmental, social and economic features of Ercolano with two main aims. The first aim is to give information on the physical, environmental, social and economic context where the WHS of Herculaneum is located. The second one is to utilise this information to understand whether the Herculaneum Conservation Project (HCP) has adopted strategies to overcome the problems of both the WHS of Herculaneum and declining urban area and whether it has used the potentials of Ercolano to respond to these problems, with the final aim of achieving sustainable socio-economic development of Ercolano.

#### **6.1. The location of Ercolano and its spatial and socio-economic changes in history**

The modern town of Ercolano is located in Campania region of southern Italy, on the south-western slopes of Mount Vesuvius, in one of the most fertile and densely populated areas of the Italian peninsula (Camardo, 2006, cited in Mollo et al., 2012: 1; Del Duca et al., 2020: 17) (Figure 6.1.). It is located eight kilometres south-east of Naples between Portici and Torre del Greco, whose borders fade into one another in a single conurbation (Semerari, 2019: 3-6).

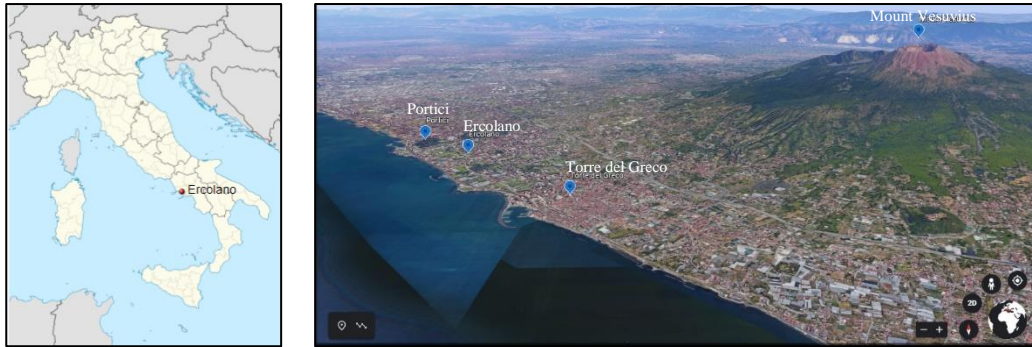


Figure 6. 1. The location of Ercolano (Resource: Wikipedia, 2020; Google Earth, 2020)

Ercolano owes its popularity to the presence of the ancient Roman city of Herculaneum, which was buried by the eruption of Vesuvius in 79 AD together with nearby Pompeii and inscribed on the World Heritage List in 1997 (Figure 6.2.), and Mount Vesuvius, which was designated as a UNESCO Man and the Biosphere (MAB) reserve in 1997 with its national park (Del Duca et al., 2020: 17).

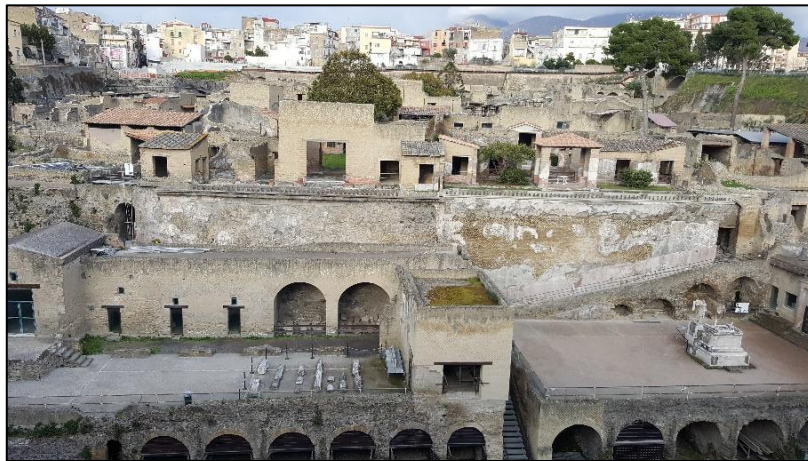


Figure 6. 2. The ancient town of Herculaneum (Resource: Personal archive, 2020).

Ercolano is rich in natural and cultural sites; it has many other values besides the ancient town of Herculaneum (Biggi et al., 2018: 91). The Vesuvian villas, located along the so-called Golden Mile dating to the 18<sup>th</sup> century, are of particular importance (Court and Biggi, 2009: 3). The historic centre of Ercolano, which has



developed from the medieval settlement of Resina<sup>71</sup>, houses many tangible and intangible heritage values related to diverse attributes, such as a lively vintage clothes market in Via Pugliano (the Resina Market) and the Basilica of Santa Maria in Piazza Pugliano (Biggi et al., 2018: 91). These values will be explained in detail in the following sections.

The landscape of Ecolano has changed over time on the one hand due to human action, on the other due to effect of the volcano, which periodically erupts and changes the morphology of the territory. The coastal landscape at the foot of Vesuvius started to change with the construction of the Royal Palace of Portici in 1738, which was commissioned by the king of Naples, Charles of Bourbon (Semerari, 2019: 13). The first Herculaneum museum was established in the Royal Palace of Portici, from where the early excavations at ancient city of Herculaneum were overseen (Court et al., 2019: 29) (Figure 6.3.).

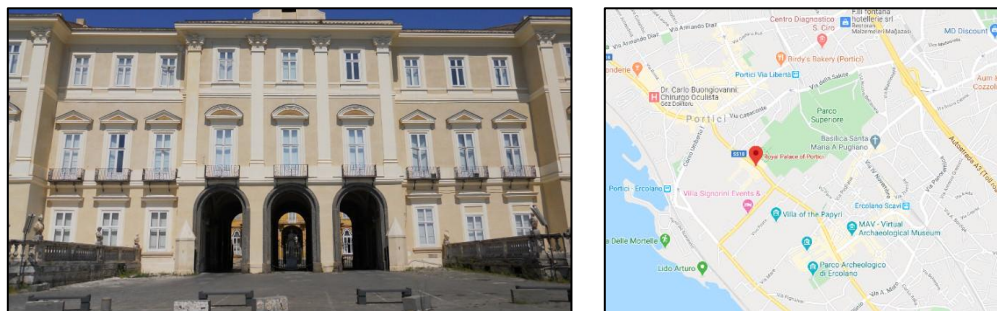
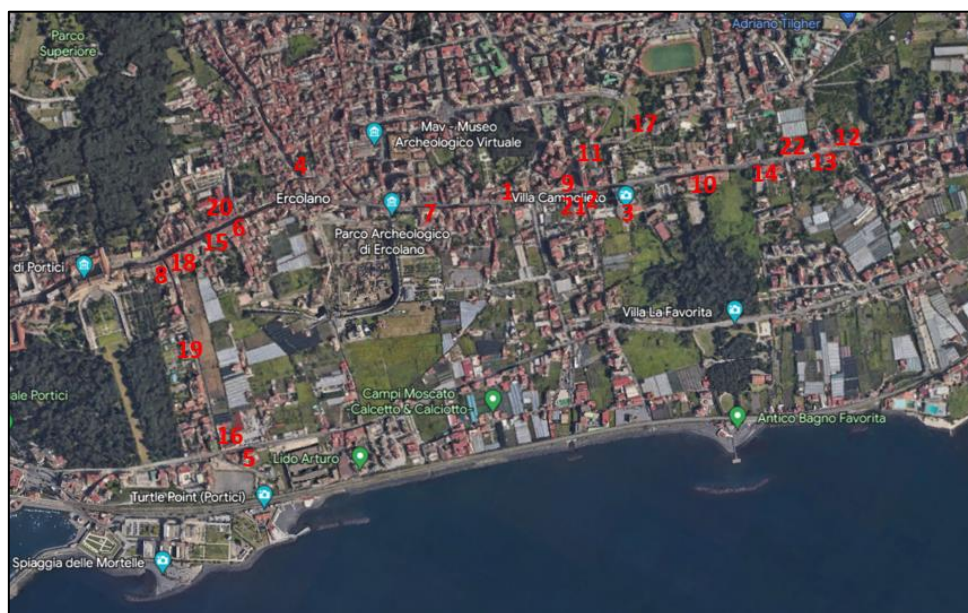


Figure 6. 3. The Royal Palace of Portici (left) and its location (right) (Resource: De Luca, 2020; Google Maps, 2020)

After the construction of the Palace, in approximately 50 years, 122 villas (of which 22 are in Ercolano) were built on the historic Naples-Calabria road which is known as the Golden Mile today, by the nobles influenced by the rediscovery of the ancient town of Herculaneum in the early 1700s (Biggi et al., 2018: 91; Semerari, 2019: 13) (Figure 6.4.). The construction of villas along the Golden Mile by the Neapolitan elites continued during the 19<sup>th</sup> and early 20<sup>th</sup> centuries,

<sup>71</sup> Ercolano was called Resina until 1969.

particularly in the higher areas of the city above Piazza Pugliano and at the foot of Vesuvius (Semerari, 2019: 13).



- |  |   |
|--|---|
| 1. Villa Aprile, Corso Resina              | 12. Villa Lucia, Corso Resina                         |
| 2. Villa Arena, Corso Resina               | 13. Villa Manes Rossi, Corso Resina                   |
| 3. Villa Campolieto, Corso Resina          | 14. Villa Principe di Migliano, Corso Resina          |
| 4. Palazzo Capracotta, Salita Pugliano     | 15. Palazzo Municipale, Corso Resina                  |
| 5. Villa Consiglio, Via Arturo Consiglio   | 16. Villa Passaro, Via A. Consiglio                   |
| 6. Palazzo Correale, Corso Resina          | 17. Villa Ruggiero, Via A. Rossi                      |
| 7. Villa De Bisogno Casaluze, Corso Resina | 18. Villa Signorini, Corso Resina                     |
| 8. Villa De Liguoro, Corso Resina          | 19. Villa Signorini, Via Roma                         |
| 9. Villa Durante, Corso Resina             | 20. Palazzo Tarascone, Corso Resina                   |
| 10. Villa Favorita, Corso Resina           | 21. Villa Tosti di Valminuta, Corso Resina            |
| 11. Villa Giulio de la Ville, Via A. Rossi | 22. Villa Vargas, Corso Resina (Castiello, 2019: 84). |

Figure 6. 4. The location of Vesuvian villas in Ercolano (Resource: Castiello, 2019: 84<sup>72</sup>)

Today, most of these prestigious villas, which are of national importance, are in a state of neglect. While some of them have been transformed into hotels in time, few of them are still inhabited by families and many of them are publicly owned (Semerari, 2019: 13-14). According to Semerari (2019: 13-14), the potential of this enormous patrimony remains largely unexpressed; the ones owned by the state represent a valuable resource for the town. Among them, Villa Favorita, Villa Matarazzo, Palazzo Capracotta and Palazzo Tarascone are worth to mention.

<sup>72</sup> The figure has been reformatted by the researcher by using the satellite image of Ercolano obtained from Google Earth in 2023.

Palazzo Capracotta, which is located in Via Pugliano, is currently undergoing restoration (Semerari, 2019: 19) (Figure 6.5.).



Figure 6. 5. Villa Favorita (left) and Palazzo Capracotta (right) (Resource: Semerari, 2019: 15; Personal archive, 2020).

In the Bourbon era, along the coast, there were industrial buildings and other buildings that were used, for example, as slaughterhouses, creating unsanitary conditions for the population. It was in the Bourbon era when the sea was confined to a peripheral element in Resina. In this period, probably one of the heaviest injuries to the Vesuvian coastal landscape was inflicted through the construction of the railway. In 1839, Ferdinand II of Bourbon inaugurated the first railway in Italy to connect the Royal Palace of Portici to Naples, which reached Resina the following year. Although this railway has an important role in history, it has led to the loss of connection between the town and the sea by running parallel to the sea just a few metres away from the coast (Semerari, 2019: 5).

At the end of the 18<sup>th</sup> century and during the 19<sup>th</sup> century, the Vesuvian area was an obligatory destination for the Grand Tour<sup>73</sup>. During this period, there were major tourism investments in Resina from abroad. In 1878, the French company “Anonyme du Chemin de Fer Funiculaire du Vèsuve”, acquired the rights for the management of the Vesuvius funicular, which was sold in 1888 to the famous English travel agency “Thomas Cook and Son” that modernized it to bring more

---

<sup>73</sup> The Grand Tour was the traditional trip through Europe undertaken by upper-class wealthy young European men in the 17<sup>th</sup> and 18<sup>th</sup> centuries when they reached about 21 years old (Wikipedia, 2020).

visitors and maintained it until its destruction by the last eruption of Vesuvius in 1943 (Castiello, 2019: 105). This company was implementing an integrated tourist reception system which included transportation from cruise ships (owned by the same company) docked in Naples, a visit to Vesuvius and often also a stay in a hotel in Resina built by the same company (Semerari, 2019: 3).

The 1920s represented a period in which modernization began in Resina with numerous investments such as the opening of the first theatres, cinemas, which made the town one of the most favourite places of the Neapolitan elites, together with its crystal-clear sea of the ancient Favorita beach. Electricity arrived in the town in 1920 and in 1923 the entire road infrastructure in the town was renovated (Semerari, 2019: 8).

In 1927, under the direction of archaeologist Amedeo Maiuri, the open-air excavations of the ancient town of Herculaneum started. Starting from the area already excavated in the periods 1828-1855 and 1869-1875, the excavations proceeded at an incredible speed towards the east reaching the edge of the ancient town (Semerari, 2019: 8).

How to connect the archaeological site and the modern town has been an unsolved problem since the early excavation works. This problematic relationship became worse when the excavation area was enlarged. From the beginning of the excavations, Amedeo Maiuri tried to deal with this problem, paying substantial attention to how to build a relationship between the site and the residents of the modern town. One of his efforts serving this purpose was to add land to the coastline in restitution for the area expropriated for excavations (Mollo et al., 2012: 3). Thus, the construction of the neighbourhoods along the coast began in this period. The waste materials obtained from the excavations were poured along the coast to prepare the ground for the construction of new buildings (Semerari, 2019: 8).

The Naples-Pompeii highway was inaugurated in 1928; and in the same year, Resina was born, the largest market in the area. The city continued its urban reorganization and in 1929 the axis of Via IV Novembre was established, which leads to the entrance of the excavations (Figures 7.4, 7.5). In 1932, Resina was counted among the most important centres in the province, having solved its infrastructure problems, rehabilitated almost all courtyards and the market created (Carotenuto, 1993, cited in Semerari, 2019: 8).

After the beginning of the Second World War, the summer of 1943 marked a dramatic chapter of devastation and bombing in Naples and its surroundings. Resina was hit by two bombings: the first on the 15<sup>th</sup> of July and the second on the 14<sup>th</sup> of September. The greatest damage and loss of civilians took place in the Via Cuparalla and Corso Resina area. Some historic buildings began to suffer the first damage because of these bombs. A bombing alarm in July 1943 prompted people to seek shelter in the tunnels of the Roman theatre where many found a horrible end. The darkness, the terror and the panic of the people pushed some to start running overwhelming the unfortunate fellow citizens to death (Semerari, 2019: 9).

The post-war years continued to be very hard full of misery, hunger, unemployment and with lack of schools. The areas of Via Cuparella, Via Pugliano and Via Mare became very densely populated areas where large families lived in deteriorated houses in very poor hygiene conditions. The Resina Market, which was born during the war (1944) and where goods and clothes stolen from passing American convoys were sold, offered a way out from economic hardship to local people in those years (Carotenuto, 1980, cited in Semerari, 2019: 9).

The excavations at Herculaneum, which had almost stopped due to war, started again in 1956. The new excavation campaign included an urban redevelopment operation, as well. The inhabitants of the dilapidated houses in the town centre would have been moved to more healthy houses to be built along the coast, following up the idea of urban development born in the 1930s (Camardo and Notomista, cited in Semerari, 2019: 9). Thus, most of the area located over the

ancient Forum of Herculaneum in Via Mare neighbourhood was expropriated, the buildings located there were demolished and excavated. As a result, eighty families, whose houses were dilapidated due to war and demolished due to the excavation works, gradually moved into the healthy houses built along the coast, in south (Mollo et al., 2012: 7). In this respect, Maiuri stated that:

It will be possible to proceed gradually with the disinterment of the ancient city, as the new homes become available along the coastal strip. Thus, in addition to solving the problem of human and social hygiene, the restoration of Resina will serve to give a necessary conclusion to the excavation of Herculaneum, one of the highest destinations that has been placed in our eager search for the past (Camardo and Notomista, cited in Semerari, 2019: 9).

According to Semerari (2019: 9), this operation could have given a very different appearance to the city unless it came to an end with the retirement of Amedeo Maiuri in 1961. Since that period, the coastal area has never fully developed and some buildings in the town centre have remained half-demolished for long years (Semerari, 2019: 9).

The beginning of the 1960s marked the period of the strongest economic growth in Italy, which meant the arrival of the first cars, televisions and household appliances in Resina. As the economy grew, tourism grew too; the excavations continued to attract visitors to the town (Semerari, 2019: 9). Thus, in honour of the ancient Roman city of Herculaneum, in 1969, the name of the town was changed from “Resina” to “Ercolano” (Camardo, 2006, cited in Mollo et al., 2012: 1). However, according to the Community Consultant of the Herculaneum Conservation Project (2020)<sup>74</sup>, the name ‘Resina’ had a very strong story and the local community has lost its identity with this name change. The Community Consultant states that:

The name ‘Resina’ reflects the resilience of the local people, which was demonstrated after the Second World War, through establishment of the Resina Market to overcome economic difficulties, and also after the eruption of Vesuvius in 79 AD. The life was reborn here just after two hundred years, which was

---

<sup>74</sup> From here on, The Community Consultant of the Herculaneum Conservation Project will be referred to as the Community Consultant and the interview date will not be displayed every time that the interviewee is referred to.

understood by the stratigraphic study. These are all signs of the resilience of the local people (Community Consultant).

During this process of the presentation of the ancient town to international visitors, the modern town was expanding with an exponential population increase thanks to the post-war economic boom, eventually becoming the ninth most densely inhabited town in the Naples area and one of the most populous towns in all Italy (Mollo et al., 2012: 1).

In the 1970s, a decline started in Ercolano. Around the mid-1970s, Vesuvius had become an abandoned resource due to the degradation of the entire area, where inadequate surveillance was preparing the ground for many criminal activities. Also, there was a lack of interest for the maintenance of the aging chairlift and a constant threat for illegal construction (Carotenuto, 1980, cited in Semerari, 2019: 10). Since then, Vesuvius has also become a depot for illegal waste of industries causing many diseases (The Consultant of the Herculaneum Conservation Project, 2020)<sup>75</sup>.

The 1970s also saw the consolidation of the Camorra<sup>76</sup> families which led to many dark decades in the town. In the 1980s and the early 1990s, Ercolano was among the main heroin dealing centres in Italy. The town was populated with drug addicts who were coming here to find three doses of heroin for the price of two (Semerari, 2019: 10).

The Camorra war has started between the two families, the Ascione and the Birra, who were competing for the territory. The dividing line between their areas of influence was the Via IV Novembre; the Birra clan was operating on the side

---

<sup>75</sup> From here on, The Consultant of the Herculaneum Conservation Project will be referred to as the Consultant and the interview date will not be displayed every time that the interviewee is referred to.

<sup>76</sup> The Camorra is an Italian Mafia-type organized crime syndicate, or secret society, originating in the region of Campania and its capital Naples. It is one of the oldest and largest criminal organizations in Italy, dating to the 17<sup>th</sup> century. Unlike the pyramidal structure of the Sicilian Mafia, the Camorra's organizational structure is divided into individual groups called "clans" (Wikipedia, 2020).

towards Portici while the Ascione clan was operating on the side towards Torre del Greco. For thirty years, these local Camorra clans have bloodied the area. People who were killed in the streets became a part of everyday life. The last one was an innocent victim, called Salvatore Barbaro, who was killed in Via Mare in 2011. The darkest period of the war took place between 2003 and 2009 when 60 people were killed by these criminal organizations (Consultant).

In 2005, Nino Daniele was elected as the mayor of Ercolano, who in collaboration with the *Carabinieri*<sup>77</sup> lieutenant Antonio di Florio, managed to rebuild the trust that had been lost between institutions and citizens. In 2006, the Anti-racket association “Ercolano for Legality” was founded by Raffaella Ottaviano. 2007 was the year of the Reset operation, the main operation of the judiciary against the Camorra of Ercolano in which about 60 people were arrested. At the end of 2010, the infrastructure of the organizations was unhinged and in the historical trial, over 200 arrests were made in the criminal organizations belonging to the Birra-lacomino and Ascione-Papale clans (Consultant).

According to Semerari (2019: 11), 2010 was the turning point and the darkest chapter in the history of Ercolano has ended but there are still many fragilities in the area such as the economic hardship leading people to be hopeless about the future and the weakness of the institutions, which all together makes the re-engagement of criminal organizations much easier. Semerari (2019: 11) states that:

Being born in the notorious neighbourhoods of Ercolano means that you can hardly change your future, the social unease in Ercolano is deep and documented by the alarming data of the ISTAT censuses. The context of the town is very difficult, no matter how many wonders and resources it has to offer (Semerari, 2019: 11).

---

<sup>77</sup> The *Carabinieri*; formally “Arm of Carabineers”, previously “Royal Carabineers Corps” are the national gendarmerie of Italy who primarily carry out domestic policing duties (Wikipedia, 2020).



## 6.2. Physical, environmental, social and economic features of Ercolano

### 6.2.1. Physical and environmental features

Ercolano's territory, which extends along a narrow north-south strip from Mount Vesuvius to the sea, has an area of 19.89 square kilometres (Castiello, 2019: 73; Buondonno, 2007, cited in Mollo et al., 2012: 2; ISTAT, 2019) (Figures 6.6., 6.7.).



Figure 6. 6. The view of Ercolano from the sea towards Vesuvius (Resource: Google Earth, 2020)

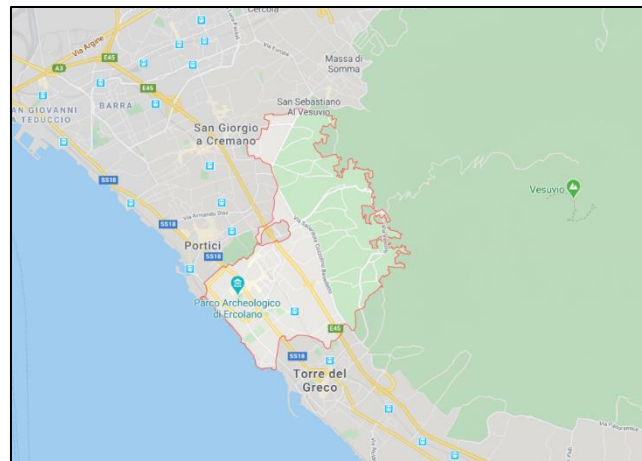


Figure 6. 7. The boundaries of municipality of Ercolano (Resource: Google Maps, 2020).

### 6.2.1.1. Transportation system and accessibility

The transportation system of Ercolano is characterized by routes running parallel to the coastline (Castiello, 2019: 103). In other words, the main routes run perpendicularly to the strip between Mount Vesuvius and the sea, while there are only a few routes running in the north-south direction (Buondonno, 2007, cited in Mollo et al., 2012: 2) (Figure 6.8.).



Figure 6. 8. Transportation system of Ercolano (Resource: Personal drawing on the satellite image of Ercolano obtained from Google Earth, 2020)

According to Castiello (2019: 103), this road system has cut the municipal territory into bands over the years, leading to weak and insufficient transverse connections, as well as a denaturalization of the morphology of the territory by blocking the

natural outflow of the waters. Moreover, it has led to isolation of some parts of the town, such as the heavily urbanised south-east part and the upper part towards Vesuvius due to lack of local public transportation (Castiello, 2019: 103-104).

Local public transportation in Ercolano is provided on the Naples-Salerno motorway, Circumvesuviana, Corso Resina and Trenitalia State Railway, which are also the main routes providing accessibility of Ercolano. Ercolano Scavi station on Circumvesuviana and Portici-Ercolano station<sup>78</sup> on Trenitalia State Railway are the most used railway stations to reach the town centre and the archaeological site. Although Trenitalia State Railway has stops in neighbouring towns, Portici and Torre del Greco, it does not have a stop in Ercolano (Figures 6.8., 6.9.). Therefore, according to Semerari (2019: 5), this railway does not represent a useful service neither for the local community of Ercolano nor for the visitors of the ancient town of Herculaneum. Tourists have to walk about 35 minutes to reach the archaeological site if they use the Portici-Ercolano station, which is much longer distance for pedestrians according to the walkability standards. The Consultant states that: “The easiest way to reach the archaeological site from the Portici-Ercolano station is to use the collective taxis that operate on a fixed cost (1.20€) and are available in front of the station”.

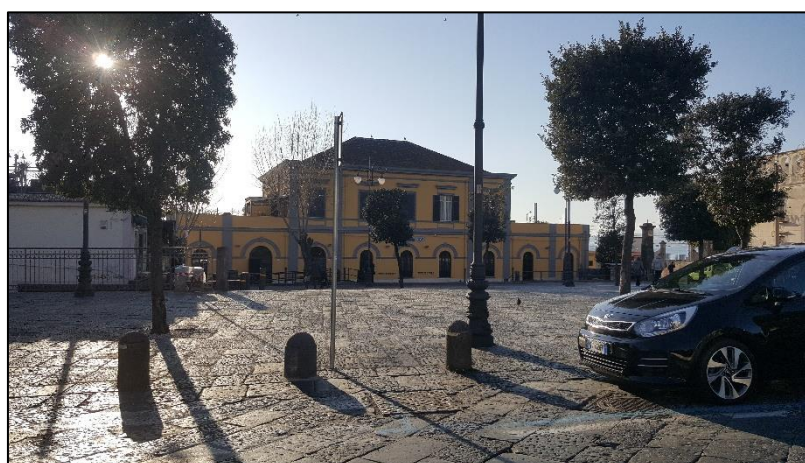


Figure 6. 9. Portici-Ercolano station (Resource: Personal archive, 2020)

---

<sup>78</sup> Portici-Ercolano station is located within the municipal boundaries of Portici.

In addition to that, the Consultant indicates that:

Unfortunately, neither Circumvesuviana, nor Trenitalia State Railway work after 10 p.m. which creates a difficulty for the residents of Ercolano who want to go to Naples to have a dinner or for cinema or theatre. These people must use a car to go to Naples, which is just 8 kms away, and that is not sustainable. Also, although the territory is flat and suitable for biking, there are no regulations on the roads for biking. Wouldn't it be supercool if you could go to Naples and come back by bike along the coast? This would also help improving sustainable tourism in the area. Besides, tourist wouldn't come to Ercolano to visit only the WHS of Herculaneum, but also to experience the area in a different way; to enjoy the incredible natural values of the area. However, the infrastructure for this type of tourism is lacking at the moment (Consultant).

Another effect of this road system, particularly of the Trenitalia State Railway as mentioned earlier, is that it has caused Ercolano to lose its link with the sea, which once was an important economic asset for the local community (Del Duca et al., 2020: 19). According to Semerari (2019: 5), in Ercolano the separation of the town from the sea is even more 'painful' than in the nearby Portici, Torre del Greco, Torre Annunziata or Castellammare di Stabia, where ports and thus activities exist along the coast. Despite several attempts to develop the neighbourhood along the sea in Ercolano in the 20<sup>th</sup> century, one of which was the excavation campaign of Amedeo Maiuri including simultaneous construction of houses along the coast, today the area is sparsely populated with some buildings in a state of neglect (Semerari, 2019: 5) and mainly occupied by greenhouses and small areas of arable land, vegetable gardens and areas with ornamental and uncultivated greenery (Castiello, 2019: 114) (Figures 6.10., 6.38.).



Figure 6. 10. Greenhouses and arable land along the coast of Ercolano (Resource: Del Duca et al., 2020: 19).

Semerari (2019: 5) states that: “The sea is certainly a potential resource for Ercolano but today it is undervalued and difficult to access”.

There are three beaches in Ercolano which are very difficult to access; the Arturo beach (*Lido Arturo*), the Bourbon pier of the Favorita (*Bagni La Favorita*) and the French rocks (*Stabilimento dei Quattro Venti davanti agli scogli Francesi*) (Figures 6.11., 6.12., 6.13.). These beaches are also known for their highly polluted sea and dark volcanic sand. Only some part of the Arturo beach can be freely accessed in summer (Semerari, 2019: 5-6).

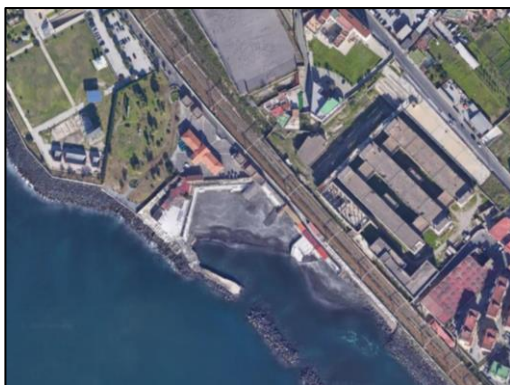


Figure 6. 11. *Lido Arturo* (Resource: Google Maps, 2020; Semerari, 2019: 6).

*Bagni La Favorita* takes place at the foot of the lower park of Villa Favorita; but, there is no access to the beach from this park. There is a narrow road without a sign, which leads to this beach. Since the beach is cordoned off in summer by the managers of the establishment by the sea, people must pay a fee to access the beach (Semerari, 2019: 6).



Figure 6. 12. *Bagni La Favorita* (Resource: Google Maps, 2020; Personal archive, 2020).



Figure 6. 13. *Stabilimento dei Quattro Venti davanti agli scogli Francesi* (Resource: Google Maps, 2020; Semerari, 2019: 6).

### 6.2.1.2. Historic city centre

The historic centre takes place around the so-called Golden Mile, which is known as ‘Corso Resina’ today and between the roads Via IV Novembre and Via Pugliano. Corso Resina runs along the northern side of the archaeological site (Figures 6.8., 6.14.). And, Via Mare, which runs along the western side of the

archaeological site and crosses Corso Resina, is a historic route connecting the ancient and modern towns (Mollo et al., 2012: 2-4) (Figures 6.8., 6.15.).



Figure 6. 14. Corso Resina (Resource: Personal archive, 2020)



Figure 6. 15. Via Mare; towards the sea (left) and towards the modern town (right) (Resource: Personal archive, 2020)

Via Mare was called “Vico Mare” in the maps dating to the 18<sup>th</sup> and 19<sup>th</sup> centuries, which means that it is seen as a ‘route’ rather than a way. This historic narrow and paved road connects Corso Resina and the historic town centre to the sea by running steeply down to the south. The buildings on this road were mostly built in the 18<sup>th</sup> century around ‘ramps’ to compensate the decrease in ground level to the

south and west, by using a system of ramped arches and embankments (Mollo et al., 2012: 2) (Figure 6.16.).



Figure 6. 16. One of the ‘ramp’ buildings in Via Mare in the mid-20<sup>th</sup> century (Resource: SANP<sup>79</sup> Archive cited in Mollo et al., 2012: 4).

The numerous residential buildings at the north-western side of this historic road, together with the buildings between the archaeological site and Corso Resina on the north-eastern end of the road constitute the Via Mare neighbourhood (Figure 6.17.). As stated earlier, the eastern side of Via Mare has been expropriated and the buildings on that side have been demolished due to excavations (Mollo et al., 2012: 2). The archaeological park, which lies along the east side of Via Mare 15-25 meters below the ground, was separated from the neighbourhood by a high boundary wall until 2019, which is being replaced today by a new boundary wall that will allow visual access to the site, within the scope of an urban regeneration project implemented at the neighbourhood. Detailed information about this project will be given in the following sections.

---

<sup>79</sup> Superintendency for the Archaeological Heritage of Naples and Pompeii (*Soprintendenza Speciale per i Beni Archeologici di Napoli e Pompei*)



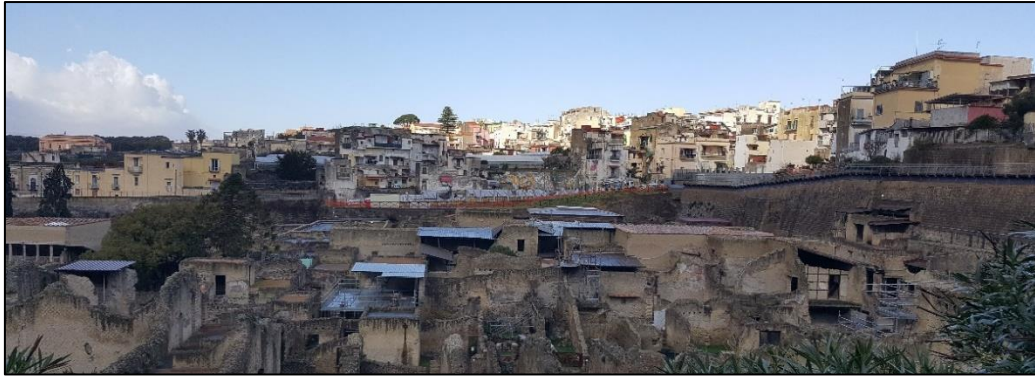


Figure 6. 17. The Via Mare neighbourhood lying next to the archaeological site of Herculaneum (Resource: Personal archive, 2020)

The neighbourhood has been through another urban and architectural change as a result of the demolition of collapsing buildings on its western front in 2007 by the local municipality to ensure public and private safety (Mollo et al., 2012: 3).

Most of the buildings in the Via Mare neighbourhood are in an advanced state of decay, due to the chronic lack of maintenance. The Project Manager of the HCP states that:

No institution, no association, nobody cared about the Via Mare neighbourhood, it had the lowest priority for all institutions in heritage and non-heritage sectors. So, how can you spend loads of money on Herculaneum and not have a conversation about this residential area?

In addition to these, the infrastructure in the neighbourhood, such as the sewerage and drainage systems, electricity, water and street lighting, is inadequate. There is a chronic lack of car parks and there are no green areas or recreational areas (Mollo et al., 2012: 2-3; Consultant). There is only an open space adjacent to Corso Resina where children play football (Figure 6.18.).



Figure 6. 18. Open space in Via Mare neighbourhood where children play football (Resource: Personal archive, 2020)

### 6.2.1.3. Building stock

The building stock of Ercolano is mainly characterized by two or three-storey old buildings. The ratio of one-storey buildings in Ercolano is %21.75, two-storey buildings is %50.75, and three-storey buildings and more is %27.50. Most of the buildings in Ercolano (%86.94) were built before 1980 while %13.06 of them were built between 1981-2005. No building was built after 2005 (ISTAT, 2019) (Figure 6.19.).

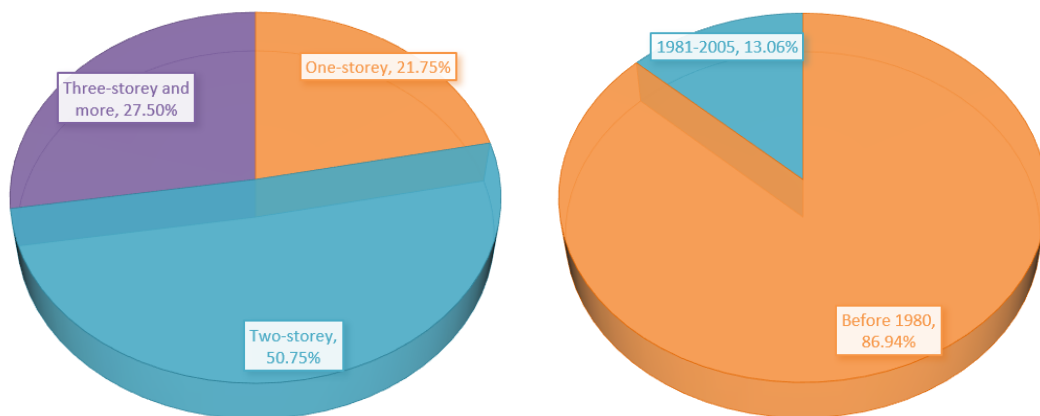


Figure 6. 19. The percentage of buildings showing the number of storeys (left) and their construction year (right) in Ercolano (Resource: Prepared based on the data of ISTAT, 2019).

The buildings in Ercolano are largely in a state of decay with poor sanitary conditions, particularly in the historic centre (Castiello, 2019: 78). The houses are small: 28.6 m<sup>2</sup> per inhabitant while the national average is 40.7m<sup>2</sup> (ISTAT, 2011, cited in Semerari, 2019: 19). Therefore, building works without planning permissions, such as extensions to increase the residential space, are very common in the town. Deteriorated buildings with illegal modifications are particularly noticeable along the main roads (Mollo et al., 2012: 2).

On the other hand, buildings that take place in the area between the stratified city and the Vesuvius National Park (north of Naples-Salerno Motorway), have relatively better structural and sanitary conditions due to having been constructed at a later period (Castiello, 2019: 78). However, most of these buildings are illegal too; since they were built without any planning, the water and sewerage infrastructure had to be built after they were constructed (Semerari, 2019: 4).

#### **6.2.1.4. Abandoned buildings and spaces**

In Ercolano, there are many abandoned buildings in a worrying state of conservation and spaces, such as the historic villas with their gardens, former industrial buildings mostly located at the coast, houses, farms, parks and gardens of public or private ownership (Semerari, 2019: 13) (Figure 6.20.).



Figure 6. 20. Abandoned villas with their gardens and industrial buildings: former flower workshops, former tanneries (Resource: Del Duca et al., 2020: 43; Semerari, 2019: 18)

The following map shows the location of some of the abandoned buildings and spaces in Ercolano (Figure 6.21.). According to Semerari (2019: 13), these abandoned buildings and spaces could represent poles for development of arts and crafts, which could lead to the re-appropriation of its own buildings, spaces and history by the local community.

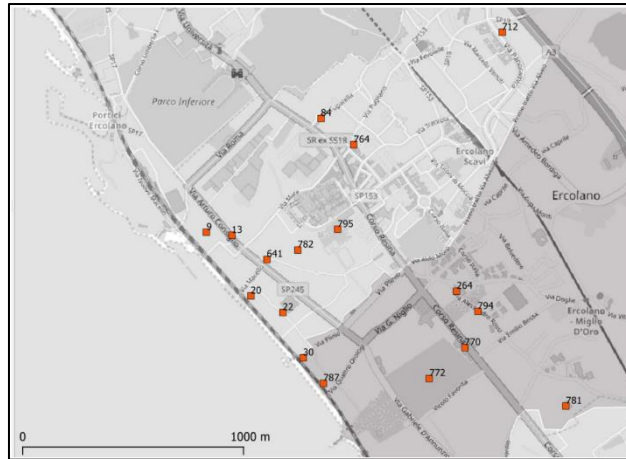


Figure 6. 21. Some of the abandoned buildings and spaces in Ercolano (Resource: Semerari, 2019: 13).

#### 6.2.1.5. Architectural heritage

In Ercolano, there are a lot of churches and votive kiosks, which constitute important meeting places for the local community (Semerari, 2019: 21). The most important church of the town is Basilica of Santa Maria, built in 1076 (Castiello, 2019: 94) (Figure 6.22.).



Figure 6. 22. Basilica of Santa Maria (Resource: Castiello, 2019: 94)

Many traditions of the town are related to religious festivals and the local community care very much for the protection of the votive kiosks (Semerari, 2019: 21). Indeed, it is very popular to take care of and worship at the kiosk of your

building or another one in a close neighbourhood (Del Duca et al., 2020: 40) (Figure 6.23.).

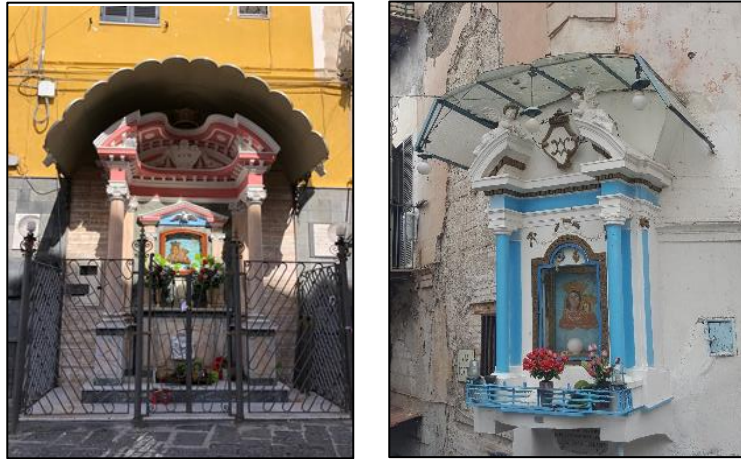


Figure 6. 23. Votive kiosks in the historic centre of Ercolano (Resource: Del Duca et al., 2020: 41; Personal archive, 2020).

As illustrated in the map below, the highest concentration of votive kiosks is found in the oldest areas of the town, especially around Via Pugliano and Via Mare (Semerari, 2019: 21) (Figure 6.24.).



Figure 6. 24. Churches (red) and votive kiosks (blue) in the historic centre of Ercolano (Resource: Semerari, 2019: 21).

According to Semerari (2019: 21), votive kiosks constitute important heritage assets that could be utilised in many ways. For example, a project could be developed involving the local community to establish a tourist itinerary passing by the votive kiosks as done in some neighbourhoods of Naples or restoration of some kiosks could be carried out through involvement of the local community.

#### 6.2.1.6. Public open spaces

##### *Green spaces*

In 1995, the area around Mount Vesuvius was designated as a national park, which legally provides the highest level of landscape protection (Semerari, 2019: 4) (Figure 6.25.). As stated earlier, this area was also designated as a UNESCO Man and the Biosphere reserve in 1997. A large part of the Mount Vesuvius National Park, including the main route for its visitor access takes place in Ercolano, which is a very rich area in terms of biodiversity and geology (Biggi et al., 2018: 91).



Figure 6. 25. The boundaries of the Vesuvius National Park (left) and a view from the park (right) (Resource: Castiello, 2019: 117; Personal archive, 2020).

Semerari (2019: 3) states that: “Vesuvius is both the mother and stepmother of this territory, generating constructive and devastating force, always being a source of artistic inspiration and as a recognized landscape resource at all levels. It is also

among the most indicated resources of Ercolano by the local inhabitants, at the same time being their favourite landscape<sup>80</sup>.

The green spaces of the town centre of Ercolano are urban parks, historical parks and gardens, and ornamental greenery of some condominium parks (Castiello, 2019: 114) (Figure 6.26.).

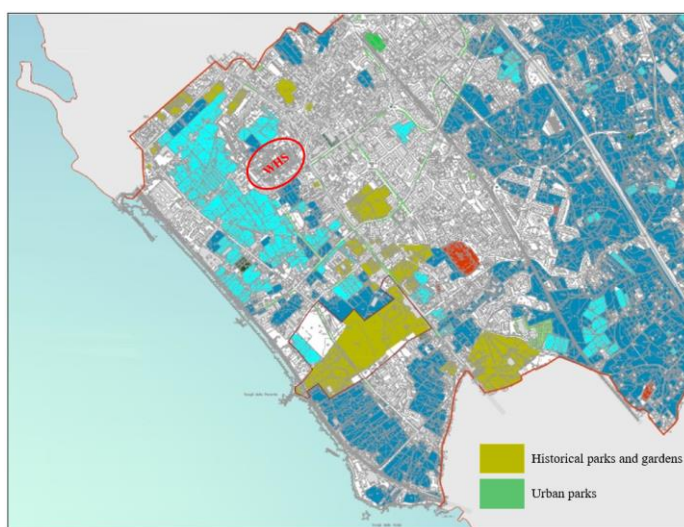


Figure 6. 26. Historical parks and gardens and urban parks in the town centre of Ercolano (Resource: The Municipality of Ercolano, 2019)

One of the historical gardens belongs to Villa Favorita and it extends from the main building on the street to the sea. The lower park of Villa Favorita is often open to public access and in summer it hosts the festival of the Vesuvian Villas (Semerari, 2019: 16) (Figure 6.27.).

---

<sup>80</sup> Based on the questionnaire conducted by the HCP team within the scope of Ercolano Community Audit Programme (Semerari, 2019: 3).





Figure 6. 27. The historical garden of Villa Favorita (Resource: Google Maps, 2020)

Another historical garden belongs to the Royal Palace of Portici. There is a forest in the upper part of the historic garden, including an important botanical garden with very rare species and a chapel famous for an organ that was played by Mozart as an infant (Semerari, 2019: 7) (Figure 6.28.). The entrance to this garden is not free except for some groups.



Figure 6. 28. The historical garden of Royal Palace of Portici<sup>81</sup> (Resource: Google Maps, 2020)

According to Semerari (2019: 16), this garden bears great potential in terms of tourism because a link could be established between the garden and Piazza Pugliano, by taking advantage of their proximity. However, today, there is no access to the garden from the square and the linking area is in a state of decay. The garden, besides being a natural resource for both Ercolano and Portici, could represent a connection point between the tourist attractions such as the Piazza Pugliano with its famous market and the Royal Palace of Portici.

<sup>81</sup> The historical garden of Royal Palace of Portici is located within the municipal boundaries of Portici.

Despite the presence of these historical gardens, large urban parks are missing in Ercolano. There are some small urban parks, one of which is the one in Piazza Pugliano (Semerari, 2019: 16). In this respect, the ticketless park area (Maiuri Park) created at the entrance of the archaeological site of Herculaneum in 2003, with European funding within the scope of the 2000-2006 Regional Operational Programme for Campania, is of crucial importance, as it meets the need for urban parks in Ercolano to some extent. In this park, local people and visitors can enjoy views into the archaeological site and can spend time without buying an entry ticket (Pesaresi and Massari, 2013: 101; Mollo et al., 2012: 4) (Figure 6.29.). The Superintendency has recently published a call for expressions of interest for the management of this park (Semerari, 2019: 16).



Figure 6. 29. The ticketless park area at the entrance of the archaeological site of Herculaneum and the view of the site from the park (Resource: Personal archive, 2020)

Regarding the Maiuri Park, the Project Manager states that:

We created a park for the local community 15 years ago through our initiative. It's a recreational place where the local people look over the world heritage amongst species inspired by Roman agricultural planting and the elderly can read books on the benches (Project Manager).

Semerari (2019: 16) states that: “The area in front of the ticket office and thus in front of the Maiuri Park has also been mapped as a meeting place of the local community, and therefore, the re-opening of this green area to public with free entrance should be a priority for the Superintendency and the municipal administration” (Figure 6.30.).

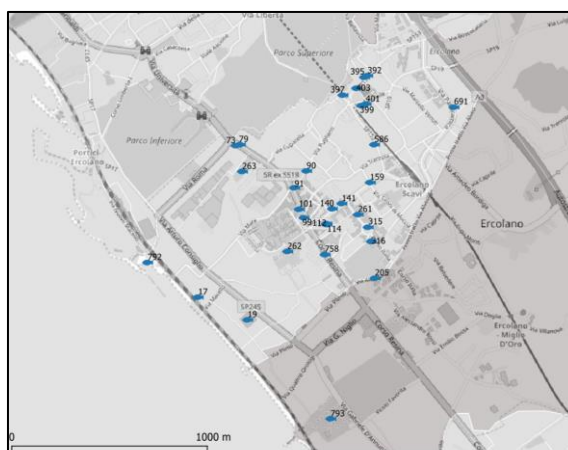


Figure 6. 30. Meeting places observed in the historic centre of Ercolano (Resource: Semerari, 2019: 17).

### *Squares*

The Via Pugliano, which includes the Resina Market, leads to a square, Piazza Pugliano (Semerari, 2019: 19). Piazza Pugliano, where the Basilica of Santa Maria is located (Castiello, 2019: 94), is a meeting place for all generations (Figure 6.31.). As mentioned earlier, the square has the potential to connect various tourist attractions in the town, such as the Resina Market and the Royal Palace of Portici, if an access to the upper forest of the Palace was established (Semerari, 2019: 19).



Figure 6. 31. Via Pugliano leading to Piazza Pugliano (left) and Basilica of Santa Maria in Piazza Pugliano (right) (Resource: Personal archive, 2020; Comuni-Italiani.it, 2022).

The other end of Via Pugliano is Piazza Fontana. This small square, which is adjacent to Corso Resina, has been the subject of various activities, carried out with the aim of redeveloping the area. One of these activities was to build a modern fountain in the square, which today does not even spurt water and has become another waste accumulation point (Semerari, 2019: 19) (Figure 6.32.).



Figure 6. 32. Piazza Fontana with its modern fountain and accumulated waste (Resource: Google Maps, 2020)

The need for more public spaces has been mentioned in the interviews conducted with the local associations (Consultant). For example, regarding the area in the north of Naples-Salerno Motorway, the Consultant states that: “There are approximately sixteen thousand inhabitants living in this part of the town but there is not a proper urban square in the area”.

#### **6.2.1.7. Waste management**

In Ercolano, there is a waste management problem. Indeed, this issue is highly topical for the Campania region and it refers to one of the major challenges of sustainable development which firstly consists of the ability to reduce the production of waste at source and, secondly, of the sustainable management of disposal (Castiello, 2019: 128). Today, with the door-to-door system, the waste is collected three times a week in Ercolano; once a week the plastic, once a week the

paper and the glass together and once a week the unsorted waste is collected (Semerari, 2019: 19) (Figure 6.33.).



Figure 6. 33. The waste bin for plastic waste (Resource: Personal archive, 2020)

According to the survey of “municipal waste production and separate collection”, in 2017, a total of 20,309,056 kg of waste was produced in Ercolano, 11,246,956 kg of which was sorted, while 9,062,100 kg was unsorted. The survey has also revealed that the annual waste production per capita in Ercolano was 384.91 kg and the recycling rate was 44.7% (Castiello, 2019: 128). To justify the reason of unsorting the waste into plastic, paper and glass waste bags, the inhabitants say that the houses are small (Semerari, 2019: 19). However, according to Semerari (2019: 19), the reason for this is the lack of sensitivity of local people for environmental issues.

The streets of Ercolano, especially the ones in the historic centre around the archaeological site are full of rubbish many hours of the day. Local people mostly prefer accumulating unsorted waste in their habitual waste throwing places instead of throwing it into waste bins after sorting (Figure 6.34.). The number of waste bins is not adequate either. Even though the municipality collects waste regularly, the service is not adequate to prevent the scene of accumulated waste on the pavements (Figure 6.35.). As a result, it becomes difficult for everybody including tourists to walk on the pavements full of rubbish, which also creates a very negative image for the town in terms of tourism.

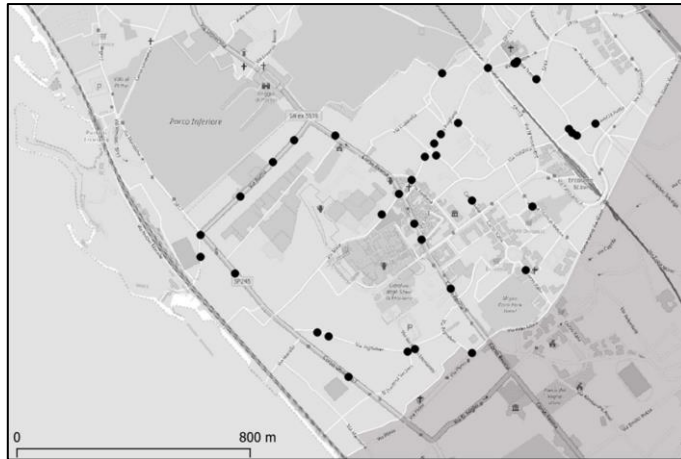


Figure 6. 34. Local people’s habitual waste accumulation places in the historic centre of Ercolano (Resource: Semerari, 2019: 20).



Figure 6. 35. The accumulated waste on the pavements of Corso Resina in the close vicinity of the archaeological site (Resource: Personal archive, 2020)

According to the Consultant, the problem of waste in Ercolano is a huge issue and an evidence of the difficulty of the socio-economic context of Ercolano. Regarding this issue, Semerari (2019: 19-20) states that:

The problem of waste in Ercolano is a theme that must be tackled not only by the logistical point of view of waste collection but also by a cultural and social point of view; raising public awareness on environmental protection and recycling issues is of crucial importance and even before this, discouraging the local people from the abundant consumption of plastic could be beneficial. In addition to reviewing the overall management of waste collection and disposal, it would be desirable to take action for educating especially the youngest ones to encourage them to adopt a more sustainable approach towards the environment, by teaching them the importance of reusing, recycling materials as well as respecting public spaces (Semerari, 2019: 19-20).

## 6.2.2. Social features

### 6.2.2.1. Population

The population of Ercolano is 52,374 and the number of inhabitants per km<sup>2</sup> is 2,632.60 which makes it one of the densest urban districts of both Europe and Italy along with the neighbouring settlements (ISTAT, 2019; Buondonno, 2006, cited in Thompson, 2007: 4). The table below shows the change in population of Ercolano from 1971 to 2018 (Table 6.1.). The peak in the number of inhabitants living within the municipal area occurred in 1991, when it reached 61,233. Since then, especially after the beginning of the 21<sup>st</sup> century, the population of Ercolano has been decreasing (Castiello, 2019: 74) (Figure 6.36.).

Table 6. 1. The change in population of Ercolano from 1971 to 2018 (Resource: Castiello, 2019: 74; ISTAT, 2018)

| Year | Population | Change |
|------|------------|--------|
| 1971 | 52.368     | +16,0% |
| 1981 | 58.310     | +11,3% |
| 1991 | 61.233     | +5,0%  |
| 2001 | 56.738     | -7,3%  |
| 2011 | 53.582     | -2,15% |
| 2012 | 53.260     | -0,51% |
| 2013 | 54.141     | +1,65% |
| 2014 | 53.972     | -0,31% |
| 2015 | 53.709     | -0,49% |
| 2016 | 53.231     | -0,89% |
| 2017 | 52.763     | -0,88% |
| 2018 | 52.374     | -0,74% |

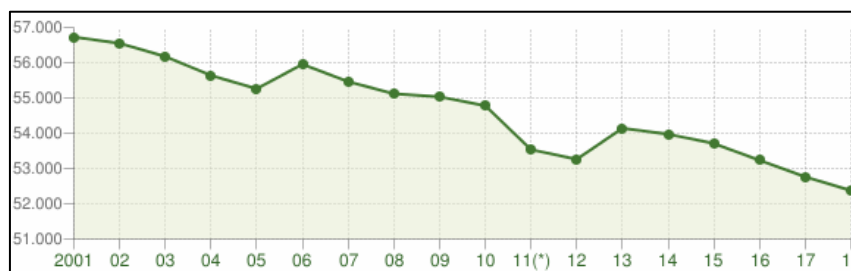


Figure 6. 36. The trend in population of Ercolano from 2001 to 2018 (Resource: ISTAT, 2018)

### *Average household size*

In Ercolano, the socio-cultural evolution of the inhabitants has led to a change in households, with a significant reduction in the average household size. As shown in the following table, while the number of households increased between the years 2003 and 2018, the average household size decreased from 3,33 to 2,89 (Table 6.2.). One of the reasons for the reduction in the average household size is the increase in the number of divorced people, who form a smaller family unit after the divorce. For example, the number of divorced people in Ercolano increased from 316 to 382 between the years 2007 and 2011 (Castiello, 2019: 77).

Table 6. 2. The change in number of households and average household size in Ercolano from 2003 to 2018 (Resource: ISTAT, 2018)

| <b>Year</b> | <b>Number of households</b> | <b>Average household size</b> |
|-------------|-----------------------------|-------------------------------|
| 2003        | 16.831                      | 3,33                          |
| 2004        | 16.846                      | 3,30                          |
| 2005        | 16.789                      | 3,29                          |
| 2006        | 16.731                      | 3,34                          |
| 2007        | 16.714                      | 3,31                          |
| 2008        | 16.822                      | 3,27                          |
| 2009        | 16.884                      | 3,25                          |
| 2010        | 16.891                      | 3,24                          |
| 2011        | 16.867                      | 3,17                          |
| 2012        | 16.956                      | 3,14                          |
| 2013        | 18.102                      | 2,99                          |
| 2014        | 18.081                      | 2,98                          |
| 2015        | 18.044                      | 2,97                          |
| 2016        | 18.015                      | 2,95                          |
| 2017        | 17.997                      | 2,93                          |
| 2018        | 18.038                      | 2,89                          |

### *Average age of the population*

In 2019, the average age in Ercolano was 41.5 and there were 126 elderly people (65 years old and over) per 100 young people (0-14 years old) (ISTAT, 2019). On the other hand, according to the data collected in 2008, the average age of



inhabitants living in the Via Mare neighbourhood is 33 and women with school-age children constitute the majority of the population in this neighbourhood (Manzo, 2009, cited in Mollo et al., 2012: 2). According to Semerari, (2019: 12), the energy of these young people could be an incredible resource for the development of Ercolano.

### *Distribution of the population in the municipal area*

As for the distribution of the population in the municipal area, the Vesuvius National Park, which constitutes a large part of the municipal area, has a very low building density. The majority of the population is concentrated in the historic centre including the Via Mare neighbourhood, which is illustrated with dark blue in the following figure (Figure 6.37.). In the historic centre, which constitutes 10% of the entire municipal area (1.96 km<sup>2</sup>), 33% of the Ercolano population lives with a density of 9,584.7 inhabitants per km<sup>2</sup> (Castiello, 2019: 78) being among the highest in Europe (Mollo et al., 2012: 2). The remaining part of the population lives in the area between the historic centre and the Vesuvius National Park (Castiello, 2019: 78). Over 16,000 inhabitants live in the neighbourhood at the foot of the volcano, north of the highway (ISTAT, 2011, cited in Semerari, 2019: 4).

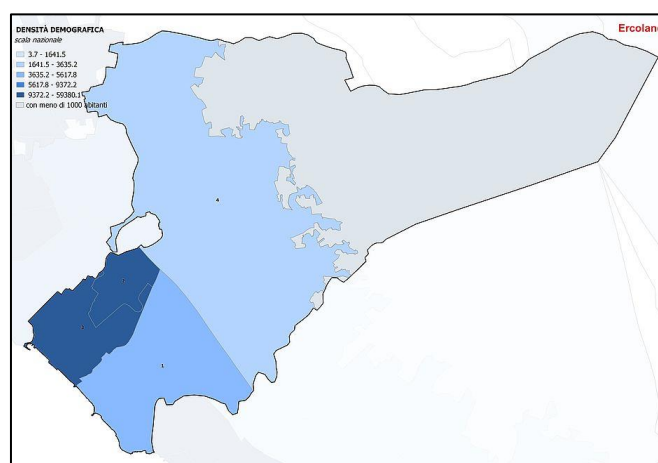


Figure 6. 37. The distribution of the population in the municipal area of Ercolano (Resource: Del Duca et al., 2020: 24)

### 6.2.2.2. Socio-economic status of the local community

#### *Education*

There are 38 public and private schools of all levels in Ercolano, of which 14 are preschool (kindergarten), 12 are primary school, 4 are lower secondary school (middle school), 4 are second grade secondary school, 3 are comprehensive Institute and 1 is higher institute (ISTAT, 2020). 25.32% of the population between 15 and 52 years old have not completed compulsory school and only 27.35% of the population over 19 years old have a high school diploma. 3.66% of the population is illiterate and only 4.32% have a degree (Castiello, 2019: 79-80) (Table 6.3.).

Table 6. 3. Population over 6 years old by educational level in Ercolano (Resource: ISTAT, 2001, cited in Castiello, 2019: 80)

| Graduation |                     |   |                                    | Literate without educational qualifications |                            | Illiterate |                            |        |
|------------|---------------------|---|------------------------------------|---|----------------------------|------------|----------------------------|--------|
|            | High school diploma | Lower secondary school or professional start-up license | Primary school leaving certificate | Total.                                      | Of which: aged 65 and over | Total.     | Of which: aged 65 and over | Total  |
| 2.455      | 11.083              | 15.827  | 13.862                             | 7.172                                       | 1.518                      | 2.081      | 1.080                      | 52.480 |

The rate of school truancy is high; more than one in four children (26.5%) leave the education and training system earlier than it should be (ISTAT, 2011, cited in Semerari, 2019: 11). Regarding this issue, the Consultant states that: “the mentality that the school is not important, and children must stay at home helping the family in the ‘services’ is still rooted in the local community”.

42.6% of boys aged between 15 and 29 neither work nor study. This figure is 20% higher than the national average. In addition to these, those who study, do not do it in Ercolano; 72.2% of students move to other places for study purposes (ISTAT, 2011, cited in Semerari, 2019: 12).

### *Income*

In Ercolano, more than 1 out of 10 families face economic hardship, particularly the ones with children in whom no member of the family is employed (ISTAT, 2011, cited in Semerari, 2019: 11). There are many families who live on the poverty line if not under it in the town, particularly in the historic town centre to where many young families are attracted by low rents (Mollo et al., 2012: 2). Regarding the socio-economic level of the people living in the Via Mare neighbourhood, the Project Manager states that:

Via Mare neighbourhood is a residential area with highest levels of poverty. We're looking at a society that has so much sickness in it. Most men are either in the merchant navy (pirate ships) or in prison for organized crime. That's the two career options you have. Young women in the neighbourhood with five children have never even been to Naples although they live 20 minutes away from Naples. They don't even have money to buy shoes. They live in pure poverty in developed Europe. It's not good and it's not an easy place to do our work (Project Manager).

The Community Consultant adds that: "The illegal income based on drugs is the main source of income of these young women. They might also have the support of the Italian State which is provided to poor people".

Ercolano has the lowest percentage of employed people among the municipalities of the Vesuvius coastal strip; only 26.54% of the population has a job, which means that the employed person looks after 4 people including themselves. Even though this data does not include the informal sector, according to some studies, the situation would not change much (Castiello, 2019: 78). Only 15.7% of women are officially employed (ISTAT, 2011, cited in Semerari, 2019: 12) and the rate of youth unemployment is one of the most worrying data; it is estimated that 73.65% of young people in Ercolano are unemployed (Castiello, 2019: 78).

## *Occupation*

Table 6.4. indicates the number of employees in Ercolano working in different economic activities (Castiello, 2019: 78).

Table 6. 4. The number and percentage of employed people in different economic activities in Ercolano (Resource: ISTAT, 2001, cited in Castiello, 2019: 79).

| Municipality | Economic activity |                |                  | Total  |
|--------------|-------------------|----------------|------------------|--------|
|              | Agriculture       | Industry       | Other activities |        |
| Ercolano     | 543 (4,50%)       | 3.109 (25,78%) | 8.405 (69,71%)   | 12.057 |

When compared to the 1991 Census, where the ratio of employed people in the agriculture sector was 5.8% and in the industrial sector was 30.5%, there has been a reduction in the number of employed people in the primary sector (agriculture and fishing) and in the secondary sector (industries) in favour of the tertiary sector (trade, services, public administration) as a result of the decrease in cultivable areas due to urbanisation; poorly paid agricultural work; and the restructuring of the industries. The increase in small business workers can be explained by the search of the unemployed people to earn at least a small income to economically survive (Castiello, 2019: 79).

Table 6.5. provides information on the professions of employees in Ercolano. According to the table, the bourgeoisie (entrepreneurs and freelancers) constitutes only a small part of the active population while the majority of the population belongs to the category of employees (Castiello, 2019: 79).

Table 6. 5. The professions of employees in Ercolano and the number and percentage of employed people in these professions (Resource: ISTAT, 2001, cited in Castiello, 2019: 79).

| Municipality | Entrepreneur and freelancer | Self-employed worker | Cooperative member | Family adjuvant | Employee or other subordinate position | Total  |
|--------------|-----------------------------|----------------------|--------------------|-----------------|--|--------|
| Ercolano     | 767 (6,36%)                 | 1.901 (15,77%)       | 135 (1,12%)        | 111 (0,92%)     | 9.143 (75,83%)                         | 12.057 |

### *Cultural activities*

Social unease is also perceived by observing the types of cultural activities in the town. Although there are almost 53,000 inhabitants in Ercolano, there is neither a cinema nor a theatre with a stable schedule. Occasionally, in the 300-seat auditorium of the Virtual Museum of Archaeology (MAV), some shows or movie screenings take place (Semerari, 2019: 12). In this respect, Semerari (2019: 10) states that: “In Ercolano, we live with a curfew and the cinemas and theatres of the flourishing Resina of the 20<sup>th</sup> century are closed, only a memory remains”.

There is only one municipal library in the town where people prefer buying scratch cards rather than borrowing books. The demand for gambling is much higher than for cultural consumption; thus, there are 13 betting shops only in the historic centre (Semerari, 2019: 12). On the other hand, the Consultant claims that: “The solidarity is very strong in Ercolano, like the rest of southern Italy, people help each other”. The residents of the Via Mare neighbourhood have a strong sense of belonging even though there is a high level of urban decay (Mollo et al., 2012: 3).

#### **6.2.2.3. Health and safety**

There is no hospital in Ercolano, the closest hospital to the town is in Torre del Greco. However, there is a health clinic by the sea (Consultant). According to the Consultant, garbage is one of the main reasons causing health problems in the area.

There are two major safety problems in the town: one is the presence of Vesuvius which might erupt at any time, and the other one is the organised crime activity. Thompson (2007: 4) states that Ercolano has “some of the worst social problems and organized crime”.

Vesuvius is among the most dangerous volcanoes on the planet (Daniele, 2012, cited in Semerari, 2019: 4). The ancient town of Herculaneum is not just a heritage site, but also a symbol of the threat for the local community reminding them the

possibility of another volcanic eruption and its violent consequences every day (De Novellis and Di Donna, 2006, cited in Thompson, 2007: 4). In case of an eruption, there is an evacuation plan to be implemented, which dates back to 2014. The plan is based on the hypothesis that the eruption will be predicted by volcanologists in advance and it will enable the initiation of operations and the evacuation only in 72 hours. The plan identifies some 'gates' to exit the areas of greatest risk and defines the procedure for the transfer of the people to some 'meeting points' from where they would be transferred to the first reception points managed by the twin regions. People will be evacuated by bus, train and ships or by their own means following the guidelines of the plan to exit the red zone (Semerari, 2019: 4).

However, according to Semerari (2019: 4), there are many risks ignored in this plan such as the time factor, the capacity for reception of the twin regions or the achievement of national coordination in a short time. The plan also pays little attention to the possibility that roads and railways may be blocked not only due to traffic, but also due to possible obstructions caused by the volcanic activity such as falling lapilli or deformations. The condition of the sea is also taken for granted to be good; but, in case of an eruption, it may not allow navigation (Semerari, 2019: 4). In addition to these, Via Arturo Consiglio, which is the road expected to be extensively used for the evacuation of the people, is very narrow and the pavements are not structurally easy to use (Consultant) (Figure 6.8). According to Semerari (2019: 4), considering the threat caused by Vesuvius, maintenance of this road together with other roads in bad condition should be a priority for local authorities in the area.

As for the illegal activities in the town, the Community Consultant states that: "There is an illegal control of the area by the mafia focused on the drugs market; illegal construction of buildings; or another type of illegal activity. Drug dealing is not only an economic activity, but also a way of life and is very radicated in this community. We work with this type of people, in particular in the Via Mare neighbourhood".

Within this context, the Consultant indicates that: “During the interviews I have conducted with the young women in Ercolano, they have mentioned that they don’t feel safe to walk around in the town in the evening and expressed their concerns about how a tourist could feel about staying in Ercolano overnight. When I was living here, I wasn’t feeling too safe to go out in the evening on my own either”. Regarding these safety issues, the Project Manager states that:

This society has a lot of other agendas other than the heritage. How much can you care about heritage when you might just escape tomorrow because the earth starts moving and a volcanic eruption is due? Or when the organized crime activity and other social and economic problems in the town are going on? You can’t. So, we’re looking at a very complex place where heritage agendas take place down the ladder because other priorities come first (Project Manager).

### **6.2.3. Economic features**

The productive economic sectors in Ercolano are: agri-food sector, floriculture sector, fishing sector and textile sector (Castiello, 2019: 80). The agri-food sector is the biggest economic sector in Ercolano which is followed by the floriculture sector (Table 6.6.).

Table 6. 6. The number of production units and employees in different economic sectors in Ercolano (Resource: ISTAT, 2001, cited in Castiello, 2019: 80)

| Sector       | Unit | Employees | Employees/Unit |
|--------------|------|-----------|----------------|
| Agri-food    | 839  | 1779      | 2,12           |
| Floriculture | 152  | 481       | 3,16           |
| Fishing      | 22   | 109       | 4,95           |
| Textile      | 49   | 149       | 3,05           |

#### ***Agri-food sector***

The agricultural lands of Ercolano and of the whole Vesuvian area are among the most fertile areas in the province of Naples as the pyroclastic deposits have made the area productive, subsequently allowing the specialization of wine, fruit and horticultural cultures. In Ercolano, there are about 839 farms, covering an area of

about 405,38 ha, 360,27 ha of which are used for cultivation. Most of the farms have an area of less than 1 ha (Castiello, 2019: 108) (Figure 6.38.).

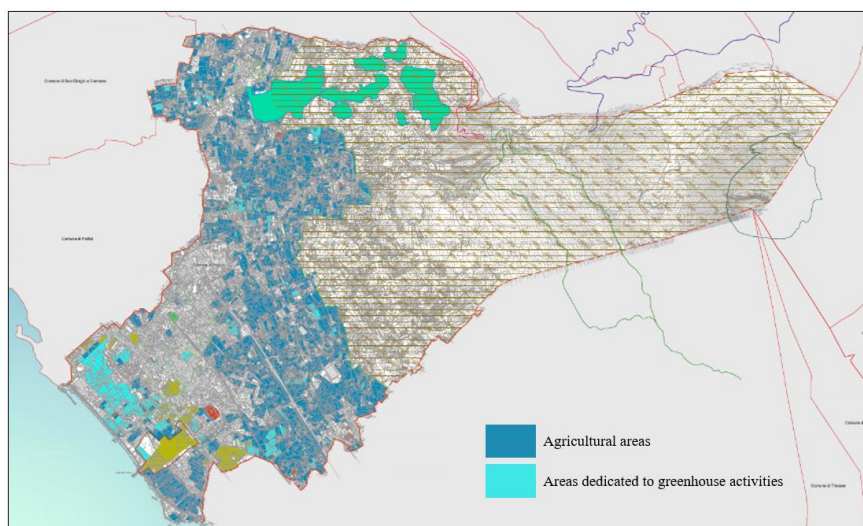


Figure 6. 38. Agricultural areas and areas dedicated to greenhouse activities in Ercolano (Resource: The Municipality of Ercolano, 2019)

The fruit and vegetable produced in the Vesuvian area, such as Vesuvian apricots, mountain cherries, Serbian tomatoes and vines, is of particular quality and value. The cultivation of wine grapes has extraordinary yield on the Vesuvian slopes (Castiello, 2019: 108-109).

The traditional crops of Ercolano are cherry, apricot, quince, fig, peach, pomegranate, broom, mug wort, red valerian, blueberries, hawthorn, wine and mulberries (De Simone and Amante, 2002, cited in Semerari, 2019: 3). Ercolano has several good-quality products recognized by the system of the designation of origin, such as the Piennolo tomatoes (DOP), the Vesuvian apricot (PGI) and the Lacryma Christi wines (DOC) (Semerari, 2019: 3-4) (Figure 6.39.). However, these products are mainly oriented to the regional or, at most, national market but can not reach the international markets (Castiello, 2019: 109).





Figure 6. 39. The Piennolo tomatoes (DOP) of Ercolano (Resource: Del Duca et al., 2020: 21).

Regarding the promotion of these products at local level, Semerari (2019: 16) states that: “urban parks and other green areas where people come together could be utilised as places where social activities of local businesses in agri-food sector are organized for the production of good quality products and raising awareness on protecting green areas, by taking into consideration the agricultural vocation of the territory”.

### ***Floriculture sector***

The floriculture sector in Ercolano constitutes a tradition among the oldest in the province of Naples and the entire region (Castiello, 2019: 81). Especially after the second post-war period, the floriculture sector has developed so much in Ercolano that the town is covered with small agricultural plots dedicated to the cultivation of flowers (Semerari, 2019: 3-4). Floriculture is mostly practiced in greenhouses. There are 152 specialized floricultural companies in Ercolano, while there are 10 companies for fruit and vegetables (Castiello, 2019: 81). Ercolano is also home to an internationally recognized flower market (Semerari, 2019: 4) (Figure 6.40.).



Figure 6. 40. Flower market of Ercolano (Resource: Del Duca et al., 2020: 21).

### *Fishing sector*

The fishing sector of Ercolano is made up of about 22 companies with 109 employees. The sector is still very traditional in terms of its structure and technologies used, and has not undergone any innovation process over the years. The corporate structure of the sector is made up of either individuals or families and the presence of cooperative organizations is weak. Given the size of the companies and the number of employees in the sector, fish production is destined almost exclusively for local consumption (Castiello, 2019: 82).

### *Textile sector*

The textile sector in Ercolano has 149 official employees distributed among 49 companies. The organizational structure of companies maintains a traditional character; the owner is the only person responsible for the commercial management, and has a local origin in almost all cases (mainly second and third generation) (Castiello, 2019: 82).

The textile sector in Ercolano has always been linked to the Resina cloth market. This Market, which is located along the main route in the medieval town centre leading from a church, Via Pugliano, is very famous for the second-hand goods and clothes, particularly for vintage clothing that has made it a reference point for

Cinecittà<sup>82</sup> costume designers (Castiello, 2019: 83) (Figure 6.41.). As stated earlier, it was born during the Second World War, in 1944, when goods and clothes stolen from passing American convoys were sold in this centre of the Neapolitan area, and grew in the following years becoming one of the most important second-hand markets in the world for some decades, particularly through the help of Italian immigrants living in the United States, who were sending bales to the market. In the 1960s, the Resina Market was estimated to employ three to four thousand people, with 15,000 bales coming from the United States, Germany and England every month, full of leathers, furs, jeans, shirts, sometimes including money and precious things such as watches (Zavoli, 1963, cited in Semerari, 2019: 18). Today, the number of employed people at the market is much smaller (Semerari, 2019: 18).



Figure 6. 41. The Resina Market in Via Pugliano (Resource: Personal archive, 2020)

Working in the market is a profession that in many cases has been handed down from father to son. Today's merchants are mostly middle-aged men who grew up on Via Pugliano. Some merchants still periodically go to the United States to get clothes and there are numerous costume designers and vintage shops that come to stock up in the Resina Market, particularly from Porta Portese, the famous Roman market, to resell the clothes at a higher price (Semerari, 2019: 18).

---

<sup>82</sup> Cinecittà Studios, which are located in Rome, Italy, is the largest film studio in Europe (covers an area of 400,000 m<sup>2</sup>) and is considered as the hub of Italian cinema (Wikipedia, 2021).

The decline of the Resina Market is closely linked to the Camorra wars. Via Pugliano and Via Cuparella were the two main areas of the Birra clan's activities. In Via Pugliano, there was regular shooting, sometimes dead people were found in the shops. Although the war is over today, the Resina Market could not find a way to recover (Semerari, 2019: 19). Regarding this problem, Semerari (2019: 19) states that:

There aren't enough promotion activities for the market and one reason for this could be the absence of a common strategy adopted by the Cooperative<sup>83</sup>, which was established by the shop owners in Via Pugliano, to act together to promote the market. The number of members of the Cooperative has decreased from 20 to about 8 in years. Moreover, there is not a website of the Pugliano market, which could attract visitors and where e-commerce activities could be built on by the Cooperative (Semerari, 2019: 19).

The Consultant thinks that:

The problem in the promotion of the market lies in the mentality of the old people who own the shops in Via Pugliano to a great extent. Other name of the Resina Market (Il Mercato di Resina) is Patch market (Il Mercato di Pezze). 'Patch' is a piece of cloth that you don't give value to and use maybe for cleaning. The approach adopted towards branding of such a cool vintage market in London, Paris or New York would be totally different. However, that kind of branding is not available here mostly because of undervaluing the clothes in the market by seeing them as 'patches'. On the other hand, changing the mentality of the old shop owners in Resina Market is not something easy (Consultant).

Nevertheless, today, the most urban vitality in Ercolano comes from this second-hand clothes market which also illustrates very rich intangible local traditions (Court et al., 2019: 29). Semerari (2019: 19) indicates that: "the questionnaires conducted with the local community demonstrate that Via Pugliano is one of the places representing the local community and thus it has to be valued as a resource of the territory".

Another important economic activity in the historic centre of Ercolano is the bazaar set up in the parallel street of Via Pugliano, Via Trentola, every day until noon (Figure 6.42.).

---

<sup>83</sup> Resina Market Cooperative (*Cooperativa Mercato di Resina*)



Figure 6. 42. The bazaar in the historic centre of Ercolano (Resource: Personal archive, 2020)

Despite these activities, according to a study of the town council realized in the period between 2000 and 2006 within the scope of the Urban Herculaneum Programme<sup>84</sup>, the historic centre of Ercolano is going through a ‘peripheralization’ process with the ongoing decentralization of shops and businesses. This process is also a consequence of the policy of closing the archaeological site off from the modern town and the low level of tourism development at the site (Mollo et al., 2012: 2).

Semerari (2019: 12) states that: “Ercolano gives the impression that it has a commercial system belonging to 40 years ago. For example, although the town has a World Heritage Site within its boundaries, with more than 500,000 visitors a year, there is not even one proper souvenir shop; only a tobacco shop located in front of the entrance of the archaeological site sells some postcards and magnets”.

Regarding daily shopping, there are 88 small businesses<sup>85</sup> of food or home related products and 5 supermarkets in the historic centre of Ercolano (Semerari, 2019: 12). Semerari (2019: 12) states that: “some of the small businesses are so small that

---

<sup>84</sup> The Urban Herculaneum Programme, implemented between 1994 and 2009, aimed to improve economic reorganization and the community sense about sharing the area of the historic centre. The project particularly focused on the development of physical, economic and environmental resources through application of the innovative concept of “active protection”, which means a local common sense of welfare (Mollo et al., 2012: 7).

<sup>85</sup> 24 small groceries, 16 housewares, 15 greengrocers, 13 butchers, 4 bakeries, 7 fishmongers, 4 poultry shops, 6 delicatessens (Semerari, 2019: 12).

they arouse doubts on their sustainability”. The map below shows the distribution of commercial activities in the historic centre of Ercolano (Figure 6.43.). As can be seen from the map, almost all shops are located along the main roads, in particular on Corso Resina, Via Pugliano, Via Panoramica and Via IV Novembre as well as around Piazza Trieste. There are approximately 38 shops in Via Pugliano. However, most of them are not in good condition and not always open (Semerari, 2019: 12-18).



Figure 6. 43. The distribution of commercial activities in the historic centre of Ercolano (Resource: Del Duca et al., 2020: 39).

On the other hand, there are very few commercial activities along the coast (Semerari, 2019: 5) and there is only one shop, no businesses in the Via Mare neighbourhood. In addition to these areas, the side streets of Corso Resina, particularly outside the historic centre, have almost no commercial activities, even if they are key traffic routes. Corso Resina, together with its 22 eighteenth-century Vesuvian Villas, “is the main route that has maintained greatest vibrancy and is the equivalent of the typical ‘piazza’ of a historic centre, in terms of its ability to attract people. It is this economic, commercial and social vibrancy that contrasts strongly with the side streets that cross it” (Mollo et al., 2012: 2).

### *Tourism sector*

As stated earlier, at the end of the 18th century and during the 19th century, the Vesuvian area was an obligatory destination for the Grand Tour (Castiello, 2019: 105). Even before the fashion of the Grand Tour, Ercolano was already a destination of interest, welcoming visitors from all over the Europe as a result of the first archaeological finds in Herculaneum in the 1700s, which immediately attracted the first visitors to the town (Semerari, 2019: 22). Until 1940s, tourism was a living phenomenon for the Vesuvian area not only generating flows of people, but also important investments from abroad with its good quality services offered at international standards (Castiello, 2019: 105).

However, the dramatic increase in population and the uncontrolled urban growth in the area have led to a decrease in the quality of life and made it intolerable not only for the residents but also for the tourists. In such conditions, it was impossible for the tour operators to resell the Vesuvian territory because the destination was not competitive anymore when compared to other destinations of national and international tourism (Castiello, 2019: 105).

At the beginning of the 21<sup>st</sup> century, there was a growing need for the local institutions to collaborate with other institutions to develop tourism in Ercolano. Therefore, more attention was paid to policies to enhance and safeguard the urban area (e.g. Urban Herculaneum Programme) and to establish forums for dialogue (e.g. the Herculaneum Centre), which all have led to a change in the perception of the area in the last few years (Mollo et al., 2012: 4).

Nevertheless, today, the conditions for people to want to ‘take a holiday’ in Ercolano still do not exist despite its extraordinary historical-architectural and environmental values, which lead to an almost obligatory visit to the area from neighbouring areas but not adequate to make people stay. Ercolano has a central position in the regional tourist system, Naples-Pompeii-the Sorrento and Amalfi Coast (Castiello, 2019: 105). However, in most cases (92%), it constitutes just a

stage in a wider journey that often goes from Naples to the Amalfi Coast. 78.65% of visitors stop in Ercolano for half a day, just long enough to visit the archaeological site, while 15.95% of them stop for a day. Only 3% of visitors stay longer than a day in Ercolano (Semerari, 2019: 23) (Figure 6.44.).



Figure 6. 44. Overnight stay in the Bay of Naples in 2013 (Resource: Del Duca et al., 2020: 11<sup>86</sup>)

Although there are a lot of potential visitor attractions in Ercolano, most tourists do not visit any other site beyond the archaeological site of Herculaneum. According to a research, most visitors spend 2 hours<sup>87</sup> on average at the archaeological site and then return to their hotels in Naples or Sorrento. When this data is compared to the data indicating that most of the visitors (78.65%) spend half a day in Ercolano, it can easily be understood that a few visitors have time to visit other sites in the modern town around the archaeological site (Court et al., 2019: 29). A study conducted by the HCP revealed that only 10% of foreign visitors and 7% of Italian visitors also make an excursion on Vesuvius. The Royal Palace of Portici is another

<sup>86</sup> The figure has been reformatted by the researcher by using the satellite image of the area obtained from Google Earth in 2023.

<sup>87</sup> Site visits were timed by the HCP intern Niki Savvides (Court et al., 2019: 29).



tourist destination thanks to the presence of a museum and a botanical garden (Semerari, 2019: 7, 23).

In line with the information given above, there are a few hotels, shops and services in Ercolano that tourists can stay, enjoy and spend time. As a result, the financial benefits from tourists are very limited in the town (Court et al., 2019: 29).

In Ercolano, there are currently 6 hotels with 243 beds. The number of hotels and their capacities in Ercolano is below the provincial and national average in all hotel categories (Table 6.7.) (Castiello, 2019: 105).

Table 6. 7. Distribution of hotels in the Vesuvian area (Resource: The Strategic Operational Plan of the Vesuvian area, cited in Castiello, 2019: 106)

| <b>Distribution of hotels in the Vesuvian area</b> |           |            |           |              |          |            |          |           |           |              |
|--|-----------|------------|-----------|--------------|----------|------------|----------|-----------|-----------|--------------|
|  | 4 stars   |            | 3 stars   |              | 2 stars  |            | 1 star   |           | TOTAL     |              |
|  | hotel     | beds       | hotel     | beds         | hotel    | beds       | hotel    | beds      | hotel     | beds         |
| Boscoreale   | -         | -          | -         | -            | 1        | 36         | -        | -         | 1         | 36           |
| Boscotrecase                                       | 1         | 25         | 1         | 40           | -        | -          | -        | -         | 2         | 65           |
| Cercola  | -         | -          | 1         | 25           | -        | -          | -        | -         | 1         | 25           |
| <b>Ercolano</b>                                    | <b>1</b>  | <b>71</b>  | <b>2</b>  | <b>84</b>    | <b>2</b> | <b>73</b>  | <b>1</b> | <b>15</b> | <b>6</b>  | <b>243</b>   |
| Massa di Somma                                     | -         | -          | -         | -            | -        | -          | -        | -         | -         | -            |
| Ottaviano  | 1         | 76         | -         | -            | -        | -          | -        | -         | 1         | 76           |
| Pollena Trocchia                                   | -         | -          | -         | -            | -        | -          | 1        | 21        | 1         | 21           |
| Pompei   | 4         | 182        | 14        | 640          | 4        | 166        | 2        | 34        | 24        | 1.022        |
| Portici  | 1         | 60         | -         | -            | -        | -          | -        | -         | 1         | 60           |
| S. Giorgio a Cremano                               | -         | -          | 1         | 23           | -        | -          | -        | -         | 1         | 23           |
| S. Giuseppe Vesuviano                              | -         | -          | -         | -            | -        | -          | -        | -         | -         | -            |
| S. Sebastiano al Vesuvio                           | -         | -          | -         | -            | -        | -          | -        | -         | --        | -            |
| S. Anastasia                                       | -         | -          | -         | -            | 1        | 36         | -        | -         | 1         | 36           |
| Somma Vesuviana                                    | -         | -          | -         | -            | -        | -          | -        | -         | -         | -            |
| Terzigno   | 1         | 65         | -         | -            | -        | -          | -        | -         | 1         | 65           |
| Torre Annunziata                                   | -         | -          | 2         | 39           | -        | -          | -        | -         | 2         | 39           |
| Torre del Greco                                    | 1         | 144        | 4         | 343          | 1        | 20         | -        | -         | 6         | 507          |
| Trecase  | -         | -          | 1         | 50           | -        | -          | -        | -         | 1         | 50           |
| <b>Vesuvian area</b>                               | <b>10</b> | <b>623</b> | <b>26</b> | <b>1.244</b> | <b>9</b> | <b>331</b> | <b>4</b> | <b>70</b> | <b>49</b> | <b>2.268</b> |

There is a family-type hotel service in Ercolano. Although it does not have a low level of service quality, it has some negative consequences such as the failure to achieve economies of scale and, thus, inability to manage resources effectively and the difficulty in meeting the demand of organized groups (Castiello, 2019: 105).

Figure 6.45. presents the location of hotels including Bed and Breakfast (B&B) and Airbnb accommodation in the historic centre of Ercolano<sup>88</sup>. On average, there is 11 Airbnb per 1,000 homes, which is 57.9 for Pompeii, while the national average is 15.93<sup>89</sup> (Semerari, 2019: 23). The rate of Airbnb accommodation in Ercolano is below the national average and less than the rate in other close touristic destinations such as Pompeii.

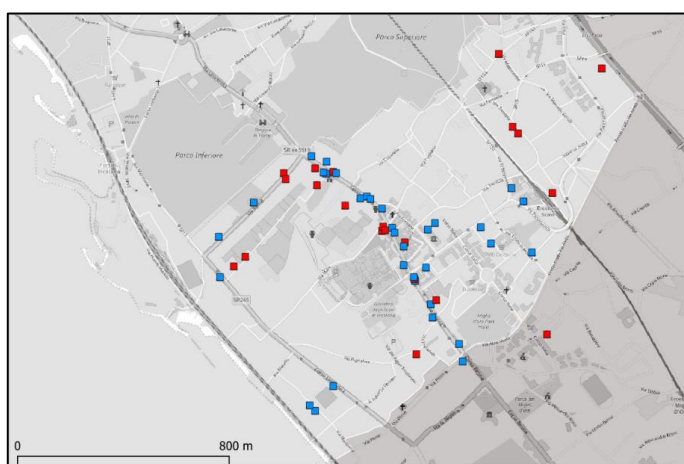


Figure 6. 45. Hotels, B&B (blue) and Airbnb (red) in the historic centre of Ercolano (Resource: Semerari, 2019: 23).

Regarding the commercial services in Ercolano, particularly the restaurants, the owners hardly make an investment for tourists because they already have large numbers of local customers. This affects the entire sales system; the managers of the restaurants have communication difficulties with tourists due to language problems and their opening hours and days are designed to meet only the local demand, as well as the catering services. In an area so densely inhabited and with a limited number of overnight tourists, Ercolano has a catering facility necessarily targeted mainly at local demand (Castiello, 2019: 106-107). In this regard, Semerari (2019: 23) states that: “in Ercolano, most of the bars or restaurants are located on busy streets with waiters who invite you to come in and sit behind a

<sup>88</sup> Prepared based on the information on two major accommodation search websites of travellers: Booking and Airbnb.

<sup>89</sup> Based on a study conducted in 2019 by Vincenzo Patruno of Ondata ([www.ondata.it](http://www.ondata.it)) to measure the rate of Airbnb on the Italian market.

plastic sheet, few speak English, and you are often scrutinized while walking through the historic centre”.

Also, there are not any shopping areas dedicated only to tourists where they can buy typical Vesuvian products (Castiello, 2019: 106-107). As mentioned earlier, there is not even one proper souvenir shop in Ercolano despite the presence of a World Heritage site.

There is also a lack of cultural activities for tourists. The municipal administrations organize very few events targeting tourists because they prefer to use the scarce funds for the organization of popular local festivals thinking of local voters. Also, their capacity is not adequate to organize events targeting tourists as these kinds of events should exceed the municipal borders (Castiello, 2019: 107).

The number of visitors at the WHS of Herculaneum increased from 237,013 to 487,540 between the years 2000 and 2017 (Archaeological Park of Pompeii, 2022) (Table 6.8.) (Figure 6.46.). 87% of the visitors of the WHS of Herculaneum are foreigners (32%: GB, 15%: FR, 9%: USA and 44%: Other nationalities) and 73% of these visitors have at least one degree, which makes it possible to classify them as “cultural tourists” (Court and Del Duca, 2014, cited in Semerari, 2019: 22).

Table 6. 8. Number of visitors at the WHS of Herculaneum from 2000 to 2017 (Resource: Archaeological Park of Pompeii, 2022)

| Year | Number of Visitors |
|------|--------------------|
| 2000 | 237.013            |
| 2001 | 249.364            |
| 2002 | 258.177            |
| 2003 | 281.676            |
| 2004 | 288.813            |
| 2005 | 284.129            |
| 2006 | 295.517            |
| 2007 | 301.786            |
| 2008 | 264.036            |
| 2009 | 292.936            |
| 2010 | 298.310            |
| 2011 | 307.941            |
| 2012 | 310.072            |
| 2013 | 356.562            |
| 2014 | 382.805            |
| 2015 | 410.069            |
| 2016 | 437.107            |
| 2017 | 487.540            |

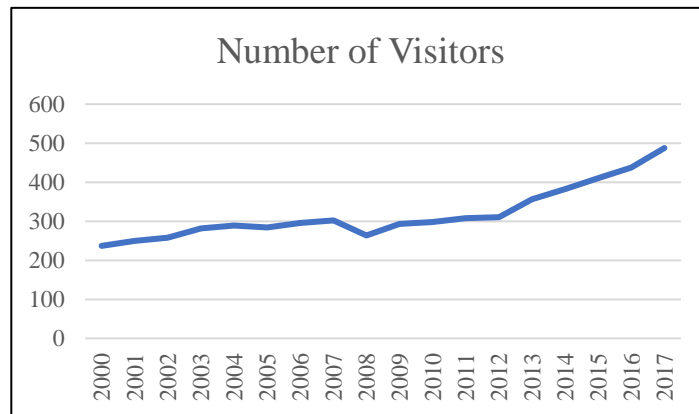


Figure 6. 46. Number of visitors at the WHS of Herculaneum from 2000 to 2017 (Resource: Archaeological Park of Pompeii, 2022)

In 2017, the UNWTO defined cultural tourism as “a type of tourism activity in which the visitor’s essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/ products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions” (UNWTO, 2020). According to Semerari (2019: 23), from this definition, it is possible to think that the visitors of the archaeological site would also be interested in discovering other natural and cultural resources in the area, both tangible and intangible values such as the local traditions related to religion, traditional activities in the Resina Market, the architectural heritage of historic villas or the natural resources such as Mount Vesuvius and the sea.

However, as mentioned above, tourists do not want to spend much time in Ercolano. According to Semerari (2019: 23), there might be two main reasons for this: “one is the poor interpretation of the resources of the area and the other is the lack of services and activities that respond to cultural tourism, which is attentive to issues such as environmental sustainability, the search for excellent products that are appropriately narrated and offered, and evening leisure activities”. Besides, safety issues might be another reason. As stated earlier, the interviews conducted with young local women have revealed that they do not feel safe to go out in the evening in Ercolano and that they were concerned about how a tourist could feel safe staying overnight in the town (Consultant).

Today, tourism is perceived as a key sector for the development of the area by both the local community and the administration (Semerari, 2019: 22). According to Semerari (2019: 23), if the development of Ercolano were to pass through tourism (not necessarily a key element), it would require working more on the quality of the services offered to tourists and promotion of the various cultural resources of the area while making the inhabitants feel pride not only for the archaeological site and Vesuvius but also for the rest of what the town has to offer. In addition, actions should be taken in order to improve the feeling of safety in the town for both local people and tourists. This issue has priority among all subjects because it is not possible to develop tourism in Ercolano unless tourists feel comfortable and safe in the town at night.

### **6.3. Concluding remarks**

#### *Physical and environmental features*

The research on physical and environmental features of Ercolano has revealed that there is a need to improve the transportation infrastructure and services in Ercolano in some areas. For example, there is a need to enhance the connection between the sea and the city, particularly at the three beaches and to provide public transportation on the routes running in the north-south direction of the town.

In addition, a stop can be established on Trenitalia State Railway in Ercolano, which might improve the accessibility of the WHS of Herculaneum and thus increase the number of tourists visiting the site and the town. Local people can also benefit from it as it will be much closer to the city centre than the Portici-Ercolano station. Also, the time schedules of trains operating on both Circumvesuviana and Trenitalia State Railway can be reorganized to provide service especially after 10 p.m., which might enable the tourists to spend more time in Ercolano to have dinner, etc., and provide local people with opportunity to go to Naples for leisure activities in the evening. Another proposal to improve both transportation and sustainable tourism in the area is to provide environmentally sustainable transport (EST) modes in the town such as biking and the required infrastructure (e.g., a bicycle route between Naples and Ercolano along the coast) for it. Biking might provide an opportunity for people to enjoy the natural values of Ercolano, especially for the tourists who mostly visit only the WHS of Herculaneum (Consultant).

Moreover, by taking into consideration the threat caused by Vesuvius, some road infrastructure of the town should be renewed or go through maintenance at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of an eruption (Semerari, 2019: 4).

As for the buildings in the town, especially the ones in Via Mare neighbourhood need maintenance to overcome poor sanitary conditions. The buildings with illegal modifications can be identified and returned to their original form. The infrastructure in the Via Mare neighbourhood, such as the sewerage and drainage systems, electricity, water and street lighting needs improvement.

There is also a need to create public open spaces (urban parks etc.) and car parks in the town. One opportunity for urban parks is to provide accessibility to the botanical garden of the Royal Palace of Portici from Piazza Pugliano by improving the physical condition of the linking area, which is in a state of decay. This might

also contribute to tourism by strengthening the connection between the tourist attractions of the town (Semerari, 2019: 16).

Regarding the abandoned buildings and spaces in the town, such as the historic villas with their gardens and former industrial buildings mostly located at the coast, some initiatives can be developed to use the potential of the state-owned ones, such as restoring and refunctioning them with cultural, tourism or economic purposes (Semerari, 2019: 13). This can also contribute to sustainable tourism and attract new firms, businesses and economic investments to the area.

Votive kiosks in the town are other cultural heritage assets that have a potential to contribute to sustainable tourism in Ercolano. A tourist itinerary passing by the kiosks can be established. They can also be used to raise local people's awareness level on conservation issues by involving them in restoration work of the kiosks (Semerari 2019: 21).

One of the biggest problems of Ercolano is its waste management problem, which causes both environmental and health problems. Local authorities and local people should work together to solve this problem. In order to encourage local people to sort their waste and throw it into waste bins instead of their habitual waste throwing places, meetings can be organized with them to increase their awareness level on protection of environment and public spaces, and recycling issues. On the other hand, the local municipality can improve its waste management service by increasing the number of waste bins and the frequency of waste collection. These measures together might prevent the scene of accumulated waste on the pavements and thus contribute to improvement of tourism as well. The local authorities in the region should also take action to find a solution for the Vesuvius, which has become a depot for illegal waste of industries.

Other environmental problems that need to be dealt with in the town are the pollution problem at the sea and the dark volcanic sand at the beaches. Together with improving the access to the beaches, these measures might lead to

appreciation of the sea as a natural value of Ercolano and contribute to tourism as well.

### *Social features*

The research on social features of Ercolano has revealed that the socio-economic level of the local community should be improved. There is a need to reduce the rate of school truancy. To this end, meetings should be organized with the local community to change their mentality, who think that their children must stay at home and help the family in the 'services', as well as the representatives of educational institutions.

Employment opportunities should be created for the local community, particularly for the unemployed young people and women. Young women living in the Via Mare neighbourhood with high levels of poverty and who have to look after their children without their husbands should be supported as well to find a job. One way of achieving increasing employment opportunities for young people is to prevent school truancy. Besides, educational programmes such as literacy workshops, English language workshops etc. should be organized to meet the needs of the local community, as well as the courses to develop their vocational skills.

As there is no cinema or theatre in Ercolano, there is a need to establish these kinds of cultural institutions in the town.

There is also a need to increase the feeling of safety in Ercolano, which is adversely affected by the threat caused by Vesuvius and the organized crime activity present in the town. The evacuation plan to be implemented in case of a volcanic eruption should be updated to consider all kinds of risks such as the inability to use the roads or the sea for transportation of people during the disaster. The local authorities should take measures to prevent drug-dealing activities concentrated particularly in the Via Mare neighbourhood. The feeling of safety can also be improved through urban design (e.g., lighting dark streets in the evening). Improving the feeling of safety in the town, essentially by decreasing the threat



caused by organized crime activities, can contribute to improvement of tourism as well.

### *Economic features*

The research on economic features of Ercolano has revealed that there are some opportunities to improve economy in the town. The first one is to develop national and international marketing strategies for the good quality products of Ercolano such as the Piennolo tomatoes (DOP), the Vesuvian apricot (PGI) and the Lacryma Christi wines (DOC). Studies could also be carried out for the recognition of other traditional crops of Ercolano such as cherry, quince, fig, peach etc. by the system of the designation of origin and their promotion.

The second one is to make investment in the fishing sector. The sector can be improved by introducing new technologies to the companies, enhancing cooperatives in the sector, and developing marketing strategies at regional, national and international levels.

Another opportunity to improve economy is to revitalize and promote the Resina Market at national and international levels. With this aim, meetings should be organized with the shop owners in Resina Market to learn their needs; raise their awareness level on the value of the vintage market; and encourage them to become a member of the Resina Market Cooperative and keep their shops open. It would also be beneficial to organize meetings with the members of the Resina Market Cooperative to raise their awareness level on modern promotion methods in marketing such as celebrity endorsements, influencer marketing etc.; and the importance of adopting a common promotion strategy for all shops in the market as well as a branding activity. A website should be developed for the Resina Market for both promotion and e-commerce activities and social media tools should be used to promote the market. Celebrities and influencers should also be encouraged to share posts on social media from the market (Semerari, 2019: 19). The physical conditions of the shops in Resina Market should be improved as well.

In order to reverse the ongoing ‘peripheralization’ process in the historic centre of Ercolano, one of the actions to be taken can be organizing meetings with the shop owners in the historic centre to learn their needs and capacities and carrying out capacity-building activities based on their needs.

One last but one of the most important opportunities to improve economy in Ercolano is to make investment in tourism sector. Tourism services and infrastructure in the town should be developed to provide service at international standards. Improving the capacity of the family-type hotels to meet the demand of organized groups; revising the type of catering services and opening hours and days of restaurants to meet the touristic demand; conducting capacity-building activities for the restaurant owners such as English language workshops or on treating tourists in an appropriate way as well as improving the physical conditions of the restaurants (renewing furniture etc.); and establishing some souvenir shops are some actions that could be taken to this end.

As the tourists visiting Herculaneum can be described as ‘cultural tourists’, providing services and activities that respond to cultural tourism, such as establishment of shops that sell traditional Vesuvian products; organization of cultural activities and evening leisure activities; and provision of environmentally sustainable transport (EST) modes, can also contribute to improvement of tourism in Ercolano.

Another strategy to improve tourism might be to promote and enhance interpretation of other cultural and natural values of Ercolano such as the Vesuvian villas, Resina Market, Royal Palace of Portici, Mount Vesuvius or the sea, which can also lead to overnight stays in the town. Tour operators who organize tours between Naples and Amalfi Coast can be encouraged to include overnight stays in Ercolano in their programmes as well. These actions altogether might create the conditions for people to want to “take a holiday” in Ercolano and thus increase financial benefits from tourism.

## CHAPTER 7

### THE WHS OF HERCULANEUM: HISTORY, HISTORICAL CHARACTERISTICS AND EARLIER EXCAVATION AND CONSERVATION WORKS (1710-2001)

This chapter focuses on the Herculaneum WHS, describing first its location, history and historical features. Then, it explains the excavations and other activities carried out at the site during the periods 1710-1927, 1927-1958 (The Maiuri Period) and 1960-2001. The last section about the period 1960-2001 also gives details on the state of conservation and management system of the site at the time.

#### 7.1. The location, history and historical characteristics of Herculaneum

The ancient town of Herculaneum is located at the Bay of Naples in southern Italy, at the foot of Mount Vesuvius, about 10 km from Naples and 18 km from Pompeii (Pesaresi, 2013: 184; Thompson, 2007: 2) (Figure 7.1.).



Figure 7. 1. Location of the ancient town of Herculaneum (Resource: Ines Maddaloni/ HCP, cited in Thompson, 2007: 2)

The modern town of Ercolano rises above the ancient Roman town (Pesaresi and Massari, 2013: 101). Herculaneum, which is 15-25 m below the modern town, is in close proximity to the densely inhabited neighbourhoods of Ercolano that form its medieval centre and suffer from socio-economic disadvantages (Biggi et al., 2018: 88) (Figures 7.2., 7.3.).



Figure 7. 2. Location of the ancient town of Herculaneum in Ercolano (Resource: Google Earth, 2020)

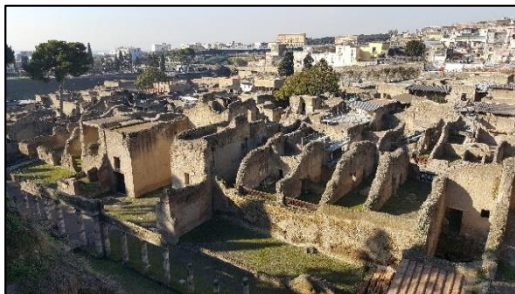


Figure 7. 3. The ancient town of Herculaneum (left) and the view of the modern buildings in Ercolano from the ancient town (right) (Resource: Personal archive, 2020)

The archaeological site of Herculaneum lies to the south of Corso Resina (Mollo et al., 2012: 2). Via IV Novembre connects the Ercolano Scavi train station to the archaeological site. The main entrance of the Archaeological Park of Herculaneum takes place on Corso Resina at the intersection point with Via IV Novembre (Castiello, 2019: 101) (Figures 7.4., 7.5.).

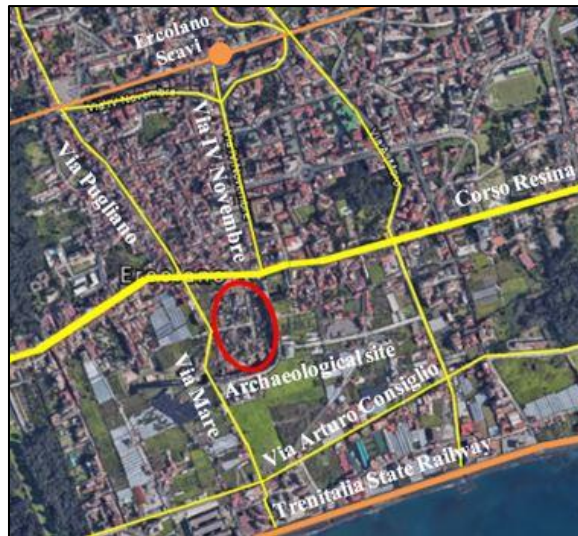


Figure 7. 4. Location of archaeological site of Herculaneum within the transportation system of Ercolano (Resource: Personal drawing on the satellite image of Ercolano obtained from Google Earth, 2020)

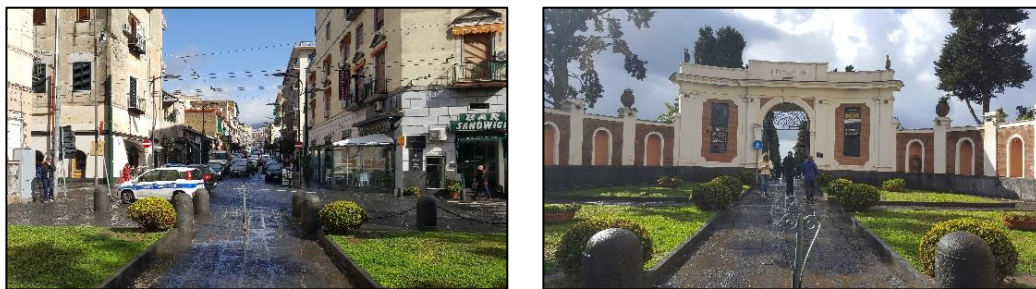


Figure 7. 5. Via IV Novembre (left) and the main entrance of the Archaeological Park of Herculaneum (right) (Resource: Personal archive, 2020)

Today, only about a third<sup>90</sup> of the ancient town has been fully uncovered (Pesaresi and Massari, 2013: 101). The rest of the ancient town takes place under the modern town in north-east and north-west directions (The Archaeologist of the Directorate of Archaeological Park of Herculaneum, 2020)<sup>91</sup>. An adjacent archaeological area includes a corner of the Villa of the Papyri and to the north, there is the Roman theatre, which is accessible only by the 18<sup>th</sup> century tunnels. According to the

<sup>90</sup> 4.5 ha, 6 ha if the neighbouring archaeological area of the Villa of the Papyri is included (Pesaresi and Massari, 2013: 101).

<sup>91</sup> From here on the Archaeologist of the Directorate of Archaeological Park of Herculaneum will be referred to as the Archaeologist of the DAPH and the interview date will not be displayed every time that the interviewee is referred to.

excavations conducted in the 18<sup>th</sup> century through tunnels, there was an upper *decumanus* in Herculaneum which could be identified as the Neapolis-Pompeii Road passing through the town. Herculaneum, which sits on a natural terrace overlooking the sea, had three east–west *decumani* and at least five north–south *cardines*. It also had a harbour (Camardo and Court, 2013: 1-2) (Figures 7.6., 7.7.).

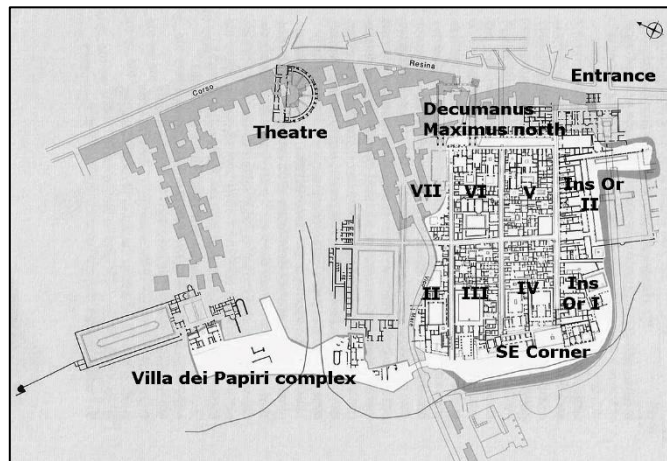


Figure 7. 6. Plan of Herculaneum (Resource: Dunn and Dunn, 2020)



Figure 7. 7. *Cardo IV* in Herculaneum (Resource: Personal archive, 2020)

There is no clear information on the foundation date of Herculaneum. Although a small amount of archaeological evidence points out the 4<sup>th</sup> century BC, most of the remains date the settlement to the turn of the 3<sup>rd</sup> and 2<sup>nd</sup> century BC. Herculaneum came under the Roman influence in 308 BC, together with Pompeii, Stabiae and Surrentum. After rebelling against Rome during the Social War (91-87 BC), Herculaneum was re-conquered in 89 BC by the Roman Republic. After this

conquest, Herculaneum gained the status of *municipium* (Camardo and Court, 2013: 2).

In the early imperial period, most of the private houses in Herculaneum were rebuilt and the wealthier seafront houses expanded to involve several other properties due to reorganization and reconstruction activities. The earthquake that occurred in 62 AD, destroyed many private houses and damaged the public buildings in the town. While the town was trying to recover from the effects of that earthquake, it was damaged again many times by the seismic shocks between 62 and 79, which were the signs of the big eruption in 79 AD (Camardo and Court, 2013: 2-3).

After the initial explosion of Vesuvius in 79 AD, pyroclastic material was blown towards Pompeii and Stabiae and covered these settlements with several metres of ashes and lapilli. Herculaneum was not affected much at this phase, only a small amount of ashes and lapilli rained down on the town. It was the second day of the eruption, when the town was hit by a burning cloud of gas that had a heat more than 400 C and a speed more than 80 km an hour (De Carolis and Patricelli, 2003, cited in Camardo and Court, 2013: 4). This burning cloud of gas immediately destroyed all forms of life in Herculaneum including the few inhabitants who were still in the town. About 300 people, whose skeletons have been found in the arches along the ancient shoreline, must have died at this stage by thermal shock. After this, in a few hours, a series of pyroclastic surges and flows buried the town under 15-25 metre of volcanic material which covered all structures in the town and gradually solidified to become as hard as a tuff rock (Camardo and Court, 2013: 3-4).

As explained above, the destruction mechanism of Herculaneum was different from Pompeii. The volcanic material that buried the ancient town has allowed the extraordinary preservation of its houses, shops and public buildings, in some cases, up to four floors together with very intact interiors which include various types of wall and floor decorations (Figures 7.8., 7.9., 7.10.). Above all, besides metal, it is

the survival of the organic materials through carbonization, such as wooden architectural features, furniture, other organic materials such as rope, fabric, many foodstuffs (loaves of bread, fruit, kilograms of carbonized lentils, walnuts etc.) and human remains, which makes Herculaneum special (Biggi et al., 2014: 41-42; Biggi et al., 2018: 90; Thompson, 2007: 2) (Figure 7.11.). The survival of these materials shed light on how the Roman population in Herculaneum lived in that period (Biggi et al., 2014: 41-42). Most of the buildings in Herculaneum were built for residential purposes or for small businesses (Pesaresi and Massari, 2013: 101).



Figure 7. 8. Upper floors that have survived in Herculaneum (Resource: Personal archive, 2020)



Figure 7. 9. Floor decorations in Herculaneum (Resource: Personal archive, 2020)





Figure 7. 10. Wall decorations in Herculaneum (Resource: Personal archive, 2020)



Figure 7. 11. Carbonized wooden elements in Herculaneum: Stairs (left), a bed (middle) and an iron (right) (Resource: Personal archive, 2020)

## 7.2. The early excavations at Herculaneum (1710-1927)

Herculaneum's existence was almost forgotten from 79 AD until 1710 when it was rediscovered (Thompson, 2007: 2). Indeed, the first news about Herculaneum's existence under the modern settlement of Resina dates to the 16<sup>th</sup> century, when Fabio Giordano reported about marbles and other remains found during the digging of a well and in the foundations of some buildings. In the 17<sup>th</sup> century, after other discoveries, the ancient town's existence was confirmed by Giulio Cesare Capaccio and Carlo Celano. However, it was not until 1710 that Herculaneum was brought back to public attention, when the French Prince d'Elboeuf, who built his villa at Granatello di Portici, was offered ancient marbles discovered by chance by a farmer while digging a well on the ancient Roman theatre (Figures 7.12., 7.13.). Thus, the Prince who dug the theatre for nine months, brought up a large quantity of marble and many statues (Camardo and Court, 2013: 4).



Figure 7. 12. The well dug by the farmer on the Roman theatre (Resource: Personal archive, 2020)



Figure 7. 13. The entrance of the Roman theatre on Corso Resina (Resource: Personal archive, 2020)

After this discovery, systematic explorations started in the ancient town in 1738 under King Charles of Bourbon, through tunnels dug by using mining techniques to overcome the thick dense layer of solidified volcanic material (Camardo and Court, 2013: 4) (Figure 7.14.).

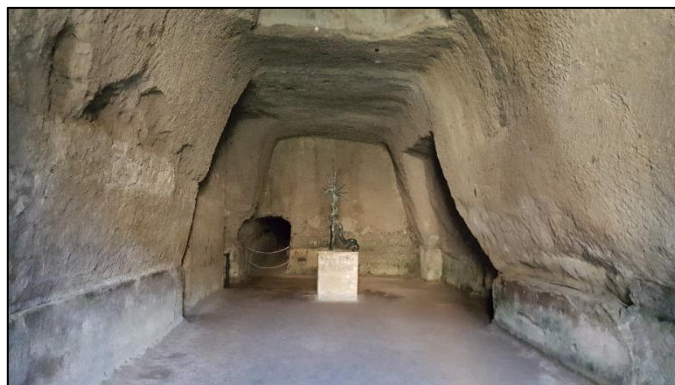


Figure 7. 14. One of the Bourbon tunnels dug in Palaestra at Herculaneum (Resource: Personal archive, 2020)

In 1750, the Villa of the Papyri was discovered by chance, a few hundred metres from the nearest house in Herculaneum (Figure 7.6). The villa, which is thought to have belonged to the father-in-law of Julius Caesar, Lucius Calpurnius Piso Caesoninus (BBC, 2020), was first dug out by Karl Weber, a Swiss engineer who belonged to the Royal Guard, through horizontal small tunnels between 1750 and 1761 (The National Archaeological Museum of Naples, 2020). The villa was named after the discovery of its library, which included over 1800 carbonized papyrus scrolls. Also, many outstanding works of art such as frescoes, bronzes and marble sculptures were found in the villa, most of which are exhibited in the National Archaeological Museum of Naples today (Camardo and Court, 2013: 4; Wikipedia, 2020) (Figure 7.15.).



Figure 7. 15. Papyrus scrolls found in the Villa of the Papyri (left) and sculptures of the villa exhibited in the National Archaeological Museum of Naples (right) (Resource: BBC, 2020; Personal archive, 2020)

The discovery of the Villa of the Papyri had increased interest in the excavations at Herculaneum (Camardo and Court, 2013: 4). The finds from the archaeological site were being taken to the Royal Palace of Portici. However, access to the museum was limited to the king and a few visitors whom he allowed to see his collection. The collection of the museum grew day by day with finds coming from Herculaneum, Pompeii and Stabiae. Thus, its fame, together with Herculaneum spread rapidly across Europe (Cantilena and Porzio 2008).

According to Allroggen-Bedel (1993, cited in Thompson, 2007: 2-3), it is widely accepted that modern European archaeology began in Herculaneum. Pace (2000,

cited in Camardo and Court, 2013: 1) also thinks that, the discipline of archaeology began at Herculaneum in the 18<sup>th</sup> century, when excavation of the ancient town was conducted with a scientific approach and technical documentation.

The discovery of Herculaneum had an enormous impact on European culture and the site became one of the obligatory stops on the Grand Tour for “perhaps the first heritage tourists”, and an attraction point for collectors (Pace, 2000, cited in Biggi et al., 2014: 42 and Thompson, 2007: 3).

However, carrying out excavations at Herculaneum was very difficult due to 15-25 m thick layer of solidified volcanic lava and other materials (The Archaeologist of the DAPH). This led to slowing down of excavations at the site gradually and ending definitively in 1780 (Parslow, 1995, cited in Camardo and Court, 2013: 4). The focus was shifted to Pompeii, where excavation was much easier and cheaper due to 4-6 m thick earth formed up by solidified volcanic ash and pumice (The Archaeologist of the DAPH).

The excavation work at Herculaneum re-started in 1828, this time as an open-air excavation. However, due to discovery of a few number of finds, the work came to an end again in 1855. Another excavation period was between 1869 and 1875, which was initiated after the unification of Italy by King Victor Emmanuel II and managed by the superintendent Giuseppe Fiorelli (Camardo and Court, 2013: 4).

### **7.3. The Maiuri Period (1927-1958)**

There were no excavations at Herculaneum until 1924, when archaeologist Amedeo Maiuri became the new superintendent of the local heritage authority, the Superintendency, and responsible for the excavations and antiquities in the Campania region. After he developed an excavation and restoration plan for the ancient town, the works at the site began on 16 May 1927 (Camardo and Court, 2013: 4-5).

Between 1927 and 1958, major excavations were conducted at the site under the leadership of Maiuri. During this long excavation campaign, approximately 70% of the archaeological site that can be visited today was excavated by removing 250,000 m<sup>3</sup> of solidified volcanic material. This excavated part is equal to about a fifth of the ancient Roman town (45,000m<sup>2</sup>) (Camardo, 2006, cited in Biggi et al., 2014: 42 and Mollo et al., 2012: 1; Camardo and Court, 2013: 5) (Figure 7.16.). Most of the work was carried out until 1942, when World War II almost stopped the excavations (Camardo and Court, 2013: 5).



Figure 7. 16. Site plan of the archaeological site of Herculaneum: 1) Excavations between 1828 and 1875; 2) Excavations between 1927 and 1958 led by Amedeo Maiuri; 3) Excavations between 1960 and 1969; 4) Excavations between 1980 and 1994 (Resource: Ines Maddaloni/ HCP, cited in Thompson, 2007: 3)

The excavations were immediately followed by restoration, maintenance and site presentation activities for visitors (Camardo, 2006, cited in Biggi et al., 2014: 42). The Project Manager states that: “this is an extraordinary campaign characterized by being one of the most cutting edge examples of simultaneous excavation, restoration, conservation and then running maintenance programmes”. Some of the site presentation activities of Maiuri was using some rooms to showcase original artefacts and reconstructing specific spaces with thematic displays which illustrated their original use in daily life of the period (Camardo, 2006, cited in Biggi et al., 2014: 42; Court et al., 2011: 3) (Figure 7.17.). As a result of these activities, the

site became one of the earliest and most important examples of an open-air archaeological museum, in city scale (Camardo, 2006, cited in Pesaresi, 2013: 184).

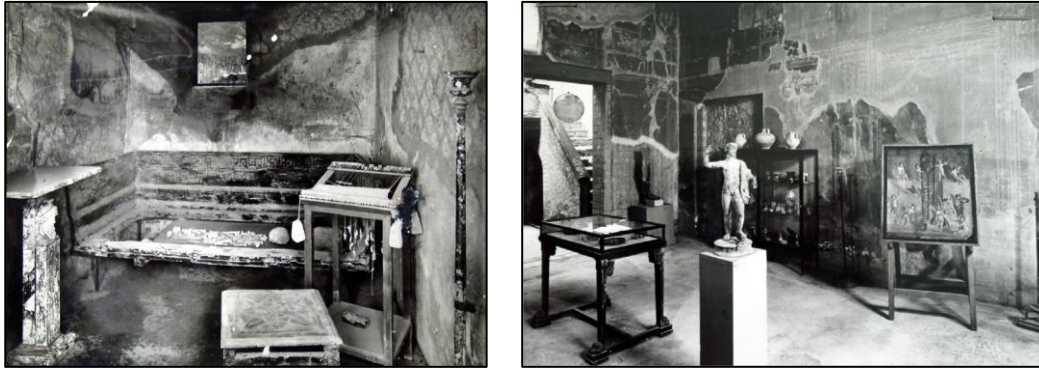


Figure 7. 17. The Room of the Embroidery Girl: a display including skeletal remains on a bed surrounded by objects such as a loom (left) and a display of artefacts exhibited within the House of the Beautiful Courtyard (right) (Resource: SANP<sup>92</sup> Archive B28; SANP Archive A2749, cited in Court et al., 2011: 3)

During the period of Maiuri, a large team worked at the site, who were responsible for “all phases of work from excavation to restoration to the in-situ display of the most important finds” (Camardo and Court, 2013: 5). Since this team was composed mainly by the local residents of the modern town of Ercolano, the work at the site created strong links between the local community and their emerging heritage (Biggi et al., 2014: 42; Biggi et al., 2018: 91) (Figure 7.18.). The workers, who were mainly crafts persons or skilled labourers, continued conducting maintenance and protection activities at the site as the local heritage authority staff, even long after the excavation activity had ended (Pesaresi, 2013: 184). According to Camardo (2006, cited in Court et al., 2011: 3), the contribution of these workers to the displays mentioned above and therefore the local community’s contribution to the ‘sense of place’, is of great importance.

---

<sup>92</sup> *Soprintendenza Speciale per i Beni Archeologici di Napoli e Pompei*



Figure 7. 18. Local workers excavating the College of the Augustales in 1954 (left) and the College of the Augustales today (right) (Resource: SANP Archive D5860, cited in Court et al., 2011: 6; Personal archive, 2020)

Maiuri reconstructed the floor slabs of the upper floors as shelters in most cases to protect the most vulnerable archaeological features, while reconstructing some roofs in their original form. He also installed water drainage systems for them and implemented other measures to reduce the causes of decay at the site, such as installation of solar shading devices or reburial (Pesaresi and Massari, 2013: 102-104; Pesaresi, 2013: 184).

#### **7.4. The period between 1960 and 2001**

After Maiuri's retirement in 1961, the systematic maintenance activities at the archaeological site of Herculaneum stopped gradually towards the end of the 20<sup>th</sup> century, which almost led to the disappearance of the site for a second time in the 1990s (Thompson, 2007, cited in Biggi et al., 2014: 42; Court et al., 2011: 3).

There are only two noteworthy excavations conducted at the site in this period: one at the ancient shoreline and the other at the Villa of the Papyri. In the 1980s, the excavations focused on the ancient shoreline where the skeletal remains of over 300 people and a well-preserved wooden boat were found in the vaulted arches (boatsheds) in 1982 (Pesaresi and Massari, 2013: 101; Camardo and Court, 2013: 5) (Figures 7.19., 7.20.).



Figure 7. 19. The boatsheds at the ancient shoreline (left) and the skeletons<sup>93</sup> found in them (right) (Resource: Heese, 2014; Personal archive, 2020)



Figure 7. 20. Carbonized wooden boat found on the ancient shoreline in 1982 (Resource: Ferebee, 2019)

The excavation at the Villa of the Papyri was carried out between 1993 and 1997 and uncovered only a small part of the villa, the atrium area. Most of the villa is still under the ground (Camardo and Court, 2013: 5) (Figure 7.21.).

---

<sup>93</sup> The skeletons on display are replicas of the originals.



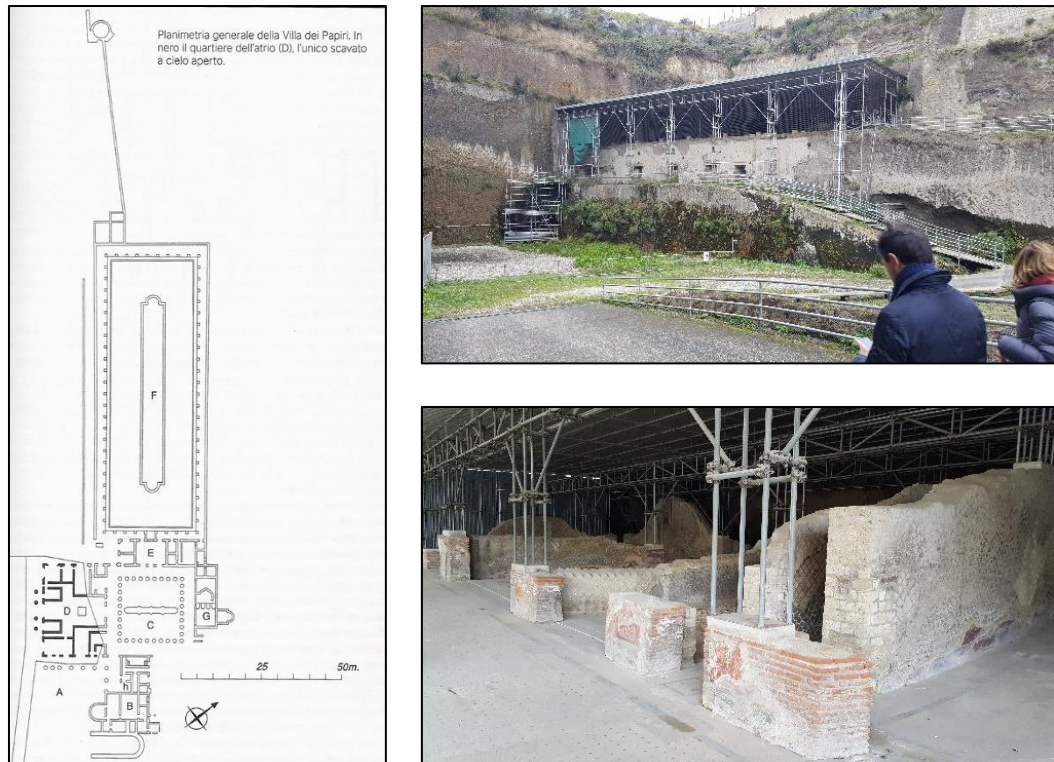


Figure 7. 21. Plan of villa showing the atrium area in the open air (D) and uncovered areas explored by tunnels (left) and the excavated atrium area of the villa (right) (Resource: Pesando and Guidobaldi, 2006: 394-395; Personal archive, 2020)

Regarding the excavation at the Villa of the Papyri, the Project Manager states that:

This area is under the sea level because a massive hole was dug down in the 1990s in a huge politically inspired treasure hunting campaign to excavate the famous Villa of the Papyri. Since the excavated area is under the sea level, permanent pumping is required to drain the water in the ground (Project Manager).

The figure 7.22. below shows the expropriated area to conduct this excavation (Project Manager):



Figure 7. 22. The expropriated area to conduct the excavation at the Villa of the Papyri (Resource: Project Manager)

The Project Manager further states that:

In the excavation campaign, the trench was dug by taking into consideration the expropriated area, not the needs of the heritage. And it was dug as a vertical escarpment, which is very dangerous. This is a terrible example in terms of heritage management because the local heritage authority, which did not approve this excavation, was excluded from the process. It was the central government authority which undertook the excavation through a commissioning process. While the excavation under the leadership of Maiuri had been conducted with a conservation, restoration and maintenance agenda, the excavation at the Villa of the Papyri was conducted without a conservation agenda. Today this area is closed to public. Besides, the area that was taken away from the local community, was their agricultural land, where they used to grow vegetables and fruit. This means penalizing further what was a very vibrant community in the mid-20<sup>th</sup> century, whose all land had already been taken away by previous excavations (Project Manager) (Figure 7.23.).



Figure 7. 23. The expropriated area before excavation (left) and after excavation (right) (Resource: Project Manager; Personal archive, 2020)

During the period after the 1960s, the regular maintenance programme that Maiuri had established for the archaeological site broke down and led to a rapid decay of the ancient structures (Camardo and Court, 2013: 5). Although the local heritage authority had financial autonomy and a significant amount of ticket income from the Vesuvian sites, the site started to face a comprehensive decline and suffer from widespread and spiralling forms of decay. Many of the Roman houses were closed to the public due to the risk of collapse, with mosaics disaggregating and frescoes detaching from the walls (Biggi et al., 2018: 91; Court et al., 2011: 3; Pesaresi, 2013: 185). Also, the shelters deteriorated and most of them collapsed damaging the valuable decorative features below or leaving them exposed to degenerative elements (Pesaresi and Massari, 2013: 103). Other signs of the state of crisis at the site were; carbonized wooden elements reduced to dust, a widespread growth of vegetation across the site and a lot of pigeons nesting in the ancient remains, covering and damaging all surfaces with their droppings (Wallace and Hadrill, 2009: 203) (Figure 7.24.).



Figure 7. 24. The state of conservation of Herculaneum at the end of the 20<sup>th</sup> century (Resource: Domenico Camardo/ HCP, Gionata Rizzi/ HCP, Dave Yoder, Sarah Court/ HCP, cited in Court et al., 2019: 23)

As for the Maiuri's sitewide museum, it was gradually dismantled as objects were taken to storerooms and display cases were removed due to the damage occurred on objects because of the differences in temperature or other atmospheric factors, the difficulty in maintaining the display cases and the increased risk of theft linked to high visitor numbers (Camardo and Court, 2013: 5).

In the meantime, Herculaneum was inscribed on the World Heritage List in 1997 as a component of the serial property "Archaeological Areas of Pompei, Herculaneum and Torre Annunziata" with the following definition: "The towns of Pompeii and Herculaneum and their associated villas provide a complete and vivid picture of society and daily life at a specific moment in the past that is without parallel anywhere in the world" (Thompson, 2007: 2).

Nevertheless, at the end of the 20<sup>th</sup> century, two-thirds of the site was closed to the public, but the number of visitors to the open areas had increased (Biggi et al., 2014: 42). Consequently, the archaeological site of Herculaneum was included in the ICOMOS World Report 2001/2002 on Monuments and Sites in Danger (Pesaresi and Massari, 2013: 107), and it was considered as the "worst example of archaeological conservation in a non-war torn country" (P.I.S.A. Imed Conference in Rome, cited in Pesaresi, 2013: 185).

According to Thompson (2007: 3) and Biggi et al. (2018: 91), there are many reasons for why this situation occurred, such as the gradual collapse of the management system including bad outsourcing and the steady retirement of the skilled workers of the maintenance team. The organizational approach adopted during the Maiuri period, employing in-house, local workers, was replaced by external procurement of consultants and contractors, i.e. 'outsourcing', and this, together with the beginning of mass tourism at the site and more restrictive regulations to be implemented in site-works, gradually changed the institutional framework and led to its inevitable decline which resulted in loss of continuity in site's maintenance activities, particularly evident after the 1980s (Pesaresi, 2013: 184).

According to Thompson (2007, cited in Biggi et al., 2014: 42-43), the most important reason was that the public heritage system did not have the adequate capacity to manage such an archaeological site, which can be compared to a town in terms of size (45,000 m<sup>2</sup> of area was excavated in Herculaneum and Pompeii is ten times larger than Herculaneum<sup>94</sup>), complexity and fragility. The problem was not related to the shortage of financial resources; the legal and institutional framework was hostile to improve hindered planning, implementation and monitoring of an effective management system (Thompson, 2007, cited in Court et al., 2011: 4). Regarding this issue, Thompson (2007: 4) states that:

Indeed, the local heritage authority actually had finances. Thanks to a 1997 law, experimental autonomy had been given to the heritage authorities of Rome and Pompeii (letting them keep their ticket income and moving decision-making closer to those affected by it), the *Soprintendenza Archeologica di Pompei* finally had substantial resources available<sup>95</sup>. The real problem was that they did not have the operational capacity to spend the funds effectively. The heritage authority did not need the kind of government-led, private ‘sponsorship’ that is usually found in Italian heritage i.e. financial donations to the State for the exclusive use of an image. Nor did the heritage authority need the type of market-led privatisation at management level which was becoming common in Italian museums. In Herculaneum’s case, the know-how of the local heritage authority was fundamental to the future of the site. A new form of support was needed (Thompson, 2007: 4).

The constant frustration of the Superintendent of the local heritage authority, who was responsible for the entire period, was that he had this financial autonomy, he had lots of money but he didn’t have the capacity to spend it because many different areas of the management system were problematic. One of the fundamental one’s being total rigidity of human resources, he couldn’t hire extra archaeologists, extra architects, extra engineers, geologists. He had to stay with the Ministry employee. However at the ministry, there was an excessive administrative staff but a shortage of technical staff. In this respect, the Superintendent of the period states that: “... as it is known, as a result of financial autonomy the Superintendency of Pompeii is not as poor as it was previously. Having resources available and not manage to use them is not the best situation we could hope for.” (Project Manager).

---

<sup>94</sup> Herculaneum was within the responsibility area of the local heritage authority entitled “*Soprintendenza Archeologica di Pompei*” until 2008 and the “*Soprintendenza per i Beni Archeologici di Napoli e Pompei*” until 2016.

<sup>95</sup> “In 1997, the Vesuvian sites, went from having roughly 4 million euros a year to having approximately 23 million euros a year (2007)” (Project Manager).

Also, the management system was operating in isolation, without taking into consideration working with other stakeholders; the existing link with other organizations and interest groups was very weak (Thompson, 2007, cited in Court et al., 2011: 4). The local heritage authority had no dialogue with other local institutions and neither them nor the local community was participating in any management decisions about the archaeological site (Mollo et al., 2012: 3).

In parallel to the degradation happened in the archaeological site, a gradual process of social and economic decline occurred in the surrounding modern neighbourhoods of Ercolano (Mollo et al. 2012, Court and Biggi, 2010, cited in Biggi et al., 2014: 43). Not only the population density, but also the level of poverty and organized crime increased drastically in the town in this period (Mollo et al., 2012: 3). Besides, at the end of the 20<sup>th</sup> century, when the archaeological structures at Herculaneum were at great risk, many modern buildings in the Via Mare neighbourhood were also at risk of collapsing “mirroring the decades of neglect of neighbouring districts of the ancient and modern towns” (Mollo et al., 2012, cited in Biggi et al., 2014: 48-49).

During the same period, a similar decline occurred in the relationship between the archaeological site and its surrounding community (Court et al., 2011: 3). The dramatic isolation of the surrounding community from the archaeological site and the heritage system was both in ‘physical’ and ‘operational’ terms (Biggi et al., 2018: 92). Physical barriers such as high boundary walls and collapsing modern buildings were preventing the community from seeing the site, indeed their heritage, which was already difficult to see taking place much below the ground level (Biggi et al., 2018: 92; Mollo et al., 2012: 3). Attention given to the physical and social boundaries between the ancient and modern towns during the excavations was drastically reduced in time, while boundary walls and other barriers increased (Mollo et al., 2012: 3). Mollo et al. (2012: 3) state that: “... every portion of land that passed from the town to the archaeological park tore into the urban and social fabric. ... The edges of site were cut into increasingly vertical escarpments in the attempt to gain every possible metre, maintenance routes along

the escarpments were forgotten and partially-excavated archaeological structures were abandoned because they were too complex to preserve”. Thus, the edges of the archaeological site gradually became a fortified boundary which separated the two towns, isolating and protecting the ancient town from the outside world, in parallel to the heritage authority’s increased need for security (Mollo et al., 2012: 3).

As for the operational terms, the number of local people working for the site’s conservation and management diminished drastically when the EU pressure on tender works took force in the 1980s (Biggi et al., 2018: 93). The local workers who retired could not be replaced by the young workers, and this led to the disappearance of the relationship established between the site and the local community (Biggi et al., 2014: 43).

The local community used to maintain, conserve, intervene on the site all year around right until the 1990s. The last in-house conservator left in 1997. European contracting, the obligation to contract out works both for health and safety and also for free market, pushed the local community out of the site and the jobs went to companies from further away. It is the same era when things started to go wrong in Herculaneum. Thus, the jobs of the local people were taken away, whose agricultural land had already been taken away, which means their way of life was taken away. Economic infrastructural changes have complicated social implications as well (Project Manager).

Moreover, the high-ticket prices with no reductions for the local community caused many community members to feel excluded from the site (Biggi et al., 2018: 93). To sum up, as the heritage authority changed the management model and the contribution of the local people in conservation and management of the site decreased, “the site underwent a progressive closure into itself” with its ancient structures in a worrying state of decay. Until the beginning of the 2000s, the archaeological site was managed and visited in complete isolation from its surroundings. The visitors of the site had very little or no contact with the modern town surrounding the site (Mollo et al., 2012: 3).





## CHAPTER 8

### THE HERCULANEUM CONSERVATION PROJECT (HCP) (2001-2020)

Since 2000, the ancient town of Herculaneum has experienced positive developments with several large projects funded by European Union structural funds and implemented by the local heritage authority and with the activities of the Herculaneum Conservation Project (HCP) (Biggi et al., 2014: 43). This chapter focuses on the conservation activities carried out at the site by the HCP between 2001 and 2020. It also explains the initiatives of the HCP to achieve capacity-building of the local heritage authority, to establish an information management system, and to improve the relationship between Herculaneum and Ercolano as well as the local community in order to achieve sustainable development in Ercolano. This chapter also gives information on the activities of the Herculaneum Centre, which was established mainly as a result of the HCP's efforts, and Audience Development Programme of the HCP.

#### 8.1. Establishment of the HCP

In 2001, the HCP was launched through the signature of a Memorandum of Understanding between a private philanthropic foundation, the Packard Humanities Institute and the local heritage authority<sup>96</sup> (Biggi et al., 2018: 92; Pesaresi and Massari, 2013: 106). The three-year renewable agreement outlined the main goals of working together in order to conserve and enhance the archaeological site of Herculaneum (Thompson, 2007: 4). The long-term strategies of the HCP aimed at overcoming the instability of the site and rapid decay of its ancient structures while also ensuring sustainability for the site in the future. These would be achieved by realizing the two main aims:

---

<sup>96</sup> Special Superintendency for Pompeii, Herculaneum and Stabiae (*Soprintendenza Speciale per Pompei, Ercolano e Stabia*)

- 1) re-establishing the continuous maintenance culture at the site with sustainable models of outsourcing,
- 2) operational capacity building of the local heritage authority which had adequate financial resources but lacked operational capacity to implement conservation measures to overcome the widespread decay at Herculaneum (Thompson, 2007: 4).

And when developing any strategy, participation of the most permanent stakeholder, especially the ‘local community’, would be ensured (Thompson, 2007: 4).

In Herculaneum, we did not have a question of expertise, there was incredible competence in Italy when it comes to material conservation. Italy focused only on preservation of the physical fabric for a long time. However, it's no longer enough just to have wall painting expertise, you need a more sophisticated solution. While the rainwater was coming down from the modern town; sewerage not being managed; pumps were breaking; a lot of places were not open to public access, in short, while there were a lot of problems at the site, the conservation agenda could not be just restoring a little wall painting in a bad state. We needed engineers, architects, and geologists; we needed a whole lot more than a conservator restoring a wall painting (Project Manager).

The emergencies arising at the site had to be intervened promptly; and preventive action had to be taken to prevent any critical situation in the long-term. To this end, the first action of the HCP was to establish an interdisciplinary project team consisting of a conservation architect, a conservator-restorer, an archaeologist, an archaeological surveyor working under the leadership of a project manager and supported by a quantity surveyor, to “analyse the problem, experiment with solutions, address emergencies at once, and evolve a formula for the future long-term maintenance of the site”. Soon after its establishment, the team was enlarged by including a structural engineer, a hydraulic engineer, a conservation scientist, and an information technologist. Additionally, a Scientific Committee was established to supervise the project, consisting of experts in the Italian heritage sector and international experts on archaeology and conservation (Wallace and Hadrill, 2009: 203-204).

Most of the actions at the site had to be realized through the long work commissioning process of the local heritage authority, which meant risking being late to save Herculaneum. Fortunately, in 2004, a new legislation<sup>97</sup> was put into force to encourage sponsorship of cultural heritage properties through a sponsorship contract, which would allow “an outside body to undertake conservation work on site at its own expense and under its own management”, thus overcoming the long bureaucratic procedures of the public works law (Pesaresi et al., 2007, cited in Wallace and Hadrill, 2009: 204). Thanks to this legislation, in 2004, an Italian-based UK research institute, the British School at Rome was involved in the partnership as the operative arm of the HCP through signature of a Sponsorship Contract between the School and the local heritage authority (Biggi et al., 2018: 94; Pesaresi and Massari, 2013: 106). The five-year renewable agreement aimed the British School at Rome to give financial, methodological and operational support for implementing urgent measures at the site and developing long-term sustainable strategies to conserve and enhance the site (Thompson, 2007: 4). Thus, only after the autumn of 2004, the HCP started to make a significant physical impact on the site (Pesaresi et al., 2007, cited in Wallace and Hadrill, 2009: 204).

HCP initially focused on solving the urgent problems at the site (Stanley and Price, 2007, in particular Pesaresi et al., 2007, cited in Biggi et al., 2014: 43), in other words “saving Herculaneum from ruin” (Pesaresi and Massari, 2013: 106). Nonetheless, in the following years, HCP not only dealt with emergency situations but also focused on long-term conservation problems, such as reducing the causes of decay and developing a sustainable maintenance approach with “systematic site-wide repairs and protective measures” (Pesaresi, 2013: 185), to continue to be implemented at the site after the lifetime of the project (Biggi et al., 2014: 43; Court et al., 2011: 8).

---

<sup>97</sup> Article 43, Law 449/1997; Article 2, 6 Law 109/1994, as substituted by Article 7 L 166/2002; Article 120 of Decreto Legge 42/2004; Article 2 of Decreto Legge 30/2004 (Thompson, 2007: 5).

## 8.2. Conservation activities

As a result of mainly HCP's activities, most of the site had been brought to a more manageable state by 2010 (Biggi et al., 2014: 43). The rate of degradation at the site was brought more under control through a site-wide campaign of conservation works which aimed to stabilize architectural structures and decorative elements at risk and to re-establish the infrastructure<sup>98</sup> (Pesaresi and Martelli Castaldi, 2007, cited in Thompson, 2007: 5). The approach adopted for dealing with urgent problems in this period was distributing resources across the entire site instead of implementing advanced conservation projects at some areas (Pesaresi, 2013: 185).

In the 2005-2010 period, the project team focused mainly on the conservation of the modern protective structural elements of Maiuri's campaign and the existing rainwater collection and disposal system, which were of crucial importance for the survival of the structural and decorative archaeological remains (Pesaresi, 2013: 185).

Since the ancient town takes place 15-25 m below the modern town of Ercolano and about 4-metre below the sea level, rain and groundwater tends to collect in pools, weakening foundations and destroying mosaics and frescoes (Hammer, 2015) (Figure 8.1.). Therefore, the priority was given to solving infrastructural problems; management of water on site was of crucial importance as it was the major cause of the decay at the site. There was no use in protecting a room with a roof if the water was pooling in a space nearby (Pesaresi and Rizzi, 2007, cited in Wallace and Hadrill, 2009: 204). Thus, the original Roman drainage system was rediscovered and re-instated to drain water away from the site; 990 metres of drains out of a total of 2,360 m were re-instated or laid and maintained by HCP to resolve water drainage problems at the site (Biggi et al., 2014: 44; Court et al., 2019: 26). This work has also included installation of temporary networks of aboveground and

---

<sup>98</sup> During the most intense period of the emergency campaign (2005-2007), € 2,500,000 were spent to stabilize the areas under most risk, between 2005 and 2010, approximately € 700,000 were spent on rainwater management and disposal and € 500,000 were spent on the repair and substitution of existing shelters (figures net of administration costs and professional fees) (Pesaresi, 2013: 191).

underground drainpipes to pump water from beneath Herculaneum into the Bay of Naples (Hammer, 2015).

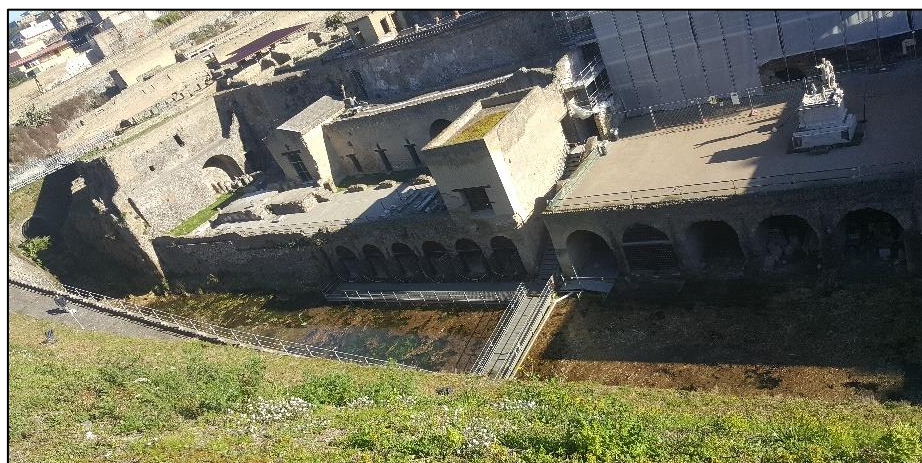


Figure 8. 1. Rain and groundwater accumulated at Herculaneum (Resource: Personal archive, 2020)

In addition to this, between the years 2005 and 2010, 60% of protective shelters (flat or inclined), 50% of wall crests and 70% of lintels were recovered from a severe state of deterioration. Another important campaign was run to protect the most vulnerable decorative features through implementing primary conservation measures (Pesaresi, 2013: 185).

In this period, the works such as the removal of vegetation, pigeon control, urgent protective shelters and consolidation work resulting in barrier removal allowed the re-opening of many houses and streets in the archaeological site to visitors (Pesaresi and Martelli Castaldi, 2007, cited in Thompson, 2007: 5) (Figures 8.2., 8.3., 8.4.). One example is the opening of the Decumanus Maximus, the main street of the Roman town, which was blocked by barriers at the beginning of the 20<sup>th</sup> century, through an emergency campaign carried out at the street (Pesaresi and Massari, 2013: 107; Pesaresi and Martelli Castaldi, 2007, cited in Thompson, 2007: 5) (Figure 8.4.).



Figure 8. 2. The ancient shoreline and the facade of the ‘House of the Telephus Relief’ before and after the removal of vegetation and the installation of pigeon nets (Resource: Paola Pesaresi/ HCP, cited in Thompson, 2007: 5)



Figure 8. 3. The atrium of the ‘House of the Gem’ before and after emergency measures and the installation of a medium-term roof (Resource: Jane Thompson/ HCP, cited in Thompson, 2007: 5)

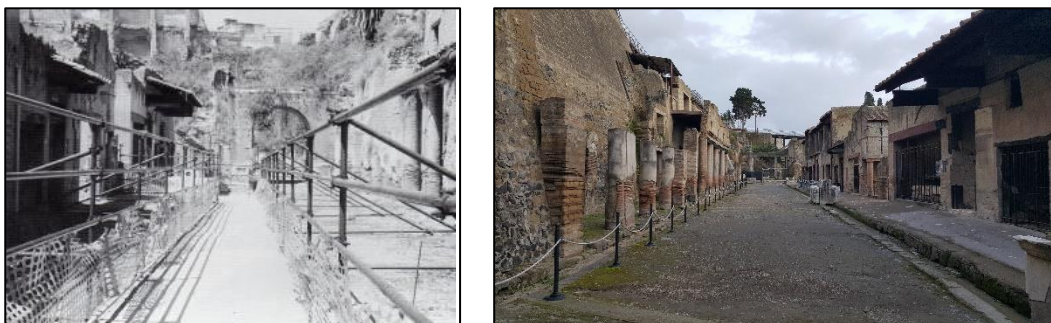


Figure 8. 4. The Decumanus Maximus before and after the removal of barriers (Resource: Sarah Court/ HCP, cited in Thompson, 2007: 5; Personal archive, 2020)

By 2015, there had been a remarkable increase in the area of the ancient town that was open to public access; 69% of additional site areas were opened to public access as a result of the works carried out by the HCP since 2005 (Biggi et al., 2014: 44; Court et al., 2019: 26). And, between December 2016 and June 2018, the ratio of areas, open to public access at Herculaneum, increased from 29% to 32% while also the ratio of closed but visible areas increased from 47% to 52% (Figure 8.5.). Court et al. (2019: 26) state that: “at the end of the current 3-year programmed maintenance campaign (2018), more than 80% of the site will be visually accessible”.



Figure 8. 5. Open and closed areas to public access at archaeological site of Herculaneum in December 2016 (left) and June 2018 (right) (Resource: Del Duca and D’andrea, 2019: 23)

Furthermore, by 2015, 80% of the collapsing protective shelters, which were often re-instated floor plates, had been repaired or substituted by the HCP team directly or by utilising public funding in order to ensure greater durability, better preservation of archaeological structures and decorative features in the long-term

and to reduce maintenance needs (Biggi et al., 2014: 44; Court et al., 2019: 26; Pesaresi and Massari, 2013: 103) (Figure 8.6.).



Figure 8. 6. Conservation activities carried out on protective shelters in Herculaneum (Resource: Studio Pesaresi/ HCP, cited in Court et al., 2019: 25; Personal archive, 2020)

Regarding the protective shelters, the Project Manager states that:

We are not looking at really expensive projects like in Pompeii, these are classic archaeological shelters, not expensive. We were interested in solutions that could be sustained in a long time when dollars or European money couldn't come anymore (Project Manager).

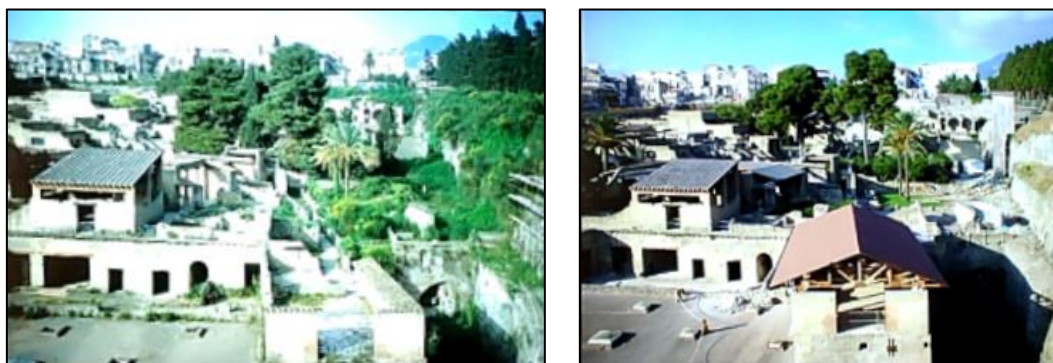


Figure 8. 7. Herculaneum before and after vegetation removal and construction of protective shelters (2006) (Resource: Project Manager)

In the same period, access for maintenance was improved through new routes or equipment and nearly all of the decorative features at the site were stabilized (Biggi et al., 2014: 44) (Figure 8.8.). In 2008, the Getty Conservation Institute (GCI)



started to work in collaboration with the HCP to carry out scientific investigations to overcome conservation problems of mosaics at the site (The Getty, 2018: 14). In 2011, their focus shifted to wall paintings as they were other important decorative features of Herculaneum, and they participated in a more collaborative project in which the local heritage authority was involved as well as the HCP. This project aimed to study and conserve the decorated surfaces (both the wall paintings and the mosaic pavement) of the tablinum, which is the formal reception room of the House of the Bicentenary. The final aim of this pilot project was to develop methodologies that could be applied to other houses in Herculaneum and in the region (Rainer, 2018, cited in the Getty, 2018: 15).



Figure 8. 8. Conservation activities carried out on decorative features in Herculaneum (Resource: Maura Giacobbe Borrelli/ HCP, cited in Court et al., 2019: 25; the Getty, 2018: 14)

Irina Bokova, Director General of UNESCO at the time, who visited Herculaneum in 2012 congratulated the HCP for their activities and indicated that: “Herculaneum is a positive model whose best practices surely can be replicated in other similar vast archaeological areas across the world” (Project Manager).

Basically, what happened in Herculaneum in this 10-year period and still is happening, was an opening up process, the partnership. This US philanthropic organization showed interest in helping, but the help in this story wasn't showering dollars or as in the case of Pompeii, loads and loads of European money. The desire of this foundation was to really help where the help was needed, and it did very good choices (Project Manager).

### **8.3. Capacity building of the local heritage authority**

Once the emergencies were overcome and most of the site was made safer, project objectives have been redefined to contribute to the long-term survival of the site through:

- “1) reinforcing the existing management system; and
- 2) quantifying the human, financial and intellectual resources necessary for site management” (Biggi et al., 2014: 45).

The HCP's focus shifted from the 'direct', short-term conservation and maintenance works, funded and commissioned by the private partner, to the long-term process and to improving the internal capacity of the local heritage authority, in other words, to “ongoing work to develop more resilient management models for the long-term care of the archaeological site” (Biggi et al., 2014: 44; Biggi et al., 2018: 92; Pesaresi, 2013: 185-186). Thus, a new phase of collaboration among the partners of the HCP started. In this new phase, the HCP aimed to establish “back-to-back cycles of programmed maintenance campaigns for the entire site” (Pesaresi, 2013: 186). With this aim, the HCP started to carry out less direct conservation work on site while the local heritage authority started to take more responsibility for both ordinary maintenance and special projects (Biggi et al., 2014: 44). However, the increased spending capacity created by HCP led to extra administrative procedures for the local heritage authority, an institution which was already overburdened and under capacity for these works and had no qualified administrative or technical staff (Pesaresi, 2013: 186). In this regard, the Project Manager states that: “the European community had pushed for contractual outsourcing, commissioning works out, but the public heritage officers had no training on managing contracts or external contractors”.

Within this framework, first, the HCP team described in detail the works that they previously implemented at the site to the local heritage authority staff. And since 2010, the project team has been preparing the conservation proposals for projects and providing technical and administrative support both for the tender process and

the implementation of the projects, while the local heritage authority has been funding and directing the works (Biggi et al., 2014: 44; Pesaresi, 2013: 186). Within this framework, the local heritage authority's normal operational budget was used for maintenance of mosaics and works on shelters and decorative features, which were carried out between 2010 and 2012 (Biggi et al., 2014: 44).

However, this joint approach also meant the loss of the flexibility that the private sector had because the specialists working for the private partners had started working within the constraints of the public administrative and management system again (Biggi et al., 2014: 44). Nevertheless, "while specific to Herculaneum, the project is essentially creating a model for effective capacity building of public authorities responsible for similar sites through greater participation" (Court et al., 2011, cited in Biggi et al., 2014: 45). The HCP strengthened the local heritage authority to care better for the site beyond the lifetime of the project, and illustrated how to use limited available human and financial resources effectively for the conservation of large archaeological sites (Biggi et al., 2014: 45).

#### **8.4. Establishment of an information management system**

In parallel to the new objectives of the HCP, human and financial resources, which were previously utilised in commissioning works, were directed towards activities to achieve the long-term sustainability of the site. These activities comprised research or experimentation, including the establishment of a geographic information system (GIS) data base to document, monitor and plan activities, and pilot projects which aimed at improving the relationship between the site and the surrounding modern town (Pesaresi, 2013: 186).

Herculaneum had been suffering from inadequate and inaccurate mapping (Wallace and Hadrill, 2009: 205). It also lacked an information system including the record of previous conservation interventions at the site. Since an effective information management system contributes greatly to the management and decision-making

mechanisms in place, a geographic information system (GIS) was created at Herculaneum to respond to the site's real needs identified by specialists working at the site and to obtain a more interactive tool to facilitate the management process (Biggi et al., 2014: 46). Since 2007, all conservation studies conducted at the site and the studies regarding the infrastructure have been inserted into the GIS database (Pesaresi, 2013: 191). This information management approach informs programmed maintenance of the site through mapping within the GIS, which is constantly updated and consulted for every kind of work during the planning, implementation and monitoring stages (Biggi et al., 2014: 46).

Another investment was made for data collection to improve the GIS system, which provided a framework to define problems and share information more easily. The following studies were realized and inserted into the database:

- a new plan of the archaeological site covering an area of more than 40,000 m<sup>2</sup> with details of the archaeological and architectural elements;
- mapping the degradation of decorative surfaces (more than 15,000 m<sup>2</sup> recorded over a year) and qualifying and quantifying them in a systematic way;
- mapping the degradation of architectural elements such as shelters, lintels, wall crests etc. (Biggi et al., 2014: 46-47).

In other words, the 'objects' to be maintained at the site were identified and the data related to their location, characteristics and the degree of "maintainability" were gathered in the GIS system. When this information was connected with the related schedules for each intervention and the price analyses, prepared within a programmed maintenance cycle, it became possible to assess the total maintenance cost of the archaeological site on an annual and a triennial basis. Furthermore, merging this information with other related data in the wider GIS system facilitated different types of interrogation and analysis that included areas open or closed to the public, other work sites underway or foreseen, archaeological value, state of conservation and site logistics and accessibility. This information gathered is key to planning the works to be implemented; i.e., to:

- defining the optimal scope, timing, location and performance of interventions, and
- ensuring a fair distribution of the resources available to meet the needs of the site (Pesaresi, 2013: 188).

As a result, the priorities for conservation interventions at the site were identified and the resources (human, financial and intellectual) were effectively deployed thanks to the site-wide mapping of archaeological features, modern architectural elements, infrastructure, decay conditions and areas open to the public by using GIS database and to the monitoring of the cost, timeframes, quality and performance of interventions carried out, which also allowed the results to be measured (Court et al., 2019: 26). Court et al. (2019: 26) state that: “1009 different site interventions and their respective costs were identified having monitored maintenance works for 8 years to provide the heritage authority with a tested and fully operational cyclic maintenance programme for the site”.

Additionally, a research was conducted in the local heritage authority’s archives to document the past interventions carried out in the archaeological site. Within the scope of this study, more than 5,000 archive photos were digitalized and catalogued in the HCP database, together with some studies on Amedeo Maiuri’s activities at Herculaneum and excavation diaries (Biggi et al., 2014: 47).

The openness of the information management system allows resources to be concentrated more effectively on improving site practices. Therefore, there have also been some efforts to create a web-based access to allow information to be shared among users particularly those who are not close to project operations. The web portal, which is currently under development, is planned to be used as a means to publish basic data and results online, through utilising a web map service (WMS) for the distribution of the spatial data. It is hoped that the platform will constitute a reference point to encourage the broader exchange of new data among heritage practitioners and other communities related to Herculaneum (Biggi et al., 2014: 47-48).

## **8.5. Improving the relationship between Herculaneum and Ercolano**

The site-wide conservation approach adopted by the HCP recognized the urban complexity of the archaeological site as a whole and its dramatic and complex relationship with the modern town of Ercolano above (Court et al., 2019: 25). Regarding this relationship, the Project Manager indicates that:

We wanted to give heritage a more dynamic role in sustainable development and to achieve new outcomes, benefiting heritage and society. So, we expanded our agenda; we wouldn't just focus on the world heritage site but completely revisit its relationship to the modern town. We couldn't think of the WHS in isolation (Project Manager).

Since 2003, there were attempts to bring together the key public partners such as the city council and the local heritage authority under a single roof with the aim of creating a platform for building partnerships with several private and institutional partners who could facilitate a change in public institutions' approach and in the attitude of the politicians, from the 'bottom-up'. These partners were expected to bring mostly intellectual benefits rather than financial benefits (Thompson, 2007: 6).

In Herculaneum, one of the major necessities was to engage with the community. However, the finite lifetime envisaged for the HCP was not making it possible to address this issue by itself (Court et al., 2011: 6). In this respect, Biggi et al. (2018: 92) state that: "rebuilding engagement with the local community in a lasting way demanded a greater sense of commitment and steadfastness in a governance model that spoke of permanent alliances and a cross-sectorial interest in dialogue about heritage".

Within this context, at a time when the HCP was starting to focus on the problematic relationship between the ancient town of Herculaneum and the modern town of Ercolano surrounding it, the town council of Ercolano invited the HCP to

participate in the establishment of a study centre<sup>99</sup> for the conservation of cultural heritage (Court and Biggi, 2009: 2).

Towards the end of the emergency phase, an opportunity had emerged for the regeneration of Ercolano with European funding within the context of the Urban Herculaneum Programme and public funding was obtained for a two-phase urban regeneration initiative, namely the ‘Via Mare Project’, and another initiative, the ‘Herculaneum Centre’ (Biggi, 2011, cited in Biggi et al., 2014: 45; Biggi et al., 2018: 93). A proposal for a strategic 3-year programme to launch the Herculaneum Centre attracted €840,000 of public funding from the Italian Ministry of Culture (MiBAC<sup>100</sup>) as a result of the joint efforts of HCP specialists and Ercolano’s URBAN Office (Biggi et al., 2018: 93). Thus, the partners in HCP joined forces with the local town council to create a permanent non-governmental organization, which is known as the ‘Herculaneum Centre’. It was established in 2006 by the *Associazione Herculaneum*, a non-profit cultural association with a specific agenda for cultural heritage, uniting three partners: the local municipality<sup>101</sup>, the local heritage authority<sup>102</sup> and the British School at Rome (Biggi et al., 2014: 41; Biggi et al., 2018: 87-94).

In this partnership, the founding partners were the local municipality representing the local community and the local heritage authority representing local heritage and the wider heritage sector. Later they invited the British School at Rome (an international research institute having a long-term interest in the Vesuvian sites) representing interest groups in the international community to join them (Biggi et al., 2018: 93-94). As for the Packard Humanities Institute, it did not provide any funding for the Centre, all the funding was obtained from MiBAC. The Institute provided support to the Herculaneum Centre only through the HCP team (Thompson, 2007: 6).

---

<sup>99</sup> The International Centre for the Study of Herculaneum (The Herculaneum Centre).

<sup>100</sup> Ministry of Cultural Heritage and Activities (*Ministero per i Beni e le Attività Culturali*)

<sup>101</sup> *Comune di Ercolano*

<sup>102</sup> Special Superintendency for Pompeii, Herculaneum and Stabiae (*Soprintendenza Speciale per Pompei, Ercolano e Stabia*)

According to Court and Biggi (2009: 2-3), the results to be obtained through the work realized in collaboration with the local heritage authority and the town council would be more sustainable. Because, in the Italian heritage system, the local heritage authority was responsible for safeguarding the heritage, and the town council was responsible for its enhancement and valorisation.

The Herculaneum Centre was expected to act as a bridge between the heritage system and the wider context (Court et al., 2011: 6). While HCP was established with a view of a finite lifespan, the Herculaneum Centre was established as a long-term cultural association to create a platform for exchange among heritage authorities, civic society and other stakeholders (Biggi et al., 2014: 45). The main aim was to create a forum for dialogue with the community, which could operate beyond the finite lifetime of the HCP (Thompson, 2007: 6). In short, it was launched to improve stakeholder involvement, particularly the local community (Biggi and Court, 2009, cited in Court et al., 2011: 8). With this aim, the Centre did not only facilitate dialogue between various stakeholders, but also, developed several initiatives to give community members an active role in defining and valuing their heritage (Court et al., 2011: 6).

Meanwhile, HCP also put an effort to improve the archaeological site and its physical relationship with the modern town through a series of temporary partnerships (Biggi et al., 2018: 92). As a result of the improved dialogue established between the local heritage authority and the city council through the efforts of the Herculaneum Centre and David W. Packard's wish for an integrated project, the opportunities were assessed to improve the physical relationship between the archaeological site and the modern town surrounding it. There had not been any study to solve the problems at the edges of the ancient town since the Maiuri's campaign, which ended at the end of the 1950s (Thompson, 2007: 6). There is a very important area of Herculaneum under Via Mare, which is the partially excavated forum and its law court: the Basilica Noniana. When the archaeological excavations ended suddenly after the Maiuri's campaign, this area at the north-west edge of the archaeological site, which was expropriated by the



authorities, was left untouched without solving its relationship with the modern town (Biggi et al., 2014: 49).

To overcome this challenge, a Memorandum of Understanding (MoU) entitled “The extension of the archaeological park of Herculaneum and the enhancement of the boundary area with the historic centre of the town of Ercolano” was prepared with the support of the HCP team. On 1 June 2007, the MoU was signed by four public institutions: The regional office for tourism and heritage, the regional heritage authority, the local heritage authority and the city council of Ercolano. Indeed, an initial progress had already been achieved by completing the first phase of demolitions of some collapsing buildings overhanging at the basilica area of the archaeological site (Thompson, 2007: 6) (Figure 8.9.).



Figure 8. 9. Basilica area before (April 2007) and after (July 2007) demolitions (Resource: Massimo Brizzi/ HCP; Andrew Wallace-Hadrill/ HCP, cited in Thompson, 2007: 6)

Regarding this work, the Project Manager states that:

In 2007, we started a whole collaborative project with lots of meetings held with local community in their garages. This is important, we didn't organize those meetings at the Superintendency, we ensured officials from heritage authorities come to the local community, so we empowered this community. And, we started the process at this little corner of the site, which has suffered so much and lost that agricultural land to the Villa of the Papyri. This corner site is going to get a beautiful garden and a panoramic square that will look over the Bay (Project Manager) (Figure 8.10.).



Figure 8. 10. Meetings held with the local community (left) and the Basilica area where buildings were demolished (right) (Resource: Project Manager; Thompson and Abed, 2018: 21)

It is worthy to note that, although the Packard Humanities Institute was the only financial source of the HCP works within the site, it provided less than 30% of the funding required for the first phase of the campaign to improve the margins of the site; the rest of the funding was provided by the regional and city councils, the local heritage authority and the landowners (Thompson, 2007: 6).

Both the demolition of the dilapidated ruins at the edge of the ancient town and the establishment of the Herculaneum Centre have attracted additional public funding to the area, while the role of the private partner in these initiatives was mostly limited to being ‘a catalyst for change’ (Thompson, 2007: 6). According to Thompson (2007: 6), this illustrates the power of partnerships in bringing results which are far beyond than the individual partners can achieve by operating on their own.

The HCP and the Herculaneum Centre have also carried out an urban research in collaboration with the Second University of Naples to understand how to improve the link between the ancient town and the modern town, with a particular emphasis on the Via Mare neighbourhood. The scope of this study included the analysis of the buildings’ state of maintenance, the location of commercial activities, the

hierarchy of the roads, and the green and recreational areas in the neighbourhood. This study, which has provided significant data for future projects to be implemented at the neighbourhood, revealed the potential of the neighbourhood in terms of “social (dense population), urban (the unresolved connection between the town and the sea), architectural (the quality of its vernacular architecture, despite presence of some illegal additions or alterations in the original fabric of the buildings) and natural (the green agricultural areas that could be converted to urban green spaces) issues”. In other words, it has illustrated that the area had contained all the potential elements to achieve visual and physical accessibility to the archaeological site (Mollo et al., 2012: 1-49). In this respect, Mollo et al. (2012: 7) state that:

The area’s built fabric is unique in the town’s building history and could be perfectly integrated along with the archaeological site into a cultural park. Within these buildings it would be possible to encourage small businesses and trades tied to cultural and natural tourism. Such activity would not only be sustainable from a commercial point of view but, together with urban improvements, would help readdress the social, economic and environmental weaknesses which today forbid this neighbourhood to turn threats into opportunities and become a sustainable community taking the best of the surrounding urban fabric, the archaeological site included, and giving back as much as it gives (Mollo et al., 2012: 7).

In the meantime, the HCP realized that the lack of hard data was weakening the effect of their activities on government and heritage authorities, politicians, heritage practitioners and local community. Therefore, the HCP tried to use the Triple Bottom Line (TBL) tool in 2012 to learn from this approach for its own heritage management system and sociocultural context. As mentioned before, it is a tool to “create a systematic approach to achieve greater integration of sustainability considerations into long-term management considerations” based on gathering relevant data and then producing “a graphic representation of the results which can be easily interpreted by practitioners”. Although this tool has never been fully implemented at Herculaneum, the difficulties specific to the Vesuvian area had already led the HCP to consider the success of site management system in social, economic and environmental terms and it became very important that sustainability measures had to go beyond the confines of the archaeological site (Court et al.,

2019: 24). In this respect, Thompson (2007: 4) states that: “we needed to step out of the ancient city and understand that community and the wider cultural landscape in order to understand the site better”.

### **8.5.1. The Via Mare Project**

The Via Mare Project is an urban regeneration project, aiming to integrate the archaeological site of Herculaneum into the modern town of Ercolano, particularly to Via Mare neighbourhood, and to regenerate the neighbourhood in physical, environmental, social and economic terms.

Residents of the Via Mare neighbourhood suffer from socio-economic disadvantages like many residents living in other neighbourhoods of the Vesuvian area. Although they live in very close proximity to a World Heritage site, they derive very few benefits from the site by “being essentially denied physical, cultural and intellectual access and any contribution to the heritage management system” (Court et al., 2011, cited in Biggi et al., 2014: 48). The expansion of the archaeological site after the Second World War, other urban developments and societal change led to geographical isolation of the residential quarter, which in turn increased social exclusion of the Via Mare community (Mollo et al., 2012, cited in Biggi et al., 2014: 48).

The HCP and the Herculaneum Centre continued working at the Basilica area after the demolitions of the crumbling buildings here. Since 2009, they have been involved in archaeological studies conducted at this area together with conservation interventions. These efforts played an important role in attracting European Union funding for an urban regeneration project to be implemented at the Via Mare neighbourhood (Biggi et al., 2014: 49).

According to Biggi et al. (2018: 103), another important factor that helped the development of Via Mare initiative was the governance model of the Herculaneum Centre, which created the neutral informal environment for exchange of ideas and

experience, enriched by diverse and mostly international viewpoints. The creation of a favourable and unthreatening environment for dialogue was the key to involve both local and international communities in studies related to heritage. This atmosphere led the Mayor of Ercolano and the head of the local heritage authority to think ‘outside the box’ and embrace the ideas that were put forward by the HCP team for the Via Mare initiative (Biggi et al., 2018: 103). The Project Manager states that: “we’ve managed to get 2.6 million euros from the local council for urban regeneration of this area and it was not the money allocated for heritage conservation” (Project Manager).

The Via Mare Project was formalized by an agreement signed in January 2014 by the MiBAC; the Ministry for Territorial Cohesion/ Department for development and economic cohesion; the local heritage authority<sup>103</sup>; the heritage authority of Naples and its province<sup>104</sup>; the local municipality; and the Italian arm of Packard Humanities Institute<sup>105</sup> (Biggi et al., 2018: 100).

The project was planned to be implemented in two phases<sup>106</sup>. The first phase includes “extending the site area and liberating unused land units or dangerous properties for collective benefits”, and the second phase includes “urban regeneration of the areas released and the adjacent Via Mare road” (Biggi et al., 2018: 100) (Figure 8.11.).

---

<sup>103</sup> Special Superintendency for the Archaeological Heritage of Pompeii, Herculaneum and Stabiae (*Soprintendenza Speciale per i Beni Archeologici di Pompei, Ercolano e Stabia*)

<sup>104</sup> Superintendency of Archaeological and Landscape Heritage of Naples and Province (*Soprintendenza Beni Archeologici e Paesaggistici di Napoli e Provincia*)

<sup>105</sup> *Istituto Packard per i Beni Culturali*

<sup>106</sup> The urban regeneration initiative at Via Mare has been coordinated by architect Paola Pesaresi from the HCP on appointment by the Italian arm of Packard Humanities Institute. She has also headed the design team for the two phases of the project (Biggi et al., 2018: 100).

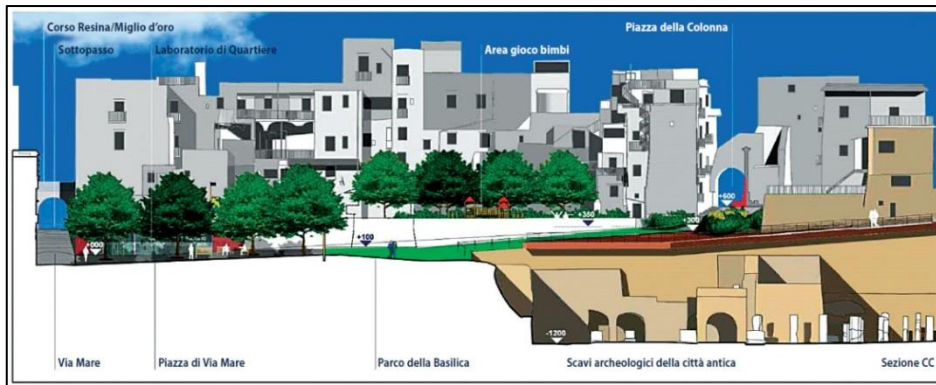


Figure 8. 11. An image from the urban regeneration proposals for Via Mare, which shows the modern town on a level above the archaeological site (above) and the same area in 2020 (below) (Resource: Studio Barbieri & Negri/HCP, cited in Biggi et al., 2014: 49; Personal archive, 2020)

The expropriated area which was never excavated over the Basilica plays a key role in plans for this neighbourhood; it will be the contact point between the ancient and modern towns (Biggi et al., 2014: 50). The first phase of the Via Mare Project aims to transform this area, the abandoned lot between the archaeological site and the residential neighbourhood, to a park and other public spaces and to use it as a catalyst for the regeneration of an important neighbourhood of the modern town. In this way, it also aims to address some needs of local residents that they expressed in an early consultation meeting (Biggi et al., 2018: 100; Court et al., 2019: 29). Thus, the heritage authorities will also be able to turn a problematic area, where half-excavated Roman structures are emerging from unstable escarpments with deteriorated modern buildings above, into an important viewing point. To this end,

they will also make changes in the existing boundary wall and visitor routes around the site (Biggi et al., 2018: 100). Changes in the existing boundary wall will reconnect the neighbourhood visually to the site. And, from the new park and raised square, it will finally be possible for the local residents and visitors to see and enjoy the WHS within the context of the entire Bay of Naples from Capri to Ischia (Biggi et al., 2018: 100; Court et al., 2019: 29) (Figure 8.12.).



Figure 8. 12. The new boundary wall and the new park and square being constructed between the archaeological site of Herculaneum and the Via Mare neighbourhood on the abandoned lot (Resource: Personal archive, 2020)

A new boundary wall is also being constructed along Via Mare at the western side of the archaeological site. The high boundary wall which prevented visual access of Via Mare community to the site until 2019, is being replaced by a much more socially inclusive boundary wall. This new wall is expected to reduce the feeling of exclusion of the local community from the site by allowing visual access to the

WHS (Figure 8.13.). Regarding the high boundary wall, the Project Manager states that: “we call this the ‘Berlin wall’. It doesn’t come down completely, we do keep a fence, but we guarantee visual connections and participation at least at this level”.



Figure 8. 13. The boundary wall between the archaeological site of Herculaneum and the Via Mare neighbourhood until 2019 (above), the proposed new boundary that will substitute it (middle) and the construction work of the new boundary wall in 2020 (below) (Resource: Studio Barbieri; Negri/ HCP, cited in Court et al., 2019: 30; Personal archive, 2020)



Within the framework of the regeneration project, there are also plans to improve Via Mare's basic infrastructure such as its drainage system, lighting, etc. (Biggi et al., 2014: 50).

It is expected that all these changes will eventually lead to creation of new forms of economic and social activities for the local residents, which are compatible with the environmental concerns of the archaeological site and the historic neighbourhood. The hope is that the new park area and other public spaces will provide meeting places for visitors of the archaeological site and the local community. And when the final project slightly extends the archaeological park, it is hoped that it will encourage visitors to exit the archaeological park from this part and explore new routes through the modern town to visit other sites in Ercolano (Biggi et al., 2018: 100). In this regard, the Project Manager indicates that: "We not only provide visual connection but also design the area in a way to encourage the visitors to walk down through Via Mare and bring economic vibrancy, social stimuli, and dynamism, which the district is so much longing for" (Figure 8.14.).



Figure 8. 14. Via Mare in 2020 (above) and how it is designed within the regeneration project (below) (Resource: Personal archive, 2020; Project Manager)

The local residents are expected to finally benefit from living so close to a site of international importance especially by:

- taking advantage of new economic opportunities arising from the presence of visitors,
- offering services to them, in a previously isolated neighbourhood, and
- enjoying the new public spaces themselves (Biggi et al., 2018: 100).

It is also hoped that this project will improve the relationship between the archaeological site and the modern town; “ideally with the community supporting the site’s conservation and the site serving as a catalyst for improvements to the local area” (Biggi et al., 2014: 50). However, the Consultant has some concerns about the new public spaces being created:

When the construction of the new park and square is completed, we’ll need maintenance, which will be provided by the local municipality. We can only hope that it can take care of these spaces because it’s an area, where unfortunately what is public is not considered as your own. Therefore, people in this area do not take care of public spaces and, for example, they throw rubbish on the streets. This is a socially and culturally massive issue. Here, there is a scarce sense of “collective good” and this is mostly linked to “distrust” towards the public institutions. This ‘distrust’ issue is very important because it is one of the main reasons causing social problems in the area. In all interviews I conducted with the local associations, the interviewees have manifested feelings of distrust towards institutions, talked about lack of competences and lack of attention of the institutions. It’s an area where, unfortunately, public institutions have been away for a long time. Thus, the feeling towards the institutions is very negative in the area (Consultant).

The Via Mare project has been initiated through the partnership of several public and private institutions, but there was still a need for a body to ensure the participation of the local community in the project (Biggi et al., 2014: 50). Therefore, the Herculaneum Centre was invited in the project to accompany the residents of the neighbourhood. The Centre was responsible for bringing together a range of stakeholders, creating networks and helping the institutions overcome their limited mandate for working with the local community (Biggi et al., 2018: 100-101).

At the beginning of the regeneration project, only the short-term disadvantages of the physical changes in the neighbourhood were in sight for the local community, such as the compulsory planning orders, which would destruct a number of buildings in the area, dusty work sites, road blocks, etc. Therefore, it was difficult to make them believe in the long-term benefits of the project (Biggi et al., 2018: 101). Fortunately, the Centre had carried out a series of formal and informal consultations with the residents of the Via Mare neighbourhood and invited them to the archaeological site to better understand their heritage, before the initiation of the project (Biggi et al., 2014: 51). These earlier consultation meetings had provided the necessary ground to build a working relationship with the local community. Their concerns, most of which were not directly related to heritage issues, were taken into consideration thanks to these meetings and some activities were carried out by the Centre, such as the clean-up of a street, upon learning the garbage problem in the neighbourhood had a priority for them (Biggi et al., 2018: 101) (Figure 8.15.). Regarding this activity, the Project Manager states that: “the maturity of this community to be part of this journey is showing by the fact that they started their own clean-up project to improve the general elegance and respectability of the district”.



Figure 8. 15. An informal meeting with residents of the Via Mare neighbourhood (left) and clean-up of a street organized by the Herculaneum Centre (right) (Resource: Sarah Court/ HCP; Francesca Del Duca/ Herculaneum Centre, cited in Biggi et al., 2018: 101)

According to Biggi et al. (2018: 101), if possible, the requests of the local community should be met, even when those requests are not related to the heritage, in order to make them feel their concerns and interests are taken into consideration and so as to build positive relationships with them based on mutual respect and trust.

Biggi et al. (2018: 101) note the difficulty to work with the local community members because they do not voluntarily accept decisions such as compulsory planning orders. Therefore, the Herculaneum Centre's consultants had to be regularly present in the area in order to build trust and develop relationships further, in an area where institutions had a reputation for not delivering their promises. To this end, the Centre organized several events and activities in the Via Mare neighbourhood, which helped maintaining regular contact with the local community and aimed building on existing strengths, interests and sense of identity. One of these activities was bringing together local associations with Neapolitan graffiti artists and children of the Via Mare neighbourhood to transform an abandoned lot in Via Mare, used for playing football and hosting events, into a multipurpose space. This activity helped building relationships with the local community and facilitated dialogue and support for the neighbourhood regeneration project (Biggi et al., 2018: 101-102). Improvement and maintenance of public spaces has a trigger effect in terms of local community engagement in the revitalization efforts (UHU/GSD/Harvard and ADER-FES, 1999: 18). Regarding this activity, the Community Consultant states that:

There wasn't any public space in Via Mare, which is a very narrow street. When the buildings in this area were demolished, the children started to use an abandoned lot to play football (Figure 8.16.). And when we asked the local community what their need was, they said they need "a nice public space" and the children wanted a playground. That's how the activity started. The Via Mare playground has been painted in different colours, each of which represents one type of game (Community Consultant) (Figure 8.17.).



Figure 8. 16. The abandoned lot in Via Mare used as a football pitch (Resource: Project Manager)

The children were not playing in very ideal conditions (Figure 8.16.). So, we got in touch with a paint company to offer free paint and three graffiti artists. They did a morality project and turned the children's little football pitch, abandoned space, into this wonderfully colourful place (Figure 8.17.). This was the first phase of change, which was completely community-led and it laid the foundation for a broader project funded by big money. This coloured playground shows that this community was ready for a different environment (Project Manager).



Figure 8. 17. Neapolitan graffiti artists transforming an abandoned lot in the neighbourhood into a multipurpose space together with children living in the Via Mare neighbourhood (Resource: Radio Siani, cited in Biggi et al., 2018: 102)

As the Centre's earlier activities mentioned above have shifted the attitude of the local community living in the Via Mare neighbourhood from negative to positive towards institutions, some positive developments have occurred at the institutional level. Indeed, it was understood that it was mainly the Centre's efforts together with the HCP's, which contributed to the creation of necessary conditions for the signature of the inter-institutional framework agreement for the regeneration project in January 2014. Although the Herculaneum Centre was not among the

signatories of the agreement, the Centre's contribution in ensuring the dialogue with the local community at all stages was identified as one of the preconditions for the success of the project. This shows how the activities of the Herculaneum Centre influenced institutional perceptions of community involvement in heritage management (Biggi et al., 2018: 102).

During the planning stages of the Via Mare project there were two major challenges for the Centre: one was meeting the expectations of the local community within the speed and unknowns of the institutional procedures and the other was its financial difficulties due to economic crisis affecting its donors. Despite the limited financial and human resources and limited time, the Centre succeeded in achieving the community involvement and empowerment at all planning stages of the project (Biggi et al., 2018: 102-103).

The Via Mare Project shows how a relatively modest contribution by the Herculaneum Centre (working with a budget of little more than €30,000) is significantly influencing the outcomes of a more ambitious initiative whose gross financial value is 5.6 million euros thanks to EU funding and Packard Humanities Institute support through its new Italian foundation (Biggi et al., 2018: 100).

Court (2015, cited in Biggi et al., 2018: 103) mentions that the approach adopted in Via Mare initiative inspired a series of heritage studies involving the local community, carried out in the Somerstown neighbourhood of Portsmouth. To her, this might be a sign that this approach could be adopted and adapted elsewhere. Similarly, Biggi et al. (2018: 103) think that the Herculaneum Centre might constitute an influential model in terms of shifting the perception of society on heritage and their contribution to it. The Centre has also changed the mentality of heritage institutions and they have realized their responsibilities to ensure that heritage contributes to the local community. Public heritage officers had long forgotten the importance of understanding the relationship between heritage and local community, visitors and other interest groups (Biggi et al., 2018: 104).

## 8.6. Activities of the Herculaneum Centre

The Herculaneum Centre had a significant role in creating a wider network of organizations and community involvement to support the archaeological site of Herculaneum and other heritage properties in Ercolano. The Centre's mission was to act as a contact point for the inclusion of the local and international communities in conserving Herculaneum by developing partnerships and facilitating physical and intellectual access to Herculaneum's archaeological and cultural heritage (Biggi et al., 2014: 50-51). The Centre established many partnerships through:

- direct partnership agreements (with ICCROM, several local and international universities, NGOs such as the UK's 'Friends of Herculaneum Society')
- participation of the Centre in broader inter-institutional programmes (the EU multilateral projects, HCP collaborations, etc.)
- agreements for the provision of specialist support for workshops, meetings and continuous professional development (e.g. the World Heritage Centre, Getty Conservation Institute), also for targeting audiences outside the heritage sector (training providers for mid-career teachers)
- joint ventures with a host of local stakeholders (local associations, small businesses, schools, local residents, young people, etc.) (Biggi et al., 2018: 94).

The Herculaneum Centre aimed to improve the knowledge, understanding and public appreciation of the archaeological site of Herculaneum and its artefacts, safeguard the archaeological site and support the local heritage authority (Court and Biggi, 2009: 2). The Centre's focus was mainly on awareness raising and promoting the participation of the local and international communities in protecting Herculaneum's rich archaeological heritage and broader cultural heritage in Ercolano. In this way, the Centre aimed to harness long-term benefits not only for the heritage itself but also for the community living around the site (Biggi et al., 2018: 87).

The Herculaneum Centre model was based on building bridges between the institutions and civic society, ultimately to:

- shift society's perception and contribution to heritage,

- shift the perception and contribution of heritage institutions in terms of their responsibilities to the society,
- promote new approaches for creating or strengthening capacities in order to manage positive and negative change at and around heritage sites,
- give heritage a central role in the sustainable development of the territories in which they take place (Biggi et al., 2018: 90).

The Centre tried to identify and close the gaps between the local community and their heritage, between young professionals and practical experience (Court and Biggi, 2009: 1) and between local and international institutions and the local community living around the archaeological site, by improving existing relationships in both directions, especially through the alliances established with local partners. Its work has complemented other significant heritage initiatives such as the HCP and developed new heritage capacities as well as building on existing strengths such as the changes initiated by two local mayors and emerging cases of local active citizenship (Biggi et al., 2018: 90-94).

Right from its foundation, the Centre used the high levels of interest in Herculaneum in terms of new archaeological and conservation knowledge, its protection and management as a catalyst to encourage broader interest for other natural and cultural heritage properties in the local area. Hence, in the following 7 years after its establishment, over €200,000 was raised from additional sources of funding, complementing the public funding obtained at the beginning, as well as a similar amount in terms of organizational, logistical and specialist support (Biggi et al., 2018: 93). Despite its success, however, the Centre stopped working in 2019 due to lack of financial resources (Community Consultant).

The Herculaneum Centre carried out many activities with the local and international communities varying in scope, thematic emphasis and complexity through the partnerships mentioned above, in order to fill in the gap between the ancient and modern towns, a gap not addressed by the management system of the period (Biggi et al., 2014: 50-51; Biggi et al., 2018: 95). During the first three years after its establishment, the Centre focused on identifying interest groups and



partners both within the local and international communities, comparing proposed initiatives with the real needs of the site, ensuring that activities planned were not the same with the ones already ongoing and identifying the needs that had not been addressed until that time (Court and Biggi, 2009: 3). In 2007, activity partners included ICCROM and a local educational institution, “Stoà<sup>107</sup>” and there were studies to establish new partnerships at local, national, and international levels (Thompson, 2007: 6).

The activities of the Centre focused on four interest groups (the local community, heritage professionals, academics and the general public) that were also overlapping:

- Activities involving school children, promoting sustainable tourism, events, information sharing focused on the local community;
- Mid-career training and continuous professional development focused on heritage professionals;
- Access to information, accommodation assistance and conferences focused on academics;
- Information sharing, accommodation assistance, events focused on the general public (Court and Biggi, 2009: 3).

The activities of the Herculaneum Centre can be grouped as follows:

- Capacity building and awareness raising activities
  - Schools
  - Institutions
  - Heritage practitioners
  - Academic community
  - General public
- Improving the relationship between the local community and their heritage
- Contributing to sustainable tourism
- Developing interpretation initiatives at Herculaneum for disadvantaged groups

---

<sup>107</sup> Stoà: *Istituto di Studi per la Direzione e Gestione di Impresa*: It is southern Italy’s only dedicated business school based in Ercolano; it offers a Master in Cultural Management as well as other courses (Court and Biggi, 2009: 8).

### 8.6.1. Capacity building and awareness raising activities

The Herculaneum Centre realized some activities to raise awareness of the general public on heritage values of Herculaneum and the need for its protection. The Centre carried out capacity building activities for teachers and heritage practitioners at local and international levels. These activities also led to awareness raising of the local community, particularly the students at schools.

#### *Schools*

The Herculaneum Centre carried out capacity building activities at both local and international levels. At local level, it organized a capacity-building programme in partnership with local schools for 10 teachers from 5 local schools and involved 100 children in the programme as “Young Heritage Ambassadors” for Herculaneum, which has contributed to raising awareness among new generations while also influencing their families and friends (Biggi et al., 2014: 51; Biggi et al., 2018: 95) (Figure 8.18.).



Figure 8. 18. Teachers and students from five local schools involved in the capacity building programme (Resource: Circolo Didattico Iaccarino/ Herculaneum Centre, cited in Biggi et al., 2018: 96)

The European Commission's Cluster on Access and Social Inclusion in Lifelong Learning visited this programme as it was a good heritage project example, which promoted social inclusion. The programme illustrated how heritage was used in Ercolano as a tool to support social and cultural inclusion. This work expanded to provide learning materials for schools at all levels and in several countries around the world (Biggi et al., 2014: 51; Biggi et al., 2018: 98) (Figure 8.19).



Figure 8. 19. Visit of the European Commission's Cluster on Access and Social Inclusion in Lifelong Learning led by children (Resource: Tsao Cevoli, cited in Biggi et al., 2018: 97)

At international level, the Centre implemented an EU-funded capacity-building project for teachers both in Italy and Turkey to improve their ability to insert activities related to local heritage sites within the curricula of their schools. It also provided content for many professional development and learning initiatives for high schools in New South Wales, Australia. In these schools, each year, more than 20,000 students study the management and conservation of Vesuvian sites by using Herculaneum as a case study (Biggi et al., 2018: 95).

### *Institutions*

The Herculaneum Centre carried out capacity building activities for the institutions both in the heritage and non-heritage sectors. For example, it provided capacity-building opportunities for the new public officials working at the local heritage

authority on organizing courses, visits, school activities, events, etc., activities that go beyond the local heritage authority's strict mandate. The Centre also provided some support to the World Heritage processes, particularly to the preparation of management plans and to organizing a meeting, i.e., "UNESCO Pompeii Stakeholders' Meeting". Besides, it supported a UNESCO reactive monitoring mission by bringing together community spokespeople for site visits with the inspectors and representatives of the institutions (Biggi et al., 2018: 97-98) (Figure 8.20.).



Figure 8. 20. UNESCO reactive monitoring mission (Resource: Francesca Del Duca/Herculaneum Centre, cited in Biggi et al., 2018: 97)

The Centre also collaborated with regional or town councils, provided heritage input into local programming, strengthened links with the heritage authorities regarding shared responsibilities and promoted Ercolano as a sustainable tourism destination. It also contributed to the planning of participatory cultural heritage initiatives within the framework of Ercolano's urban regeneration strategic programme carried out by the town council mainly by using European Funding (Biggi et al., 2018: 97-98).

### *Heritage practitioners*

Once a person leaves university and starts working, there is not much opportunity for training in heritage sector like other sectors. However, this might create serious

problems especially for heritage practitioners as new developments in conservation and management can widely change the on-site approaches adopted and working practices. Therefore, mid-career training is of crucial importance to ensure that new developments and updated information in the sector reach heritage professionals working at site (Court and Biggi, 2009: 5).

In this regard, the Herculaneum Centre provided capacity-building opportunities for practitioners in the heritage sector for continuous professional development and for developing peer-learning networks across the Mediterranean and beyond, by using Ercolano and Herculaneum as ‘open-air’ classrooms (Biggi et al., 2018: 98).

Regarding the local heritage practitioners, it carried out a capacity building activity for new professionals employed at the Special Superintendency for the Archaeological Heritage of Naples and Pompeii (SANP) to make them acquainted with the experience of the Herculaneum Conservation Project (Biggi et al., 2018: 99) (Figure 8.21.).



Figure 8. 21. Capacity-building activity for new public officials working at the local heritage authority (SANP) (Resource: Sarah Court/ HCP, cited in Biggi et al., 2018: 98)

As for the capacity building initiatives for heritage practitioners from the international community, it hosted mid-career professionals at Herculaneum within the scope of ICCROM’s courses on the “Conservation of Built Heritage”, as a

result of the agreement signed with ICCROM to provide continuous professional development, with the aim of benefiting from its long-term training experience (Biggi et al., 2018: 99; Court and Biggi, 2009: 5). 22 participants from 22 countries attended this course in 2007 and used Herculaneum as the principal case study (King et al., cited in Court and Biggi, 2009: 5) (Figure 8.22.).



Figure 8. 22. Capacity-building activity for international participants of ICCROM courses (Resource: Valerie Magar, cited in Biggi et al., 2018: 98; Jane Thompson/HCP, cited in Court and Biggi, 2009: 5)

The Centre also organized international capacity-building workshops for heritage practitioners in collaboration with partners such as ICCROM, UNESCO and the MOSAIKON initiative (Biggi et al., 2014: 51). One of these workshops was on “Heritage Site Management Practices”, which created an opportunity to bring together the representatives of ICCROM’s various regional capacity-building programmes and the heritage professionals from Italy’s Campania region (Court and Biggi, 2009: 5).

Within the scope of this workshop, heritage practitioners carried out a series of activities with a local school based on their experiences from the sites that they worked (Biggi et al., 2014: 51). Before their arrival to Ercolano, the workshop participants sent information on the cultural sites that they were planning to present as case studies in the workshop. Pupils of a local school created artwork based on these cultural sites and these artworks were combined with the information sent by the heritage practitioners to create an exhibition, which was displayed at the

entrance to the archaeological site. On the first day of the workshop, pupils who participated in the activities welcomed the international participants at the archaeological site of Herculaneum together with their parents, tourists and staff working at the site, by presenting this exhibition (Court and Biggi, 2009: 8) (Figure 8.23.).



Figure 8. 23. An example of how the Herculaneum Centre’s initiatives bring together the local and international communities (Resource: Valerie Magar/ Herculaneum Centre, cited in Biggi et al., 2014: 51)

Another international workshop held by the Herculaneum Centre was on “Protective Shelters for Archaeological Sites”. It was funded by the Getty Foundation. One of the events organized by the Centre on behalf of the HCP/ Getty Conservation Institute partnership brought together the participants of this workshop and the local community for a *tammurriata*, where they celebrated local music traditions at the centre of the Via Mare neighbourhood (Biggi et al., 2018: 94-95) (Figure 8.24.).



Figure 8. 24. The participants of an international workshop on archaeological shelters and the local community gathered together for a *tammurriata* (Resource: Eleanor Murkett/ HCP, cited in Biggi et al., 2018: 94)

To sum up, both the modern and ancient towns were used as an open-air classroom for several courses and workshops and, the heritage practitioners and community representatives involved in these programmes recognized the re-applicability of the Herculaneum Centre model, especially in the southern and eastern Mediterranean (Biggi et al., 2018: 90).

### *Academic community*

As for the academic community, the Herculaneum Centre has organized several workshops and study programmes on conservation and management issues at archaeological sites for post-graduate students, involving various international and national universities (Biggi et al., 2014: 51; Biggi et al., 2018: 99). For example, it organized “study days for young archaeologists” in collaboration with the local partner, Stoà. This initiative targeted young archaeologists working in the Vesuvian sites every year, including Herculaneum, within the scope of university excavation campaigns. During the study days, various case studies from Herculaneum and around the world were shared with these young archaeologists, with the aim of discussing ethical issues related to the role and professional responsibilities of archaeologists in conserving and safeguarding archaeological sites. Another theme discussed during the study days was the participation of local communities in projects related to heritage. This programme brought together young archaeologists from eight different countries, representing twelve national and international



universities, with case studies presented by heritage experts from seven countries (Court and Biggi, 2009: 4-5) (Figure 8.25.).



Figure 8. 25. Young archaeologists visiting the archaeological site of Herculaneum during a study day (Resource: Sarah Court/ Herculaneum Centre, cited in Court and Biggi, 2009: 4)

The Centre also provided internship opportunities in collaboration with the HCP and many universities, in particular the University of Naples ‘Federico II’; supported students, researchers and interest groups visiting Ercolano and Herculaneum; and granted annual research awards by using the financial support provided by the Friends of Herculaneum Society (Biggi et al., 2018: 97). The agreement signed with the University of Naples ‘Federico II’ provided interns with the opportunity to gain practical work experience. Selected interns had research aims compatible with the needs of Herculaneum and Ercolano’s wider cultural heritage. Their research areas included subjects such as conservation of mosaics, visitor management, participation of local community, archaeological research and the maintenance of archaeological sites (Court and Biggi, 2009: 3-4).

Additionally, experts of the Herculaneum Centre published many professional and general articles on the experience gained in Herculaneum, prepared a forthcoming joint volume with ICCROM on ‘Heritage Site Management Practices’ and supported others to publish articles on Herculaneum targeting all heritage audiences (Biggi et al., 2018: 99).

### *General public*

The Centre organized and contributed to numerous cultural and artistic communication projects in order to raise awareness among the general public on Ercolano's heritage (Biggi et al., 2018: 96). One of the communication projects supported was the production of the documentary entitled "Herculaneum, Diaries of Darkness and Light"<sup>108</sup> by film-maker Marcellino De Baggis. The documentary was prepared to raise awareness among the local and international community on the importance and fragility of Herculaneum's cultural heritage and the need for its conservation (Biggi et al., 2014: 52; Biggi et al., 2018: 96) (Figure 8.26.).



Figure 8. 26. The development of a documentary on Herculaneum with filmmaker Marcellino De Baggis (Resource: Sarah Court/HCP, cited in Biggi et al., 2018: 96)

The five exhibitions held on Ercolano and Herculaneum's cultural heritage and hosting national and international TV crews in Ercolano for the programmes commissioned by the BBC, RAI, Der Spiegel, Discovery Channel, National Geographic, etc. are among these projects, too (Biggi et al., 2018: 96).

---

<sup>108</sup> It won three international prizes.

### **8.6.2. Improving the relationship between the local community and their heritage**

The Herculaneum Centre worked with senior citizens in an “oral history project” to improve the relationship between the local community and their heritage. Within this project, the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri, during a period when heritage resources were playing an important role in the modern town’s life, were gathered (Biggi et al., 2014: 51; Biggi et al., 2018: 96-97; Matafora, 2010, cited in Court et al., 2011: 6) (Figure 8.27.).



Figure 8. 27. Former site workers recounting their experiences in the College of the Augustales within the scope of the oral history project (Resource: Alessandra De Vita/ HCP, cited in Biggi et al., 2018: 96; Court et al., 2011: 6)

The project results illustrated the two-way relationship between the heritage site and the modern community. The conservation team at Herculaneum directly benefited from the knowledge of the workers on their excavation methods and conservation treatments, as well as public use of the site in that period, which significantly contributed to the conservation programme being applied at the site. The project also led to remembering of the former links between the community and their heritage; the community members involved in the project gained an opportunity to have an active role in their own heritage again after being the first to

suffer from the isolation of the archaeological site from its surroundings (Biggi et al., 2014: 51; Biggi et al., 2018: 96-97; Court et al., 2011: 6).

Besides, the oral history project promoted intergenerational exchange; the participants involved in the project shared their memories with school children and raised their awareness on the history of their town. They also encouraged them to take a role in protecting their values (Biggi et al., 2018: 97; Court et al., 2011: 6). As a result of the intergenerational dialogue fostered through the project between senior citizens and the younger generations, the local community's contribution to unearthing and protecting the ancient town of Herculaneum will not be forgotten and a sense of belonging will be reinforced (Mollo et al., 2012: 3). The project also revealed the close ties between the archaeological site, Via Mare and the Resina market (Matafora, 2010, cited in Mollo et al., 2012: 3). Within the framework of the project, the accounts of the local community's relationship to their heritage, the historic market and Vesuvius's last eruption in 1944 were recorded, and at the end of the project, an audio-visual archive and two documentaries were created (Biggi et al., 2014: 51; Biggi et al., 2018: 96-97).

### **8.6.3. Contributing to sustainable tourism**

The activities of the Herculaneum Centre contributed to harnessing sustainable forms of tourism and improving understanding of cultural values that take place outside the World Heritage site. People from over 70 different countries, who wanted to participate in the activities of the Herculaneum Centre came to Ercolano, visited the archaeological site and stayed at hotels in Ercolano. The hotels recommended by the Centre were specifically chosen among the family-run bed and breakfast hotels. Thanks to the Herculaneum Centre, every year an average of over 500 people stayed at these hotels, which meant economic advantages for the local community and promotion of local hospitality for visitors (Biggi et al., 2018: 97). For example, the Community Consultant states that:

The Centre has organized a course for local managers of B&Bs and also a course on Vesuvian archaeology, and with a sustainable development aim, it made obligatory for the participants of these courses to stay at the hotels in Ercolano for 7 days. The name of the second course was “Vesuvian Study Tour”. During these 7 days, the participants could visit other archaeological sites in Campania region such as Pompeii or Paestum but they had to spend the night in Ercolano which also provided income for the restaurants in the town (Community Consultant).

The Centre also collaborated on a project entitled “*Benvenuti al Sud*” which aimed to create a web portal for sustainable tourism (Biggi et al., 2018: 97).

#### **8.6.4. Developing interpretation initiatives at Herculaneum for disadvantaged groups**

The Herculaneum Centre developed interpretation initiatives for heritage values of Herculaneum targeting neglected and disadvantaged audiences. For example, it developed a multi-sensorial trail at the archaeological site of Herculaneum with the support of the “Italian Union of the Blind and Partially Sighted”<sup>109</sup> for visually impaired people and any visitor who would like to have a different kind of experience of the site. The multi-sensorial trail not only highlights conservation issues but also promotes engagement in a non-formal learning setting for people who have different learning styles. It is downloadable as free audio or text files (Biggi et al., 2014: 51-52; Biggi et al., 2018: 97-98) (Figure 8.28.).



Figure 8. 28. A multisensory trail tested with local members of the Italian Union of the Blind and Partially Sighted (Resource: Bianca Capasso/The Herculaneum Centre, cited in Biggi et al., 2018: 96)

<sup>109</sup> *Unione Italiana Ciechi e Ipovedenti*

## 8.7. Audience Development Programme of the HCP

Audience development is defined as “the strategic and dynamic process of expanding and diversifying the public and improving the overall conditions of use” (Creative Europe: Culture Sub-Program, cited in the HCP, 2019: 3). It “involves making an effort to understand what they want and presenting your heritage site, collection or activity in a way which is accessible, inviting and meaningful for them. It involves changing people’s perceptions of heritage and building on-going relationships to encourage participation and support from as broad a range of people as possible for the long-term” (The Heritage Lottery Fund (HLF), cited in Del Duca et al., 2020: 3).

Audience development contributes to safeguarding heritage through improving visitor management, reducing the negative impacts of visitors and increasing public support in terms of both modified behaviours and resources allocated, as well as sustainable tourism (Del Duca et al., 2020: 4). According to the HCP (2019: 5), “it is a long-term continuous process that builds relationships between those who work in Herculaneum and other groups of people, allowing decisions to be made based on shared goals”.

The HCP implemented an audience development programme<sup>110</sup> at Herculaneum. In this programme, audience refers to people who might have a contact with the Archaeological Park of Herculaneum, including:

- “Existing and potential visitors,
- People who participate in events and/ or other activities or who may do so in the future,
- The local community and the wider community of reference” (The HCP, 2019: 2).

The HCP team aimed to focus particularly on disadvantaged or underrepresented groups such as old people, young people, people who have the lowest socio-

---

<sup>110</sup> The programme was developed by Sarah Court, Francesca Del Duca, Michela Del Tin and Anna Paterlini with support of Aurelio Galiano, Rosa Guida and David Samulski for the administration of the questionnaires (Court et al., 2019: 26).

economic status and education level, disabled people and ethnic minorities (The HCP, 2019: 15).

Within the scope of the audience development programme, four main studies have been carried out since 2013, the last one of which has not been completed yet:

- 2013: Survey on the independent visitors of Herculaneum
- 2016: Survey on the MiBAC's initiative (#DomenicalMuseo)
- 2017: Mapping of visitors' routes at Herculaneum
- 2019: Ercolano Community Audit Programme (ECAP) (Resource: Del Duca et al., 2020: 6)

### **8.7.1. Survey on the independent visitors of Herculaneum**

A survey campaign was conducted to understand and collect data on the profile of the independent visitors (also non-visitors), their reasons for visiting the site and their experience at Herculaneum, in order to contribute to the future plans about the site (Figure 8.29.).

Initially, a 12-month campaign was carried out between April 2013 and April 2014, which included surveying 1,561 visitors to understand demographics and their motivation to visit the site (Court et al., 2019: 26-27). The survey has revealed that the principal motivation of people for visiting the site is its "historical importance" and that most of the independent visitors were British, followed by French visitors (Community Consultant). The Project Manager indicates that: "to understand the motivation of people for visiting your site, changes your entire management agenda".



Figure 8. 29. The survey campaign conducted on the independent visitors of Herculaneum (Resource: Sarah Court/ HCP, cited in Court et al., 2019: 27)

This was followed by a 6-month questionnaire campaign to get information about the visitor experience. According to the survey results on visitor experience, almost all visitors were fascinated by Herculaneum’s archaeology; 94% of visitors interviewed mentioned they were either ‘satisfied’ or ‘very satisfied’ with their overall visit to the site. However, there were also major disappointments related to the management issues such as the number of closed areas to public access within the archaeological site, which constituted the greatest cause of dissatisfaction (17% of respondents mentioned this issue) as well as other management issues causing a total of 52% of visitors interviewed identifying elements in their visit as unsatisfactory (Court et al., 2019: 26-27) (Figure 8.30.).

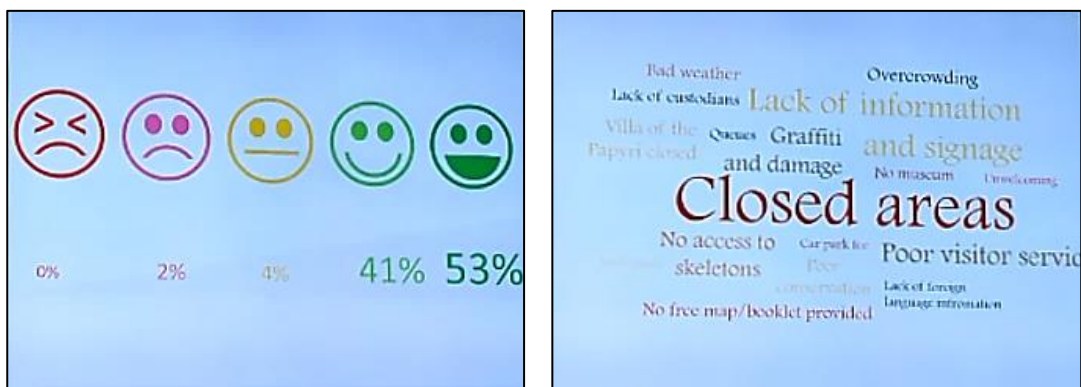


Figure 8. 30. The figures (left) and reasons for disappointment (right) related to visitor experience at Herculaneum (Resource: Project Manager)



### 8.7.2. Survey on the MiBAC's initiative (#DomenicalMuseo)

Another 6-month questionnaire campaign, which included 287 questionnaires, was undertaken between April 2016 and September 2016 to understand the impact of the MiBAC's initiative, #DomenicalMuseo on the audience of the archaeological site (Del Duca et al., 2020: 8). The MiBAC launched #DomenicalMuseo in July 2014. This initiative provided people with the opportunity of free-of-charge access to all state-owned heritage such as monuments, museums, archaeological sites and parks etc. on the first Sunday of every month, by taking into consideration the role of cultural heritage in society and its sustainability (Court and Del Duca, 2017: 2).

This survey illustrated the increase in the number of Italian visitors of the archaeological site from 2013 to 2016. While in 2013, most of the visitors' nationality was British, it was Italian in 2016 (Del Duca et al., 2020: 9) (Figure 8.31.).

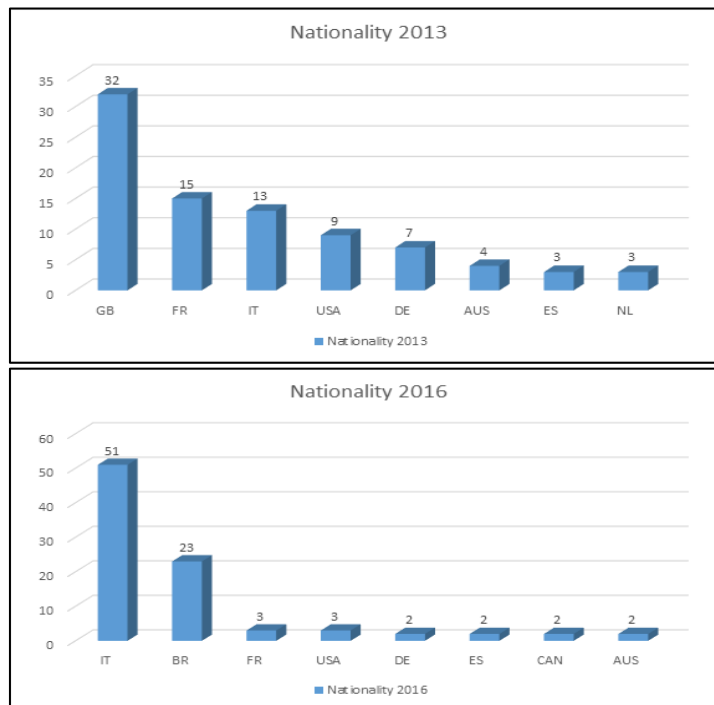


Figure 8. 31. The nationality of visitors of Herculaneum in 2013 and 2016 (Resource: Del Duca et al., 2020: 9)

More importantly, 68% of these visitors were from Campania Region of Italy where Ercolano is located, with a big ratio from Ercolano (Figure 8.32.). This shows how much #DomenicalMuseo initiative of the MiBAC increased the number of local people visiting the site by encouraging them through free entry to the site (Del Duca et al., 2020: 10).

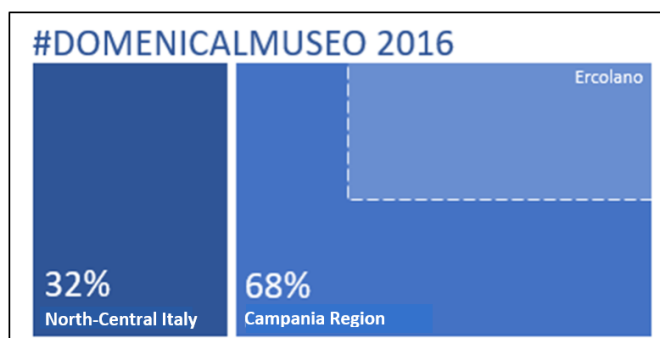


Figure 8. 32. The regions of Italian visitors of Herculaneum in 2016 (Resource: Del Duca et al., 2020: 10)

We've increased the ratio of local visitors of Herculaneum from 25% to 68% through free Sundays. There are indicators in some of the international policy documents to isolate the impact of what you do on broader sustainable development. This is an example of managing to isolate your configuration in changing behaviour (Project Manager).

### 8.7.3. Mapping of visitors' routes at Herculaneum

Mapping study, which was realized in 2017 by using GIS, included monitoring independent visitors' and groups' routes and observing their stopping points, length of their stay at these points and number of people in the groups (Figures 8.33., 8.34.). The goals of this study were to programme maintenance interventions, organize tourist flows and promote specific itineraries at the archaeological site (Del Duca et al., 2020: 12).



Figure 8. 33. Groups' routes with a tour guide (left), independent visitors' routes (right) and their stopping points at Herculaneum (Resource: Del Duca and D'andrea, 2019: 31).

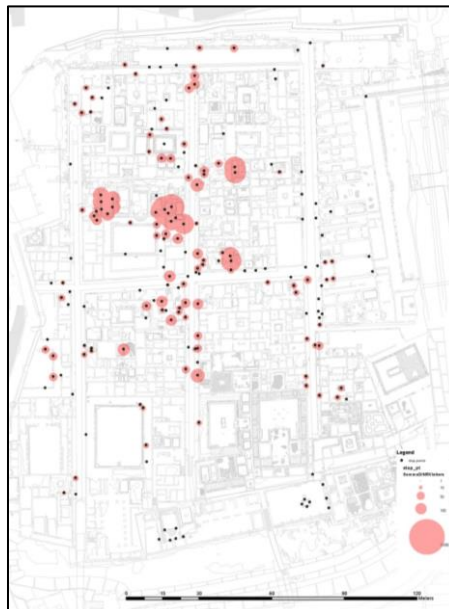


Figure 8. 34. Density at stopping points at Herculaneum (Resource: Del Duca and D'andrea, 2019: 30).

The HCP also carried out an awareness raising activity at Herculaneum because increased untargeted mass visitation raised additional concerns about the conservation of the site (Court and Del Duca, 2017: 16). Regarding this activity, the Project Manager states that:

We put emphasis on trying to get visitors to recognize they are part of the story. Better than signs, we had a group of young interns who went on the site behaving badly, I recommend everybody this solution, much more effective than saying “don’t sit on the archaeology”. When visitors see those people behaving badly, they get shocked and stop sitting on the walls (Project Manager) (Figure 8.35.).



Figure 8. 35. Awareness raising activity of the HCP (Resource: The HCP, 2019: 37)

#### 8.7.4. Ercolano Community Audit Programme (ECAP)<sup>111</sup>

The HCP initiated Ercolano Community Audit Programme (ECAP) in May 2019. It aims to identify tools that could contribute to the conservation and enhancement of archaeological site of Herculaneum by promoting people-centred approaches and to achieve sustainable development of the modern town of Ercolano. Within the study, the values and resources of Ercolano and the strengths of the local community are investigated to;

- contribute to the future decisions on the development of Ercolano with an innovative and strategic approach,

---

<sup>111</sup> The Community Consultant states that: “after the pilot phase, we changed the name of the study, from ‘Ercolano Community Audit Programme’ to ‘Enjoy Ercolano’ because we needed a simpler name for the local community”.

- fulfil the needs of the local community,
- improve the relationship between the local community and their cultural and natural heritage,
- conserve and manage cultural and natural heritage sites or streetscapes,
- develop tourism and employment opportunities for the local community (Del Duca et al., 2020: 15-23).

The Community Consultant claims that they “aim to establish a link between the sea, the archaeological site, the local community and Vesuvius”.

ECAP pays great attention to the impacts of the archaeological site of Herculaneum on the local community and Ercolano (Del Duca et al., 2019: 15). According to Court and Del Duca (2017: 20), the difficulty in this study is to develop proposals that will improve social equality without compromising economic and environmental benefits, by giving heritage a constructive role in achieving the well-being of the local community.

In ECAP, a participatory research method is utilised. The research method is based on making interviews with the local community and conducting direct observations in the town (Del Duca et al., 2020: 15) (Figure 8.36.). According to Del Duca et al. (2020: 21), it is important to identify different groups in the community and to learn their unique needs in terms of social and economic etc., priorities and values, before starting to work for them.



Figure 8. 36. Interviews conducted with the local community within ECAP by the HCP team (Resource: Del Duca et al., 2020: 22-23)

The pilot phase of the study was initiated in the areas around the archaeological site of Herculaneum, delimited with the sea and the Naples-Salerno Motorway on one direction and with the border with Portici and Via Plinio on the other direction (Mori and Sforzi, 2018, cited in Semerari, 2019: 2). This area, which covers two areas of the administrative territory of the municipality of Ercolano, has been identified based on ISTAT 2011 census data (areas that have the highest population density) and includes the historic centre of Ercolano (Figure 8.37.). The aim is to use the data obtained in the pilot phase to define the method to be utilised in the rest of the study and to expand the survey to new areas and new groups of inhabitants (Del Duca et al., 2020: 24-27).

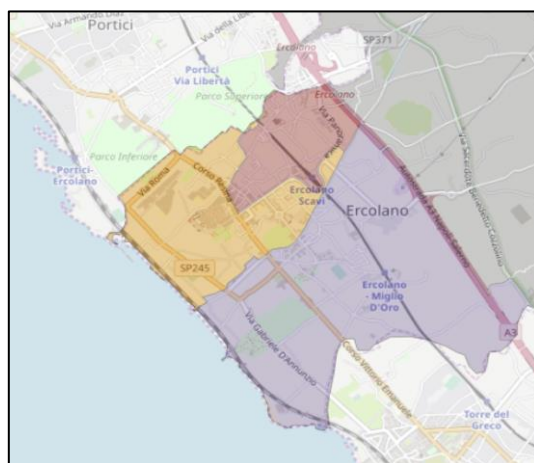


Figure 8. 37. The two areas (yellow and red) identified for the pilot phase of ECAP (Resource: Del Duca et al., 2020: 24)

Within the pilot phase of the study, a questionnaire<sup>112</sup> was conducted with 50 inhabitants selected from two age groups: young people between 20 and 30 years old and adults between 60 and 70 years old<sup>113</sup>. The reason behind this selection was the thought that young people would either be students or employees who have just started working, so they could participate actively in the development process of

<sup>112</sup> It includes 35 questions, most of which are open questions without predetermined answers allowing the respondent to report and tell their own experience. Only 10 questions are of closed type; allowing to choose among the predetermined answers (the ones related to the socio-demographic profile of the interviewees) (Del Duca et al., 2020: 25).

<sup>113</sup> The sample for the pilot phase of ECAP was determined based on the population data divided into age classes of ISTAT 2011 and randomly selected from the two predetermined areas. 54% of the sample were men and 46% were women (Del Duca et al., 2020: 25-27).

Ercolano. As for the adults, it was the thought that they would be at an age close to retirement so they would have plenty of time to participate in the development process of Ercolano (Del Duca et al., 2020: 25).

Del Duca et al. (2020: 25) state that, the analysis of the data obtained, even though insufficient yet, has started to give “a picture of the relations between the inhabitants and the territory” and valuable information on their needs and resources of Ercolano in their eyes. The Consultant indicates that: “the local community value the places linked to religion, the Market, the archaeological site most and foremost, and the sea as a resource”.

According to the results of a survey conducted with a sample mostly composed of young people, the level of education of the inhabitants in the pilot phase area is very low with only 14% having a university degree and more while the majority (62%) has a high school diploma, supporting the data given in the previous sections of the thesis (Del Duca et al., 2020: 27) (Figure 8.38.).

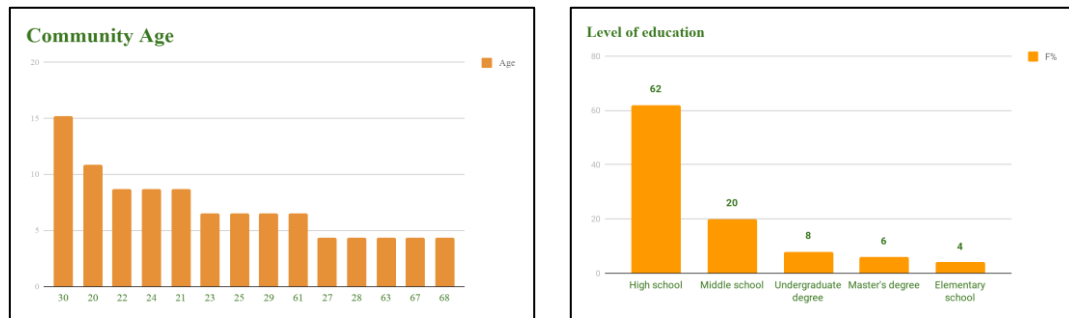


Figure 8. 38. The age and the level of education of the inhabitants (selected sample) in the pilot phase area (Resource: Del Duca et al., 2020: 27)

The interviews conducted with the local inhabitants have revealed that almost everybody (96%) visited the archaeological site of Herculaneum while this ratio decreases to 64% in case of Vesuvius (Del Duca et al., 2020: 28) (Figure 8.39.).



Figure 8. 39. The percentage of people who have visited Herculaneum (left) and Vesuvius (right) (Resource: Del Duca et al., 2020: 28)

Other results of the interviews were related to intangible values of Ercolano. The study presented how some places in Ercolano are perceived by the local community; places where respondents feel at home; places they think worth enhancing; community leisure places, places where they recommend eating and places they give their heart (Del Duca et al., 2020: 29-33) (Figure 8.40.).

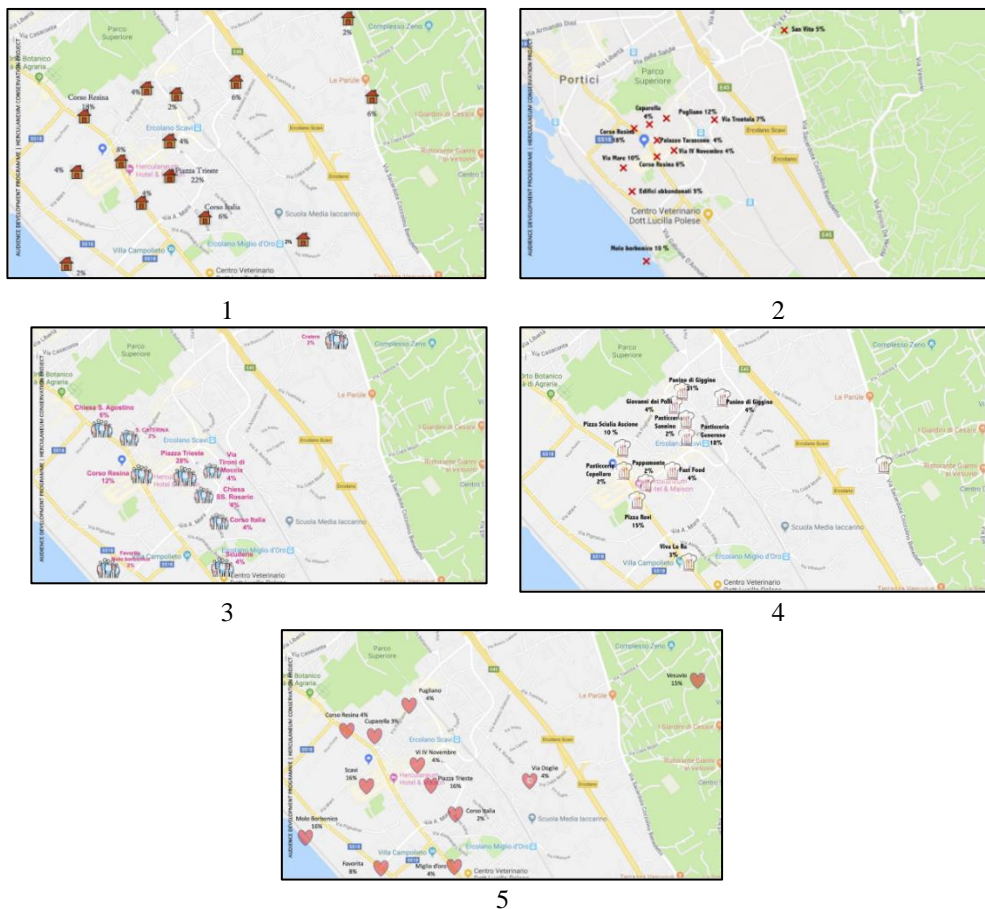


Figure 8. 40. Places where respondents feel at home (1); places worth enhancing (2); community leisure places (3); places where respondents recommend eating (4) and places of the heart (5) (Resource: Del Duca et al., 2020: 29-33)



The data obtained through the interviews are processed within the ongoing GIS mapping study of the town. Within the framework of the ECAP, in addition to the interviews conducted with the local community, information is also collected on the activities, resources, local traditions and factors contributing to the well-being of the local community and integrated into this GIS mapping study (Del Duca et al., 2020: 38). Mori and Sforzi (2018, cited in Semerari, 2019: 2) state that: “The joint analysis of the data will provide a clear photograph of the relationships between the community and the territory, as well as the resources (social, cultural, natural, anthropic, economic etc.) useful for directing any development projects that have an impact on the well-being of the population”. These researches will also help better understanding the wider context within which the archaeological site takes place; “building a more dynamic relationship between the heritage and its context; and contributing in creating greater reciprocal benefits deriving from a more inclusive approach” with a final aim to guide the future decisions on the sustainable development of the town (Del Duca et al., 2020: 37-38).

Until March 2020, in addition to the heritage assets, mapping of the following assets<sup>114</sup> in the pilot phase area has been completed too:

- Commercial activities
- Meeting spots (observed meeting/gathering places of people)
- Abandoned buildings and spaces
- Places of worship (churches and votive kiosks)
- Accommodation for visitors (hotels and airbnbs)
- Historic villas
- Rubbish spots (habitual rubbish accumulation places)
- Transportation system (Del Duca et al., 2020: 38).

Once the mapping study is finalized, it is planned to carry out a research in the historic photo archives to better understand the transformation of the town, i.e. its layers and resources (Del Duca et al., 2020: 46).

---

<sup>114</sup> Maps related to the commercial activities, abandoned buildings and spaces, places of worship, accommodation for visitors and rubbish spots prepared within the scope of ECAP, have been provided in the earlier sections of the thesis.

When you start looking at layers you find the narratives that build bridges with the local community. Today, the local community cannot understand and comprehend the relevance of the archaeological site for them. So, the moment we don't just talk about Herculaneum as a moment frozen in time in the Roman era, and we start talking about it in a more sophisticated way, we open doors. We started with the assumption that the archaeological site buried 15-25 m below the ground might be a reminder of what could happen tomorrow for the local community, and thus, it could have mixed messages for them. However, after the community projects we've conducted, which included interviewing them, teaching English lessons to kids, talking to the grandmothers and thus building trust and dialogue, we slowly discovered that actually for the local community, it has incredibly positive connotations. This was the place all the grandparents hid in the tunnels of the theatre from the bombing during the Second World War. So it's a place of "refuge and retreat", it's not a place of "death" for the local community (Project Manager).

Another questionnaire was developed within the ECAP to be conducted with non-governmental organizations (NGOs) working in Ercolano and neighbouring municipalities with the aim of learning the values that they hold, their talents worth enhancing and their needs to improve their business to better create networks and involve stakeholders. The first phase of this survey was initiated on the NGOs working in relation with the archaeological site of Herculaneum. The figure below illustrates the logos of some of these NGOs (Del Duca et al., 2020: 47) (Figure 8.41.).



Figure 8. 41. Logos of some non-governmental organizations (NGOs) working in Ercolano (Resource: Del Duca et al., 2020: 47)

In addition to the surveys conducted with the inhabitants and NGOs and the mapping study, as the third phase, a “capacity inventory” study has been planned as well within the scope of the ECAP. This study aims to develop business projects based on the needs and interests of the local community after doing a research on their needs, capacities and interests (Mori and Sforzi, 2018, cited in Semerari, 2019: 2).

Regarding the ECAP, the Project Manager finally states that:

We’re in a new phase where we are recognizing managing change and continuity in society today. We don’t quite know where we are going but we’ve started collecting information, interviewing the local community as much as we interviewed visitors 10 years ago, we are mapping perceptions, what they think, what they feel, which areas of the local town they had their first kiss, where they got married, the places they like to have coffee, where they are going to eat, in short what places matter to them. And we’re interviewing two generations, we’re interviewing young people and old people. So, we’ve basically seen Herculaneum before the boom. We’ve seen how it was before the change. And we are also mapping assets at the territorial level. We are trying to understand, pin down the strengths and potentials of this area, the capacities of the local people. We’re looking at photo archives and we’re interviewing lots of local associations. And, we are really hoping that, if around the archaeological site today we’ve already created this vibrancy, we’re gonna manage to create the same level of vibrancy for the modern town in relation to that heritage. We’re not there yet but we look at the potential for change proactively together, talk about it and try to understand what kind of change we think is good and is not good (Project Manager).



## CHAPTER 9

### **DISCUSSIONS ON THE CONTRIBUTION OF THE HCP TO INCLUSIVE ECONOMIC DEVELOPMENT OF ERCOLANO FROM 2001 TO 2020**

This chapter evaluates how far the HCP contributed to inclusive economic development of Ercolano from 2001 to 2020. To this end, the studies conducted by the HCP at Herculaneum from 2001 to 2020 have been evaluated together with its ongoing and future projects, according to the 16 inclusive economic development strategies identified by this thesis. The evaluation has been made under the three sub-aims of the aim ‘inclusive economic development’ given below.

- Ensuring growth, employment, income and livelihoods
- Promoting economic investment and quality tourism
- Strengthening capacity-building, innovation and local entrepreneurship

While doing the assessment, for some sub-aims/ strategies, comparisons are made with projects/ activities carried out at other heritage sites in the world, including sustainable development projects implemented at WHSs, and what additional studies the HCP can conduct in Herculaneum and Ercolano in the coming years are determined. These projects/ activities are listed below:

- The rehabilitation project of the Medina of Fez World Heritage Site (1981-2020) (Morocco)
- Sustainable Cultural Heritage through Engagement of Local Communities (SCHEP) (2014-2022) (Jordan)
- Sustainable Development and World Heritage for Local Communities (South Asia)
  - Fort and Shalamar Gardens in Lahore (2015-2017) (Pakistan)
- Heritage for development projects (2008-2013) [Middle East and North-African (MENA) region]
  - The Dahshour WH Site Mobilisation for Community Development Project (2009-2013) (Egypt)
  - Cultural Heritage and Creative Industries as Vectors for Development in Morocco (2008-2012)

- Culture and Development in the Occupied Palestinian Territories (OPT) (2009-2012)
- Living Amid the Ruins: Archaeological Sites as Hubs of Sustainable Development for Local Communities in Southwest Turkey (LAR) (2016-2018)
- The Augtraveler Mobile Application Project in Jaipur City WHS (November-December 2019) (India)

### 9.1. Ensuring growth, employment, income and livelihoods

Table 9. 1. The evaluation on the HCP’s contribution to the achievement of Strategy 1

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>1. Generating decent employment, income and sustainable livelihoods for the local community, including marginalised groups, mainly through:</b><br>●improving cultural tourism  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>●Decrease in unemployment rate</li> <li>●The number of decent jobs created for the members of the local community</li> <li>●Increase in average income of the families</li> <li>●The number of decent jobs created for the marginalised groups</li> <li>●Increase in average income of the marginalised groups</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>●Many families facing economic hardship (1 out of 10 families), particularly in the historic town centre</li> <li>●The young women living in the Via Mare neighbourhood with high levels of poverty</li> <li>●High unemployment rate (73.46%) <ul style="list-style-type: none"> <li>○ High female (84.3%) and youth (73.65%) unemployment rate <ul style="list-style-type: none"> <li>- 42.6% of boys aged between 15-29 who neither work nor study (20% higher than the national average)</li> </ul> </li> </ul> </li> <li>●The inability to provide more employment opportunities for the local community at the WHS of Herculaneum</li> <li>●Limited financial benefits from tourism</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>●Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning their socio-economic status, needs and capacities</li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>●The “capacity inventory” study planned within ECAP</li> <li>●The aims of ECAP, which are to: <ul style="list-style-type: none"> <li>- develop employment opportunities for the local community</li> <li>- fulfil the needs of the local community</li> </ul> </li> <li>●Employment of local, Italian heritage specialists in the interdisciplinary project team and the Scientific Committee</li> <li>●The activities of the Herculaneum Centre which have generated some income for family-run bed and breakfast hotels and restaurants in the town <ul style="list-style-type: none"> <li>○ Every year an average of over 500 people stayed at these hotels</li> </ul> </li> </ul> |

|                  |   |
|------------------|---|
|                  | <ul style="list-style-type: none"> <li>• The Via Mare Project which is expected to create new economic opportunities for the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), through physical and environmental regeneration <ul style="list-style-type: none"> <li>○ The high-boundary wall being replaced to provide visual access to the WHS as well as the entire Bay of Naples</li> <li>○ Plans to create new public spaces (parks, squares etc.)</li> <li>○ Plans to establish new routes, for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created</li> <li>○ Plans to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.)</li> </ul> </li> </ul>  |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>• Meetings should be organized/ more interviews should be conducted with the local community, particularly women and young people to learn their needs, capacities and interests</li> <li>• The possibility to provide employment opportunities again for the local community at the WHS of Herculaneum should be searched (in restoration work, as tour guides or site stewards etc.)</li> <li>• Educational programmes should be organized to meet the needs of the local community, particularly the marginalised groups (literacy workshops, English language workshops etc.)</li> <li>• Courses should be organized to develop the vocational skills of the local community, particularly women and young people</li> <li>• Companies could be contacted which carry out activities with social purposes and are willing to offer employment to local people</li> <li>• Sustainable cultural tourism should be developed</li> </ul> |

Table 9. 2. The evaluation on the HCP's contribution to the achievement of Strategy 2

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>2. Generating temporary jobs for the local community, including marginalised groups, mainly through:</b> <ul style="list-style-type: none"> <li>• improving cultural tourism</li> </ul>                  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of temporary jobs created for the members of the local community</li> <li>• The number of temporary jobs created for the marginalised groups</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Same problems defined for Strategy 1</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | -   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Same proposals developed for Strategy 1</li> </ul>   |

Table 9. 3. The evaluation on the HCP's contribution to the achievement of Strategy 3

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>3. Motivating the unemployed local people for job search</b>  |
| <b>INDICATORS</b>                                    | •The number of unemployed people motivated for job search  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | •Same problems defined for Strategy 1  |
| <b>STUDIES OF THE HCP</b>                            | -  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•Meetings should be organized with unemployed people to: <ul style="list-style-type: none"> <li>- listen to their problems</li> <li>- learn their needs, capacities and interests</li> <li>- give recommendations on what jobs to look for and how to search</li> <li>- give moral support</li> </ul> </li> </ul> |

Table 9. 4. The evaluation on the HCP's contribution to the achievement of Strategy 4

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>4. Transferring the local labour force from informal sector to formal sector</b>   |
| <b>INDICATORS</b>                                    | •The number of local people transferred from informal sector to formal sector   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•People involved in organized crime activity</li> <li>•Other problems can only be defined after doing research on informal sectors in Ercolano</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | -   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•Meetings should be organized with Carabinieri Ercolano and the local municipality</li> <li>•Other proposals can only be developed after doing research on informal sectors in Ercolano</li> </ul> |



Table 9. 5. The evaluation on the HCP’s contribution to the achievement of Strategy 5

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>5. Supporting the existing traditional businesses in the area (which are about to disappear or need improvement)</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of traditional businesses that have been supported</li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Decrease in the number of employed people at the Resina Market since the 1960s</li> <li>• Decrease in the number of members of the Resina Market Cooperative from 20 to 8</li> <li>• No branding activity and inadequate promotion activities for the Resina Market <ul style="list-style-type: none"> <li>○ The absence of a website for the market</li> <li>○ The inadequate use of social media tools</li> <li>○ The absence of a common promotion strategy adopted by the Resina Market Cooperative</li> </ul> </li> <li>• The mentality of middle-aged shop owners in Resina Market, who undervalue the clothes in the market</li> <li>• Poor physical conditions of most of the shops in Resina Market</li> <li>• Shops in Resina Market that are closed most of the time</li> <li>• Reduction in the number of employed people in the agriculture and fishing sectors since the beginning of 1990s</li> <li>• The good quality products of Ercolano such as the Piennolo tomatoes (DOP), the Vesuvian apricot (PGI) and the Lacryma Christi wines (DOC), which can hardly reach national market but cannot reach the international markets</li> <li>• The traditional structure of the fishing sector <ul style="list-style-type: none"> <li>○ The use of old technologies</li> </ul> </li> <li>• The lack of strong cooperatives in the fishing sector</li> <li>• The seafood which cannot reach regional, national or international markets</li> <li>• The historic centre of Ercolano which is going through a ‘peripheralization’ process</li> </ul> |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Contribution to establishment of Resina Market Cooperative</li> <li>• Mapping of commercial activities in the historic centre within ECAP</li> <li>• The “capacity inventory” study planned within ECAP</li> </ul>  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Meetings should be organized with the shop owners in Resina Market to: <ul style="list-style-type: none"> <li>- learn their needs</li> <li>- raise their awareness level on the value of the vintage market</li> <li>- encourage them to become a member of the Resina Market Cooperative</li> <li>- encourage them to keep their shops open</li> </ul> </li> <li>• Meetings should be organized with the members of the Resina Market Cooperative to raise their awareness level on: <ul style="list-style-type: none"> <li>- modern promotion methods in marketing (celebrity endorsements, influencer marketing etc.)</li> <li>- the importance of adopting a common promotion strategy for all shops in the market</li> <li>- the importance of branding activity</li> </ul> </li> <li>• A website should be developed for the Resina Market for both promotion and e-commerce activities</li> <li>• Social media tools should be used to promote the Resina Market <ul style="list-style-type: none"> <li>○ Celebrities and influencers should be encouraged to share posts on</li> </ul> </li> </ul>  |

|  |  |
|--|--|
|  | <p>social media from the market</p> <ul style="list-style-type: none"> <li>• The physical conditions of the shops in Resina Market should be improved</li> <li>• Meetings should be organized with people working in the agriculture and fishing sectors to learn their needs and capacities</li> <li>• National and international marketing strategies should be developed for the good quality products of Ercolano such as the Piennolo tomatoes (DOP), the Vesuvian apricot (PGI) and the Lacryma Christi wines (DOC)</li> <li>• Studies could be carried out for the recognition of other traditional crops of Ercolano such as cherry, quince, fig, peach etc. by the system of the designation of origin and their promotion</li> <li>• New technologies should be used in the fishing sector</li> <li>• Cooperatives in the fishing sector should be enhanced</li> <li>• Marketing strategies should be developed for the fishing sector at regional, national and international levels</li> <li>• Meetings should be organized with the shop owners in the historic centre to learn their needs and capacities</li> <li>• Studies should be carried out to solve the problems of the shop owners in the historic centre <ul style="list-style-type: none"> <li>○ Capacity-building activities should be conducted based on their needs</li> </ul> </li> </ul> |
|--|--|

Table 9. 6. The evaluation on the HCP’s contribution to the achievement of Strategy 6

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>6. Supporting the growing existing businesses in the area</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of growing existing businesses that have been supported</li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Problems can only be defined after doing research on growing existing businesses in Ercolano</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Mapping of commercial activities in the historic centre within ECAP</li> <li>• The “capacity inventory” study planned within ECAP</li> <li>• The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Proposals can only be developed after doing research on growing existing businesses in Ercolano</li> </ul>   |

Table 9. 7. The evaluation on the HCP's contribution to the achievement of Strategy 7

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>7. Supporting heritage-based businesses/ activities in the area, such as:</b><br>- <b>hospitality industry</b><br>- <b>urban rehabilitation/ regeneration</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of new businesses established in the hospitality industry</li> <li>• The number of existing businesses/ people/ activities in the hospitality industry that have been supported</li> <li>• The number of urban rehabilitation/ regeneration projects implemented <ul style="list-style-type: none"> <li>○ The number of jobs created for the members of the local community</li> <li>○ The amount of income generated for the businesses involved in the project</li> <li>○ Increase in real estate/ commercial property taxes</li> </ul> </li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Same problems defined for Strategies 9 and 13, 37</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Same activities written for Strategies 9, 13 and 37</li> </ul>   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Same proposals developed for Strategies 9, 13 and 37</li> </ul>  |

Table 9. 8. The evaluation on the HCP's contribution to the achievement of Strategy 8

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>8. Balancing efficient market mechanisms and public policies to ensure benefit sharing between all stakeholders in the area, through:</b><br>• utilisation of public-private partnership<br>• utilisation of economic incentives<br>• utilisation of intersectoral cooperation  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of measures to balance efficient market mechanisms and public policies to ensure benefit sharing between the stakeholders in the area <ul style="list-style-type: none"> <li>○ The availability of public-private partnerships used to this end</li> <li>○ The availability of economic incentives used to this end</li> <li>○ The availability of intersectoral cooperation used to this end</li> </ul> </li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The members of the local community (including business owners) who cannot benefit enough from the WHS of Herculaneum</li> <li>• Other stakeholders who cannot benefit enough from the WHS of Herculaneum can only be defined after doing research</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• The activities of the Herculaneum Centre which have generated some income for family-run bed and breakfast hotels and restaurants in the town <ul style="list-style-type: none"> <li>○ Every year an average of over 500 people stayed at these hotels</li> </ul> </li> <li>• The Via Mare Project which is expected to create new economic opportunities for the local community, particularly the residents of the Via Mare neighbourhood, through physical and environmental regeneration</li> </ul> |

|                  |   |
|------------------|---|
|                  | <ul style="list-style-type: none"> <li>○ The high-boundary wall being replaced to provide visual access to the WHS as well as the entire Bay of Naples</li> <li>○ Plans to create new public spaces (parks, squares etc.)</li> <li>○ Plans to establish new routes, for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created</li> <li>○ Plans to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.)</li> </ul>  |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>● The possibility to provide employment opportunities again for the local community at the WHS of Herculaneum should be searched (in restoration work, as tour guides or site stewards etc.)</li> <li>● Meetings should be organized with the residents of the Via Mare neighbourhood to learn whether they are willing to earn income from the visitors that are expected to use the new public spaces created through the Via Mare Project and if yes, to carry out studies to ensure it</li> <li>● Partnerships could be established between the key actors and agencies in the local labour market such as local authorities, the Employment Service, Chambers of Commerce, traditional local associations etc. <ul style="list-style-type: none"> <li>○ A partnership could be established between HCP/Directorate of Archaeological Park of Herculaneum and Resina Market Cooperative</li> </ul> </li> <li>● Other proposals can only be developed after doing research on other stakeholders who cannot benefit enough from the WHS of Herculaneum</li> </ul> |

The most notable studies realized in order to achieve the aim of “ensuring growth, employment, income and livelihoods” in Ercolano are the activities of the Herculaneum Centre, which have generated some income for family-run bed and breakfast hotels and restaurants in the town, by attracting people from over 70 different countries to Ercolano/ Herculaneum (Strategies 1, 7, 8).

In Ercolano, the members of the local community, including business owners, cannot benefit enough from the WHS of Herculaneum because the tourists that visit the WHS of Herculaneum do not spend much time in the town, most of them prefer returning to their hotels in Naples or Sorrento after visiting the archaeological site. Within this context, the Herculaneum Centre took a remarkable decision, i.e. recommending or making it obligatory (e.g. the course “Vesuvian Study Tour”) for the participants of its activities to stay at the hotels in Ercolano, which resulted in an average of over 500 people staying at the hotels in the town every year, thus providing economic benefits for the local community, particularly for the owners of some hotels and restaurants (Strategies 1, 7, 8).

Another initiative showing the willingness of the HCP to generate employment opportunities for the local community is the employment of local, Italian heritage

specialists in the interdisciplinary project team and the Scientific Committee (Strategy 1).

Although these studies have provided some income for the local community, they cannot be considered adequate as there are still many families facing economic hardship in Ercolano, particularly in the historic town centre, and the unemployment rate is very high (73.46%), especially among women and young people.

On the other hand, the HCP has recently initiated two major projects, namely, Ercolano Community Audit Programme (ECAP) and the Via Mare Project, which are expected to generate employment opportunities for the local community, besides other benefits. Within the scope of ECAP, the HCP has conducted interviews with the local community to learn their socio-economic status, needs and capacities, and plans to carry out a “capacity inventory” study as the third phase of the programme to develop business projects based on the needs and interests of the local community after doing research on their needs, capacities and interests (Strategies 1, 2, 5, 6, 7).

As for the Via Mare Project, physical and environmental regeneration, which mainly consists of replacing the high-boundary wall to provide visual access to the WHS as well as the entire Bay of Naples; creation of new public spaces (parks, squares etc.); establishment of new routes for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created; and improvement of the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.), is expected to lead to use of these new public spaces by the visitors of the WHS of Herculaneum and provide economic benefits to the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), if they choose to offer services to visitors. The HCP also aims to direct the tourists visiting the WHS of Herculaneum to the Resina Market and to other cultural and natural values of the town through the project (Strategies 1, 7, 8).

The HCP has not carried out any study to “generate temporary jobs for the local community, including marginalised groups”, to “motivate the unemployed local people for job search” or to “transfer the local labour force from informal sector to formal sector”, although there are many unemployed people and many people involved in organized crime activity in Ercolano (Strategies 2, 3, 4).

Regarding the strategies “supporting the existing traditional businesses in the area (which are about to disappear or need improvement)” and “supporting the growing existing businesses in the area”, within the scope of ECAP, the HCP has completed mapping of commercial activities in the historic centre of Ercolano; and plans to carry out the “capacity inventory” study mentioned above (Strategies 5, 6). The HCP has also contributed to the establishment of Resina Market Cooperative, which supported the existing traditional businesses in the area (Strategy 5). Another study planned within ECAP that could support the growing existing businesses in the area is the questionnaire developed to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business (Strategy 6).

However, the activities realized until 2000 cannot be considered adequate in terms of solving the diverse problems of the existing traditional businesses in Ercolano. These businesses, such as the shops in the historic centre including the Resina Market and companies in the agriculture and fishing sectors, have many problems ranging from reduction in the number of employees, decrease in the number of members of the cooperatives or lack of strong cooperatives and use of old technologies, to inadequate branding and promotion activities for all sectors. As for the problems regarding the growing existing businesses in Ercolano, identifying them requires extra research.

Even though supporting the existing traditional and growing businesses in Ercolano is not the HCP’s area of responsibility, the inclusive economic development of Ercolano can contribute to protection of the WHS of Herculaneum. Therefore, any CHMS should seek ways to support the existing traditional and growing businesses

around the heritage sites, in collaboration with related institutions in the public and private sectors. For example, a partnership could be established between the HCP/ Directorate of Archaeological Park of Herculaneum and Resina Market Cooperative to ensure that the shop owners in the Resina Market benefit more from the WHS of Herculaneum (Strategies 1, 5, 6, 8).

As for the strategy “supporting heritage-based businesses/ activities in the area such as hospitality industry or urban rehabilitation/ regeneration”, it is noteworthy that it is a broad concept that requires evaluation also on the subjects such as tourism, visitor facilities and services, or benefit sharing between all stakeholders in the area through economic investments. The numbers of the strategies related to these subjects are given in the table that belongs to this strategy. In order not to repeat the same points, the evaluations on the studies of the HCP on the mentioned subjects will be given under the aims that are directly related to them. Therefore, the evaluations under these aims should also be taken into consideration while trying to understand how much the HCP has supported heritage-based businesses/ activities in the area (Strategy 7).

To sum up, in addition to the activities of the Herculaneum Centre which have generated some income for family-run bed and breakfast hotels and restaurants in the town, the HCP has the potential to generate decent employment, income and sustainable livelihoods or temporary jobs for the local community, including marginalised groups; to support the existing traditional and growing businesses in the area; to support heritage-based businesses/ activities in the area; and to ensure benefit sharing between all stakeholders in the area, in the years ahead through ECAP and/or the Via Mare Project. However, the effects of ECAP and the Via Mare Project in terms of the number of jobs created for the local community or the amount of income generated for the businesses supported by the projects can only be understood in the years following the completion of the projects.

Within this framework, the possibility to provide employment opportunities for the local community at the WHS of Herculaneum again should be searched (in

restoration work, as tour guides or site stewards etc.) not only to provide income for the local community, but also to improve the relationship between them and the archaeological site (Strategies 1, 8). This might lead to taking greater ownership and better protection of the archaeological site by the local people, who were excluded from the works at the site in the 1990s due to a change in the tender process.

In addition to this, in order to contribute to the achievement of the strategies “motivating the unemployed local people for job search” and “transferring the local labour force from informal sector to formal sector”, the HCP could organize meetings with unemployed people to support them to find jobs, and organize meetings with related institutions such as the local municipality or Carabinieri Ercolano, respectively (Strategies 3, 4).

To conclude, the activities of the Herculaneum Centre, which have generated some income for family-run bed and breakfast hotels and restaurants in the town, are important activities in terms of contributing to the achievement of the aim “ensuring growth, employment, income and livelihoods” and the HCP has the potential to contribute more to it in the coming years through ECAP and the Via Mare Project.

Regarding this aim, the rehabilitation project of the Medina of Fez World Heritage Site (Morocco), which was implemented between the years 1981 and 2020 (Labadi et al., 2021: 22), constitutes a good example (UHU/GSD/Harvard and ADER-FES, 1999: 1).

The funding required to launch the project was provided by the Moroccan Government and the World Bank (UHU/GSD/Harvard and ADER-FES, 1999: 3) and it was implemented through financial contributions of various entities including the local authority, NGOs, national and international financial institutions and donors and several ministries of Morocco (Labadi et al., 2021: 22).



The institutions and people involved in the project were Moroccan Government, World Bank, Agency for the De-densification and Rehabilitation of Fez Medina (ADER-Fez), Arab Fund for Social and Economic Development (FADES), Moroccan ICOMOS Members, UNESCO, Public Authorities, Local Authorities, Civil Society and Private Sector (Labadi et al., 2021: 22).

There were a large number of low-income households in the World Heritage site. The rehabilitation strategy for the Fez Medina aimed creation of employment opportunities in the area (UHU/GSD/Harvard and ADER-FES, 1999: 2). The project's goal was to actively involve the community in the rehabilitation process in order to improve their living conditions and reduce poverty through job creation (Labadi et al., 2021: 23) (Figure 9.1.).

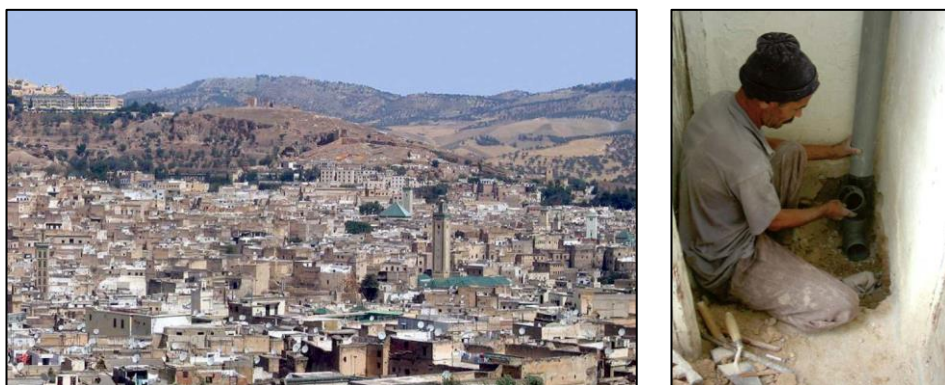


Figure 9. 1. Medina of Fez UNESCO World Heritage Site (left) and the participation of residents in the rehabilitation process and job creation (right) (Resource: Fouad Serrhin/ ADER-Fez, cited in Labadi et al., 2021: 24-25)

Before the initiation of the rehabilitation project, many field studies were conducted to document “existing conditions, the socioeconomic characteristics of the population and the dynamics of private investments” (UHU/GSD/Harvard and ADER-FES, 1999: 3).

By the end of the project, approximately 10.000 jobs were created (mainly in the construction sector and about 50% in lower-skill occupations) (UHU/GSD/Harvard and ADER-FES, 1999: 9).

It is seen that many local, national and international institutions, as well as non-governmental organizations and private sector, most importantly the Moroccan government, have been involved in this project both for funding and for its implementation. As in the HCP's ECAP, the socio-economic characteristics of the population were researched before the initiation of the project. If the HCP considers implementing a rehabilitation project in the historic town centre of Ercolano, around the archaeological site, it may consider bringing together many national and international stakeholders, as in the rehabilitation project of the Fez Medina, and research the dynamics of private investments in addition to the socio-economic characteristics of the local people within ECAP. It can also create job opportunities for the local people by including them in rehabilitation works.

Another project that created job opportunities for the local people is "Sustainable Cultural Heritage through Engagement of Local Communities" (SCHEP), which is a model project realized in Jordan since 2014 by the American Center for Oriental Research (ACOR) and funded by the United States Agency for International Development (USAID) (Haron and Aladarebeh, 2018: 21).

SCHEP aims to "build a network of skilled professionals, dedicated communities and strong institutions" to protect Jordan's cultural heritage resources (CHRs) and contribute to economic development of the country by improving sustainable tourism (ACOR, 2022).

The tourism industry in Jordan is the backbone of the country's economy, with a 14 percent contribution and employment of 90.000 people. Therefore, USAID supports the tourism industry in Jordan to contribute to economic development of the country and provide employment opportunities for people (USAID, 2022).

Jordan's CHRs are the main assets of its tourism industry (ACOR, 2022). Jordan has many assets such as historical, archaeological and natural values and a working tourism infrastructure to improve tourism industry. Jordan has over 20.000 archaeological sites scattered throughout the Kingdom many of which are located

within communities suffering from high levels of poverty and unemployment. Poor maintenance and low awareness level of tourists have an adverse impact on these sites. The restoration, maintenance, and promotion of these sites as tourism destinations at local and international levels can lead to local economic development (USAID, 2022). SCHEP believes that good management of Jordan's CHRs can significantly contribute to the economic growth of the country (ACOR, 2022).

SCHEP worked at nine different sites in the country and carried out site development projects, training programmes, awareness-raising activities; and supported tourism promotion and economic development between 2014 and 2018. The project was extended for four more years in 2018 (ACOR, 2022).

The project is implemented at World Heritage properties such as Petra and Wadi Rum, besides other heritage sites in Jordan. These sites were selected based on many factors such as the needs of archaeological site, poverty rates, available resources at local, national and international levels and the possibility to sustain the interventions in the future. Sustainability measures were identified for each site before and during the implementation of the project to integrate heritage conservation and sustainable development within the local community (Haron and Aladarebeh, 2018: 21).

SCHEP is currently carrying out several activities, including the establishment of a new archaeological museum, the protection of rock art, the protection of industrial heritage and mural paintings, the development of new heritage trails, the enhancement of interpretation and development of site stories, the surveying of underwater archaeology and marine heritage, the creation of site stewardship programmes and a variety of other community-based activities (Haron and Aladarebeh, 2018: 21).

SCHEP reinforces the protection, management, and development of Jordan's CHRs by involving local communities (USAID, 2022). Local communities are the

primary stakeholders and beneficiaries of SCHEP's programming. SCHEP helps communities around archaeological sites harness the potential of their CHRs to create opportunities for education, employment and economic development (ACOR, 2022). The project supports local communities to protect and promote CHRs through site development projects that engage and provide employment opportunities for the members of the community in sustainable site protection, management and promotion activities (Haron and Aladarebeh, 2018: 21).

SCHEP has supported generation of new jobs and better employment opportunities for the members of the local community, particularly in low-income and poverty-pocket areas (Labadi et al., 2021: 47). As mentioned above, the project utilised the potential of CHRs to generate income and employment, especially in rural communities. It has diversified Jordan's tourism industry and provided vulnerable people with new and better job opportunities by assisting establishment of the four youth-led micro-to small-scale enterprises (MSEs) (USAID, 2022). However, supporting MSEs was not the only means that SCHEP worked to achieve economic development and stability through employment. Since its start, SCHEP has also put an effort to create employment opportunities at its partner sites and to improve the type and quality of employment for the local communities of CHRs (ACOR, 2022).

As of 2022, SCHEP has enabled creation of more than 394 jobs in archaeological site development, cultural resource management and tourism service provision as well as providing better employment opportunities for 430 Jordanians (USAID, 2022). 134 employment opportunities created until 2020 were for people living in poverty pockets or refugees (ACOR, 2022).

SCHEP has focused on youth and female employment because of high unemployment rates among these groups in Jordan, especially in rural areas (ACOR, 2022). Women-led cooperatives and companies have been established in Busayra and Umm al-Jimal with the support of SCHEP to protect heritage sites in the vicinity and offer products and services to tourists, creating income and employment opportunities (Labadi et al., 2021: 47) (Figure 9.2.).



Figure 9. 2. Local women who were provided with job opportunities within the scope of the project SCHEP (Resource: ACOR, 2022)

Thanks to the project, many women have earned their own money for the first time (USAID, 2022). SCHEP has so far provided new jobs and better employment opportunities for over 200 women (Labadi et al., 2021: 47).

The project also supported the members of the local community and MSE partners during the COVID-19 pandemic by providing scholarships for 50 Jordanians to attend online courses and training modules in heritage, archaeology and sustainable tourism and by giving technical and financial support to tourism enterprises which were suffering from the lack of inbound tourism in 2020 (USAID, 2022). In other words, the project supported heritage-based businesses in hospitality industry during the COVID-19 pandemic.

Supporting the cultural tourism industry is one of the best ways to generate employment opportunities for local communities living around World Heritage sites. To this end, first of all protection and promotion of these heritage properties should be ensured. The HCP achieved improving the state of conservation of the archaeological site of Herculaneum between 2001 and 2020. In the upcoming period, it can focus on improving cultural tourism in the area like SCHEP. In this respect, it can carry out some of SCHEP's studies such as developing new heritage trails, enhancing interpretation and developing site stories, and creating site stewardship programmes. Indeed, the Via Mare Project, which aims to direct the tourists visiting the WHS of Herculaneum to Via Mare neighbourhood and to the

Resina Market as well as to other cultural and natural values of the town by establishing new routes to exit the archaeological site, and ECAP, which researches intangible values of Ercolano, can be considered as a start to the first two studies mentioned.

Similar to SCHEP, the HCP can provide employment opportunities for the members of the local community, particularly for women and young people among whom the unemployment rate is very high, in archaeological site protection and development, cultural heritage management and tourism service provision. To this end, it can support establishment of youth/ female led MSEs to offer products and services to tourists, particularly for the residents of the Via Mare neighbourhood.

Finally, as in the project SCHEP, the HCP can consider improving the type and quality of employment for the local community as well as creating new job opportunities for them. In this respect, the “capacity inventory” study planned as the third phase of ECAP to develop business projects based on the needs and interests of the local community; and the questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to improve their business, could be considered as a start to improve the type and quality of employment for the local community.

## 9.2. Promoting economic investment and quality tourism

Table 9. 9. The evaluation on the HCP’s contribution to the achievement of Strategy 9

|                   |  |
|-------------------|--|
| <b>STRATEGY</b>   | <p><b>9. Developing and promoting inclusive and equitable economic investments to ensure benefit sharing between all stakeholders in the area, through:</b></p> <ul style="list-style-type: none"> <li>• using local resources</li> <li>• using the skills of the local people</li> <li>• respecting the local knowledge systems</li> <li>• preserving the infrastructures</li> <li>• making the local community together with marginalised groups the primary beneficiary of these investments</li> </ul> |
| <b>INDICATORS</b> | <ul style="list-style-type: none"> <li>• The number of new firms, businesses and economic investments attracted to the area             <ul style="list-style-type: none"> <li>○ the local resources used</li> </ul> </li> </ul>   |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>○ the skills of the local people used</li> <li>○ the local knowledge systems respected</li> <li>○ the infrastructures preserved</li> <li>○ the benefits of the local community together with marginalised groups from these investments</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>● The underdeveloped coastal area <ul style="list-style-type: none"> <li>○ Very few commercial activities</li> <li>○ The weak link between the sea and the town <ul style="list-style-type: none"> <li>- The sea which cannot be utilised as an economic asset</li> <li>- The Trenitalia State Railway which separated the town from the sea</li> </ul> </li> <li>○ Abandoned former industrial buildings in a state of neglect</li> </ul> </li> <li>● The underdeveloped Via Mare neighbourhood <ul style="list-style-type: none"> <li>○ Very few commercial activities</li> <li>○ Buildings in an advanced state of decay</li> <li>○ Poor and inadequate infrastructure</li> </ul> </li> <li>● Almost no commercial activities on secondary streets, particularly outside the historic centre</li> <li>● Same problems defined for Strategies 5 and 6</li> <li>● Same problems defined for Strategy 13 regarding tourism</li> </ul>              |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>● Mapping of commercial activities in the historic centre within ECAP</li> <li>● Mapping of abandoned buildings and spaces in the historic centre within ECAP</li> <li>● The “capacity inventory” study planned within ECAP</li> <li>● Public funding obtained from the regional and city councils and the local heritage authority and funding obtained from the landowners for the demolition of dilapidated ruins at the north-west edge of the WHS (in Via Mare neighbourhood) in 2007</li> <li>● European funding (within the scope of the 2000-2006 Regional Operational Programme for Campania) obtained for the creation of the ticketless park area (Maiuri Park) at the entrance of the WHS in 2003</li> <li>● European funding (within the scope of the URBAN Programme) and €2.6 million of public funding obtained from the local council for the Via Mare Project (Gross financial value of the project is €5.6 million.)</li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>● The physical/ economic link between the sea and the town should be strengthened</li> <li>● The abandoned buildings and spaces in the town, such as the historic villas with their gardens and former industrial buildings mostly located at the coast should be utilised when attracting new firms, businesses and economic investments to the area</li> <li>● Same proposals developed for Strategies 5, 6 and 12</li> <li>● Same proposals developed for Strategy 13 regarding tourism</li> </ul>  |

Table 9. 10. The evaluation on the HCP's contribution to the achievement of Strategy 10

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>10. Promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation</b>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of sustainable economic activities developed in the area related to craftsmanship associated with heritage conservation</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Same problems defined for Strategy 1</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | -  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Craftsmanship courses associated with heritage conservation could be organized for the local community</li> </ul>                             |

Table 9. 11. The evaluation on the HCP's contribution to the achievement of Strategy 11

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>11. Leading to an increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• Increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | N/A   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Public funding obtained from the Italian State for site-works planned by the HCP at the WHS <ul style="list-style-type: none"> <li>○ €9 million in the period 2010-2013</li> <li>○ €6 million in the period 2013-2016</li> </ul> </li> <li>• European funding (within the scope of the 2000-2006 Regional Operational Programme for Campania) obtained for the creation of the ticketless park area (Maiuri Park) at the entrance of the WHS in 2003</li> <li>• €840,000 of public funding obtained from the Italian Ministry of Culture for the establishment of the Herculaneum Centre</li> <li>• European funding (within the scope of the URBAN Programme) and €2.6 million of public funding obtained from the local council for the Via Mare Project (Gross financial value of the project is €5.6 million.)</li> <li>• Public funding obtained for the first phase of demolitions carried out in the Via Mare neighbourhood in 2007</li> <li>• Over €400,000 of funding raised by the Herculaneum Centre in the period 2006-2013</li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• New works should be planned for conservation, management and presentation of the WHS of Herculaneum and public institutions should be contacted for the required funding.</li> </ul>   |



Table 9. 12. The evaluation on the HCP's contribution to the achievement of Strategy 12

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>12. Facilitating network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors through the development of governance structures or other mechanisms for cooperation</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of partnerships or other initiatives that have facilitated network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors for promoting economic investment or quality tourism</li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The local heritage authority operating in isolation from other stakeholders before 2001</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Involvement of the British School at Rome in the HCP through signature of a Sponsorship Contract between the School and the local heritage authority in 2004</li> <li>• Establishment of the Herculaneum Centre</li> <li>• The activities of the Herculaneum Centre which have:             <ul style="list-style-type: none"> <li>○ ensured the dialogue with the local community at all stages of the Via Mare Project</li> <li>○ attracted people from over 70 different countries to Ercolano and the WHS</li> <li>○ generated some income for family-run bed and breakfast hotels and restaurants in the town                 <ul style="list-style-type: none"> <li>- Every year an average of over 500 people stayed at these hotels</li> </ul> </li> <li>○ encouraged broader interest for other cultural and natural heritage properties in Ercolano by using the high levels of interest in Herculaneum</li> <li>○ promoted Ercolano as a sustainable tourism destination                 <ul style="list-style-type: none"> <li>- collaboration on a project entitled “Benvenuti al Sud” that has aimed creating a web portal for sustainable tourism</li> </ul> </li> <li>○ provided heritage input into local programming of regional and town councils and strengthened their links with the heritage authorities regarding shared responsibilities</li> </ul> </li> <li>• The signature of the Memorandum of Understanding entitled “The extension of the archaeological park of Herculaneum and the enhancement of the boundary area with the historic centre of the town of Ercolano” by many public institutions in 2007             <ul style="list-style-type: none"> <li>○ The regional office for tourism and heritage</li> <li>○ The regional heritage authority</li> <li>○ The local heritage authority</li> <li>○ The local municipality</li> </ul> </li> <li>• The collaboration of many public and private institutions for the Via Mare Project:             <ul style="list-style-type: none"> <li>○ MiBAC</li> <li>○ Ministry for Territorial Cohesion</li> <li>○ The local heritage authority</li> <li>○ The heritage authority of Naples and its province</li> <li>○ The local municipality</li> <li>○ The Italian arm of Packard Humanities Institute</li> </ul> </li> <li>• The “capacity inventory” study planned within ECAP</li> </ul> |

|                  |  |
|------------------|--|
|                  | <ul style="list-style-type: none"> <li>• The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> </ul> |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>• New partnerships should be established or other initiatives should be developed to facilitate network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors for promoting economic investment or quality tourism in Herculaneum/ Ercolano.</li> </ul>  |

Table 9. 13. The evaluation on the HCP's contribution to the achievement of Strategy 13

|                   |   |
|-------------------|---|
| <b>STRATEGY</b>   | <p><b>13. Improving sustainable tourism in the area, through:</b></p> <ul style="list-style-type: none"> <li>• providing adequate, effective and locally-driven management of tourism activity in the area and its derived economic, socio-cultural and environmental impacts, through: <ul style="list-style-type: none"> <li>○ using environmental resources in an optimal way by protecting the vital ecological processes and natural heritage</li> <li>○ respecting the socio-cultural authenticity of the local community</li> <li>○ protecting tangible and intangible cultural heritage</li> <li>○ establishing preventive or corrective measures to manage economic, socio-cultural and environmental impacts, such as: <ul style="list-style-type: none"> <li>- constant monitoring of economic, socio-cultural and environmental impacts</li> <li>- implementing socio-economic impact assessment prior to the approval of tourism projects</li> <li>- adopting adequate visitor management planning which also encourages local tourism</li> </ul> </li> <li>○ reinvesting part of the visitor revenue obtained through entry charges in the conservation and management of the WHS</li> <li>○ providing fairly distributed socio-economic benefits to all stakeholders, mainly through: <ul style="list-style-type: none"> <li>○ collecting tax from tourists visiting the WHS</li> <li>○ providing training and priority to local people in income generating tourism-related activities<sup>115</sup></li> <li>○ establishing a cultural tourism product development unit for the local community</li> </ul> </li> <li>○ increasing the number of tourists</li> <li>○ ensuring a high level of tourist satisfaction</li> <li>○ raising the awareness level of tourists on sustainability issues</li> <li>○ ensuring participation of all relevant stakeholders</li> <li>○ including capacity-building activities on sustainable tourism management</li> </ul> </li> <li>• enabling provision of public financial resources and incentives for sustainable tourism related activities in the area</li> <li>• utilising the tangible and intangible values around the WHS</li> </ul> |
| <b>INDICATORS</b> | <ul style="list-style-type: none"> <li>• The availability of projects implemented/ measures taken to manage tourism related activities in the area (to increase/ decrease/ support certain type of activities etc.)</li> <li>• The availability of projects implemented to protect tangible and intangible</li> </ul>   |

<sup>115</sup> In production and sale of cultural tourism products such as traditional crafts, tour guide etc.

|   |   |
|---|---|
|   | <p>cultural heritage</p> <ul style="list-style-type: none"> <li>•The availability of preventive or corrective measures established to manage economic, socio-cultural and environmental impacts of tourism-related activities <ul style="list-style-type: none"> <li>○ the availability of economic, socio-cultural and environmental impact assessment tools</li> <li>○ monitoring reports on economic, socio-cultural and environmental impacts</li> <li>○ the availability of socio-economic impact assessments implemented prior to the approval of tourism projects</li> <li>○ the availability of a visitor management plan being implemented which also encourages local tourism <ul style="list-style-type: none"> <li>○ measures taken to meet the current or anticipated visitor numbers without adverse impacts</li> <li>○ measures taken to prevent gentrification</li> </ul> </li> </ul> </li> <li>•The amount of visitor revenue reinvested in the conservation and management of the WHS</li> <li>•Increase in tax revenue for public institutions</li> <li>•Increase in average income of local hotels</li> <li>•Increase in average income of local restaurants</li> <li>•Increase in average income of local shops</li> <li>•Increase in average income of local travel agencies</li> <li>•Increase in average income of the families</li> <li>•The number of local people provided with training and priority in income generating tourism-related activities</li> <li>•A cultural tourism product development unit that has been established</li> <li>•Increase in the number of tourists</li> <li>•The number of tourists who feel highly satisfied with the services provided in the area</li> <li>•The availability of studies carried out to raise the awareness level of tourists on sustainability issues</li> <li>•The availability of initiatives that have enabled participation of all relevant stakeholders</li> <li>•The availability of capacity-building activities conducted on sustainable tourism management</li> <li>•The amount of public financial resources and incentives provided for sustainable tourism related activities in the area</li> <li>•The availability of projects that utilised the tangible and intangible values around the WHS</li> </ul> |
| <p><b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b></p> | <p>√</p>  |
| <p><b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b></p>             | <ul style="list-style-type: none"> <li>•Not a tourism destination at international standards <ul style="list-style-type: none"> <li>○ The lack of conditions for people to want to “take a holiday” in Ercolano</li> <li>○ The family-type hotels which cannot meet the demand of organized groups</li> <li>○ Restaurants operating to meet only the local demand in terms of catering services and opening hours and days</li> <li>○ Restaurant owners who have communication difficulties with tourists due to language problems and do not treat tourists in an appropriate way</li> <li>○ The cheap restaurant furniture</li> <li>○ The lack of souvenir shops</li> <li>○ Circumvesuviana and Trenitalia State Railway not working after 10</li> </ul> </li> </ul>  |

|                                  |  |
|----------------------------------|--|
|                                  | <ul style="list-style-type: none"> <li>p.m.</li> <li>○ Waste management problem in Ercolano <ul style="list-style-type: none"> <li>- The scene of accumulated waste on the pavements or around the fountain in Piazza Fontana (on Via Pugliano)</li> </ul> </li> <li>● No overnight stays in Ercolano in the programmes of tour operators <ul style="list-style-type: none"> <li>○ The short stay of tourists in Ercolano <ul style="list-style-type: none"> <li>- 78.65%: half a day</li> <li>- 15.95%: a day</li> <li>- 3%: longer than a day</li> </ul> </li> </ul> </li> <li>● The lack of services and activities that respond to cultural tourism <ul style="list-style-type: none"> <li>○ The lack of shops which sell traditional Vesuvian products</li> <li>○ The lack of cultural activities</li> <li>○ The lack of evening leisure activities</li> <li>○ The lack of environmentally sustainable transport (EST) modes</li> </ul> </li> <li>● Low visitor numbers of other cultural and natural values of Ercolano when compared to the WHS <ul style="list-style-type: none"> <li>○ The inadequate promotion and poor interpretation of other cultural and natural values of Ercolano</li> <li>○ Mount Vesuvius as an underutilised natural value in terms of tourism <ul style="list-style-type: none"> <li>- A small percentage of visitors of the WHS also visit Mount Vesuvius (10% of foreign visitors and 7% of Italian visitors)</li> <li>- No chairlift</li> <li>- A depot for illegal waste of industries</li> </ul> </li> <li>○ Sea as an underutilised natural value in terms of tourism <ul style="list-style-type: none"> <li>- The difficulty in accessing the three beaches</li> <li>- No signboards in the town centre showing the direction for the beaches</li> <li>- High pollution</li> <li>- Dark volcanic sand</li> </ul> </li> <li>○ Resina Market as an underutilised cultural value in terms of tourism</li> <li>○ The Royal Palace of Portici as an underutilised cultural value in terms of tourism <ul style="list-style-type: none"> <li>- No access to its botanical garden from Piazza Pugliano (the linking area is in a state of decay)</li> </ul> </li> <li>○ Vesuvian villas as an underutilised cultural value in terms of tourism <ul style="list-style-type: none"> <li>- Abandoned villas and their gardens in a state of neglect</li> </ul> </li> </ul> </li> <li>● The poor physical conditions of the entrance of the Roman theatre on Corso Resina</li> <li>● The presence of organized crime activity in the town <ul style="list-style-type: none"> <li>○ The image of Via Mare as a dangerous street</li> <li>○ The local women and tourists who do not feel safe to go out in the evening</li> </ul> </li> <li>● Limited financial benefits from tourism</li> <li>● The lack of a visitor management plan which also encourages local tourism</li> <li>● The number of closed areas to public access within the WHS <ul style="list-style-type: none"> <li>○ Two-thirds of the site having been closed to the public at the end of the 20<sup>th</sup> century</li> </ul> </li> <li>● Same problems defined for Strategy 27</li> <li>● Same problems defined for Strategy 37</li> </ul> |
| <p><b>STUDIES OF THE HCP</b></p> | <ul style="list-style-type: none"> <li>● The activities of the Herculaneum Centre which have: <ul style="list-style-type: none"> <li>○ attracted people from over 70 different countries to Ercolano and the WHS</li> <li>○ generated some income for family-run bed and breakfast hotels and restaurants in the town <ul style="list-style-type: none"> <li>- Every year an average of over 500 people stayed at these hotels</li> </ul> </li> <li>○ included organization of a course for the local managers of B&amp;Bs</li> </ul> </li> </ul>  |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>○ encouraged broader interest for other cultural and natural heritage properties in Ercolano by using the high levels of interest in Herculaneum</li> <li>○ promoted Ercolano as a sustainable tourism destination <ul style="list-style-type: none"> <li>- collaboration on a project entitled “Benvenuti al Sud” that has aimed creating a web portal for sustainable tourism</li> </ul> </li> <li>○ provided heritage input into local programming of regional and town councils and strengthened their links with the heritage authorities regarding shared responsibilities</li> <li>○ included development of a multi-sensorial trail at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”</li> <li>● The Via Mare Project which is expected to create new economic opportunities for the local community, particularly the residents of the Via Mare neighbourhood, from tourism through physical and environmental regeneration <ul style="list-style-type: none"> <li>○ The high-boundary wall being replaced to provide visual access to the WHS as well as the entire Bay of Naples</li> <li>○ Plans to create new public spaces (parks, squares etc.)</li> <li>○ Plans to establish new routes, for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created</li> <li>○ Plans to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.)</li> </ul> </li> <li>● Mapping of accommodation for visitors (hotels and airbnbs) in the historic centre within ECAP</li> <li>● Mapping of abandoned buildings and spaces in the historic centre within ECAP</li> <li>● Mapping of transportation system of Ercolano within ECAP</li> <li>● Mapping of places of worship (churches and votive kiosks) in the historic centre within ECAP</li> <li>● Mapping of rubbish spots (habitual rubbish accumulation places) in the historic centre within ECAP</li> <li>● Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning: <ul style="list-style-type: none"> <li>- their socio-economic status, needs and capacities</li> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>● The aims of ECAP, which are to: <ul style="list-style-type: none"> <li>- develop tourism</li> <li>- establish a link between the sea, the WHS, the local community and Mount Vesuvius</li> <li>- carry out a research in the historic photo archives to better understand the transformation of the town, i.e. its layers and resources</li> </ul> </li> <li>● Inclusion of the problems related to tourism in Ercolano, in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP</li> <li>● Survey conducted on the independent visitors of Herculaneum <ul style="list-style-type: none"> <li>○ 12-month campaign carried out to understand the visitors’ demographics and motivation to visit the site (April 2013-April 2014, surveying 1561 visitors)</li> <li>○ 6-month questionnaire campaign conducted to get information about the visitor experience</li> </ul> </li> </ul> |
|--|---|

|                  |   |
|------------------|---|
|                  | <ul style="list-style-type: none"> <li>• Survey conducted on the MiBAC’s initiative (#DomenicalMuseo) <ul style="list-style-type: none"> <li>○ 6-month questionnaire campaign run to understand the impact of the MiBAC’s initiative, #DomenicalMuseo on the audience of Herculaneum (April-September 2016, 287 questionnaires)</li> </ul> </li> <li>• Establishment of a geographic information system (GIS) data base to document, monitor and plan activities at the WHS <ul style="list-style-type: none"> <li>○ Conduction of an analysis on areas open or closed to the public, site logistics and accessibility</li> </ul> </li> <li>• Mapping of visitors’ routes at Herculaneum to programme maintenance interventions, organize tourist flows and promote specific itineraries at the archaeological site <ul style="list-style-type: none"> <li>○ Monitoring independent visitors’ and groups’ routes</li> <li>○ Observing their stopping points and the length of their stay at these points</li> <li>○ Counting the number of people in the groups</li> </ul> </li> <li>• Awareness raising activity carried out by young interns for visitors of Herculaneum by behaving inappropriately to protect the WHS</li> <li>• The reopening of many houses and streets in the WHS to visitors <ul style="list-style-type: none"> <li>○ 2005-2010: As a result of the site-wide campaign of conservation works, which led to stabilization of architectural structures and decorative elements at risk and re-establishment of the infrastructure and eventually to barrier removal.</li> <li>○ 2005-2015: 69% of additional areas were opened to public access.</li> <li>○ December 2016-June 2018: The ratio of areas open to public access increased from 29% to 32%, while the ratio of closed but visible areas increased from 47% to 52%.</li> <li>○ Until 2021: It was planned to open more than 80% of the site to public access.</li> </ul> </li> <li>• European funding (within the scope of the URBAN Programme) and €2.6 million of public funding obtained from the local council for the Via Mare Project (Gross financial value of the project is €5.6 million.)</li> <li>• The formal and informal consultation meetings organized with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project</li> <li>• The “capacity inventory” study planned within ECAP</li> <li>• The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> <li>• Mapping of commercial activities in the historic centre within ECAP</li> <li>• Same activities written for Strategy 27</li> <li>• Same activities written for Strategy 37</li> </ul> |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>• Tourism services and infrastructure in Ercolano should be developed to provide service at international standards. <ul style="list-style-type: none"> <li>○ The capacity of the family-type hotels could be improved to meet the demand of organized groups.</li> <li>○ The type of catering services and opening hours and days of restaurants could be revised to meet the touristic demand.</li> <li>○ Capacity-building activities could be conducted for the restaurant owners such as English language workshops or on treating tourists in an appropriate way.</li> <li>○ The physical conditions of the restaurants could be improved (renewing furniture etc., particularly of the ones on Via Novembre as they are located across the entrance of the archaeological site).</li> <li>○ Some souvenir shops should be established.</li> </ul> </li> </ul>   |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>○ The time schedules of the trains operating on both Circumvesuviana and Trenitalia State Railway could be reorganized to provide service after 10 p.m.</li> <li>○ The physical conditions of Circumvesuviana could be improved.</li> <li>○ A stop could be established on Trenitalia State Railway in Ercolano.</li> <li>○ Waste management problem in Ercolano should be solved to prevent the scene of accumulated waste on the pavements.</li> <li>● Services and activities that respond to cultural tourism could be provided. <ul style="list-style-type: none"> <li>○ A cultural tourism product development unit could be established for the local community</li> <li>○ Shops that sell traditional Vesuvian products could be established.</li> <li>○ Cultural activities and evening leisure activities could be organized.</li> <li>○ Environmentally sustainable transport (EST) modes (biking etc.) and the required infrastructure could be provided in the town.</li> </ul> </li> <li>● Other cultural and natural values of Ercolano such as the Resina Market, Royal Palace of Portici, Vesuvian villas, votive kiosks, Mount Vesuvius and the sea should be promoted and their interpretation should be enhanced. <ul style="list-style-type: none"> <li>○ Accessibility could be provided to the botanical garden of the Royal Palace of Portici from Piazza Pugliano by improving the physical condition of the linking area.</li> <li>○ Some initiatives could be developed for the state-owned abandoned buildings to use their potential by restoring and refunctioning them</li> <li>○ A tourist itinerary passing by the votive kiosks could be established.</li> <li>○ A chairlift could be rebuilt at Mount Vesuvius.</li> <li>○ The local authorities in the region should find a solution for the Vesuvius, which has become a depot for illegal waste of industries.</li> <li>○ Actions should be taken to overcome the pollution problem at the sea and the dark volcanic sand at the beaches.</li> <li>○ Access to the beaches should be improved.</li> <li>○ Signboards showing the direction for the beaches should be placed in the town centre</li> </ul> </li> <li>● The physical conditions of the entrance of the Roman theatre on Corso Resina should be improved</li> <li>● Tour operators who organize tours between Naples and Amalfi Coast could be encouraged to include overnight stays in Ercolano in their programmes.</li> <li>● The safety perception in Ercolano should be improved <ul style="list-style-type: none"> <li>○ The local authorities should take measures to prevent drug-dealing activities concentrated particularly in the Via Mare neighbourhood.</li> <li>○ The causes of crime should be addressed by social and educational programmes</li> <li>○ Physical security should be increased through urban design</li> </ul> </li> <li>● Studies should be carried out to open closed areas in the WHS to public access.</li> <li>● A visitor management plan, which also encourages local tourism, should be prepared <ul style="list-style-type: none"> <li>○ The carrying capacity of the area should be defined.</li> </ul> </li> <li>● Regular monitoring reports should be prepared on economic, socio-cultural and environmental impacts of tourism related activities in the area</li> <li>● Studies should be carried out to raise the awareness level of tourists on sustainability issues</li> <li>● Participation of all relevant stakeholders should be provided in management of tourism related activities</li> <li>● The local municipality could collect tax from tourists visiting the WHS</li> <li>● Training could be provided primarily for local people in income generating tourism-related activities</li> <li>● New works should be planned to improve sustainable tourism in Ercolano</li> </ul> |
|--|--|

|  |  |
|--|--|
|  | <p>and public institutions should be contacted for the required funding.</p> <ul style="list-style-type: none"> <li>•Socio-economic impact assessment should be conducted prior to the approval of tourism projects associated with the WHS.</li> <li>•Capacity-building activities on sustainable tourism management could be organized for the people who are responsible for the conservation and management of the area and who are in the tourism sector</li> <li>•Same proposals developed for Strategy 27</li> <li>•Same proposals developed for Strategy 37</li> </ul> |
|--|--|

Regarding the aim “promoting economic investment and quality tourism”, the HCP (with the support of the Herculaneum Centre and David W. Packard) brought together four public institutions in 2007 for the signature of the Memorandum of Understanding entitled “The extension of the archaeological park of Herculaneum and the enhancement of the boundary area with the historic centre of the town of Ercolano”, which included demolition of collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS (in Via Mare neighbourhood) (Strategy 12); it obtained public funding and funding from the landowners for the demolition of these buildings in 2007, European funding for the creation of the ticketless park area at the entrance of the WHS in 2003, and European funding and €2.6 millions of public funding for the Via Mare Project (Strategies 9, 11), approximately €15 million between 2010-2016 from the Italian State for site-works planned at the WHS, and €840,000 of public funding from the Italian Ministry of Culture for the establishment of the Herculaneum Centre. The Herculaneum Centre raised over €400,000 of funding between 2006 and 2013 (Strategy 11).

According to Thompson (2007: 6), the additional funding obtained from public institutions for the demolition of the dilapidated ruins at the edge of the ancient town and for the establishment of the Herculaneum Centre demonstrate the power of public-private partnerships (HCP) in achieving outcomes, which are significantly greater than what the individual partners can accomplish working alone. Other examples supporting this view are the Via Mare Project, and the Herculaneum Centre, which is also a public-private partnership and raised a lot of funding during the 7 years after its establishment (Strategy 11).



All these economic investments attracted to the area have been used to benefit the local community, particularly the marginalised groups living in the Via Mare neighbourhood. The ticketless park area created at the entrance of the WHS enabled both the marginalised groups and the broader local community see the archaeological site and spend time in the park without buying an entry ticket (Strategy 9).

Regarding the strategy “developing and promoting inclusive and equitable economic investments to ensure benefit sharing between all stakeholders in the area”, the HCP has also completed mapping of commercial activities, and abandoned buildings and spaces in the historic centre of Ercolano within ECAP and plans to carry out a “capacity inventory” study as the third phase of the programme to develop business projects based on the needs and interests of the local community after doing a research on their needs, capacities and interests (Strategy 9).

Even though the HCP has conducted some studies that could contribute to the achievement of this strategy, there are still many areas in Ercolano that need to be developed through attraction of new firms, businesses and economic investments, such as the underdeveloped coastal area together with its abandoned former industrial buildings in a state of neglect; buildings in the Via Mare neighbourhood that are in an advanced state of decay; and secondary streets, particularly outside the historic centre, which do not have any commercial activities. One of the reasons adversely impacting development of the coastal area is the weak link between the sea and the town, which prevents the sea from being utilised as an economic asset. Therefore, the physical/ economic link between the sea and the town should be strengthened and infrastructures of the town such as the abandoned buildings and spaces (the historic villas with their gardens, former industrial buildings etc.) should be utilised when attracting new firms, businesses and economic investments to the area (Strategy 9).

Regarding the strategies “facilitating network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors through the development of governance structures or other mechanisms for cooperation” and “improving sustainable tourism in the area”, the biggest accomplishment of the HCP could be its role in the establishment of the Herculaneum Centre (Strategies 12, 13).

The Herculaneum Centre has facilitated network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors to promote economic investment and improve sustainable tourism in Ercolano, besides its other aims. Within this framework, it has ensured the dialogue with the local community at all stages of the Via Mare Project; attracted people from over 70 different countries to Ercolano and the WHS; generated some income for family-run bed and breakfast hotels and restaurants in the town; organized a course for the local managers of B&Bs; encouraged broader interest for other cultural and natural heritage properties in Ercolano by using the high levels of interest in Herculaneum; promoted Ercolano as a sustainable tourism destination and collaborated on a project entitled “Benvenuti al Sud”, which aimed creating a web portal for sustainable tourism; and provided heritage input into local programming of regional and town councils and strengthened their links with the heritage authorities regarding shared responsibilities, such as the Via Mare Project (Strategies 12, 13).

According to Biggi et al. (2018: 103), it was the governance model of the Herculaneum Centre, which ensured dialogue among various national and international stakeholders in and outside of the heritage sectors and prepared the ground for the local municipality and the local heritage authority to embrace the Via Mare Project (Strategy 12). This atmosphere created by the Centre attracted €2.6 million of additional public funding from the local municipality for the Via Mare Project and led to collaboration of several public and private institutions, namely, the MiBAC, the Ministry for Territorial Cohesion/ Department for development and economic cohesion, the local heritage authority, the heritage

authority of Naples and its province, the local municipality, and the Italian arm of Packard Humanities Institute for implementation of the project (Strategies 9, 11, 12).

Thus, mainly through the activities of the Herculaneum Centre, the HCP improved the ability of the local heritage authority to work with other stakeholders, which was operating in isolation from other stakeholders before 2001 (Strategy 12).

In addition to these, the HCP itself tries to facilitate network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors, which could promote economic investment and also improve sustainable tourism in Ercolano, through the “capacity inventory” study planned within ECAP, and the questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders (Strategies 12, 13).

Until 2020, the HCP also carried out many studies that may have contributed to the achievement of the strategy “improving sustainable tourism in the area”. Some of these studies were the reopening of many houses and streets in the WHS to visitors; the surveys conducted with the visitors of Herculaneum to get information on their demographics and motivation to visit the site and on the visitor experience with the final aim of providing effective management of the tourism activity at the site; establishment of a geographic information system (GIS) data base to document, monitor and plan activities at the WHS; mapping of visitors’ routes at Herculaneum to programme maintenance interventions, organize tourist flows and promote specific itineraries at the archaeological site; development of a multi-sensorial trail at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”; and awareness raising activity carried out by young interns for visitors of Herculaneum by behaving inappropriately to protect the WHS (Strategy 13).

Other studies of the HCP, which have potential to improve sustainable tourism in the area in the coming years are the Via Mare Project, which is expected to create new economic opportunities for the local community, particularly the residents of the Via Mare neighbourhood, from tourism through physical and environmental regeneration; and ECAP, which aims to develop tourism in the area by utilising other tangible (cultural and natural) and intangible values of Ercolano. Within the scope of ECAP, the HCP has completed mapping of accommodation for visitors (hotels and airbnbs), abandoned buildings and spaces, places of worship (churches and votive kiosks), rubbish spots (habitual rubbish accumulation places), commercial activities in the historic centre of Ercolano and transportation system of Ercolano. It also conducted interviews with the local community to learn their socio-economic status, needs and capacities, and tangible (cultural and natural) and intangible values of Ercolano (Strategy 13).

The contribution of HCP and Herculaneum Centre's activities to improvement of sustainable tourism in Ercolano can be seen in the number of visitors of the WHS of Herculaneum, which increased from 237.013 to 487.540 between 2000-2017 (Strategy 13).

However, there are still many problems in Ercolano that need to be solved in order to improve sustainable tourism in the town. First of all, it is not a tourism destination at international standards; the capacity, quality and service of the hotels and restaurants in the town are not adequate in terms of meeting the demand of organized groups or international tourists. Some other problems adversely impacting development of tourism in Ercolano are the waste management problem; the lack of souvenir shops; inadequate public transportation services; the tour operators that do not include overnight stays in Ercolano in their programmes; the lack of services and activities that respond to cultural tourism; the inadequate promotion and poor interpretation of other cultural and natural values of Ercolano (Mount Vesuvius, sea, the Resina Market, Royal Palace of Portici, Vesuvian villas etc.); the lack of a visitor management plan which also encourages local tourism;

the number of closed areas to public access within the WHS; and the presence of organized crime activity in the town (Strategy 13).

One of the most important measures to take to improve sustainable tourism in Ercolano could be to enhance promotion and interpretation of other cultural and natural values of Ercolano such as Mount Vesuvius, the sea, the Resina Market or Vesuvian villas, as well as the intangible values, which would contribute to improvement of local tourism as well. Since the visitors of the WHS of Herculaneum could be considered as ‘cultural tourists’, there is a potential to direct them to other cultural and natural assets of Ercolano. The Via Mare Project, which aims to direct the tourists visiting the WHS of Herculaneum to Via Mare neighbourhood and to the Resina Market as well as to other cultural and natural values of the town by establishing new routes to exit the archaeological site; and the activities of the Herculaneum Centre, which led to use of family-run bed and breakfast hotels and restaurants in the town by many people are two important activities that have improved or have potential to improve local tourism in Ercolano (Strategy 13).

In addition, after enhancing promotion and interpretation of other cultural and natural values of Ercolano, tour operators organizing tours between Naples and Amalfi Coast could be encouraged to include visits to these other values of Ercolano in their programmes, which could lead to overnight stays in Ercolano (Strategy 13).

Herculaneum, which is accepted as the place where modern European archaeology began and was once one of the obligatory stops on the Grand Tour for ‘perhaps the first heritage tourists’, deserves to regain its popularity as a touristic destination at international level, together with other cultural and natural values in Ercolano (Strategy 13).

As for the strategy “promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation”, the HCP has not

conducted any study despite the presence of high number of unemployed people in Ercolano, particularly the women and young people. In this regard, craftsmanship courses associated with heritage conservation could be organized for the local community (Strategy 10).

Providing training for local people in income generating tourism-related activities could also decrease the unemployment rate in the town, while also contributing to improvement of sustainable tourism in Ercolano (Strategy 13).

To sum up, the HCP and the Herculaneum Centre have led to an increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS of Herculaneum; and it is possible to say that their activities contributed to improvement of sustainable tourism in Ercolano between the years 2001 and 2020. However, there are still many areas in Ercolano that need to be developed through economic investments and many problems that need to be solved in order to improve sustainable tourism in the town. The HCP has potential to solve these problems, and thus to contribute more to the achievement of the aim “promoting economic investment and quality tourism” in Ercolano in the years ahead through ECAP and the Via Mare Project.

Regarding the strategy “promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation”, the project implemented in Lahore (Pakistan) between 2015 and 2017 (Han, 2018: 9) within the scope of the pilot project “Sustainable Development and World Heritage for Local Communities” provides a good example.

In 2015, the World Heritage Centre launched this pilot project within the framework of the UNESCO/Republic of Korea Funds-in-Trust to show the potential of heritage sites to contribute to sustainable development by re-establishing a link between local communities and their heritage sites (Rössler, 2018: 5; Han, 2018: 6). The project has been realized at three World Heritage properties in South Asia (Rössler, 2018: 5), which are “Fort and Shalamar Gardens

in Lahore (Pakistan)”, “Historic Monuments at Makli, Thatta (Pakistan)” and “Ruins of the Buddhist Vihara at Paharpur” (Bangladesh) (Han, 2018: 7).

The project in Lahore was not entirely related to Lahore Fort and the Shalamar Gardens World Heritage property, but rather to the group of historical monuments belonging to the Mughal period in Lahore, which includes Fort and Shalamar Gardens. Lahore is an urban setting with regal heritage (Han, 2018: 7).

Within the project, the site’s most pressing, critical conservation needs were identified in order to define the skillsets that needed to be developed. A cultural survey conducted to this end revealed the rapid disappearance of craftspeople who could work in traditional buildings in the site (Han, 2018: 7, 9).

The project aimed to connect the conservation of heritage sites and the livelihood of communities by revitalizing the historical building crafts in Punjab, and thus strengthening the role of community artisans and youth in the conservation activities of the heritage sites (Vandal, 2018: 15).

The project was divided into two stages: first “Mapping the traditional building crafts of three Punjab districts, namely Lahore, Multan and Bahawalpur”, which was considered necessary to identify “the Tradition Bearers (Ustads) and skilled/semi-skilled practitioners; the crafts still practiced on site; and their historic and current status”. The second stage was capacity building for communities of craftspeople, artists and youth to strengthen their ties with the heritage sites (Vandal, 2018: 15).

There was a need for highly-skilled masters of traditional building crafts utilised in Islamic architecture for the conservation of historic monuments in Lahore. However, there has been an increasing lack of experienced master artisans and craftspeople as well as specialists for decorative work in Lahore, which had a direct adverse impact on the conservation of historic monuments (Han, 2018: 9). Therefore, many traditional decorative building art forms in the area were

endangered or about to disappear. The lack of highly-skilled masters of traditional building crafts was also threatening the “transmission of the intangible cultural heritage knowledge to the younger generations” (Vandal, 2018: 16).

Within the project, a capacity building programme was implemented with the Ustads and the artisan community to improve the knowledge and skills of the masters while also training semi-skilled artisans. This would provide highly skilled artisans for restoration and preservation activities at heritage sites (Vandal, 2018: 16) (Figure 9.3.).



Figure 9. 3. Shrine of the Sufi Saint Shams-Ud Din Sabzwari, Multan (left) and Ustad carrying out calligraphy work (right) (Resource: UNESCO/THAAP, cited in Vandal, 2018: 16-17)

The project also reached out to art students and youth to transfer this cultural knowledge, within the framework of conservation, maintenance and promotion of heritage sites. The aim was to raise the awareness level of the youth through practical training and to teach skills that they could use to enhance their livelihood (Figure 9.4.). “Market connectivity, linkages to industry, promotion and visibility” were all important factors in promoting sustainability. The traditional decorative building arts chosen were those which were widespread and endangered in the three surveyed districts: *Kashikari* (tilework), *Khatati* (Calligraphy), *Naqqashi* (fresco painting), *Pinjrakari* (wood lattice work) and their roots and interaction with geometry (Vandal, 2018: 16).





Figure 9. 4. Group of young people trained under the Project during the site visit at Wazir Khan Mosque, Lahore (Resource: UNESCO/THAAP, cited in Vandal, 2018: 15)

The teaching programme was developed through the collaboration of all stakeholders, particularly the heritage site managers, the artist community, architecture and interior design professionals, industry representatives and others. For the workshops held simultaneously in Lahore and Multan, the curriculum, resource material, teaching programs and lesson plans for both in-classroom/studio and on-site training sessions were produced (Vandal, 2018: 17) (Figure 9.5.).



Figure 9. 5. Fresco workshop (left) and glazed tile workshop (right) (Resource: UNESCO/THAAP, cited in Vandal, 2018: 17)

Twelve Ustads of the decorative building arts and a total of 78 participants including artisans, art students and university students in the field of decorative arts participated in the Capacity Building and Training Programme. A Training Manual was prepared, which captured the processes for each of the four decorative building arts chosen, along with video tutorials and a promotional documentary that invited

the viewer to understand the importance of heritage for a sustainable future. The work of the participants and Ustads was also displayed in an exhibition. This was followed by a round table discussion, which was particularly attended by architects, interior designers, and Ustads, with the aim of encouraging participants to think about how they may incorporate traditional arts into contemporary settings, so increasing the importance of heritage in people's lives (Vandal, 2018: 17).

The project emphasized that the connection between heritage sites and intangible cultural heritage is crucial for sustainability. The project created a large number of highly-skilled artisans who can contribute to the restoration, conservation, maintenance and monitoring of heritage sites as well as strengthening the intergenerational transmission of different crafts (Vandal, 2018: 17) and providing an opportunity to participants of the programme to enhance their livelihood.

Despite the differences between the cultural heritage properties of Lahore and Ercolano, as in this project, the HCP can consider organizing craftsmanship courses and workshops associated with heritage conservation for the local community in collaboration with all related stakeholders, in order to connect the conservation of heritage sites and the livelihood of the local community, particularly the women and young people. To this end, teaching programmes and resource materials can be prepared along with video tutorials. However, first, the ways to involve the local people in conservation activities of the archaeological site of Herculaneum and other heritage properties such as historic buildings in Ercolano should be explored.

As for the strategy "improving sustainable tourism in the area", the project SCHEP provides huge technical and financial support to MSEs at project sites with an emphasis on sustainable cultural tourism (USAID, 2022), thus promoting micro-economic growth and diversification of Jordan's tourism industry (ACOR, 2022). The project has supported local actors who wanted to develop their own businesses to manage and benefit from their cultural heritage, which resulted in establishment of four local youth-led MSEs at SCHEP sites by the end of the first phase of the project in 2018, as mentioned earlier (ACOR, 2022).

MSEs benefit from the knowledge and experience of the members of the local community and provide employment opportunities for Jordanians. Around 70% of Jordan's workforce is employed by micro, small, and medium-sized enterprises like those supported by the project, which can be significant drivers of economic growth, particularly in areas with high levels of unemployment and poverty (ACOR, 2022).

The enterprises established within the scope of the project manage CHRs, develop cultural tourism products (ACOR, 2022) and provide distinctive cultural, natural, and agricultural tourism experiences in lesser-known areas of the country. Among many other unique and varied options, tourists can participate in a farm-to-table experience in Ghawr as Safi, take an archaeological tour in Umm al Jimal or Busayra, and learn how to prepare local specialties in Aqaba (USAID, 2022). Thus, they attract new visitors to the heritage sites and provide employment opportunities and income for the local community (ACOR, 2022). And in Petra, which was inscribed on UNESCO World Heritage List in 1985, members of the local community work as tour guides and provide 'local colour', such as music and entertainment as well as camel and donkey rides (Shhaltoug, 2018: 23).

SCHEP has worked in collaboration with organizations such as Visit Jordan and the Jordan Inbound Tour Operators Association (JITOA) to make tour operators acquainted with the lesser-known sites and produce materials that give information on these sites to curious potential tourists (ACOR, 2022).

The first phase of the project also included training programmes and workshops on site promotion, providing local stakeholders with the knowledge and skills they need to transform their heritage sites into national and international tourism destinations. For example in Wadi Rum World Heritage Site, an intensive three-day workshop was organized by SCHEP and CBRAER to train local guides on subjects such as cultural resource management, rock art, history, epigraphy and geology. Around 25 people from villages surrounding Wadi Rum participated in the workshop and many of them also participated in the three-month official Rock Art

Rangers program organized afterwards. These guides contributed to the creation of rock art-focused tour routes both in the Rum and Disi areas. SCHEP's work in Wadi Rum also resulted in removal of graffiti from rock surfaces within the scope of training and the installation of signs at key locations (ACOR, 2022).

The former SCHEP partners and site stewards are now in charge of their own initiatives and carrying on the work started by SCHEP in Aqaba, Ghawr as Safi, Busayra and Umm al Jimal. By transforming cultural heritage into a real economic opportunity, SCHEP has achieved more a sustainable engagement with the local communities through their involvement in protection of the heritage sites (ACOR, 2022).

Another project implemented within the scope of SCHEP that could improve sustainable tourism by encouraging local tourism is the Umm el-Jimal Archaeological Project (UJAP), which undertook studies to conserve and present the area of the ruins nearby the modern town of Umm al Jimal in order to link the historical and the modern towns and direct visitors towards commercial areas in the modern town. To this end, the Commodus Gate, which will function as the main entrance to the archaeological site, was restored by UJAP team with the help of SCHEP as well as experts and the members of the local community (ACOR, 2022). Similar to UCAP, the HCP tries to link the ancient and modern towns of Ercolano and direct tourists visiting the WHS of Herculaneum to Via Mare neighbourhood and to the Resina Market as well as to other cultural and natural values of the town. However, while UCAP has used conservation and enhancement of the presentation of the heritage site for this, the HCP uses an urban regeneration project, the Via Mare Project, which includes creation of new public spaces (parks, squares etc.) and improvement of the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.).

During the second phase (2018-2022), SCHEP continues to focus on sustainable tourism as a means to achieve economic stability by supporting local communities, institutions and organizations through capacity building, vocational training, start-

up grants, cultural tourism product development and marketing for sustainable tourism of the CHRs in Jordan (ACOR, 2022).

As in the project SCHEP, the HCP can consider providing support to local people who want to develop their own businesses to benefit from their cultural heritage, for instance it can provide technical and financial support for establishment of MSEs in the town. These enterprises can carry out income generating tourism-related activities such as developing cultural tourism products, or providing local distinctive cultural, natural, and agricultural tourism experiences (tours, farm-to-table experiences etc.) at other cultural and natural values of Ercolano such as the Resina Market, Vesuvian villas, Mount Vesuvius or the sea. The HCP can work in collaboration with tour operators and other related stakeholders to enhance the promotion and interpretation of these values of the town. It can also organize training programmes and workshops for local tour guides on cultural heritage management, history and site promotion; and for unemployed people, especially local women/ youth, on development and marketing of cultural tourism products; or to educate them to become a site steward or tour guide. Thus, the HCP can contribute to the improvement of sustainable tourism in Ercolano while also providing economic benefits to local people and achieving a sustainable engagement with them, by involving them in cultural heritage protection, management, promotion and other activities related to sustainable tourism.

On the other hand, there are two interesting projects from Egypt and Morocco, namely “The Dahshour WH Site Mobilisation for Community Development Project” and “Cultural Heritage and Creative Industries as Vectors for Development in Morocco”, which have conducted similar studies to SCHEP in terms of contributing to improvement of sustainable tourism, thus providing employment opportunities for the local communities, but the activities realized within these projects either could not be sustained or there was no evidence that they have contributed to the socio-economic conditions of local people or the financial aids given to local people were used in line with the propose of the aids.

Heritage for development projects have been implemented in three lower-middle income countries of the Middle East and North-African (MENA) region by the funding provided by the Millennium Development Goals Achievement Fund (MDG-F). The Government of Spain has made an investment worth 96.5 million USD (Baltà Portolés, 2013: 8, cited in Giliberto and Labadi, 2021: 2) with the aim of harnessing culture and heritage to facilitate the achievement of the United Nations (UN) Millennium Development Goals (MDGs) (Giliberto and Labadi, 2021: 2).

One of these projects was “The Dahshour WH Site Mobilisation for Community Development Project” implemented in Egypt, between the years 2009 and 2013, with the International Labour Organisation (ILO) and several UN organizations<sup>116</sup> (Giliberto and Labadi, 2021: 3).

The goals of the project were to protect the World Heritage Site of Memphis and its necropolis as well as the natural ecosystem of the Dahshour seasonal lake and palm grove and the Pyramid Fields between Giza and Dahshour, and to foster community development and generate employment opportunities for the inhabitants of the five surrounding villages (Giliberto and Labadi, 2021: 3-4).

UNWTO and the Ministry of Tourism (MoT) mapped all cultural and natural values of Dahshour by type and market appeal in order to transform them into touristic products. Within the scope of this study, a Spatial Tourism Plan was developed; two tourist routes were designed; marketing and promotional activities were carried out; and touristic trips were organized (Giliberto and Labadi, 2021: 4).

In order to encourage new businesses and self-employment in the tourism sector, training, and technical and financial support were also provided. To maximize the impacts of the project, networks between trainees, tour operators, and the wider tourism market were reinforced. 22 local guides were trained and certified and

---

<sup>116</sup> The UN World Tourism Organisation (UNWTO), the UN Industrial Development Organisation (UNIDO), and the UN Development Programme (UNDP).

3000 people received training in basic hospitality and horse cart driving. However, the analysis made revealed no evidence on the contribution of these courses to the socio-economic conditions of the local people. It is thought that these training programmes did not change the “predominant business model designed to benefit big tour operators” (Otero, 2013: 3, cited in Giliberto and Labadi, 2021: 5).

As a poverty alleviation strategy, the project provided 294 loans of up to 3,000 EGP to support projects to be developed on tourism or production of handicrafts. This financial aid led to establishment or improvement of 85 micro/small and medium-size enterprises. However, there is no evidence that the enterprises established with this financial support were developed in the tourism or handicraft production sectors, nor that trainees used this support to establish their own enterprises (Baltà Portolés, 2013: 21; Otero, 2013: 25, cited in Giliberto and Labadi, 2021: 5). The development of new activities often occurred informally and without the necessary permits, keeping them unstable and promoting a ‘black economy’ (Zhao and Brent Ritchie, 2007: 135; Otero, 2013: 26, cited in Giliberto and Labadi, 2021: 5). According to Giliberto and Labadi (2021: 5), this shows how distanced the project was from the local communities’ realities.

The project facilitated the commercialisation of products and their access to markets by reinforcing existing or creating new economic networks. The Local Economic Development (LED) Forum was established to link artisans with producers, designers, NGOs, traders and trade fairs. In addition, beneficial relations were developed with important external stakeholders. At the end of the project, trainees sold products with a value of 24,000 EGP (approx. 4,000 USD) and a few trading agreements were signed with Egyptian traders in Cairo, expanding the market and income of handicraft associations (Dahshur WH Site Mobilisation, 2013: 6, cited in Giliberto and Labadi, 2021: 6). However, according to Otero (2013: 26, cited in Giliberto and Labadi, 2021: 6), LED lacked legitimacy because it did not involve all stakeholders and lacked financial resources or activities to support itself. Giliberto and Labadi (2021: 6) state that: “It is clear from the final report that this mechanism was not going to survive the end of the project”.

In Morocco, the project “Cultural Heritage and Creative Industries as Vectors for Development in Morocco” (2008-2012) was implemented in collaboration with UNDP and several other UN organizations<sup>117</sup>. The goals of the project were to develop strategic and legislative measures at national level for the protection and improvement of Moroccan heritage, and to define and implement local socio-economic development plans (LDPs) based on cultural heritage and the creative industries in the Eastern Region as well as a confluence zone formed by four Southern Oases (Giliberto and Labadi, 2021: 4).

358 artisans benefitted from this project, most of whom were working in couscous making, basketry, and weaving (UNESCO, 2012: 23, cited in Giliberto and Labadi, 2021: 5).

However, it was noticed that the products developed in Morocco were not at sufficient level of quality to last for a long time, and that the strategy prioritized product development while ignoring important issues like when and how to sell the finished products (Bajeddi and Lahbil Tagemouati, 2012: 39, cited in Giliberto and Labadi, 2021: 6).

According to the final report of the project, many activities within the project were chosen without consulting the local community (Bajeddi and Lahbil Tagemouati, 2012: 29, cited in Giliberto and Labadi, 2021: 6). As was the case for basketry, this has led to the discontinuation of some training components that were not considered important for development (Giliberto and Labadi, 2021: 6).

Similar to the project in Egypt, after completing mapping of cultural and natural values of Ercolano within ECAP, in collaboration with all related stakeholders, the HCP can consider grouping them by type and market appeal; developing a Spatial Tourism Plan; designing new tourist routes; carrying out marketing and

---

<sup>117</sup> UN Women, the UN Populations Fund (UNFPA), and UNIDO.



promotional activities; and organizing touristic trips in order to transform them into touristic products.

In addition, if the HCP provides technical and financial support to local people to encourage new businesses and self-employment in the tourism sector, it should also try to strengthen networks between trainees, tour operators, and the wider tourism market. Further, it can establish a forum similar to the Local Economic Development (LED) Forum, in order to link artisans with producers, designers, NGOs, traders and trade fairs, with the final aim of facilitating the commercialization of cultural tourism products and their access to markets. These efforts can lead to signature of trading agreements with key actors in the market. However, it should pay attention to involving all related stakeholders and ensuring the availability of financial resources or activities to support these initiatives. Another subject that the HCP should pay attention is the development of cultural tourism products at sufficient level of quality to last for a long time.

However, as understood from these two projects realized in Egypt and Morocco, before development of any project, first of all, a thorough consultation process should be conducted with the local community to understand their realities, i.e., their needs, expectations, abilities or social, economic and cultural characteristics to achieve successful results in the projects.

In the modern age, mobile applications are also used to improve tourism in an area. The Augtraveler mobile application is an example of use of digital interpretation technology to build a sustainable tourism model in India. The project was implemented in Jaipur City UNESCO World Heritage Site in 2019 (Labadi et al., 2021: 62).

The Augtraveler mobile application, which includes augmented reality, textual and audio-visual information and interaction, was developed to curate content layers that provide interpretations of Jaipur's built heritage. The application highlights the distinctive traditions and rituals, cathartic practices, culinary habits, iconographic

accounts of the communities and their thought processes, environmental dependence, and nuances of ecology, flora and fauna as well as their impact on living heritage (Labadi et al., 2021: 62).

It also creates a direct link between visitors and the host communities and contributes to promotion of their traditional crafts, arts, and cuisines, thereby launching a micro-level economic model for the local communities. In other words, the Augtraveler application provides an ‘online marketplace’ for the host communities of Thateras, which can be used to promote products and services unique to their region (Labadi et al., 2021: 63).

Similar to this project, after completing mapping of tangible (cultural and natural) and intangible values of Ercolano within ECAP, the HCP can consider developing a mobile application that promotes these values through augmented reality, textual and audio-visual information and interaction. This application should also create a direct link between visitors and the local people, who want to sell their cultural tourism products or offer services to visitors. Thus, such an application can also contribute to improvement of sustainable tourism in Ercolano.

### 9.3. Strengthening capacity-building, innovation and local entrepreneurship

Table 9. 14. The evaluation on the HCP’s contribution to the achievement of Strategy 14

|                          |   |
|--------------------------|---|
| <p><b>STRATEGY</b></p>   | <p><b>14. Providing educational, vocational, and capacity-building programmes for the local community aiming development of a diverse local economy and based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels and encouraging self-employment, such as:</b><br/>         - traditional-crafts training, which includes skills and crafts related to tangible and intangible heritage</p>  |
| <p><b>INDICATORS</b></p> | <ul style="list-style-type: none"> <li>• The availability of educational, vocational, and capacity-building programmes organized for the local community aiming development of a diverse local economy and based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels and encouraging self-employment             <ul style="list-style-type: none"> <li>○ the number of local people provided with traditional-crafts training, which includes skills and crafts related to tangible and intangible heritage</li> </ul> </li> </ul> |

|  |  |
|--|--|
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Same problems defined for Strategies 1 and 5</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• The course organized by the Herculaneum Centre for the local managers of B&amp;Bs</li> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning their socio-economic status, needs and capacities</li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>• The “capacity inventory” study planned within ECAP</li> <li>• The aims of ECAP, which are to: <ul style="list-style-type: none"> <li>- develop employment opportunities for the local community</li> <li>- fulfil the needs of the local community</li> </ul> </li> <li>• The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Meetings should be organized/ more interviews should be conducted with the local community, particularly women and young people to learn their needs, capacities and interests</li> <li>• Educational, vocational, and capacity-building programmes aiming development of a diverse local economy and based on innovation and local entrepreneurship (aimed in particular at small/ medium/ micro scale levels) and encouraging self-employment could be provided for the local community. <ul style="list-style-type: none"> <li>○ Traditional-crafts training, which includes skills and crafts related to tangible and intangible heritage could be provided for the local community.</li> <li>○ Educational programmes should be organized to meet the needs of the local community, particularly the marginalised groups (literacy workshops, English language workshops etc.)</li> <li>○ Courses should be organized to develop the vocational skills of the local community, particularly women and young people</li> </ul> </li> </ul>  |

Table 9. 15. The evaluation on the HCP’s contribution to the achievement of Strategy 15

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>15. Implementing sustainable development projects that promote local cultural and creative industries associated with the WHS</b>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of sustainable development projects implemented to promote local cultural and creative industries associated with the WHS</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Problems can only be defined after doing research on local cultural and creative industries of Ercolano.</li> </ul>                                   |
| <b>STUDIES OF</b>                                    | <ul style="list-style-type: none"> <li>• The support provided by the Herculaneum Centre for the production of the</li> </ul>   |

|                  |   |
|------------------|---|
| <b>THE HCP</b>   | documentary entitled “Herculaneum, Diaries of Darkness and Light” by film-maker Marcellino De Baggis<br><ul style="list-style-type: none"> <li>•The activities of the Herculaneum Centre which are believed to have increased the number of local cultural industries in Ercolano since 2011 (e.g. establishment of Radio Siani)</li> </ul> |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>•Meetings could be organized with people working in local cultural and creative industries of Ercolano to learn their needs, capacities and interests.</li> <li>•Sustainable development projects could be developed to promote local cultural and creative industries of Ercolano.</li> </ul>       |

Table 9. 16. The evaluation on the HCP’s contribution to the achievement of Strategy 16

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>16. Implementing sustainable development projects that safeguard intangible heritage associated with the WHS, mainly through:</b><br><ul style="list-style-type: none"> <li>•utilising heritage as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>•The availability of sustainable development projects implemented to safeguard intangible heritage associated with the WHS <ul style="list-style-type: none"> <li>○ the availability of heritage places used as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts</li> </ul> </li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•Problems can only be defined after doing research on intangible heritage associated with the WHS</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>•Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>•The “oral history project” implemented by the Herculaneum Centre in which: <ul style="list-style-type: none"> <li>○ the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri, have been gathered</li> <li>○ the conservation team at Herculaneum benefited from the knowledge of the former workers of the archaeological site on their excavation methods and conservation treatments as well as public use of the site in that period</li> <li>○ intergenerational exchange was promoted; the former workers of the archaeological site shared their memories with school children and raised their awareness on the history of their town as well as creating a sense of belonging and shared responsibility for protection of their values</li> <li>○ the accounts of the local community’s relationship to their heritage, the historic (Resina) market and Vesuvius’s last eruption in 1944 were recorded and an audio-visual archive and two documentaries were created</li> </ul> </li> </ul> |

|                  |  |
|------------------|--|
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>• Sustainable development projects could be developed to safeguard intangible heritage associated with the WHS. <ul style="list-style-type: none"> <li>○ Heritage places could be used as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts</li> </ul> </li> </ul> |
|------------------|--|

Regarding the aim “strengthening capacity-building, innovation and local entrepreneurship”, the Herculaneum Centre has organized a course for the local managers of B&Bs (Strategy 14); supported the production of the documentary entitled “Herculaneum, Diaries of Darkness and Light” by film-maker Marcellino De Baggis (Strategy 15); and implemented an “oral history project”, which constitutes a good example for sustainable development projects that safeguard intangible heritage associated with the WHS. Within the scope of this project, the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri have been gathered; the conservation team at Herculaneum benefited from the knowledge of the former workers of the archaeological site on their excavation methods and conservation treatments as well as public use of the site in that period; intergenerational exchange was promoted; the former workers of the archaeological site shared their memories with school children and raised their awareness on the history of their town as well as creating a sense of belonging and shared responsibility for protection of their values; and the accounts of the local community’s relationship to their heritage, the historic (Resina) market and Vesuvius’s last eruption in 1944 were recorded and an audio-visual archive and two documentaries were created (Strategy 16).

As for the HCP, within the scope of ECAP, it has conducted interviews with the local community to learn intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart) (Strategy 16) and their socio-economic status, needs and capacities; plans to carry out a “capacity inventory” study to develop business projects based on the needs and interests of the local community; and developed a questionnaire to be conducted with NGOs in Ercolano

and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs to improve their business (Strategy 14).

The activities of the Herculaneum Centre are believed to have increased the number of local cultural industries in Ercolano since 2011 (e.g., establishment of Radio Siani). Since defining the problems and developing proposals related to this subject require extra research on local cultural and creative industries of Ercolano, the HCP can organize meetings with people working in these industries to learn their needs, capacities and interests (Strategy 15).

To sum up, both the HCP and the Herculaneum Centre have carried out some studies about the aim “strengthening capacity-building, innovation and local entrepreneurship” but they cannot be considered adequate taking into account the high unemployment rate in Ercolano. On the other hand, the HCP has potential to contribute more to the achievement of this aim in the coming years through ECAP, which aims developing employment opportunities for the local community and fulfilling their needs; it can provide educational, vocational, and capacity-building programmes for the local community, particularly for women and young people among whom the unemployment rate is very high (Strategy 14). Within the scope of ECAP, it can also develop and implement sustainable development projects that safeguard intangible heritage associated with the WHS of Herculaneum and Ercolano after completing its research on the intangible values of Ercolano (Strategy 16).

Regarding the aim “strengthening capacity-building, innovation and local entrepreneurship”, most of the projects mentioned in earlier sections, such as the project in Lahore, SCHEP, “The Dahshour WH Site Mobilisation for Community Development Project” implemented in Egypt, and the project “Cultural Heritage and Creative Industries as Vectors for Development in Morocco”, have either supported establishment of MSEs, or self-employment, in cultural tourism sector in order to create employment opportunities for local communities, and included capacity building activities to this end.

For example, within the scope of “The Dahshour WH Site Mobilisation for Community Development Project”, 1000 people got training on handicrafts and entrepreneurship (Dahshur WH Site Mobilisation, 2013: 4, cited in Giliberto and Labadi, 2021: 5). Also, over 300 people received training from the International Labour Organization (ILO) on project management, starting a business, and self-employment, while UNDP provided a comprehensive business development training through the Social Fund for Development (Otero, 2013: 20-21, cited in Giliberto and Labadi, 2021: 5).

Another project implemented with this aim was the project “Culture and Development in the Occupied Palestinian Territories (OPT)” (2009–2012), which was realized in collaboration with UNDP and two other UN organizations<sup>118</sup>. It is one of the ‘heritage for development projects’ implemented in MENA region by the funding provided by MDG-F.

The goal of this project was to foster cultural diversity of Palestine to achieve inclusive economic growth and social development in Gaza Strip and the Northern West Bank, which are two rural and marginalised areas. The project also supported the updating and local operationalization of a National Plan for the Palestinian Culture, as part of a significant development reform that recognized the value of culture in the establishment of a future Palestinian State (Beasca, 2011: 13-14, cited in Giliberto and Labadi, 2021: 4).

Within the scope of the project, three groups of young designers most of whom were unemployed (about 14 artists per group) got training on innovative design of traditional handicrafts from international experts and 90 women got training on how to manage and market jewellery and clothes. After the training, young designers were employed in local crafts shops and community-based organizations to gain more practical experience in production techniques. Some trainees were recruited to produce lighting fixtures and home appliances for a Guest House and

---

<sup>118</sup> UN Women, and the UN Food and Culture Organisation (FAO).

Community Centre in Nablus, and 17 young designers were trained to produce furniture for another community centre in Gaza. Some of the trainees were employed by companies, NGOs, and international organizations once the design quality of products drew their attention (Rajab, 2013: 38, 44, cited in Giliberto and Labadi, 2021: 5-6). Other trainees were recruited after their placement in chosen companies and workshops, and 8 designers (5 women, 3 men) established their own business called, 'Khan Designs', in partnership with targeted organizations (Giliberto and Labadi, 2021: 6).

Young designers and artists were given support in the project, to become more well-known and to market their crafts, arts, and jewellery products at global scale through the e-commerce portal, 'Al Housh', which is the first cultural networking and e-commerce portal for modern art and design in the Arab world (Giliberto and Labadi, 2021: 6).

In the project, this e-commerce portal played a key role in increasing the international visibility of artists and designers who were facing difficulties in finding a local and national market (Rajab, 2013: 23, cited in Giliberto and Labadi, 2021: 6). However, the 'Al Housh' portal has been closed (Giliberto and Labadi, 2021: 6).

Similar to these two projects implemented in Egypt and OPT, the HCP can consider providing training programmes for unemployed local people in Ercolano, particularly for women and young people, on innovative design of traditional handicrafts, entrepreneurship including how to manage and market these products, project management, and self-employment, in collaboration with related local/ national/ international institutions such as labour organizations or UN agencies. These programmes can lead to employment of trainees by companies, NGOs or other organizations, or to establishment of their own businesses.

However, the HCP should provide training programmes not only in cultural tourism sector but also in other sectors in Ercolano in order to develop a diverse local



economy in the town, in line with the Strategy 14. In this regard, the research it carries out within ECAP, which includes identifying the socio-economic status, needs, capacities and interests of the local people and NGOs to develop employment opportunities or business projects, can give an insight on which sectors to focus on.

Also, as in the project OPT, an e-commerce portal can be established for the trainees to market their crafts and other products at international scale. Within this framework, it would be beneficial to give the priority to development of a web site for the Resina Market for both promotion and e-commerce activities. However, by taking into account the fact that the ‘Al Housh’ portal has been closed, measures should be taken to ensure sustainability of these kinds of activities.

Another project, which has focused on strengthening capacity-building and local entrepreneurship is from Türkiye. However, it is noteworthy that the scale of this project is not as big as the projects explained above. The project, “Living Amid the Ruins: Archaeological Sites as Hubs of Sustainable Development for Local Communities in Southwest Turkey (LAR)”, was launched by the British Institute at Ankara in Pisidia region in December 2016 and planned to be run until March 2018 (Gürsu, 2017: 12).

Pisidia is an ancient region in the southwest of Türkiye, where “an ageing population, rising unemployment and youth migration to the cities” pose threats for the protection of heritage sites and survival of the local communities (Vandeput, 2018).

One of the aims of this project was “to build capacity by creating social and economic benefits and sustainable growth for – and in dialogue with – local rural communities” (Gürsu, 2017: 12). The Project aimed to achieve this by utilising the Pisidia Heritage Trail, a 350 km hiking trail, which connects 12 ancient cities and passes by numerous villages, created by the British Institute at Ankara within a regional heritage management plan developed in southwest Türkiye (Gürsu and

Vandeput, 2019). The trail was created with the primary goal of generating economic benefits for the communities that live in close proximity to these archaeological sites. The expectation is that these benefits will result in better protection of the sites and a reversal of the recent trend of migration from the villages (Gürsu, 2017: 12).

The project LAR, which was designed as a multi-sited ethnographic and anthropological research programme, has focused on the relationship between the local communities of seven villages along the trail and the archaeological sites that they live nearby: Akkoç (ancient Ariassos), Kovanlık (Döşemeboğazı), Karaot (Sia/Taşdandam), Kocaaliler (Melli), Haspınar, Kozan (Pednelissos) and Altınkaya (Selge) (Gürsu, 2017: 12) (Figure 9.6.).



Figure 9. 6. Ancient Selge and the contemporary village houses by the ancient theatre (Resource: Kazan, cited in Gürsu, 2017: 13)

Within the project, over 100 interviews have been conducted with the local communities in order to understand the existing relationship between them and the archaeological heritage and their expectations for the future to develop appropriate recommendations for improving their socio-economic well-being (Gürsu and Vandeput, 2019; Vandeput, 2018).

According to the results of the research, for some local communities (e.g. residents of Selge), economic opportunity was very important and the heritage close by could be of use to this end (Vandeput, 2018). The residents of Selge literally live

amid the ruins of ancient Selge. Since the village has been designated as an archaeological conservation site and a national park, there are many restrictions on the use of land, which causes many problems for the local community for example when they want to fulfil their basic needs such as constructing a restroom. Under these conditions, the tour bus which occasionally comes to the site represents a vital source of income for the local community. Many village women try to sell the souvenirs of poor quality such as handmade wooden spoons or cheap plastic items bought from the market to the tourists by using their best selling skills (Figure 9.7.). Even when there are no tourists around, they wait for tourists in front of the ancient theatre all day. Therefore, the residents of Selge both need and demand to have more economic benefits from their archaeological heritage. Within this context, changing the quality and variety of souvenirs and selling techniques of local women have been identified as primary aims within the project (Gürsu, 2017: 12-13).



Figure 9. 7. Market traders in Pisidia (Resource: Vandeput, 2018)

Therefore, a training on entrepreneurship (a three-day workshop run by a consultant from Sustainable Tourism Initiative) has been developed for some local communities (e.g., residents of Selge) to help them set up their own businesses and show how selling local products can improve both tourism and economic sustainability (Vandeput, 2018; Gürsu, 2017: 13).

Even though the contexts of Selge and Ercolano are very different (e.g. in Selge there is a rural community already selling souvenirs to tourists, whereas in Ercolano there is an urban community who do not carry out such an activity), as in the project LAR, the HCP can consider organizing workshops on entrepreneurship for the residents of the Via Mare neighbourhood after the completion of the Via Mare Project, as the aim of this project is to provide economic benefits to the local community, by creating public spaces where local people can sell products or offer other services to tourists.

## CHAPTER 10

### DISCUSSIONS ON THE CONTRIBUTION OF THE HCP TO INCLUSIVE SOCIAL DEVELOPMENT OF ERCOLANO FROM 2001 TO 2020

This chapter evaluates how far the HCP contributed to inclusive social development of Ercolano from 2001 to 2020. To this end, the studies conducted by the HCP at Herculaneum from 2001 to 2020 have been evaluated together with its ongoing and future projects, according to the 24 inclusive social development strategies (and 6 sub-strategies for strategy 26) identified by this thesis. The evaluation has been made under the five sub-aims of the aim ‘inclusive social development’ given below.

- Contributing to inclusion and equity
- Enhancing quality of life and well-being
- Respecting, protecting and promoting human rights
- Respecting, consulting and involving the local community
- Achieving gender equality

While doing the assessment, for some sub-aims/ strategies, comparisons are made with projects/ activities carried out at other heritage sites in the world, including sustainable development projects implemented at WHSs, and what additional studies the HCP can conduct in Herculaneum and Ercolano in the coming years are determined. These projects/ activities are listed below:

- The rehabilitation project of the Medina of Fez World Heritage Site (1981-2020) (Morocco)
- Sustainable Cultural Heritage through Engagement of Local Communities (SCHEP) (2014-2022) (Jordan)
- Sustainable Development and World Heritage for Local Communities (South Asia)
  - Historic Monuments at Makli, Thatta (2014-2017) (Pakistan)
- Heritage for development projects (2008-2013) [Middle East and North-African (MENA) region]

- The Dahshour WH Site Mobilisation for Community Development Project (2009-2013) (Egypt)
- Cultural Heritage and Creative Industries as Vectors for Development in Morocco (2008-2012)
- Culture and Development in the Occupied Palestinian Territories (OPT) (2009-2012)
- Living Amid the Ruins: Archaeological Sites as Hubs of Sustainable Development for Local Communities in Southwest Turkey (LAR) (2016-2018)
- An awareness raising programme on cultural heritage for students in Bergama (2021-) (Türkiye)
- The World Heritage Volunteer Camp at Pahlavan-Pour WHS (29 August-9 September 2017, 20 August-1 September 2019) (Iran)
- The Augtraveler Mobile Application Project in Jaipur City WHS (November-December 2019) (India)
- Cultural Heritage Management System (CHMS) (2006) (Australia)
- The Argyle Participation Agreement (2004) (Australia)
- A Community, Heritage and Environment Management Plan (Australia)
- Indigenous Land Use Agreements (Australia)
- Milpirri Festival of Warlpiri People (2007) (Australia)

### 10.1. Contributing to inclusion and equity

Table 10. 1. The evaluation on the HCP's contribution to the achievement of Strategy 17

|                 |  |
|-----------------|--|
| <b>STRATEGY</b> | <p><b>17. Reducing social and economic inequalities in the local community, through:</b></p> <ul style="list-style-type: none"> <li>● providing social and economic opportunities for the members of the local community who have low socio-economic status</li> <li>● ensuring equal access to: <ul style="list-style-type: none"> <li>- basic infrastructure and services</li> <li>- development opportunities</li> <li>- benefits</li> <li>- and use of heritage properties, through: <ul style="list-style-type: none"> <li>○ giving importance to the needs of the local community as well as the interests of tourists and the tourism industry</li> </ul> </li> </ul> </li> <li>● reducing discrimination and exclusion of the marginalised groups in the local community, through: <ul style="list-style-type: none"> <li>○ improving the ability, opportunity and dignity of the marginalised groups, through: <ul style="list-style-type: none"> <li>○ providing social and economic opportunities for the marginalised groups</li> <li>○ ensuring equal enjoyment of human rights by the marginalised groups, mainly through: <ul style="list-style-type: none"> <li>○ promoting gender equality</li> </ul> </li> </ul> </li> <li>○ utilising heritage sites and practices as platforms for shared identities,</li> </ul> </li> </ul> |
|-----------------|--|

|  |  |
|--|--|
|  | <p>experiences and exchange, (if needed) through:</p> <ul style="list-style-type: none"> <li>○ changing the discriminatory traditions</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• Reduction in income gap between the members of the local community</li> <li>• The number of jobs (permanent and temporary) created for the members of the local community who have low socio-economic status, particularly the marginalised groups</li> <li>• The availability of educational programmes organized to meet the needs of the local community, particularly the marginalised groups (e.g. for illiterate women)</li> <li>• The availability of studies carried out to develop the vocational skills of the local community, particularly the marginalised groups</li> <li>• The availability of projects implemented to provide basic infrastructure and services for the members of the local community who lack them</li> <li>• The number of local people, particularly the marginalised people provided with better basic infrastructure and services</li> <li>• The number of local people, particularly the marginalised people provided with opportunities to access and engage with the WHS and other heritage properties in the area <ul style="list-style-type: none"> <li>○ the availability of initiatives that have paid attention to the needs of the local community as well as the interests of tourists and the tourism industry</li> </ul> </li> <li>• The number of marginalised people provided with opportunities to access cultural institutions</li> <li>• The number of marginalised people provided with opportunities to use the public spaces</li> <li>• The number of marginalised people provided with opportunities to equally enjoy the human rights defined in Strategy 29.</li> <li>• The availability of initiatives that have used heritage sites and practices as platforms for shared identities, experiences and exchange <ul style="list-style-type: none"> <li>○ the availability of initiatives that have changed discriminatory traditions</li> </ul> </li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Many families facing economic hardship (1 out of 10 families), particularly in the historic town centre</li> <li>• The young women living in the Via Mare neighbourhood with high levels of poverty</li> <li>• High unemployment rate (73.46%) <ul style="list-style-type: none"> <li>○ High female (84.3%) and youth (73.65%) unemployment rate - 42.6% of boys aged between 15-29 who neither work nor study (20% higher than the national average)</li> </ul> </li> <li>• High school truancy rate (26.5%) <ul style="list-style-type: none"> <li>○ 25.32% of the population between 15-52 have not completed compulsory school</li> <li>○ 27.35% of the population over 19 have a high school diploma (62% in the pilot phase area according to the result of the questionnaire conducted within ECAP)</li> <li>○ 4.32% have a degree (14% in the pilot phase area according to the result of the questionnaire conducted within ECAP)</li> <li>○ 3.66% of the population is illiterate</li> </ul> </li> <li>• No free access to the beach “Bagni La Favorita” in summer</li> <li>• No free access to all parts of the Arturo beach in summer</li> <li>• No free access to the botanical garden of the Royal Palace of Portici for the local community</li> </ul>   |

|                                  |  |
|----------------------------------|--|
|                                  | <ul style="list-style-type: none"> <li>• Social exclusion of the Via Mare community</li> <li>• No discount<sup>119</sup> in ticket prices of the WHS for the members of the local community over 24 years old</li> <li>• Only 64% of the local people interviewed within ECAP have visited Mount Vesuvius</li> <li>• Same problems defined for Strategies 20-23</li> <li>• Same problems defined for Strategy 25</li> <li>• Same problems defined for Strategies 26.1.-26.3.</li> <li>• Same problems defined for Strategies 26.6.3.-26.6.4.</li> <li>• Same problems defined for Strategy 33</li> <li>• Same problems defined for Strategies 38-40</li> </ul>   |
| <p><b>STUDIES OF THE HCP</b></p> | <ul style="list-style-type: none"> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>◦ Learning their socio-economic status, needs and capacities</li> <li>◦ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>• The “capacity inventory” study planned within ECAP</li> <li>• The aims of ECAP, which are to: <ul style="list-style-type: none"> <li>- develop employment opportunities for the local community</li> <li>- fulfil the needs of the local community</li> <li>- develop proposals that will improve social equality without compromising economic and environmental benefits, by giving heritage a constructive role in achieving the well-being of the local community.</li> </ul> </li> <li>• Inclusion of the problems related to socio-economic status of the local community in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP <ul style="list-style-type: none"> <li>◦ The percentage of people who have never visited the WHS, Mount Vesuvius etc.</li> <li>◦ School truancy rate</li> </ul> </li> <li>• The activities of the Herculaneum Centre which have generated some income for family-run bed and breakfast hotels and restaurants in the town <ul style="list-style-type: none"> <li>◦ Every year an average of over 500 people stayed at these hotels</li> </ul> </li> <li>• The capacity-building programme organized by the Herculaneum Centre in partnership with local schools for 10 teachers from 5 local schools, which involved 100 children in the programme as “Young Heritage Ambassadors” for Herculaneum.</li> <li>• The multi-sensorial trail developed by the Herculaneum Centre at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”</li> <li>• The Via Mare Project which is expected to create new economic opportunities for the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), through physical and environmental regeneration and thus to reduce their social exclusion <ul style="list-style-type: none"> <li>◦ The high-boundary wall being replaced to provide visual access to the WHS as well as the entire Bay of Naples</li> <li>◦ Plans to create new public spaces (parks, squares etc.)</li> <li>◦ Plans to establish new routes, for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created</li> <li>◦ Plans to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.)</li> </ul> </li> <li>• The ticketless park area (Maiuri Park) created at the entrance of the WHS in 2003</li> <li>• The aim of the Audience Development Programme of the HCP, which is to</li> </ul> |

<sup>119</sup> Admission is free for children under 18, and EU residents between 18-24 can benefit from discounted tickets at the WHS of Herculaneum (Headout, 2022).



|                         |  |
|-------------------------|--|
|                         | <p>focus on disadvantaged or underrepresented groups such as old people, young people, people who have the lowest socio-economic status and education level, disabled people and ethnic minorities</p> <ul style="list-style-type: none"> <li>•The workshops organized for the local community on: <ul style="list-style-type: none"> <li>- Arts (for women and children)</li> <li>- English (for children)</li> <li>- Photography</li> </ul> </li> <li>•The “oral history project” implemented by the Herculaneum Centre in which: <ul style="list-style-type: none"> <li>○ intergenerational exchange was promoted; the former workers of the archaeological site shared their memories with school children and raised their awareness on the history of their town as well as creating a sense of belonging and shared responsibility for protection of their values</li> <li>○ the former links between the local community and their heritage were remembered; the community members involved in the project gained an opportunity to have an active role in their own heritage again.</li> </ul> </li> <li>•International capacity-building workshop organized by the Herculaneum Centre on behalf of the HCP/ Getty Conservation Institute partnership on “Protective Shelters for Archaeological Sites” which brought together the participants of this workshop and the local community for a <i>tammurriata</i>, where they celebrated local music traditions at the centre of the Via Mare neighbourhood.</li> <li>•Same activities written for Strategies 20-23</li> <li>•Same activities written for Strategy 25</li> <li>•Same activities written for Strategies 26.1.-26.3.</li> <li>•Same activities written for Strategies 26.6.3.-26.6.4.</li> <li>•Same activities written for Strategy 33</li> <li>•Same activities written for Strategies 38-40</li> </ul> |
| <p><b>PROPOSALS</b></p> | <ul style="list-style-type: none"> <li>•Same proposals developed for Strategies 1 and 2</li> <li>•The local authorities should take measures (discount in ticket prices, free of charge etc.) to ensure that all members of the local community, who have low socio-economic status, particularly the marginalised groups to: <ul style="list-style-type: none"> <li>- access and engage with the WHS and other heritage properties in the area</li> <li>- access the botanical garden of the Royal Palace of Portici</li> <li>- benefit from the beaches</li> </ul> </li> <li>•Same proposals developed for Strategies 20-23</li> <li>•Same proposals developed for Strategy 25</li> <li>•Same proposals developed for Strategies 26.1.-26.3.</li> <li>•Same proposals developed for Strategies 26.6.3.-26.6.4.</li> <li>•Same proposals developed for Strategies 33</li> <li>•Same proposals developed for Strategies 38-40</li> </ul>   |

Table 10. 2. The evaluation on the HCP's contribution to the achievement of Strategy 18

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>18. Recognizing, respecting and including the values of the local community</b>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of studies carried out to learn the values of the local community</li> <li>• The availability of projects implemented by taking into account the values of the local community</li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The local heritage authority operating in isolation from other stakeholders before 2001</li> <li>• Social exclusion of the Via Mare community</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning <ul style="list-style-type: none"> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>• The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> <li>• Mapping of meeting spots (observed meeting/ gathering places of people) in the historic centre within ECAP</li> <li>• Inclusion of the idea of reopening the green area in front of the ticket office and Maiuri Park to public with free entrance, as it has been mapped as a meeting place of the local community, in the draft report entitled "Community Audit Herculaneum: context, resources and potential" to be integrated into the ECAP</li> <li>• Mapping of places of worship (churches and votive kiosks) in the historic centre within ECAP</li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Projects developed should take into account the values of the local community.</li> </ul>   |

Table 10. 3. The evaluation on the HCP's contribution to the achievement of Strategy 19

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>19. Recognizing, respecting and including the cultural and environmental place-knowledge of the local community</b>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of studies that have used the cultural and environmental place-knowledge of the local community</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | N/A  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning <ul style="list-style-type: none"> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Projects developed should use the cultural and environmental place-knowledge of the local community</li> </ul>  |

Table 10. 4. The evaluation on the HCP's contribution to the achievement of Strategy 20

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>20. Involving all stakeholders, particularly the local community in decision-making processes affecting their lives</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of stakeholders, particularly the local people involved in decision-making processes affecting their lives</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Same problems defined for Strategies 30 and 31</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Same activities written for Strategies 30 and 31</li> </ul>  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Same proposals developed for Strategy 30</li> <li>• The possibilities to involve all members of the local community in decision making processes of heritage conservation and management activities that affect their lives should be searched <ul style="list-style-type: none"> <li>○ Relevant standards (e.g. regular consultation meetings), and operational mechanisms (e.g. committees composed of representatives from public institutions and the local community) could be established</li> </ul> </li> </ul> |

Table 10. 5. The evaluation on the HCP's contribution to the achievement of Strategy 21

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>21. Contributing to provision of quality education for all members of the local community, through:</b><br><ul style="list-style-type: none"> <li>• improving educational opportunities for the members of the local community at the age of education, particularly the marginalised groups</li> </ul>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of local people, particularly the marginalised people provided with good quality education</li> <li>• The availability of educational programmes (e.g. courses) organized to meet the needs of the members of the local community at the age of education, particularly the marginalised groups</li> <li>• Increase in the success rate of students in education</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Problems can only be defined after doing research on quality of education in schools of Ercolano.</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | -   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Educational programmes (e.g. courses) should be organized to meet the needs of the members of the local community at the age of education, particularly the marginalised groups</li> <li>• Other proposals can only be developed after doing research on quality of education in schools of Ercolano.</li> </ul>   |

Table 10. 6. The evaluation on the HCP's contribution to the achievement of Strategy 22

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>22. Reducing the rate of school truancy</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• Reduction in the rate of school truancy</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• High school truancy rate (26.5%) <ul style="list-style-type: none"> <li>○ 42.6% of boys aged between 15-29 neither work nor study (20% higher than the national average)</li> <li>○ 25.32% of the population between 15-52 have not completed compulsory school</li> <li>○ 27.35% of the population over 19 have a high school diploma (62% in the pilot phase area according to the result of the questionnaire conducted within ECAP)</li> <li>○ 4.32% have a degree (14% in the pilot phase area according to the result of the questionnaire conducted within ECAP)</li> </ul> </li> </ul> |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Inclusion of the school truancy problem in the draft report entitled "Community Audit Herculaneum: context, resources and potential" to be integrated into the ECAP</li> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning their level of education through a questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> </ul>  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Meetings should be organized with the local community/ representatives of educational institutions to reduce the rate of school truancy</li> </ul>   |

Table 10. 7. The evaluation on the HCP's contribution to the achievement of Strategy 23

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>23. Reducing the number of students who have anti-social behaviours</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>•Reduction in the number of students who have anti-social behaviours</li> <li>•The number of programmes implemented to overcome anti-social behaviour</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•Problems can only be defined after doing research on students who have anti-social behaviours in Ercolano</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | -   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•Proposals can only be developed after doing research on students who have anti-social behaviours in Ercolano</li> </ul>   |

Regarding the aim “contributing to inclusion and equity”, the HCP has initiated the Via Mare Project which is expected to create new economic opportunities for the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), through physical and environmental regeneration and thus to reduce also their social exclusion; created the ticketless park area (Maiuri Park) at the entrance of the WHS in 2003, which enabled both the marginalised groups and the broader local community see the archaeological site and spend time in the park without buying an entry ticket; organized workshops for the local community, particularly the residents of the Via Mare neighbourhood, on arts (for women and children), English (for children) and photography; and initiated the Audience Development Programme, which aimed to focus on disadvantaged or underrepresented groups such as old people, young people, people who have the lowest socio-economic status and education level, disabled people and ethnic minorities (Strategy 17).

Within the scope of ECAP, it has also conducted interviews with the local community to learn their socio-economic status, needs and capacities (Strategy 17), and tangible (cultural and natural) and intangible values of Ercolano (Strategies 18, 19, 20); completed mapping of meeting spots (observed meeting/ gathering places of people) and places of worship (churches and votive kiosks) in the historic centre

of Ercolano (Strategy 18); and included the problems related to socio-economic status of the local community in its draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP (Strategy 17) as well as the idea of reopening the green area in front of the ticket office and Maiuri Park to public with free entrance, as it has been mapped as a meeting place of the local community. This illustrates how much the HCP pays attention to the intangible values of the local community (Strategy 18). Further, it has developed a questionnaire to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs to improve their business. The first phase of this study has been initiated on the NGOs working in relation with the WHS of Herculaneum (Strategies 18, 20). Within ECAP, it also plans to carry out a “capacity inventory” study as the third phase of ECAP to develop business projects based on the needs and interests of the local community after doing a research on their needs, capacities and interests (Strategies 17, 20).

As for the Herculaneum Centre, it has generated some income for family-run bed and breakfast hotels and restaurants in the town; organized a capacity-building programme in partnership with local schools for 10 teachers from 5 local schools, which involved 100 children in the programme as “Young Heritage Ambassadors” for Herculaneum; developed a multi-sensorial trail at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”; and organized an international capacity-building workshop on behalf of the HCP/ Getty Conservation Institute partnership on “Protective Shelters for Archaeological Sites”, which brought together the participants of this workshop and the local community for a *tammurriata*, where they celebrated local music traditions at the centre of the Via Mare neighbourhood (Strategy 17).

Regarding the strategy “involving all stakeholders, particularly the local community in decision-making processes affecting their lives”, the most notable study carried out until 2020 is the formal and informal consultation meetings organized with the residents of the Via Mare neighbourhood by the Herculaneum

Centre before the initiation of the Via Mare Project. In these meetings, all information about the project, including the short-term disadvantages and long-term benefits for them, were explained to the local community (Strategy 20). The Centre has also implemented an “oral history project” by which the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri have been gathered. This project has enabled involvement of the former workers of the archaeological site in decision-making process of conservation activities to be carried out at the WHS and possibly in development of management decisions to be implemented in the area as they have also provided information on intangible heritage of the WHS and Ercolano. The project has also promoted intergenerational exchange; the former workers of the archaeological site shared their memories with school children and gained an opportunity to have an active role in their own heritage again (Strategies 17, 20).

In brief, both the Herculaneum Centre and the HCP have carried out some studies to involve all stakeholders, particularly the local community in decision-making processes affecting their lives. The Herculaneum Centre’s activities are believed to have changed institutional perceptions of community involvement in heritage management decisions by making them realize their responsibilities to ensure that heritage contributes to the local community. However, these studies cannot be considered adequate as the consultation process has been conducted only with the residents of the Via Mare neighbourhood and only for the Via Mare Project until 2019, when the HCP initiated ECAP (Strategy 20).

On the other hand, the HCP has not conducted any study to “contribute to provision of quality education for all members of the local community” or to reduce the “rate of school truancy” and the “number of students who have anti-social behaviours” in Ercolano (Strategies 21, 22, 23). Even though defining the problems related to quality of education in schools of Ercolano requires extra research, educational programmes (e.g. courses) could have been organized to meet the needs of the members of the local community at the age of education, particularly the

marginalised groups, who have left the education system earlier than it should be (Strategy 21). Similarly, although learning whether there are students who have anti-social behaviours in the town requires further investigation, the low socio-economic status of the local community, the presence of high school truancy rate (26.5%) and organized crime activity in the town, increase the possibility that this problem exists. Therefore, the HCP might consider doing research on this subject in collaboration with educational institutions in the town and developing proposals to overcome the problem, if any (Strategy 23). As for the school truancy problem in the town, the HCP has included the issue in its draft report entitled “Community Audit Herculaneum: context, resources and potential”, which will be integrated into the ECAP, and tried to learn the level of education of the local community through a questionnaire conducted with 50 inhabitants within ECAP (Strategy 22).

Here, it is noteworthy that “reducing social and economic inequalities in the local community” is a broad concept that requires evaluation also on the subjects such as basic infrastructure and services, urban design or gender equality. The numbers of the strategies related to these subjects are given in the table that belongs to this strategy. However, in order not to repeat the same points, the evaluations on the studies of the HCP on the mentioned subjects will be given under the aims that are directly related to them. Therefore, the evaluations under these aims should also be taken into consideration while trying to understand how much the HCP has reduced social and economic inequalities in the local community (Strategy 17).

Nevertheless, it is possible to say that even though the HCP has conducted some studies that may have contributed to reduction of social and economic inequalities in the local community to some extent, they cannot be considered adequate as there are still many families facing economic hardship in Ercolano, particularly in the historic town centre; there are many young women living in the Via Mare neighbourhood with high levels of poverty; and the unemployment rate is very high (73.46%), especially among women and young people. Besides, the cultural and natural heritage properties that cannot be reached without paying an entrance fee



(e.g. the WHS of Herculaneum<sup>120</sup>, the botanical garden of the Royal Palace of Portici, some beaches) or a high travel cost such as Mount Vesuvius, might be hindering local people who have low socio-economic status from benefiting from these properties (Strategy 17).

However, the HCP has potential to contribute more to the achievement of the aim “contributing to inclusion and equity” in the years ahead through the Via Mare Project, and ECAP, which aims development of employment opportunities for the local community, fulfilment of the needs of the local community, and improvement of social equality without compromising economic and environmental benefits, by giving heritage a constructive role in achieving the well-being of the local community. The replacement of the high-boundary wall around the WHS by a much more socially inclusive boundary wall within the scope of the Via Mare Project is also expected to reduce the feeling of exclusion of the local community from the site by providing visual access to the WHS. Within this framework, the HCP can also encourage the local authorities to take measures (discount in ticket prices, free of charge etc.) to ensure that all members of the local community, who have low socio-economic status, can benefit from cultural and natural heritage properties in the town. This could provide an opportunity for the members of the local community to access and enjoy the WHS of Herculaneum again, who felt excluded from the site due to high-ticket prices (Strategy 17).

In addition to these, based on its research within ECAP, the HCP can develop management decisions for Ercolano (Strategy 20) including projects that take into account the values of the local community (Strategy 18) and that use the cultural and environmental place-knowledge of the local community (Strategy 19) or business projects.

---

<sup>120</sup> Admission is free for children under 18, and EU residents between 18-24 can benefit from discounted tickets at the WHS of Herculaneum (Headout, 2022). Also, the WHS of Herculaneum can be visited free of charge on the first Sunday of every month within the scope of the #DomenicalMuseo initiative of the MiBAC. However, this initiative has been suspended from time to time since 2014.

ECAP also provides an opportunity to the HCP to contribute more to the achievement of the strategy “involving all stakeholders, particularly the local community in decision-making processes affecting their lives”, as it includes conduction of interviews with a broader local community including different segments such as business owners, NGOs, and ordinary people, before development of projects for Ercolano. Within this framework, the possibilities to involve all members of the local community in decision making processes of heritage conservation and management activities that affect their lives should be searched, which can include development of relevant standards (e.g. regular consultation meetings) or operational mechanisms (e.g. committees composed of representatives from public institutions and the local community) (Strategy 20).

## 10.2. Enhancing quality of life and well-being

Table 10. 8. The evaluation on the HCP’s contribution to the achievement of Strategy 24

|                                 |   |
|---------------------------------|---|
| <b>STRATEGY</b>                 | <p><b>24. Improving the ability, opportunity and dignity of the local community, through:</b></p> <ul style="list-style-type: none"> <li>• providing social and economic opportunities for the local community</li> <li>• improving sense of belonging, pride and identity of the local community, mainly through: <ul style="list-style-type: none"> <li>○ protecting heritage properties in the area</li> <li>○ implementing the full range of international human rights standards</li> <li>○ securing social cohesion</li> <li>○ promoting cultural diversity</li> <li>○ showcasing the distinct characteristics of their ways of life, history and culture</li> </ul> </li> </ul>  |
| <b>INDICATORS</b>               | <ul style="list-style-type: none"> <li>• Same indicators defined for Strategies 1 and 2</li> <li>• Same indicators defined for Strategies 17-23</li> <li>• Same indicators defined for Strategy 25</li> <li>• Same indicators defined for Strategies 27-29</li> <li>• Same indicators defined for Strategies 32 and 33</li> <li>• The number of cultural activities carried out by taking into consideration different cultural groups within the local community</li> <li>• The availability of tourism activities or other activities realized to showcase the distinct characteristics of the local community’s ways of life, history and culture</li> <li>• The availability of studies (meetings, publications, use of media etc.) carried out to raise the local community’s awareness on the conservation of cultural heritage and importance of the WHS</li> <li>• The number of job opportunities created associated with the WHS</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT</b> | √   |

|   |  |
|---|--|
| <b>ADOPTED THE STRATEGY</b>             |  |
| <b>PROBLEMS IN ERCOLANO/HERCULANEUM</b> | <ul style="list-style-type: none"> <li>• Same problems defined for Strategies 1 and 2</li> <li>• Same problems defined for Strategies 17-23</li> <li>• Same problems defined for Strategy 25</li> <li>• Same problems defined for Strategies 27-29</li> <li>• Same problems defined for Strategies 32 and 33</li> </ul>  |
| <b>STUDIES OF THE HCP</b>               | <ul style="list-style-type: none"> <li>• The course organized by the Herculaneum Centre for the local managers of B&amp;Bs</li> <li>• Same activities written for Strategies 1 and 2</li> <li>• Same activities written for Strategies 17-23</li> <li>• Same activities written for Strategy 25</li> <li>• Same activities written for Strategies 27-29</li> <li>• Same activities written for Strategies 32 and 33</li> <li>• Same activities written for Strategy 35</li> </ul>  |
| <b>PROPOSALS</b>                        | <ul style="list-style-type: none"> <li>• Same proposals developed for Strategies 1 and 2</li> <li>• Same proposals developed for Strategies 17-23</li> <li>• Same proposals developed for Strategy 25</li> <li>• Same proposals developed for Strategies 27-29</li> <li>• Same proposals developed for Strategies 32 and 33</li> <li>• Same proposals developed for Strategy 35</li> <li>• Cultural activities could be carried out by taking into consideration different cultural groups within the local community</li> <li>• Tourism activities or other activities could be realized to showcase the distinct characteristics of the local community's ways of life, history and culture</li> </ul> |

Table 10. 9. The evaluation on the HCP's contribution to the achievement of Strategy 25

|                   |  |
|-------------------|--|
| <b>STRATEGY</b>   | <p><b>25. Ensuring the availability of basic infrastructure and services for the local community, mainly through:</b></p> <ul style="list-style-type: none"> <li>• providing affordable and decent housing for the local community, mainly through: <ul style="list-style-type: none"> <li>○ restoring/ rehabilitating historic buildings</li> </ul> </li> <li>• providing adequate transportation infrastructure and services</li> <li>• providing adequate waste management services</li> <li>• providing conditions for the local community to live a healthy life, mainly through: <ul style="list-style-type: none"> <li>○ providing adequate nutrition for all members of the local community</li> <li>○ enhancing environmental health</li> <li>○ improving health services in the area</li> <li>○ helping people in need of government health services</li> </ul> </li> <li>• ensuring the availability of adequate number of educational institutions for the members of the local community at the age of education</li> <li>• improving safety perception in the area, through: <ul style="list-style-type: none"> <li>○ reducing crime rate/ types/ frequency in the area, mainly through: <ul style="list-style-type: none"> <li>○ addressing the causes of crime by social and educational programmes</li> <li>○ implementing programmes to overcome anti-social behaviour</li> <li>○ increasing physical security through urban design</li> <li>○ providing better housing management</li> </ul> </li> <li>○ taking precautions against possible environmental disasters</li> </ul> </li> </ul> |
| <b>INDICATORS</b> | <ul style="list-style-type: none"> <li>• The availability of projects implemented to provide basic infrastructure and services for the local community</li> </ul>  |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>•The number of local people provided with affordable and decent housing <ul style="list-style-type: none"> <li>◦ the number of historic buildings restored/ rehabilitated</li> </ul> </li> <li>•No member of the local community suffering from inadequate nutrition</li> <li>•The removal of factors causing environmental health problems for the local community</li> <li>•Increase in the number of health institutions (e.g. clinics)</li> <li>•Reduction in time to access the health services</li> <li>•Increase in the number of people who get appropriate and adequate treatment</li> <li>•The number of health education courses organized for the local community</li> <li>•The number of local people who got help in accessing government health services</li> <li>•The number of new educational institutions established</li> <li>•The number of local people at the age of education provided with educational institutions</li> <li>•The availability of precautions taken against possible environmental disasters</li> <li>•Reduction in crime rate/ types/ frequency in the area</li> <li>•The number of social and educational programmes organized to address the causes of crime</li> <li>•The number of programmes implemented to overcome anti-social behaviour</li> <li>•The number of urban design projects implemented to increase physical security</li> <li>•The number of homeless people provided with a house</li> </ul>  |
| <p><b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b></p> | <p>√</p>   |
| <p><b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b></p>             | <ul style="list-style-type: none"> <li>•The buildings in Ercolano, which are largely in a state of decay with poor sanitary conditions, particularly in the historic centre and along the main roads <ul style="list-style-type: none"> <li>◦ Most of the buildings in the Via Mare neighbourhood are in an advanced state of decay</li> </ul> </li> <li>•The lack of public transportation on the routes running in the north-south direction of the town</li> <li>•The lack of service on Circumvesuviana and Trenitalia State Railway after 10 p.m.</li> <li>•The poor physical conditions of Circumvesuviana</li> <li>•The lack of a stop in Ercolano on Trenitalia State Railway</li> <li>•The lack of environmentally sustainable transport (EST) modes (biking etc.) and the required infrastructure in Ercolano</li> <li>•The poor road infrastructure of the town at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> <li>•The poor and inadequate infrastructure in the Via Mare neighbourhood, such as the sewerage and drainage systems, electricity, water and street lighting.</li> <li>•The lack of car parks in Ercolano</li> <li>•Waste management problem in Ercolano <ul style="list-style-type: none"> <li>◦ The scene of accumulated waste on the pavements or around the fountain in Piazza Fontana (on Via Pugliano)</li> <li>◦ Local community who do not take care of public spaces as a result of feeling “distrust” towards public institutions.</li> </ul> </li> <li>•Mount Vesuvius, which has become a depot for illegal waste of industries.</li> </ul> |

|                                  |  |
|----------------------------------|--|
|                                  | <ul style="list-style-type: none"> <li>• High pollution at the sea</li> <li>• 72.2% of the students in Ercolano move to other places for study purposes</li> <li>• The threat caused by Vesuvius which might erupt at any time</li> <li>• The outdated evacuation plan to be implemented in case of an eruption</li> <li>• The presence of organized crime activity in the town <ul style="list-style-type: none"> <li>○ The image of Via Mare as a dangerous street</li> <li>○ The local women and tourists who do not feel safe to go out in the evening</li> </ul> </li> </ul>  |
| <p><b>STUDIES OF THE HCP</b></p> | <ul style="list-style-type: none"> <li>• The Via Mare Project, which aims to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.)</li> <li>• Mapping of transportation system of Ercolano within ECAP</li> <li>• Mapping of rubbish spots (habitual rubbish accumulation places) in the historic centre within ECAP</li> <li>• The activity of the Herculaneum Centre, which ensured clean-up of a street in the Via Mare neighbourhood with involvement of the local community upon their request</li> <li>• Inclusion of the mentioned problems for this strategy in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP</li> </ul>   |
| <p><b>PROPOSALS</b></p>          | <ul style="list-style-type: none"> <li>• The buildings in the historic centre of the town, especially the ones in the Via Mare neighbourhood should be restored/ rehabilitated to provide decent housing for the local community.</li> <li>• Public transportation could be provided on the routes running in the north-south direction of the town.</li> <li>• The time schedules of the trains operating on both Circumvesuviana and Trenitalia State Railway could be reorganized to provide service after 10 p.m.</li> <li>• The physical conditions of Circumvesuviana could be improved.</li> <li>• A stop could be established on Trenitalia State Railway in Ercolano.</li> <li>• Environmentally sustainable transport (EST) modes (biking etc.) and the required infrastructure could be provided in the town.</li> <li>• The road infrastructure of the town should be renewed or go through maintenance at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> <li>• Car parks should be created in the town.</li> <li>• Waste management problem in Ercolano should be solved to prevent the scene of accumulated waste on the pavements. <ul style="list-style-type: none"> <li>○ Meetings could be organized with the local community to: <ul style="list-style-type: none"> <li>- encourage them to sort their waste and throw it into dustbins instead of their habitual waste throwing places</li> <li>- increase their awareness level on protection of environment and public spaces and recycling issues.</li> </ul> </li> <li>○ The local municipality could improve its waste management service by increasing the number of dustbins and the frequency of waste collection.</li> </ul> </li> <li>• The local authorities in the region should find a solution for the Vesuvius, which has become a depot for illegal waste of industries.</li> <li>• Actions should be taken to overcome the pollution problem at the sea.</li> <li>• New educational institutions could be established in Ercolano.</li> <li>• The safety perception in Ercolano should be improved <ul style="list-style-type: none"> <li>○ The local authorities should take measures to prevent drug-dealing activities concentrated particularly in the Via Mare neighbourhood.</li> <li>○ The causes of crime should be addressed by social and educational programmes</li> <li>○ Physical security should be increased through urban design</li> <li>○ The evacuation plan to be implemented in case of eruption of Vesuvius should be updated.</li> </ul> </li> </ul> |

Table 10. 10. The evaluation on the HCP's contribution to the achievement of Strategy 26.1.

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>26. Providing good urban design in the area, mainly through:</b><br>•26.1. creating attractive public open spaces in the area   |
| <b>INDICATORS</b>                                    | •26.1. The availability of attractive public open spaces created in the area   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•Inadequate public open spaces (large urban parks, squares etc.) in Ercolano <ul style="list-style-type: none"> <li>○ No green areas or recreational areas in the Via Mare neighbourhood</li> <li>○ The lack of a proper urban square in the area in the north of Naples-Salerno Motorway</li> </ul> </li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>•The identification of the green agricultural areas in the Via Mare neighbourhood that could be converted to urban green spaces, as a result of the urban research study carried out by HCP and the Herculaneum Centre in collaboration with the Second University of Naples, to understand how to improve the link between the ancient town and the modern town.</li> <li>•The Via Mare Project, which aims to create new public spaces (parks, squares etc.) in the Via Mare neighbourhood.</li> <li>•Painting the abandoned lot used as a football pitch in Via Mare in different colours together with children living in the Via Mare neighbourhood after getting in touch with a paint company to offer free paint and three graffiti artists to fulfil the request of the local community for a “nice public space” in the neighbourhood.</li> <li>•The ticketless park area (Maiuri Park) created at the entrance of the archaeological site of Herculaneum in 2003, with European funding (within the scope of the 2000-2006 Regional Operational Programme for Campania) where local people and visitors can enjoy views into the WHS</li> <li>•Inclusion of the idea of reopening the green area in front of the ticket office and Maiuri Park to public with free entrance, as it has been mapped as a meeting place of the local community, in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP</li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•Public open spaces (large urban parks, squares etc.) should be created in the town, particularly in the historic centre and in the area in the north of Naples-Salerno Motorway <ul style="list-style-type: none"> <li>○ Some initiatives could be developed especially for the abandoned gardens in the historic centre as the area has a high density</li> </ul> </li> <li>•Accessibility could be provided to the botanical garden of the Royal Palace of Portici from Piazza Pugliano by improving the physical condition of the linking area.</li> <li>•Local authorities should consider reopening the green area in front of the ticket office and Maiuri Park to public with free entrance, as it has been mapped as a meeting place of the local community.</li> </ul>  |

Table 10. 11. The evaluation on the HCP's contribution to the achievement of Strategy 26.2.

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>26. Providing good urban design in the area, mainly through:</b><br>•26.2. reducing the spatial and physical constraints of the area   |
| <b>INDICATORS</b>                                    | •26.2. Reduction in the spatial and physical constraints of the area  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•The weak link between the sea and the town because of the Trenitalia State Railway <ul style="list-style-type: none"> <li>○ The difficulty in accessing the three beaches <ul style="list-style-type: none"> <li>- The difficult path leading to the beach French rocks, which includes rocks, rubbish, ladders, walls and the railway</li> </ul> </li> </ul> </li> <li>•The poor road infrastructure of the town at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> <li>•No access to the botanical garden of the Royal Palace of Portici from Piazza Pugliano (the linking area is in a state of decay)</li> <li>•Collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS between 1950s-2007 (in Via Mare neighbourhood)</li> <li>•The high-boundary walls surrounding the WHS, which prevented visual access of Via Mare community to the site until 2019</li> <li>•The number of closed areas to public access within the WHS <ul style="list-style-type: none"> <li>○ Two-thirds of the site having been closed to the public at the end of the 20th century</li> </ul> </li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>•Inclusion of the first three mentioned problems for this strategy in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP</li> <li>•The urban research study carried out by HCP and the Herculaneum Centre in collaboration with the Second University of Naples to understand how to improve the link between the ancient town and the modern town/ to achieve visual and physical access to the WHS</li> <li>•The demolition of collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS (in Via Mare neighbourhood) in 2007</li> <li>•The high-boundary wall around the WHS being replaced within the scope of the Via Mare Project to provide visual access to the WHS and the entire Bay of Naples</li> <li>•The reopening of many houses and streets in the WHS to visitors <ul style="list-style-type: none"> <li>○ 2005-2010: As a result of the site-wide campaign of conservation works, which led to stabilization of architectural structures and decorative elements at risk and re-establishment of the infrastructure and eventually to barrier removal.</li> <li>○ 2005-2015: 69% of additional areas were opened to public access.</li> <li>○ December 2016-June 2018: The ratio of areas open to public access increased from 29% to 32%, while the ratio of closed but visible areas increased from 47% to 52%.</li> <li>○ Until 2021: It was planned to open more than 80% of the site to public access</li> </ul> </li> <li>•Establishment of a geographic information system (GIS) data base to document, monitor and plan activities at the WHS <ul style="list-style-type: none"> <li>○ Conduction of an analysis on areas open or closed to the public, site</li> </ul> </li> </ul> |

|                  |  |
|------------------|--|
|                  | logistics and accessibility  |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>• The link between the sea and the town should be enhanced <ul style="list-style-type: none"> <li>◦ Access to the beaches should be improved.</li> </ul> </li> <li>• The road infrastructure of the town should be renewed or go through maintenance at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> <li>• Accessibility could be provided to the botanical garden of the Royal Palace of Portici from Piazza Pugliano by improving the physical condition of the linking area.</li> <li>• Studies should be carried out to open closed areas in the WHS to public access.</li> </ul> |

Table 10. 12. The evaluation on the HCP's contribution to the achievement of Strategy 26.3.

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>26. Providing good urban design in the area, mainly through:</b><br>• 26.3. changing the unfavourable 'images' of the area  |
| <b>INDICATORS</b>                                    | • 26.3. The availability of spaces whose unfavourable 'images' have been changed   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Waste management problem in Ercolano <ul style="list-style-type: none"> <li>◦ The scene of accumulated waste on the pavements or around the fountain in Piazza Fontana (on Via Pugliano)</li> <li>◦ Local community who do not take care of public spaces as a result of feeling "distrust" towards public institutions</li> </ul> </li> <li>• Collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS between 1950s-2007 (in Via Mare neighbourhood)</li> <li>• The image of Via Mare as a filthy and dangerous street <ul style="list-style-type: none"> <li>◦ The abandoned lot used as a football pitch in Via Mare</li> </ul> </li> <li>• The linking area between the botanical garden of the Royal Palace of Portici and Piazza Pugliano in a state of decay</li> <li>• High pollution at the sea and dark volcanic sand at the beaches</li> <li>• Mount Vesuvius, which has become a depot for illegal waste of industries.</li> <li>• The poor physical conditions of the entrance of the Roman theatre on Corso Resina</li> </ul> |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Mapping of rubbish spots (habitual rubbish accumulation places) in the historic centre within ECAP</li> <li>• The activity of the Herculaneum Centre, which ensured clean-up of a street in the Via Mare neighbourhood with involvement of the local community upon their request</li> <li>• The demolition of collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS (in Via Mare neighbourhood) in 2007</li> <li>• The Via Mare Project which aims physical and environmental regeneration in the Via Mare neighbourhood, particularly at Via Mare street</li> <li>• Painting the abandoned lot used as a football pitch in Via Mare in different colours together with children living in the Via Mare neighbourhood after getting in touch with a paint company to offer free paint and three graffiti artists</li> </ul>  |



|                  |  |
|------------------|--|
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>•Waste management problem in Ercolano should be solved to prevent the scene of accumulated waste on the pavements. <ul style="list-style-type: none"> <li>○ Meetings could be organized with the local community to: <ul style="list-style-type: none"> <li>- encourage them to sort their waste and throw it into dustbins instead of their habitual waste throwing places</li> <li>- increase their awareness level on protection of environment and public spaces and recycling issues.</li> </ul> </li> <li>○ The local municipality could improve its waste management service by increasing the number of dustbins and the frequency of waste collection.</li> </ul> </li> <li>•The linking area between Piazza Pugliano and the botanical garden of the Royal Palace of Portici, which is in a state of decay, could be improved.</li> <li>•Actions should be taken to overcome the pollution problem at the sea and the dark volcanic sand at the beaches.</li> <li>•The local authorities in the region should find a solution for the Vesuvius, which has become a depot for illegal waste of industries.</li> <li>•The physical conditions of the entrance of the Roman theatre on Corso Resina should be improved.</li> </ul> |
|------------------|--|

Table 10. 13. The evaluation on the HCP's contribution to the achievement of Strategy 26.4.

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>26. Providing good urban design in the area, mainly through:</b> <ul style="list-style-type: none"> <li>•26.4. preventing illegal construction and extensions in the buildings in the area</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>•26.4.1. No new illegally constructed buildings in the area</li> <li>•26.4.2. No new illegal extensions in the buildings</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•The constant threat for illegal construction at Mount Vesuvius <ul style="list-style-type: none"> <li>○ Most of the buildings in the area between the stratified city and the Vesuvius National Park (north of Naples-Salerno Motorway) are illegal</li> </ul> </li> <li>•Many buildings with illegal modifications in Ercolano, particularly along the main roads <ul style="list-style-type: none"> <li>○ Extensions constructed to increase the residential space as the houses are small (28.6 m2 per inhabitant)</li> </ul> </li> </ul> |
| <b>STUDIES OF THE HCP</b>                            | -  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•Meetings could be organized with local authorities to convince them to take measures to prevent illegal construction and extensions in the buildings in Ercolano</li> </ul>  |

Table 10. 14. The evaluation on the HCP's contribution to the achievement of Strategy 26.5.

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>26. Providing good urban design in the area, mainly through:</b><br><ul style="list-style-type: none"> <li>• 26.5. removing illegally constructed buildings and illegal extensions in the buildings in the area</li> </ul>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• 26.5.1. The number of illegally constructed buildings that have been removed</li> <li>• 26.5.2. The number of buildings whose illegal extensions have been removed</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The constant threat for illegal construction at Mount Vesuvius <ul style="list-style-type: none"> <li>○ Most of the buildings in the area between the stratified city and the Vesuvius National Park (north of Naples-Salerno Motorway) are illegal</li> </ul> </li> <li>• Many buildings with illegal modifications in Ercolano, particularly along the main roads <ul style="list-style-type: none"> <li>○ Extensions constructed to increase the residential space as the houses are small (28.6 m2 per inhabitant)</li> </ul> </li> </ul> |
| <b>STUDIES OF THE HCP</b>                            | -  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Meetings could be organized with local authorities to convince them to take measures to: <ul style="list-style-type: none"> <li>- demolish the illegally constructed buildings at Mount Vesuvius (in the area between the stratified city and the Vesuvius National Park)</li> <li>- to identify the buildings with illegal modifications in Ercolano, particularly the ones along the main roads, and return them to their original form.</li> </ul> </li> </ul>   |

Table 10. 15. The evaluation on the HCP's contribution to the achievement of Strategy 26.6.

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>26. Providing good urban design in the area, mainly through:</b><br><ul style="list-style-type: none"> <li>• 26.6. using the spatial and physical potentials of the area, through: <ul style="list-style-type: none"> <li>○ reusing abandoned buildings</li> <li>○ reusing abandoned spaces</li> <li>○ restoring and reusing (adaptive re-use of) historic buildings</li> <li>○ reusing traditional infrastructure if possible</li> </ul> </li> </ul> |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• 26.6.1. The number of reused abandoned buildings</li> <li>• 26.6.2. The number of reused abandoned spaces</li> <li>• 26.6.3. The number of restored and reused historic buildings</li> <li>• 26.6.4. The availability of studies carried out to reuse traditional infrastructure</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Abandoned villas and their gardens in a state of neglect</li> <li>• Abandoned former industrial buildings in a state of neglect</li> <li>• Abandoned houses, farms, parks and gardens</li> <li>• The abandoned lot over the partially excavated basilica area at the north-west edge of the WHS</li> </ul>  |

|                                  |   |
|----------------------------------|---|
|                                  | <ul style="list-style-type: none"> <li>•The abandoned lot used as a football pitch in Via Mare</li> <li>•The buildings in Ercolano, which are largely in a state of decay with poor sanitary conditions, particularly in the historic centre and along the main roads</li> <li>•The poor physical conditions of Circumvesuviana</li> <li>•The poor road infrastructure of the town at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> <li>•The drainage problem at the WHS at the end of the 20th century</li> </ul>   |
| <p><b>STUDIES OF THE HCP</b></p> | <ul style="list-style-type: none"> <li>•Mapping of abandoned buildings and spaces in the historic centre within ECAP</li> <li>•Inclusion of the idea of developing initiatives for the state-owned abandoned villas and their gardens to use their potential for cultural and tourism purposes in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP</li> <li>•The Via Mare Project, which aims to create new public spaces (parks, squares etc.) on the abandoned lot over the partially excavated basilica area at the north-west edge of the WHS</li> <li>•Painting the abandoned lot used as a football pitch in Via Mare in different colours together with children living in the Via Mare neighbourhood after getting in touch with a paint company to offer free paint and three graffiti artists to fulfil the request of the local community for a “nice public space” in the neighbourhood.</li> <li>•Solution of infrastructural problems at the WHS such as the drainage problem (2005-2010) <ul style="list-style-type: none"> <li>◦ Rediscovery and reinstation of the original Roman drainage system to drain water away from the site (990 m of drains out of a total of 2360 m were reinstated or laid and maintained)</li> </ul> </li> <li>•The aim of ECAP, which is to conserve and manage cultural and natural heritage sites or streetscapes.</li> </ul> |
| <p><b>PROPOSALS</b></p>          | <ul style="list-style-type: none"> <li>•Some initiatives could be developed for the state-owned abandoned villas and their gardens to use their potential for cultural and tourism purposes by restoring and refunctioning them</li> <li>•The abandoned former industrial buildings mostly located at the coast could be utilised when attracting new firms, businesses and economic investments to the area</li> <li>•Some initiatives could be developed especially for the abandoned gardens in the historic centre as the area has a high density and there is a need for public open spaces</li> <li>•The historic buildings in Ercolano, particularly the ones in the historic centre and along the main roads could be restored and reused with different functions.</li> <li>•The physical conditions of Circumvesuviana could be improved.</li> <li>•The road infrastructure of the town should be renewed or go through maintenance at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> </ul>   |

Table 10. 16. The evaluation on the HCP's contribution to the achievement of Strategy 27

|   |  |
|---|--|
| <p><b>STRATEGY</b></p>                                      | <p><b>27. Protecting heritage properties in the area, through:</b></p> <ul style="list-style-type: none"> <li>• protecting tangible heritage (cultural and natural), mainly through: <ul style="list-style-type: none"> <li>○ using preventive and planned conservation method</li> <li>○ using intangible heritage</li> </ul> </li> <li>• protecting intangible heritage</li> <li>• capacity-building of the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management</li> <li>• ensuring participation of all relevant stakeholders, mainly through: <ul style="list-style-type: none"> <li>○ establishing links between stakeholders in and outside of the heritage sectors</li> </ul> </li> </ul>  |
| <p><b>INDICATORS</b></p>                                    | <ul style="list-style-type: none"> <li>• The number of heritage properties (cultural and natural) in better state of conservation in the area <ul style="list-style-type: none"> <li>○ the use of preventive and planned conservation method</li> <li>○ the use of intangible heritage for conservation and protection of heritage properties</li> </ul> </li> <li>• The availability of projects implemented to safeguard intangible heritage in the area <ul style="list-style-type: none"> <li>○ the use of WHS as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills/ traditional crafts</li> </ul> </li> <li>• The availability of capacity-building programmes organized for the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management</li> <li>• The availability of initiatives that have enabled participation of relevant stakeholders in protection of heritage properties in the area <ul style="list-style-type: none"> <li>○ the availability of links (e.g. partnerships) established between stakeholders in and outside of the heritage sectors</li> </ul> </li> </ul>  |
| <p><b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b></p> | <p>√</p>   |
| <p><b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b></p>             | <ul style="list-style-type: none"> <li>• The ancient structures at the WHS, which were in a severe state of decay at the end of the 20th century <ul style="list-style-type: none"> <li>○ Many Roman houses posing the risk of collapse</li> <li>○ Disaggregating mosaics and detaching frescoes from the walls</li> <li>○ Deteriorated or collapsed shelters <ul style="list-style-type: none"> <li>- The valuable decorative features below damaged or left exposed to degenerative elements</li> </ul> </li> <li>○ Carbonized wooden elements reduced to dust</li> <li>○ A widespread growth of vegetation across the site</li> <li>○ A lot of pigeons nesting in the ancient remains, covering and damaging all surfaces with their droppings</li> </ul> </li> <li>• Inclusion of the archaeological site of Herculaneum in the ICOMOS World Report 2001/2002 on Monuments and Sites in Danger and consideration of it as the 'worst example of archaeological conservation in a non-war torn country'</li> <li>• The buildings in Ercolano, which are largely in a state of decay with poor sanitary conditions, particularly in the historic centre and along the main roads <ul style="list-style-type: none"> <li>○ Most of the buildings in the Via Mare neighbourhood are in an advanced state of decay</li> </ul> </li> <li>• The low level of technical and administrative capacity of the local heritage</li> </ul> |

|                                  |  |
|----------------------------------|--|
|                                  | <p>authority in the tender process and the implementation of the conservation projects at the WHS before 2010</p> <ul style="list-style-type: none"> <li>• The local heritage authority operating in isolation from other stakeholders before 2001</li> </ul>  |
| <p><b>STUDIES OF THE HCP</b></p> | <ul style="list-style-type: none"> <li>• Solution of infrastructural problems at the WHS such as the drainage problem (2005-2010) <ul style="list-style-type: none"> <li>○ Rediscovery and reinstation of the original Roman drainage system to drain water away from the site (990 m of drains out of a total of 2360 m were reinstated or laid and maintained)</li> <li>○ Installation of temporary networks of aboveground and underground drainpipes to pump water from beneath Herculaneum into the Bay of Naples</li> </ul> </li> <li>• Recovery of the following architectural features at the WHS from a severe state of deterioration (2005-2010): <ul style="list-style-type: none"> <li>- 60% of protective shelters (flat or inclined)</li> <li>- 50% of wall crests</li> <li>- 70% of lintels</li> </ul> </li> <li>• Protection of the most vulnerable decorative features at the WHS through implementing primary conservation measures (2005-2010)</li> <li>• The removal of vegetation at the WHS (2005-2010)</li> <li>• The pigeon control at the WHS (2005-2010)</li> <li>• The conservation work undertaken at the decorated surfaces (both the wall paintings and the mosaic pavement) of the tablinum, (the formal reception room) of the House of the Bicentenary in 2011 by the Getty Conservation Institute (GCI) in collaboration with the HCP and the local heritage authority, to develop methodologies that could be applied to other houses at the WHS and in the region.</li> <li>• Repair or substitution of 80% of collapsing protective shelters at the WHS by 2015</li> <li>• Stabilization of nearly all decorative features at the WHS by 2015</li> <li>• The technical and administrative support provided for the local heritage authority on the tender process and the implementation of the conservation projects at the WHS after 2010</li> <li>• Establishment of a geographic information system (GIS) data base to document, monitor and plan activities at the WHS. <ul style="list-style-type: none"> <li>○ Realization and insertion of the following studies into the GIS data base: <ul style="list-style-type: none"> <li>- A new plan of the archaeological site covering an area of more than 40,000 m<sup>2</sup> with details of the archaeological and architectural elements</li> <li>- Mapping of the degradation of decorative surfaces (more than 15,000 m<sup>2</sup> recorded over a year) and qualifying and quantifying them in a systematic way</li> <li>- Mapping of the degradation of architectural elements such as shelters, lintels, wall crests etc.</li> <li>- Digitalization of more than 5,000 archive photos and cataloguing them in the database together with past interventions carried out in the WHS (some studies on Amedeo Maiuri's activities at Herculaneum and excavation diaries)</li> </ul> </li> <li>○ Conduction of an analysis on areas open or closed to the public, other works sites underway or foreseen, archaeological value, state of conservation, site logistics and accessibility</li> <li>○ Defining the optimal scope, timing, location and performance of interventions and ensuring a fair distribution of the resources available to meet the needs of the site</li> <li>○ Provision of a tested and fully operational cyclic maintenance programme for the site for the local heritage authority</li> </ul> </li> </ul> |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>● Mapping of visitors' routes at Herculaneum to programme maintenance interventions, organize tourist flows and promote specific itineraries at the archaeological site <ul style="list-style-type: none"> <li>○ Monitoring independent visitors' and groups' routes</li> <li>○ Observing their stopping points and the length of their stay at these points</li> <li>○ Counting the number of people in the groups</li> </ul> </li> <li>● The web portal under development, which is planned to be used as a means to publish basic data about the WHS and results online and encourage the broader exchange of new data among heritage practitioners and other communities related to Herculaneum</li> <li>● Awareness raising activity carried out by young interns for visitors of Herculaneum by behaving inappropriately to protect the WHS</li> <li>● The "oral history project" implemented by the Herculaneum Centre in which: <ul style="list-style-type: none"> <li>○ the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri, have been gathered</li> <li>○ the conservation team at Herculaneum benefited from the knowledge of the former workers of the archaeological site on their excavation methods and conservation treatments as well as public use of the site in that period</li> <li>○ intergenerational exchange was promoted; the former workers of the archaeological site shared their memories with school children and raised their awareness on the history of their town as well as creating a sense of belonging and shared responsibility for protection of their values</li> <li>○ the accounts of the local community's relationship to their heritage, the historic (Resina) market and Vesuvius's last eruption in 1944 were recorded and an audio-visual archive and two documentaries were created</li> </ul> </li> <li>● Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>● The aim of ECAP, which is to conserve and manage cultural and natural heritage sites or streetscapes</li> <li>● Mapping of places of worship (churches and votive kiosks) in the historic centre within ECAP</li> <li>● Mapping of meeting spots (observed meeting/ gathering places of people) in the historic centre within ECAP</li> <li>● Involvement of the British School at Rome in the HCP through signature of a Sponsorship Contract between the School and the local heritage authority in 2004</li> <li>● Establishment of the Herculaneum Centre</li> <li>● The activities of the Herculaneum Centre which have: <ul style="list-style-type: none"> <li>○ ensured the dialogue with the local community at all stages of the Via Mare Project</li> <li>○ provided heritage input into local programming of regional and town councils and strengthened their links with the heritage authorities regarding shared responsibilities</li> </ul> </li> <li>● Capacity-building activities (workshops, courses, meetings etc.) organized</li> </ul> |
|--|---|

|                         |   |
|-------------------------|---|
|                         | <p>by the Herculaneum Centre for:</p> <ul style="list-style-type: none"> <li>○ (in partnership with local schools) 10 teachers from 5 local schools, which involved 100 children in the programme as “Young Heritage Ambassadors” for Herculaneum.</li> <li>○ the new public officials working at the local heritage authority, on: <ul style="list-style-type: none"> <li>- organizing courses, visits, school activities, events, etc.,</li> <li>- World Heritage processes (preparation of management plans, organization of meetings, bringing together relevant stakeholders for a UNESCO reactive monitoring mission)</li> <li>- the experience of the Herculaneum Conservation Project.</li> </ul> </li> <li>○ heritage practitioners from the international community (mid-career professionals) <ul style="list-style-type: none"> <li>- within the scope of ICCROM’s courses, on the “Conservation of Built Heritage” (22 participants from 22 countries attended this course in 2007 and used Herculaneum as the principal case study.)</li> <li>- in collaboration with partners such as ICCROM, UNESCO and the MOSAIKON initiative (The workshop on “Heritage Site Management Practices”, brought together the representatives of ICCROM’s various regional capacity-building programmes and the heritage professionals from Italy’s Campania region as well as a local school and local community.)</li> <li>- on behalf of the HCP/ Getty Conservation Institute partnership (A workshop on “Protective Shelters for Archaeological Sites”)</li> </ul> </li> <li>○ academic community <ul style="list-style-type: none"> <li>- Workshops and study programmes organized on conservation and management issues at archaeological sites for post-graduate students from national and international universities (Organization of “study days for young archaeologists” in collaboration with the local partner, Stoà, which brought together young archaeologists from eight different countries, representing twelve national and international universities, with heritage experts from seven countries.)</li> <li>- Internship opportunities provided in collaboration with the HCP and many universities, in particular the University of Naples ‘Federico II’.</li> <li>- The support provided for the students, researchers and interest groups visiting Ercolano and Herculaneum.</li> <li>- Annual research awards granted by using the financial support provided by the Friends of Herculaneum Society.</li> <li>- Publication of many professional and general articles on the experience gained in Herculaneum.</li> </ul> </li> </ul> |
| <p><b>PROPOSALS</b></p> | <ul style="list-style-type: none"> <li>● The historic buildings in Ercolano, particularly the ones in the historic centre and along the main roads could be restored.</li> <li>● Some initiatives could be developed to enable participation of relevant stakeholders in protection of heritage properties in the area <ul style="list-style-type: none"> <li>○ New partnerships could be established between stakeholders in and outside of the heritage sectors.</li> </ul> </li> <li>● More capacity-building programmes could be organized for the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management</li> </ul>  |

Table 10. 17. The evaluation on the HCP’s contribution to the achievement of Strategy 28

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>28. Providing conditions for the local community to have a dynamic and meaningful cultural life</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of new cultural institutions established in the area (cinema, theatre etc.)</li> <li>• The availability of measures (discount in ticket prices, free of charge etc.) that have provided an opportunity for the local community to visit the WHS, other heritage properties and museums in the area</li> <li>• The number of cultural events (concerts, exhibitions etc.) organized for the local community</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• No cinema or theatre in Ercolano</li> <li>• No discount<sup>121</sup> in ticket prices of the WHS for the members of the local community over 24 years old</li> <li>• Only 64% of the local people interviewed within ECAP have visited Mount Vesuvius</li> <li>• Other problems can only be defined after doing research on cultural activities in Ercolano</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Numerous cultural and artistic communication projects organized or contributed by the Herculaneum Centre in order to raise awareness among general public on Ercolano’s heritage. <ul style="list-style-type: none"> <li>◦ The support provided for the production of the documentary entitled “Herculaneum, Diaries of Darkness and Light” by film-maker Marcellino De Baggis, which aimed raising awareness among the local and international community on the importance and fragility of Herculaneum’s cultural heritage and the need for its conservation.</li> <li>◦ The five exhibitions held on Ercolano and Herculaneum’s cultural heritage.</li> <li>◦ National and international TV crews hosted in Ercolano for the programmes commissioned by the BBC, RAI, Der Spiegel, Discovery Channel, National Geographic, etc.</li> </ul> </li> <li>• The multi-sensorial trail developed by the Herculaneum Centre at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”</li> <li>• International capacity-building workshop organized by the Herculaneum Centre on behalf of the HCP/ Getty Conservation Institute partnership on “Protective Shelters for Archaeological Sites” which brought together the participants of this workshop and the local community for a <i>tammurriata</i>, where they celebrated local music traditions at the centre of the Via Mare neighbourhood.</li> <li>• Inclusion of the problems related to socio-economic status of the local community in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP <ul style="list-style-type: none"> <li>◦ The percentage of people who have never visited the WHS, Mount Vesuvius etc.</li> </ul> </li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Cultural institutions such as a cinema or theatre could be established in Ercolano</li> </ul>  |

<sup>121</sup> Admission is free for children under 18, and EU residents between 18-24 can benefit from discounted tickets at the WHS of Herculaneum (Headout, 2022).



|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• The local authorities should take measures (discount in ticket prices, free of charge etc.) to ensure that all members of the local community, who have low socio-economic status, particularly the marginalised groups, to visit the WHS, other heritage properties and museums in the area</li> <li>• Other proposals can only be developed after doing research on cultural activities in Ercolano</li> </ul> |
|--|---|

Regarding the aim “enhancing quality of life and well-being”, the HCP has initiated the Via Mare Project, which aims to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.) and to create new public spaces (parks, squares etc.) in the neighbourhood, particularly on the abandoned lot over the partially excavated basilica area at the north-west edge of the WHS (Strategies 25, 26). The project is expected to fulfil the needs of the residents of the Via Mare neighbourhood in terms of public open spaces and has also potential to change the image of Via Mare as a filthy and dangerous street (Strategy 26).

The HCP also created the ticketless park area (Maiuri Park) at the entrance of the archaeological site of Herculaneum in 2003, where local people and visitors can enjoy views into the WHS. This could be considered as its biggest accomplishment about the sub-strategy “creating attractive public open spaces in the area”. In addition, together with the Herculaneum Centre, it has collaborated with the Second University of Naples for an urban research study, which led to identification of the green agricultural areas in the Via Mare neighbourhood that could be converted to urban green spaces. One of the other aims of this study was to understand how to achieve visual and physical access to the WHS (Strategy 26).

Another important initiative of the HCP about the aim “enhancing quality of life and well-being” was painting the abandoned lot used as a football pitch in Via Mare in different colours together with children living in the Via Mare neighbourhood, after getting in touch with a paint company to offer free paint and three graffiti artists, to fulfil the request of the local community for a “nice public space” in the neighbourhood. This activity has not only led to creation of an attractive public open space in the area, but also to a change in one of the

unfavourable 'images' of the area while also enabling using one of the spatial potentials of the area (Strategy 26).

The rediscovery and reinstatement of the original Roman drainage system to drain water away from the WHS of Herculaneum could also be considered as a work that may have contributed to the achievement of the sub-strategy "using the spatial and physical potentials of the area" (Strategy 26).

The most important study that the HCP has conducted about the sub-strategies "reducing the spatial and physical constraints of the area" and "changing the unfavourable 'images' of the area", was the demolition of collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS (in Via Mare neighbourhood) in 2007. Its other major works in terms of "reducing the spatial and physical constraints of the area", were reopening of many houses and streets in the WHS to visitors, and the replacement of the high-boundary wall around the WHS within the scope of the Via Mare Project to provide both the local community and the visitors of the site with visual access to the WHS and the entire Bay of Naples (Strategy 26).

In addition to these, the HCP has completed mapping of transportation system of Ercolano (Strategy 25) and abandoned buildings and spaces (Strategy 26) and rubbish spots (habitual rubbish accumulation places) in the historic centre of Ercolano, within the scope of ECAP (Strategies 25, 26). It has also included the following issues in its draft report entitled "Community Audit Herculaneum: context, resources and potential" to be integrated into the ECAP: many problems about the basic infrastructure and services in Ercolano (Strategy 25); the three important spatial and physical constraints in the town, which are: the weak link between the sea and the town; the poor road infrastructure of the town at some points, particularly at Via Arturo Consiglio (the main road expected to be used for the evacuation of people in case of eruption of Vesuvius); the lack of access to the botanical garden of the Royal Palace of Portici from Piazza Pugliano (Strategy 26); the problems related to socio-economic status of the local community such as the

percentage of people who have never visited the WHS, Mount Vesuvius etc. (Strategy 28); the ideas of developing initiatives for the state-owned abandoned villas and their gardens to use their potential for cultural and tourism purposes; and reopening the green area in front of the ticket office and Maiuri Park to public with free entrance, as it has been mapped as a meeting place of the local community (Strategy 26).

As for the Herculaneum Centre, it has ensured clean-up of a street in the Via Mare neighbourhood with involvement of the local community upon their request (Strategies 25, 26).

On the other hand, the HCP has not conducted any study to prevent illegal construction and illegal extensions in the buildings in the area, or to remove these kinds of buildings and extensions in the area, despite the presence of many illegally constructed buildings between the stratified city and the Vesuvius National Park and many buildings with illegal modifications in Ercolano, particularly along the main roads, and constant threat for these activities (Strategy 26).

Regarding the strategy “protecting heritage properties in the area”, the HCP has carried out many studies that enabled saving the ancient structures at the WHS of Herculaneum, which were in a severe state of decay at the end of the 20<sup>th</sup> century. Some of these studies were solution of infrastructural problems at the WHS such as the drainage problem, removal of vegetation, pigeon control, protection of wall crests and lintels, protection and stabilization of decorative features, and repair or substitution of collapsing protective shelters (Strategy 27).

After these studies that were undertaken to overcome the urgent problems at the site, the HCP aimed to ensure a long-term sustainable maintenance and protection at the site, which includes systematic site-wide protective measures and repairs (Strategy 27).

To this end, it has established a geographic information system (GIS) data base to document, monitor and plan activities at the WHS, which is a very important action in terms of ensuring preventive and planned conservation at the site. GIS allowed storage of all information about the site (plans, details of the archaeological and architectural elements, mapping of the degradation of these elements, past interventions, archive photos etc.) and monitoring of the ancient structures' state of conservation at the site, which altogether enabled defining the optimal scope, timing, location and performance of interventions and ensuring a fair distribution of the resources available to meet the needs of the site. Other studies conducted through the use of GIS, such as the analysis on areas open or closed to the public or mapping of visitors' routes, may have also contributed to protection of the site by giving an opportunity to HCP to programme maintenance interventions, organize tourist flows and promote specific itineraries at the site (Strategy 27).

Another significant study that the HCP has conducted to ensure sustainability in protection of the archaeological site has been capacity building of the local heritage authority, which had adequate financial resources but lacked operational capacity to implement conservation measures to overcome the widespread decay at Herculaneum. To this end, the HCP has provided technical and administrative support to the local heritage authority on tender processes and the implementation of conservation projects at the site. In addition, through the GIS, it has provided the local heritage authority with a tested and fully operational cyclic maintenance programme for the site (Strategy 27).

The HCP has established links also with other national and international stakeholders in some of its conservation works. For example, in 2011, it worked in collaboration with the Getty Conservation Institute (GCI) and the local heritage authority for conservation of decorated surfaces of the tablinum of the House of the Bicentenary (Strategy 27).

The HCP has achieved participation and capacity-building of relevant stakeholders in protection and management of the WHS mainly through the Herculaneum

Centre. The Herculaneum Centre has strengthened the links between regional and local municipalities and heritage authorities on shared responsibilities and provided heritage input into the municipalities' programmes. It has also organized many capacity-building activities (workshops, courses, meetings etc.) for different groups of stakeholders such as the new public officials working at the local heritage authority, heritage practitioners from the international community, academic community as well as teachers and children in Ercolano, in partnership with several local and international institutions such as ICCROM, UNESCO, universities, NGOs and local schools. Thus, mainly through the activities of the Herculaneum Centre, the HCP has also improved the ability of the local heritage authority to work with other stakeholders, which was operating in isolation from other stakeholders (local/ international institutions and communities etc.) before 2001 (Strategy 27).

As for the "oral history project" implemented by the Herculaneum Centre, by which the testimonies of the former workers of the archaeological site related to the WHS and other heritage properties in the town have been gathered and recorded, it contributed to both the use of intangible heritage in conservation of the WHS and protection of intangible heritage about the WHS and Ercolano (Strategy 27). Within the scope of the project, the former workers of the archaeological site also shared their memories with school children, which raised the children's awareness on the history of their town and created a sense of belonging and shared responsibility for protection of their values (Strategy 24).

Another study performed by the HCP that could contribute to protection of tangible (cultural and natural) and intangible heritage of Ercolano is the interviews conducted with the local community within ECAP to learn these values of the town (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart). Within this framework, mapping of places of worship (churches and votive kiosks) and meeting spots (observed meeting/ gathering places of people) in the historic centre of Ercolano have also been completed (Strategy 27).

Regarding the strategy “providing conditions for the local community to have a dynamic and meaningful cultural life”, the Herculaneum Centre has organized or contributed to many cultural and artistic communication projects, such as the production of the documentary entitled “Herculaneum, Diaries of Darkness and Light” by film-maker Marcellino De Baggis, the five exhibitions held on Ercolano and Herculaneum’s cultural heritage, and the programmes in Ercolano commissioned by the BBC, RAI, Der Spiegel, Discovery Channel, National Geographic, etc.; developed a multi-sensorial trail at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”; and organized an international capacity-building workshop on behalf of the HCP/ Getty Conservation Institute partnership on “Protective Shelters for Archaeological Sites”, which brought together the participants of this workshop and the local community for a *tammurriata*, where they celebrated local music traditions at the centre of the Via Mare neighbourhood (Strategy 28).

As for the strategy “improving the ability, opportunity and dignity of the local community”, since the Strategy 17, “reducing social and economic inequalities in the local community”, covers it, the studies of the HCP about this strategy written under the Strategy 17 will not be repeated here. In addition, it is noteworthy that “improving the ability, opportunity and dignity of the local community” is a broad concept that requires evaluation also on the subjects such as education; employment opportunities; human rights; recognizing, respecting and including the values, cultural and environmental place-knowledge, cultural sensibilities and rights of the local community; involving the local community in decision-making processes affecting their lives; respecting and fulfilling the needs and expectations of the local community; or raising the awareness level of the local community on tangible and intangible heritage in the area and conservation of cultural heritage. The numbers of the strategies related to these subjects are given in the table that belongs to this strategy. However, in order not to repeat the same points, the evaluations on the studies of the HCP on the mentioned subjects will be given under the aims that are directly related to them. Therefore, the evaluations under these aims should also be taken into consideration while trying to understand how

much the HCP has improved the ability, opportunity and dignity of the local community (Strategy 24).

To sum up, while the HCP did not carry out a notable study to ensure the availability of basic infrastructure and services for the local community until 2020 (Strategy 25), it conducted significant studies to reduce the spatial and physical constraints at the WHS and in its close vicinity; and carried out some studies to create attractive public open spaces in Ercolano, to change the unfavourable ‘images’ and to use the spatial and physical potentials of the town, which altogether may have contributed to the achievement of the strategy “providing good urban design in the area” to some extent. However, there are still many issues in Ercolano that need intervention to provide good urban design in the town (Strategy 26).

Within this framework, the HCP can primarily focus on solving the waste management problem, as the scene of accumulated waste on the pavements or other public spaces can be considered as the biggest unfavourable ‘image’ of the town. To this end, it can organize meetings with the local community to encourage them to sort their waste and throw it into dustbins instead of their habitual waste throwing places and to increase their awareness level on protection of environment and public spaces and recycling issues. It can also encourage the local municipality to improve its waste management service. However, since the feeling of “distrust” of the local community towards public institutions is believed to be the fundamental reason for this problem, first of all, taking measures to change this negative feeling can be considered. Other unfavourable ‘images’ of Ercolano that might require intervention after the solution of the waste management problem could be the dark volcanic sand at the beaches and the poor physical conditions of the entrance of the Roman theatre on Corso Resina (Strategy 26).

With the aim of reducing the spatial and physical constraints of Ercolano, the HCP can give priority to improving access to the three beaches in the town and opening more closed areas in the WHS to public access, considering their potential effects on development of tourism (Strategy 26).

Also, some initiatives can be developed for the abandoned former industrial buildings, which are mostly located at the coast (Strategy 26), and historic buildings in Ercolano, which are largely in a state of decay with poor sanitary conditions, particularly the ones in the historic centre and along the main roads. These buildings can be restored and some of them can be reused with different functions (Strategies 26, 27). In addition, the abandoned gardens in the historic centre of the town can be utilised to create attractive public open spaces in the area (Strategy 26).

In order to provide basic infrastructure and services for the local community in Ercolano, the HCP can primarily focus on restoration/ rehabilitation of the buildings in the historic centre of the town, especially the ones in the Via Mare neighbourhood, to provide decent housing for the local community; solution of the waste management problem to prevent the scene of accumulated waste on the pavements; creation of car parks; and improvement of safety perception in the town, which seem to have priority over other problems based on the research and observations conducted at the site in 2020 (Strategy 25).

On the other hand, the activities realized by the HCP for protection and management of the archaeological site of Herculaneum can be considered as very successful as it has saved a site, which was considered as the “worst example of archaeological conservation in a non-war torn country” in the ICOMOS World Report 2001/2002 on Monuments and Sites in Danger, from disappearance by improving its state of conservation significantly, and converted it to a site visited by approximately 500.000 tourists every year. Together with the activities of the Herculaneum Centre, the HCP has also contributed to protection of intangible heritage of the WHS and Ercolano (Strategy 27).

As for the strategy “providing conditions for the local community to have a dynamic and meaningful cultural life”, even though the Herculaneum Centre has put some efforts with this aim, they cannot be considered adequate taking into account the fact that there are not any cinemas or theatres in Ercolano. In addition,



all members of the local community, who have low socio-economic status, cannot benefit from free or discounted tickets at the WHS of Herculaneum<sup>122</sup>. Other problems in Ercolano related to this strategy can only be defined after doing research. Within this framework, local authorities can be encouraged to establish a cinema or theatre in the town or to take measures (discount in ticket prices, free of charge etc.) to ensure that all members of the local community, who have low socio-economic status, visit the WHS, other heritage properties or museums in Ercolano (Strategy 28).

To conclude, both the HCP and the Herculaneum Centre have carried out some studies that may have contributed to the achievement of the aim “enhancing quality of life and well-being” of the local community to some extent but there are still many issues in the town such as the deteriorated/ abandoned historic buildings and their gardens, illegal construction and illegal extensions in the buildings, inadequacy of attractive public open spaces, or waste management and safety problems that need to be solved. However, the HCP has potential to solve these problems and contribute more to the achievement of this aim in the years ahead through the Via Mare Project and ECAP.

Regarding the strategy “ensuring the availability of basic infrastructure and services for the local community”, the rehabilitation project of the Medina of Fez World Heritage Site (Morocco) provides a good example. Before the initiation of the project in 1981, there were many issues in the WHS, some of which are listed below:

- deteriorating residential areas,
- degradation of the infrastructure,
- lack of accessibility,
- “transformation of traditional handicraft activities into partially mechanized small-scale manufacturing”,

---

<sup>122</sup> Admission is free for children under 18, and EU residents between 18-24 can benefit from discounted tickets at the WHS of Herculaneum (Headout, 2022). Also, the WHS of Herculaneum can be visited free of charge on the first Sunday of every month within the scope of the #DomenicalMuseo initiative of the MiBAC. However, this initiative has been suspended from time to time since 2014.

- “complex property ownership and occupancy patterns” and
- environmental pollution (UHU/GSD/Harvard and ADER-FES, 1999: 1-2; Labadi et al., 2021: 22).

The rehabilitation strategy for the Fez Medina was to address these problems through:

- improvements in the existing circulation network,
- creation of an emergency vehicular network (about 14 kms of improved streets) that would allow access for small emergency vehicles and offer fire protection, safety and first aid stations,
- relocation of polluting industries to an industrial zone outside the Medina, which would decrease pollution and enable restoration of the historic riverbank,
- re-grouping particular traditional activities (non-polluting industries) to facilitate deliveries,
- creation of public spaces to reduce the density of residential quarters,
- improvement of the solid waste management system,
- improvement of the built environment, including demolition of ruins, consolidation of deteriorated structures, renovation of dwellings (the installation of new sanitary fixtures and household kitchen appliances), provision of parking facilities, installation of street lights, street paving, urban landscaping,
- establishment of an incentive program to promote private investment in improvements to the built environment and involve residents in the rehabilitation process,
- “creation of thematic tourist circulation routes”, and
- restoration of monuments (UHU/GSD/Harvard and ADER-FES, 1999: 2-7).

The project had two priorities: to ensure the safety of residents and to protect cultural heritage and traditional constructions (Labadi et al., 2021: 23).

The aim of the planned improvements was to minimize the modifications in the historic fabric of the Medina and to prevent population displacement. Precedence was given to emergency repair of structurally unsound buildings on tourist circulation routes and improved roads (UHU/GSD/Harvard and ADER-FES, 1999: 3-5) (Figure 10.1.).

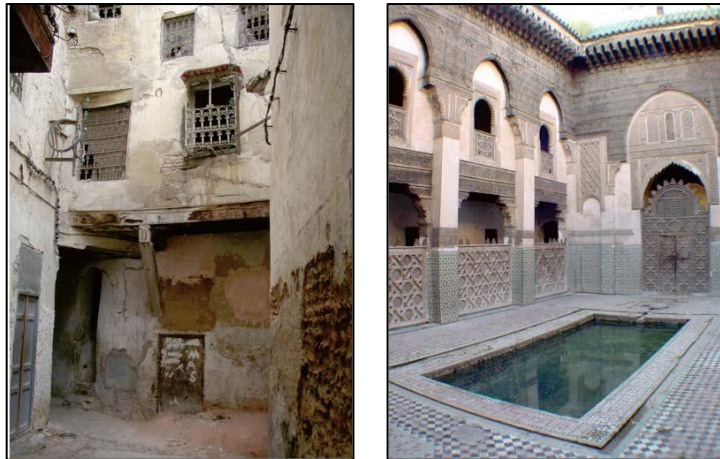


Figure 10. 1. A building before (left) and after rehabilitation in Medina of Fez (right) (Resource: Fouad Serrhin/ ADER-Fez, cited in Labadi et al., 2021: 25)

By the end of the project, the quality of the environment and housing were significantly improved thanks to public investments in infrastructure, sanitation and sewerage networks, urban facilities and solid waste management (Labadi et al., 2021: 24) (Figure 10.2.); and emergency vehicular network enabled inhabitants to benefit from better accessibility and improvement of the living environment (UHU/GSD/Harvard and ADER-FES, 1999: 4) (Figure 10.3.).



Figure 10. 2. Installation of modern sanitary fixtures and household kitchen appliances (Resource: UHU/GSD/Harvard and ADER-FES, 1999: 7)



Figure 10. 3. Improvements in accessibility realized without compromising the integrity of the historic fabric (Resource: UHU/GSD/Harvard and ADER-FES, 1999: 15)

The problems encountered in the WHS of Medina of Fez before the implementation of the rehabilitation project are very similar to the problems of today's Ercolano, even though their degrees and characteristics might differ. Some of these common problems in Ercolano are deteriorated historic buildings with poor sanitary conditions; poor and inadequate infrastructure such as the roads at some points, and sewerage and drainage systems, electricity, water, and street lighting, particularly in the Via Mare neighbourhood; the lack of car parks; waste management problem; environmental pollution (Mount Vesuvius, which has become a depot for illegal waste of industries and high pollution at the sea); safety problems (the threat caused by Vesuvius which might erupt at any time and the presence of organized crime activity in the town); inadequate public open spaces (large urban parks, squares etc.); and poor accessibility to the sea. As mentioned earlier, the HCP has carried out some activities to create public open spaces in Ercolano (e.g. Maiuri Park, painting the abandoned lot used as a football pitch in Via Mare) and within the scope of the Via Mare Project, it plans to create new public spaces (parks, squares etc.) in the Via Mare neighbourhood as well as improving the neighbourhood's basic infrastructure (drainage system, lighting, etc.). However, with a more comprehensive approach, the HCP should develop actions to solve all the problems in the town related to basic infrastructure and services in collaboration with related institutions in the public and private sectors,

as in the rehabilitation project of the Medina of Fez WHS. While conducting these activities, it should also take precautions to prevent gentrification.

Ensuring the availability of basic infrastructure and services in an area is also very important in terms of improving tourism. “The Dahshour WH Site Mobilisation for Community Development Project” implemented in Egypt, demonstrated the importance of provision of sufficient basic infrastructure and services for improvement of tourism. Initially, the project focused mainly on heritage and did not include any strategy to provide infrastructure or to improve the solid waste management in the area. However, in time it was understood that “without these infrastructures (roads, waste management system, etc.) tourism is not likely to prosper” (Otero, 2013: 34, cited in Giliberto and Labadi, 2021: 4-5). Therefore, at the end of the project, the Ministry of Tourism focused on these issues and started building three roads that lead to Dahshour, and a visitor centre (Giliberto and Labadi, 2021: 5). By taking lessons from this project, the HCP should give priority to improvement of basic infrastructure and services in Ercolano, understanding their role in improvement of tourism.

As for the strategy “protecting heritage properties in the area”, SCHEP is a significant project in terms of ensuring participation of all relevant stakeholders in cultural heritage protection and management and conducting capacity building activities for heritage professionals and institutions in the sector.

SCHEP adopts a multi-level stakeholder participation approach among heritage professionals, academic community, the government and the tourism sector to support sustainable cultural heritage protection and management (Haron and Aladarebeh, 2018: 21).

One of the missions of SCHEP is to ensure the self-sufficiency and sustainability of the cultural heritage sector of Jordan (ACOR, 2022). To this end, SCHEP has carried out capacity building activities for heritage professionals and institutions in the sector (USAID, 2022) and continues to collaborate with local institutions such

as Department of Antiquities (DOA), Wadi Rum Protected Area (WRPA), Aqaba Special Economic Zone Authority (ASEZA) and the Petra Development & Tourism Region Authority (PDTRA) in order to support local heritage organizations and institutions (ACOR, 2022).

SCHEP conducts hands-on training, training of trainer programmes and knowledge transfer to create a team of highly qualified professionals in this field. The project aims to “equip the heritage sector with the tools and resources it needs to succeed after the project has ended” (ACOR, 2022).

SCHEP collaborates with its partners to develop internal and national policies and guidelines for management of CHRs. These guidelines will not only assist government employees but also constitute a key educational resource for students and recent graduates who want to work in the cultural heritage sector. The guidelines give general background information, describe how to prepare a site management plan, establish minimum standards of conduct for site management, establish a system for monitoring and review, provide an open and transparent process for developing grants and proposals, and foster understanding among various stakeholders, such as heritage professionals, archaeologists, governments, NGOs and property owners (ACOR, 2022).

SCHEP has conducted consultations with several stakeholders and experts during the preparation process of “Archaeological Site Usage Guidelines for Jordan” and “Jordan’s Archaeological Heritage Strategy for 2020–2024” (ACOR, 2022).

SCHEP has also collaborated with its partners on a number of documents and policies regarding the management of the World Heritage sites of Jordan. For example, in Petra, SCHEP has worked with the PDTRA to prepare an Integrated Management Plan and a State of Conservation report to be submitted to the World Heritage Committee. As for Umm al Jimal, it has assisted in preparing a dossier for the site’s submission to the World Heritage Committee (ACOR, 2022).

SCHEP has adopted a capacity-building approach to establish skilled teams needed for Jordan's cultural heritage resources to be effectively protected, managed and developed with the final aim of raising the profile of these cultural heritage sites, resulting in economic benefits for communities and the creation of new jobs and better employment opportunities (Haron and Aladarebeh, 2018: 21).

SCHEP has enhanced the management of Jordan's CHRs, particularly its archaeological heritage, a key pillar of the country's tourism sector. The project's capacity building program has helped 474 employees of important cultural heritage institutions and tourism enterprises acquire new skills, including improved English language, archaeological surveying, Geographic Information System (GIS), drone photography and other things (USAID, 2022) (Figure 10.4.).



Figure 10. 4. SCHEP's capacity building program for the employees of cultural heritage institutions of Jordan (Resource: ACOR, 2022)

SCHEP has conducted trainings and workshops that have benefited many participants after consulting the community of practice to determine the skills which could be most beneficial for the cultural heritage sector in Jordan. Between 2014 and 2018, the capacity building activities of SCHEP included site-specific initiatives such as building skills to conserve frescoes at Bayt Ras or interpret examples of Thamudic script in Wadi Rum and more general skills such as archaeological surveying, GIS, site promotion and more. The second phase of SCHEP (2018–2022) also focuses on capacity building, which aims to improve knowledge and skills of heritage professionals, recent graduates and local communities in Jordan to support them to have better employment. The capacity

building courses of SCHEP offer a wide range of topics related to the particular needs of heritage professionals, such as planning a heritage museum or conservation of wall paintings (ACOR, 2022).

SCHEP has collaborated with AMIDEAST for a two-year program of English language courses to be provided for the employees of the key CHR institutions of Jordan and the MSEs supported by the project, as part of its capacity building programme. These courses include specific topics such as the fundamentals of conversation and communication, English for tourism, report writing and presentation skills and others. The program was designed after doing a skill assessment of over 150 people working at the institutions such as the Jordan Museum, PDTRA, DOA, ASEZA/Wadi Rum and SCHEP MSEs, which revealed their needs (ACOR, 2022) (Figure 10.5).

SCHEP also plans to establish CHR Open Learning Environments (OLE) in Amman, Bayt Ras, and Wadi Rum, which will be the “locations for hands-on professional training courses and programs, awareness and education activities and conferences”, to support its capacity building and institutional development programs. OLEs are expected to improve the capability of the Jordanian heritage sector to protect and manage the CHRs in Jordan (ACOR, 2022) (Figure 10.5).



Figure 10. 5. English Language Capacity Building Program with AMIDEAST (left) and Open Learning Environments (OLEs) (right) (Resource: ACOR, 2022)



In addition to these, SCHEP is developing the Jordan Cultural Heritage Portal and facilitating workshops, conferences and other programmes to improve information sharing on CHRs of Jordan. Through national and international conferences, which have been organized in Jordan, Bahrain, the USA, India, and Italy since 2015, SCHEP shares its model for community-based heritage management, raises awareness on its work in Jordan, and reaches out to scholars and heritage professionals in Jordan and beyond (ACOR, 2022).

SCHEP has also enabled the university students, recent graduates and heritage professionals to participate in these conferences. 15 Jordanian cultural heritage specialists were sponsored by the project to attend “The Thirteenth International Conference on the History and Archaeology of Jordan (ICHAJ 13)” held in Amman in 2016 and 14 heritage specialists were sponsored to attend “ICHAJ 14” held in Florence in 2019 (ACOR, 2022).

Similar to SCHEP, the HCP has aimed to ensure the self-sufficiency of the local heritage authority and sustainability of its protection and management activities at the WHS of Herculaneum. To this end, as mentioned earlier, it has provided technical and administrative support to the local heritage authority on tender processes and the implementation of conservation projects at the site and established a GIS data base to provide the local heritage authority with a cyclic maintenance programme for the site. It has also supported establishment of the Herculaneum Centre, to create a forum for dialogue with the community, which could operate beyond the finite lifetime of the HCP.

As in SCHEP, the HCP has tried to ensure participation of all relevant stakeholders in protection and management of the WHS of Herculaneum and conducted capacity building activities for heritage professionals, institutions, university students in the sector. As mentioned earlier, it has achieved this mainly through the Herculaneum Centre, which has strengthened the links between stakeholders in and outside of the heritage sectors, such as the municipalities and heritage authorities; and organized many capacity-building activities (workshops, courses, meetings etc.) for different

groups of stakeholders at local/ national/ international levels (new public officials working at the local heritage authority, heritage practitioners from the international community, academic community, teachers and students in Ercolano etc.), in partnership with several local and international institutions such as ICCROM, UNESCO, universities, NGOs and local schools. The HCP itself has established links with other national and international stakeholders in some of its conservation works too.

In addition to these, similar to SCHEP, which has collaborated with its partners on a number of documents (e.g. an Integrated Management Plan for Petra) and policies regarding the management of the World Heritage sites of Jordan, the Herculaneum Centre has provided some support to the local heritage authority on World Heritage processes, particularly for the preparation of the management plan of the WHS of Herculaneum.

Further, as in SCHEP, which is developing the Jordan Cultural Heritage Portal to improve information sharing on CHRs of Jordan, the HCP is developing a web portal to publish basic data about the WHS and results online and encourage the broader exchange of new data among heritage practitioners and other communities related to Herculaneum.

To sum up, regarding the sub-strategies of “protecting heritage properties in the area”, which are “capacity-building of the related stakeholders in the importance of the heritage properties in the area including the WHS, and their protection and management” and “ensuring participation of all relevant stakeholders”, most of the studies realized within the scope of SCHEP and HCP are very similar to each other.

The rehabilitation strategy for the Fez Medina, too, aimed capacity building of existing institutions (the two municipalities and ADER-Fez) through technical support and increased funding. By the end of the project, the capacities of these institutions were reinforced especially in organization and management of public private partnerships in rehabilitation works (UHU/GSD/Harvard and ADER-FES,

1999: 4, 13). Similarly, the HCP might have improved the capacity of the local municipality on these issues when it, together with the Herculaneum Centre, has led to collaboration of several public and private institutions for the Via Mare Project. However, if it considers implementing a comprehensive rehabilitation project in the historic town centre of Ercolano, around the archaeological site, as in the rehabilitation project of the Medina of Fez WHS, it can provide support to the local municipality on organization and management of public private partnerships before the initiation of the project, to further enhance its capacity.

Finally, in relation to the sub-strategies “improving sense of belonging, pride and identity of the local community, mainly through showcasing the distinct characteristics of their ways of life, history and culture”, “protecting intangible heritage” and the strategy “providing conditions for the local community to have a dynamic and meaningful cultural life”, the Milpirri festival, organized in Australia through the funding provided by the Rio Tinto Aboriginal Fund, constitutes a good example.

Rio Tinto is a global mining company involved in metal and mineral production. It operates in more than 50 countries and seeks to place sustainable development in all its activities (Bradshaw and Cohen, 2011: 2). Rio Tinto understands that protection and management of cultural heritage properties in collaboration with local communities improves the quality of their relationships (Harvey, 2011: 10) and devotes highly qualified people and significant financial resources to cultural heritage management (Walsh, 2011: 9). In this respect, Harvey (2011: 11) states that:

Celebrating the distinct cultural achievements and heritage of our host communities provides a foundation of confidence and trust. This foundation enables us to work in partnership with our host communities to ensure they benefit from the sustainable economic opportunities provided by our activities. This is the essence of Rio Tinto’s sustainable development objectives (Harvey, 2011: 11).

Rio Tinto established the Rio Tinto Aboriginal Fund in 1996, which provides \$1.8 million (2011) every year to support community initiatives on fields such as

education, culture, health, social justice, youth and leadership. The focus of cultural programmes is to protect culture through recording initiatives, supporting intergenerational cultural knowledge transfer, and celebration of culture through festivals and workshops (Love, 2011: 60).

The fund aims to provide social and cultural benefits for all Aboriginal people in Australia by supporting Indigenous culture. For instance, the Fund has provided some part of the funding required for the celebration of Milpirri festival of Warlpiri people. The Milpirri festival shows how a cultural celebration can contribute to community development by bringing together Warlpiri communities in music, dance, painting and ceremonies. Thus, the festival also draws attention of youth to their cultural heritage. As a result, relationships between generations and within communities have grown stronger, as well as the self-esteem of young Warlpiri. The benefits can be seen in higher school attendance, the gaining of the skills required to organize such a big cultural festival, cultural revival, and an improvement in the physical wellbeing of people participated in staging Milpirri (Love, 2011: 60-61) (Figure 10.6.).

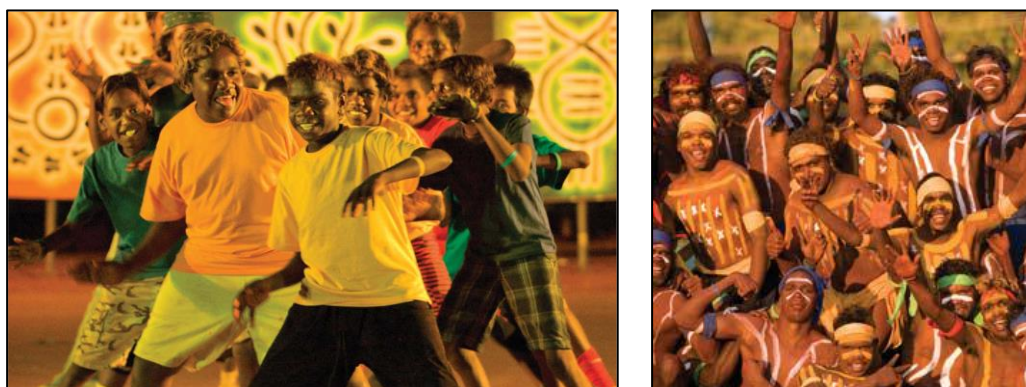


Figure 10. 6. Milpirri Festival in 2007 (left) and in 2009 (right) (Resource: Love, 2011: 60)

The experiences of the Fund show that cultural heritage programmes can provide broad social and economic benefits for the local community. The Milpirri festival, for instance, has not only ensured protection, celebration and sustainability of the Warlpiri communities' cultural heritage, but also demonstrated that capacity

building can be achieved through the self-management of cultural programmes (Love, 2011: 61).

Similar to this festival, as stated earlier, the Herculaneum Centre organized an international capacity-building workshop on “Protective Shelters for Archaeological Sites”, which brought together the participants of this workshop and the local community for a *tammurriata*, where they celebrated local music traditions at the centre of the Via Mare neighbourhood. Even though the local communities of Australia (i.e. Aboriginal people) and Ercolano are very different in terms of their physical, social, economic and cultural characteristics as well as their needs and expectations, as in the Milpirri festival, the HCP can consider supporting the local community, particularly the marginalised groups, to organize cultural events (festivals, concerts, exhibitions etc.) related to the intangible values of Ercolano to improve their sense of belonging, pride and identity and protect intangible heritage, which would eventually contribute to the achievement of the aim “enhancing quality of life and well-being” of the local community.

### 10.3. Respecting, protecting and promoting human rights

Table 10. 18. The evaluation on the HCP’s contribution to the achievement of Strategy 29

|                   |  |
|-------------------|--|
| <b>STRATEGY</b>   | <p><b>29. Being compatible with and supportive of human rights, particularly with the following rights:</b></p> <ul style="list-style-type: none"> <li>- <b>Right to Equality</b></li> <li>- <b>Freedom from Discrimination</b></li> <li>- <b>Right to Life, Liberty, Personal Security</b></li> <li>- <b>Right to Own Property</b></li> <li>- <b>Freedom of Opinion and Information</b></li> <li>- <b>Right to Desirable Work and to Join Trade Unions</b></li> <li>- <b>Right to Adequate Living Standard</b></li> <li>- <b>Right to Education</b></li> <li>- <b>Right to Participate in the Cultural Life of Community</b></li> </ul> <p>• promoting technical cooperation and capacity-building to ensure implementation of a rights-based approach in heritage management</p> |
| <b>INDICATORS</b> | <ul style="list-style-type: none"> <li>• Same indicators defined for Strategies 1-4</li> <li>• Same indicators defined for Strategies 17-28</li> <li>• Same indicators defined for Strategies 30-40</li> <li>• The availability of partnerships established to ensure implementation of a rights-based approach in heritage management</li> <li>• The availability of capacity-building programmes organized to ensure</li> </ul>  |

|  |  |
|--|--|
|  | implementation of a rights-based approach in heritage management   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Same problems defined for Strategies 1-4</li> <li>• Same problems defined for Strategy 8</li> <li>• Same problems defined for Strategy 14</li> <li>• Same problems defined for Strategies 17-28</li> <li>• Same problems defined for Strategies 30-40</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• Same activities written for Strategies 1-4</li> <li>• Same activities written for Strategy 8</li> <li>• Same activities written for Strategy 14</li> <li>• Same activities written for Strategies 17-28</li> <li>• Same activities written for Strategies 30-40</li> </ul>  |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Same proposals developed for Strategies 1-4</li> <li>• Same proposals developed for Strategy 8</li> <li>• Same proposals developed for Strategy 14</li> <li>• Same proposals developed for Strategies 17-28</li> <li>• Same proposals developed for Strategies 30-40</li> <li>• Partnerships could be established to ensure implementation of a rights-based approach in heritage management</li> <li>• Capacity-building programmes could be organized to ensure implementation of a rights-based approach in heritage management</li> </ul> |

Human rights is a very broad concept that covers almost all of the sustainable socio-economic development strategies developed in this thesis to be adopted in management systems of cultural WHSs in declining urban areas, in order to achieve the aims of “inclusive economic development” and “inclusive social development”.

Among the rights chosen for the aim “respecting, protecting and promoting human rights”, the HCP has conducted studies that were mainly compatible with and supportive of the “right to equality”, the right to “freedom from discrimination”, the right to “freedom of opinion and information”, “right to desirable work and to join trade unions”, “right to adequate living standard”, and “right to participate in the cultural life of community”.

As regards the “right to equality” and the right to “freedom from discrimination”, the Herculaneum Centre has developed a multi-sensorial trail at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”.

Regarding the right to “freedom of opinion and information”, the Herculaneum Centre organized formal and informal consultation meetings with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project. In these meetings, all information about the project, including the short-term disadvantages and long-term benefits for them, were explained to the local community. As for the HCP, it has conducted interviews with the local community to learn the tangible and intangible values of Ercolano within the scope of ECAP.

Concerning the “right to desirable work and to join trade unions”, the HCP has recently initiated two major projects, namely, Ercolano Community Audit Programme (ECAP) and the Via Mare Project, which are expected to generate employment opportunities for the local community, besides other benefits. Within the scope of ECAP, the HCP has conducted interviews with the local community to learn their socio-economic status, needs and capacities, and plans to carry out a “capacity inventory” study as the third phase of the programme to develop business projects based on the needs and interests of the local community. Further, it has developed a questionnaire to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs to improve their business. The first phase of this study has been initiated on the NGOs working in relation with the WHS of Herculaneum. As for the Via Mare Project, it is expected to create new economic opportunities for the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), through physical and environmental regeneration.

Regarding the “right to adequate living standard”, the Via Mare Project that the HCP has initiated also aims to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.), and within the scope of ECAP, it has completed mapping of transportation system of Ercolano and rubbish spots (habitual rubbish accumulation places) in the historic centre. It has also included many problems about basic infrastructure and services in Ercolano in its draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP, which means it has potential to improve the living

standard of the local community in the years ahead through ECAP and also through the Via Mare Project. As for the Herculaneum Centre, it has ensured clean-up of a street in the Via Mare neighbourhood with involvement of the local community upon their request.

However, achieving adequate living standard for the local community is a broad concept that requires evaluation also on all other strategies developed for the “Aim 2.2. Enhancing quality of life and well-being”, which includes subjects as improving the ability, opportunity and dignity of the local community, providing good urban design, protecting heritage properties, and providing conditions for the local community to have a dynamic and meaningful cultural life. Yet, the evaluations on the studies of the HCP on the mentioned subjects will be given under the aim that is directly related to them in order not to repeat the same points. Therefore, the evaluations under that aim should also be taken into consideration while trying to understand how much the HCP has respected the right of the local community to adequate living standard.

As regards the “right to participate in the cultural life of community”, the Herculaneum Centre has organized or contributed to many cultural and artistic communication projects, such as the production of the documentary entitled “Herculaneum, Diaries of Darkness and Light” by film-maker Marcellino De Baggis, the five exhibitions held on Ercolano and Herculaneum’s cultural heritage, and the programmes in Ercolano commissioned by the BBC, RAI, Der Spiegel, Discovery Channel, National Geographic, etc.; and organized an international capacity-building workshop on behalf of the HCP/ Getty Conservation Institute partnership on “Protective Shelters for Archaeological Sites”, which brought together the participants of this workshop and the local community for a *tammurriata*, where they celebrated local music traditions at the centre of the Via Mare neighbourhood.

To sum up, both the HCP and the Herculaneum Centre have conducted some studies that were compatible with and supportive of some of the human rights



chosen for this aim. The HCP should define the deficiencies at the WHS and in Ercolano about this issue and take into consideration all human rights chosen for the achievement of this aim in its all heritage conservation and management activities.

#### 10.4. Respecting, consulting and involving the local community

Table 10. 19. The evaluation on the HCP's contribution to the achievement of Strategy 30

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <p><b>30. Conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life, through:</b></p> <ul style="list-style-type: none"> <li>• ensuring an adequate and a transparent consultation process</li> <li>• ensuring equitable and effective participation and contribution of the local community</li> <li>• obtaining the free, prior and informed consent of all members of the local community</li> </ul>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of consultation meetings organized for the local community</li> <li>• The availability of interviews conducted with the local community</li> <li>• The explanation of all information about the study to be conducted to the local community including the disadvantages for them</li> <li>• The invitation of all members of the local community to the meetings irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status</li> <li>• The provision of opportunities for the local community to express their ideas at the consultation meetings</li> <li>• The availability of the free, prior and informed consent of all members of the local community</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The local heritage authority operating in isolation from other stakeholders before 2001</li> <li>• The feeling of “distrust” towards public institutions among the members of the local community</li> <li>• Social exclusion of the Via Mare community</li> </ul>  |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• The formal and informal consultation meetings organized with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project <ul style="list-style-type: none"> <li>○ The explanation of all information about the project to be implemented to the local community including the short-term disadvantages and long-term benefits for them by the Herculaneum Centre</li> </ul> </li> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning: <ul style="list-style-type: none"> <li>- their socio-economic status, needs and capacities</li> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> </ul> </li> </ul> |

|                  |  |
|------------------|--|
|                  | <ul style="list-style-type: none"> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> <li>● The “capacity inventory” study planned within ECAP</li> <li>● The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> </ul> |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>● More consultation meetings should be organized for all members of the local community, particularly for the residents of the Via Mare neighbourhood on heritage conservation and management activities which affect them</li> </ul>   |

Table 10. 20. The evaluation on the HCP’s contribution to the achievement of Strategy 31

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <p><b>31. Involving the local community in all stages of heritage conservation and management activities, such as:</b></p> <ul style="list-style-type: none"> <li>- <b>decision-making process of identifying and registering cultural heritage (tangible and intangible) in inventories/ lists</b></li> <li>- <b>decision-making process of conservation activities</b></li> <li>- <b>conservation and protection activities of heritage properties (besides heritage practitioners and academic institutions)</b></li> <li>- <b>scientific, technical and cultural studies such as monitoring or doing research</b></li> <li>- <b>development of management decisions, through:</b> <ul style="list-style-type: none"> <li>○ enabling them to access or participate in management mechanisms</li> </ul> </li> <li>● developing relevant standards, guidance and operational mechanisms to achieve involvement of the local community in heritage conservation and management activities</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>● The number of local people involved in the decision-making process of identifying and registering cultural heritage in inventories/ lists</li> <li>● The number of local people involved in decision-making process of conservation activities</li> <li>● The number of local people involved in conservation and protection activities of heritage properties</li> <li>● The number of local people involved in scientific, technical and cultural studies such as monitoring or doing research</li> <li>● The number of local people participated in development of management decisions</li> <li>● The number of local people accessed or participated in management mechanisms</li> <li>● The availability of standards (e.g. regular meetings), guidance (e.g. user/ instruction manuals) and operational mechanisms (e.g. committees composed of representatives from public institutions and the local community) established to involve the local community in heritage conservation and management activities</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/</b>                         | <ul style="list-style-type: none"> <li>● The local heritage authority operating in isolation from other stakeholders before 2001</li> </ul>  |

|                           |  |
|---------------------------|--|
| <b>HERCULANEUM</b>        | <ul style="list-style-type: none"> <li>• The feeling of “distrust” towards public institutions among the members of the local community</li> <li>• Social exclusion of the Via Mare community</li> </ul>   |
| <b>STUDIES OF THE HCP</b> | <ul style="list-style-type: none"> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>• Establishment of the Herculaneum Centre</li> <li>• The formal and informal consultation meetings organized with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project</li> <li>• The “oral history project” implemented by the Herculaneum Centre in which: <ul style="list-style-type: none"> <li>○ the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri, have been gathered.</li> <li>○ the conservation team at Herculaneum benefited from the knowledge of the former workers of the archaeological site on their excavation methods and conservation treatments as well as public use of the site in that period.</li> <li>○ the former links between the local community and their heritage were remembered; the community members involved in the project gained an opportunity to have an active role in their own heritage again.</li> <li>○ the accounts of the local community’s relationship to their heritage, the historic (Resina) market and Vesuvius’s last eruption in 1944 were recorded and an audio-visual archive and two documentaries were created.</li> </ul> </li> </ul> |
| <b>PROPOSALS</b>          | <ul style="list-style-type: none"> <li>• The possibilities to involve the local community in all stages of heritage conservation and management activities in the area should be searched <ul style="list-style-type: none"> <li>○ Relevant standards (e.g. regular meetings), guidance (e.g. user/ instruction manuals) and operational mechanisms (e.g. committees composed of representatives from public institutions and the local community) could be established to involve the local community in heritage conservation and management activities in the area</li> </ul> </li> </ul>   |

Table 10. 21. The evaluation on the HCP’s contribution to the achievement of Strategy 32

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>32. Recognizing and respecting cultural values, cultural sensibilities and rights of the local community</b>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of studies carried out to learn the cultural values, cultural sensibilities and rights of the local community</li> <li>• The availability of projects implemented by taking into account the cultural values, cultural sensibilities and rights of the local community</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The local heritage authority operating in isolation from other stakeholders before 2001</li> <li>• Social exclusion of the Via Mare community</li> </ul>   |

|                           |   |
|---------------------------|---|
| <b>STUDIES OF THE HCP</b> | <ul style="list-style-type: none"> <li>• Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) values of Ercolano</li> <li>- intangible values of Ercolano (where people feel at home; places they think worth enhancing; community leisure places; places where they recommend eating and places they give their heart)</li> </ul> </li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>• The formal and informal consultation meetings organized with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project</li> <li>• The questionnaire developed within ECAP to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs, to improve their business to better create networks and involve stakeholders <ul style="list-style-type: none"> <li>○ The initiation of the first phase on the NGOs working in relation with the WHS of Herculaneum</li> </ul> </li> <li>• Mapping of meeting spots (observed meeting/ gathering places of people) in the historic centre within ECAP</li> <li>• Mapping of places of worship (churches and votive kiosks) in the historic centre within ECAP</li> <li>• Inclusion of the idea of reopening the green area in front of the ticket office and Maiuri Park to public with free entrance, as it has been mapped as a meeting place of the local community, in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP</li> </ul> |
| <b>PROPOSALS</b>          | <ul style="list-style-type: none"> <li>• Projects developed should take into account the values, cultural sensibilities and rights of the local community.</li> </ul>   |

Table 10. 22. The evaluation on the HCP’s contribution to the achievement of Strategy 33

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>33. Respecting and fulfilling the needs and expectations of the local community if possible</b>  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of studies carried out to learn the needs and expectations of the local community</li> <li>• The availability of studies carried out to fulfil the needs and expectations of the local community</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Many families facing economic hardship (1 out of 10 families), particularly in the historic town centre</li> <li>• The young women living in the Via Mare neighbourhood with high levels of poverty</li> <li>• High unemployment rate (73.46%) <ul style="list-style-type: none"> <li>○ High female (84.3%) and youth (73.65%) unemployment rate <ul style="list-style-type: none"> <li>- 42.6% of boys aged between 15-29 who neither work nor study (20% higher than the national average)</li> </ul> </li> </ul> </li> <li>• High school truancy rate (26.5%) <ul style="list-style-type: none"> <li>○ 25.32% of the population between 15-52 have not completed compulsory school</li> <li>○ 27.35% of the population over 19 have a high school diploma (62% in the pilot phase area according to the result of the questionnaire)</li> </ul> </li> </ul> |

|                                  |  |
|----------------------------------|--|
|                                  | <p>conducted within ECAP)</p> <ul style="list-style-type: none"> <li>○ 4.32% have a degree (14% in the pilot phase area according to the result of the questionnaire conducted within ECAP)</li> <li>○ 3.66% of the population is illiterate</li> </ul> <ul style="list-style-type: none"> <li>● Same problems defined for Strategy 25</li> <li>● Same problems defined for Strategies 26.1., 26.2., 26.3., 26.6.2., 26.6.3.</li> <li>● The local heritage authority operating in isolation from other stakeholders before 2001</li> <li>● The feeling of “distrust” towards public institutions among the members of the local community</li> <li>● Social exclusion of the Via Mare community</li> </ul>   |
| <p><b>STUDIES OF THE HCP</b></p> | <ul style="list-style-type: none"> <li>● Interviews conducted with the local community within ECAP <ul style="list-style-type: none"> <li>○ Learning their socio-economic status, needs and capacities</li> <li>○ Questionnaire conducted with 50 inhabitants from two age groups: 20-30 and 60-70, in the pilot phase</li> </ul> </li> <li>● The “capacity inventory” study planned within ECAP</li> <li>● The aims of ECAP, which are to: <ul style="list-style-type: none"> <li>- develop employment opportunities for the local community</li> <li>- fulfil the needs of the local community</li> </ul> </li> <li>● Same activities written for Strategy 8</li> <li>● Mapping of rubbish spots (habitual rubbish accumulation places) in the historic centre within ECAP</li> <li>● Inclusion of the problems related to socio-economic status of the local community in the draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP <ul style="list-style-type: none"> <li>○ The percentage of people who have never visited the WHS, Mount Vesuvius etc.</li> <li>○ School truancy rate</li> </ul> </li> <li>● The aim of the Audience Development Programme of the HCP, which is to focus on disadvantaged or underrepresented groups such as old people, young people, people who have the lowest socio-economic status and education level, disabled people and ethnic minorities</li> <li>● The workshops organized for the local community on: <ul style="list-style-type: none"> <li>- Arts (for women and children)</li> <li>- English (for children)</li> <li>- Photography</li> </ul> </li> <li>● Same activities written for Strategies 26.1., 26.2. and 26.3.</li> <li>● Mapping of abandoned buildings and spaces in the historic centre within ECAP</li> <li>● The Via Mare Project which is expected to create new economic opportunities for the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), through physical and environmental regeneration <ul style="list-style-type: none"> <li>○ The high-boundary wall being replaced to provide visual access to the WHS as well as the entire Bay of Naples</li> <li>○ Plans to create new public spaces (parks, squares etc.)</li> <li>○ Plans to establish new routes, for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created</li> <li>○ Plans to improve the basic infrastructure of the Via Mare neighbourhood (drainage system, lighting, etc.)</li> </ul> </li> <li>● Painting the abandoned lot used as a football pitch in Via Mare in different colours together with children living in the Via Mare neighbourhood after getting in touch with a paint company to offer free paint and three graffiti artists to fulfil the request of the local community for a “nice public space” in the neighbourhood.</li> </ul> |

|                  |  |
|------------------|--|
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>• Same proposals developed for Strategy 1</li> <li>• Meetings should be organized with unemployed people to: <ul style="list-style-type: none"> <li>- listen to their problems</li> <li>- learn their needs, capacities and interests</li> <li>- give recommendations on what jobs to look for and how to search</li> <li>- give moral support</li> </ul> </li> <li>• Training could be provided primarily for local people in income generating tourism-related activities</li> <li>• Same proposals developed for Strategy 8</li> <li>• Craftsmanship courses associated with heritage conservation could be organized for the local community</li> <li>• Educational and capacity-building programmes aiming development of a diverse local economy and based on innovation and local entrepreneurship (aimed in particular at small/ medium/ micro scale levels) and encouraging self-employment could be provided for the local community. <ul style="list-style-type: none"> <li>○ Traditional-crafts training, which includes skills and crafts related to tangible and intangible heritage could be provided for the local community.</li> </ul> </li> <li>• Same proposals developed for Strategy 14</li> <li>• Meetings should be organized with the local community/ representatives of educational institutions to reduce the rate of school truancy</li> <li>• Same proposals developed for Strategy 25</li> <li>• Same proposals developed for Strategies 26.1., 26.2. and 26.3.</li> <li>• Some initiatives could be developed especially for the abandoned gardens in the historic centre as the area has a high density and there is a need for public open spaces</li> <li>• The historic buildings in Ercolano, particularly the ones in the historic centre and along the main roads could be restored and reused with different functions.</li> <li>• The physical conditions of Circumvesuviana could be improved.</li> <li>• The road infrastructure of the town should be renewed or go through maintenance at some points, particularly at Via Arturo Consiglio, which is the main road expected to be used for the evacuation of people in case of eruption of Vesuvius.</li> </ul> |
|------------------|--|

Table 10. 23. The evaluation on the HCP's contribution to the achievement of Strategy 34

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <b>34. Using economic or social instruments to remove the negative effects that can arise during implementation of conservation/ rehabilitation/ regeneration projects</b>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of economic instruments used to remove the negative effects that arise during implementation of conservation/ rehabilitation/ regeneration projects</li> <li>• The availability of social instruments used to remove the negative effects that arise during implementation of conservation/ rehabilitation/ regeneration projects</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• The negative effects (destruction of a number of buildings, dusty work sites, road blocks, etc.) arose during the implementation of the Via Mare Project</li> </ul>   |

|                           |  |
|---------------------------|--|
| <b>STUDIES OF THE HCP</b> | <ul style="list-style-type: none"> <li>• The formal and informal consultation meetings organized with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project <ul style="list-style-type: none"> <li>◦ The explanation of all information about the project to be implemented to the local community including the short-term disadvantages and long-term benefits for them by the Herculaneum Centre</li> </ul> </li> </ul> |
| <b>PROPOSALS</b>          | <ul style="list-style-type: none"> <li>• Economic or social instruments should be used to remove the negative effects that can arise during implementation of conservation/ rehabilitation/ regeneration projects in the area</li> </ul>   |

Table 10. 24. The evaluation on the HCP's contribution to the achievement of Strategy 35

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <p><b>35. Raising the awareness level of the local community on:</b></p> <ul style="list-style-type: none"> <li>- tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)</li> <li>- conservation of cultural heritage</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The availability of studies (meetings, publications, use of media etc.) carried out to raise the awareness level of the local community on: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)</li> <li>- conservation of cultural heritage</li> </ul> </li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Problems can only be defined after doing research on the awareness level of the local community on: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)</li> <li>- conservation of cultural heritage</li> </ul> </li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>• The capacity-building programme organized by the Herculaneum Centre (in partnership with local schools) for 10 teachers from 5 local schools, which involved 100 children in the programme as “Young Heritage Ambassadors” for Herculaneum.</li> <li>• International capacity-building workshops organized by the Herculaneum Centre in collaboration with partners such as ICCROM, UNESCO and the MOSAIKON initiative for heritage practitioners. <ul style="list-style-type: none"> <li>◦ The workshop on “Heritage Site Management Practices”, which brought together the representatives of ICCROM's various regional capacity-building programmes and the heritage professionals from Italy's Campania region as well as a local school and local community.</li> </ul> </li> <li>• Publication of many professional and general articles by the Herculaneum Centre on the experience gained in Herculaneum and its support to people in the heritage sector to publish articles on Herculaneum targeting all heritage audiences</li> <li>• Numerous cultural and artistic communication projects organized or contributed by the Herculaneum Centre in order to raise awareness among general public on Ercolano's heritage. <ul style="list-style-type: none"> <li>◦ The support provided for the production of the documentary entitled “Herculaneum, Diaries of Darkness and Light” by film-maker Marcellino De Baggis, which aimed raising awareness among the local and international community on the importance and fragility of Herculaneum's cultural heritage and the need for its conservation.</li> <li>◦ The five exhibitions held on Ercolano and Herculaneum's cultural</li> </ul> </li> </ul> |

|                  |   |
|------------------|---|
|                  | <p>heritage.</p> <ul style="list-style-type: none"> <li>○ National and international TV crews hosted in Ercolano for the programmes commissioned by the BBC, RAI, Der Spiegel, Discovery Channel, National Geographic, etc.</li> <li>● The “oral history project” implemented by the Herculaneum Centre in which: <ul style="list-style-type: none"> <li>○ intergenerational exchange was promoted; the former workers of the archaeological site shared their memories with school children and raised their awareness on the history of their town as well as creating a sense of belonging and shared responsibility for protection of their values.</li> <li>○ the accounts of the local community’s relationship to their heritage, the historic (Resina) market and Vesuvius’s last eruption in 1944 were recorded and an audio-visual archive and two documentaries were created.</li> </ul> </li> <li>● Awareness raising activity carried out by young interns for visitors of Herculaneum by behaving inappropriately to protect the WHS</li> </ul> |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>● Studies (meetings, publications, use of media etc.) should be carried out to raise the awareness level of the local community on: <ul style="list-style-type: none"> <li>- tangible (cultural and natural) and intangible heritage in the area (e.g. the importance of the World Heritage site, its boundaries and buffer zone)</li> <li>- conservation of cultural heritage</li> </ul> </li> </ul>  |

Table 10. 25. The evaluation on the HCP’s contribution to the achievement of Strategy 36

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <p><b>36. Including heritage education programmes for children and/or youth, through:</b></p> <ul style="list-style-type: none"> <li>● fostering restructuring of school curricula in formal education to incorporate subjects on cultural heritage and its protection</li> <li>● ensuring collaboration between educational institutions and the heritage sector</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>● The availability of heritage education programmes organized for children and/or youth</li> <li>● The number of local schools in formal education which have incorporated subjects on cultural heritage and its protection into their curricula</li> <li>● The availability of collaborations established between educational institutions and the heritage sector to organize heritage education programmes for children and/or youth</li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>● Problems can only be defined after doing research on: <ul style="list-style-type: none"> <li>- the adequacy of heritage education programmes organized for children and/or youth</li> <li>- the schools which have incorporated subjects on cultural heritage and its protection into their curricula</li> <li>- collaborations established between educational institutions and the heritage sector to organize heritage education programmes for children and/or youth</li> </ul> </li> </ul> |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>● The capacity-building programme organized by the Herculaneum Centre in partnership with local schools for 10 teachers from 5 local schools, which involved 100 children in the programme as “Young Heritage Ambassadors” for Herculaneum.</li> </ul>  |



|                  |  |
|------------------|--|
|                  | <ul style="list-style-type: none"> <li>○ Provision of learning materials for schools at all levels and in several countries around the world</li> <li>● EU-funded capacity-building project implemented by the Herculaneum Centre for teachers both in Italy and Türkiye to improve their ability to insert activities related to local heritage sites within the curricula of their schools.</li> <li>● Provision of content by the Herculaneum Centre for many professional development and learning initiatives for high schools in New South Wales, Australia. (In these schools, each year more than 20,000 students study the management and conservation of Vesuvian sites by using Herculaneum as a case study.)</li> <li>● The “oral history project” implemented by the Herculaneum Centre in which: <ul style="list-style-type: none"> <li>○ intergenerational exchange was promoted; the former workers of the archaeological site shared their memories with school children and raised their awareness on the history of their town as well as creating a sense of belonging and shared responsibility for protection of their values</li> </ul> </li> </ul> |
| <b>PROPOSALS</b> | <ul style="list-style-type: none"> <li>● Proposals can only be developed after doing research on: <ul style="list-style-type: none"> <li>- the adequacy of heritage education programmes organized for children and/or youth</li> <li>- the schools which have incorporated subjects on cultural heritage and its protection into their curricula</li> <li>- collaborations established between educational institutions and the heritage sector to organize heritage education programmes for children and/or youth</li> </ul> </li> </ul>  |

Table 10. 26. The evaluation on the HCP’s contribution to the achievement of Strategy 37

|                   |   |
|-------------------|---|
| <b>STRATEGY</b>   | <p><b>37. Providing the following visitor facilities and services at the WHS for all members of the local community for education, information, interpretation and awareness building:</b></p> <ul style="list-style-type: none"> <li>- Visitor centre</li> <li>- Site museum</li> <li>- Information booths/panels</li> <li>- Guided tours</li> <li>- Trails/routes</li> <li>- The use of digital technologies</li> <li>- Printed information materials</li> <li>- Online promotion sites</li> <li>- Transportation</li> </ul>  |
| <b>INDICATORS</b> | <ul style="list-style-type: none"> <li>● The availability of the following visitor facilities and services at the WHS for all members of the local community irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status: <ul style="list-style-type: none"> <li>- Visitor centre</li> <li>- Site museum</li> <li>- Information booths/panels</li> <li>- Guided tours</li> <li>- Trails/routes</li> <li>- The use of digital technologies</li> <li>- Printed information materials</li> <li>- Online promotion sites</li> <li>- Public transportation services</li> </ul> </li> </ul> |

|  |   |
|--|---|
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•The lack of public transportation on the routes running in the north-south direction of the town</li> <li>•The lack of a stop in Ercolano on Trenitalia State Railway</li> <li>•Other problems can only be defined after doing research on the adequacy of visitor facilities and services at the WHS of Herculaneum</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | <ul style="list-style-type: none"> <li>•The reopening of many houses and streets in the WHS to visitors <ul style="list-style-type: none"> <li>○ 2005-2010: As a result of the site-wide campaign of conservation works, which led to stabilization of architectural structures and decorative elements at risk and re-establishment of the infrastructure and eventually to barrier removal.</li> <li>○ 2005-2015: 69% of additional areas were opened to public access.</li> <li>○ December 2016-June 2018: The ratio of areas open to public access increased from 29% to 32%, while the ratio of closed but visible areas increased from 47% to 52%.</li> <li>○ Until 2021: It was planned to open more than 80% of the site to public access.</li> </ul> </li> <li>•Mapping of transportation system of Ercolano within ECAP</li> <li>•Mapping of visitors' routes at Herculaneum to programme maintenance interventions, organize tourist flows and promote specific itineraries at the archaeological site <ul style="list-style-type: none"> <li>○ Monitoring independent visitors' and groups' routes</li> <li>○ Observing their stopping points and the length of their stay at these points</li> <li>○ Counting the number of people in the groups</li> </ul> </li> <li>•The Via Mare Project which aims establishment of new routes for visitors to exit the WHS in the Via Mare neighbourhood and use the new public spaces created</li> <li>•The multi-sensorial trail developed by the Herculaneum Centre at the WHS for visually impaired people with the support of the "Italian Union of the Blind and Partially Sighted"</li> <li>•The web portal under development, which is planned to be used as a means to publish basic data about the WHS and results online and encourage the broader exchange of new data among heritage practitioners and other communities related to Herculaneum</li> </ul> |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•Public transportation could be provided on the routes running in the north-south direction of the town.</li> <li>•A stop could be established on Trenitalia State Railway in Ercolano.</li> <li>•Other proposals can only be developed after doing research on the adequacy of visitor facilities and services at the WHS of Herculaneum</li> </ul>   |

Regarding the aim “respecting, consulting and involving the local community”, the long-term strategy of the HCP has been ensuring participation of the most permanent stakeholder, the ‘local community’ when developing any strategy. Within this framework, the biggest accomplishment of the HCP could be its role in the establishment of the Herculaneum Centre to improve stakeholder involvement, particularly the local community, which was a necessity for Herculaneum. The

Herculaneum Centre organized formal and informal consultation meetings with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project. In these meetings, all information about the project, including the short-term disadvantages (dusty work sites, road blocks, etc.) and long-term benefits for them, were explained to the local community. These meetings demonstrate that the Centre has respected rights of the Via Mare community, who have been socially excluded for a long time (Strategies 30, 31, 32, 34).

The Centre has also implemented an “oral history project”. Within the scope of this project, the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri have been gathered; the conservation team at Herculaneum benefited from their knowledge on their excavation methods and conservation treatments as well as public use of the site in that period, thus the community members involved in the project gained an opportunity to have an active role in protection of their heritage again (Strategy 31); the former workers of the archaeological site shared their memories with school children (Strategies 35, 36) and the accounts of the local community’s relationship to their heritage, the historic (Resina) market and Vesuvius’s last eruption in 1944 were recorded and an audio-visual archive and two documentaries were created. In short, this project has enabled involvement of the former workers of the archaeological site in decision-making process of conservation activities to be carried out at the WHS; identifying and registering intangible heritage of the WHS and Ercolano in inventories; and possibly in development of management decisions to be implemented in the area (Strategy 31). It has also raised the school children’s awareness on the history of their town and created a sense of belonging and shared responsibility for protection of their values (Strategies 35, 36).

As for the HCP, within the scope of ECAP, it has conducted interviews with the local community to learn their socio-economic status, needs and capacities (Strategies 30, 33), and tangible (cultural and natural) and intangible values of Ercolano (where people feel at home; places they think worth enhancing;

community leisure places; places where they recommend eating and places they give their heart), which is a very important study in terms of involving the local community in decision-making process of identifying and registering cultural heritage (tangible and intangible) in inventories/ lists. This information can also be used for development of management decisions for Ercolano (Strategies 30, 31, 32).

Within ECAP, the HCP has also developed a questionnaire to be conducted with NGOs in Ercolano and neighbouring municipalities to learn the values that they hold, their talents worth enhancing and their needs to improve their business. The first phase of this study has been initiated on the NGOs working in relation with the WHS of Herculaneum (Strategies 30, 32). The HCP also plans to carry out a “capacity inventory” study as the third phase of ECAP to develop business projects based on the needs and interests of the local community after doing research on their needs, capacities and interests (Strategies 30, 33).

Further, it has completed mapping of meeting spots (observed meeting/ gathering places of people) and places of worship (churches and votive kiosks) in the historic centre of Ercolano; and included the idea of reopening the green area in front of the ticket office and Maiuri Park to public with free entrance in its draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP as it has been mapped as a meeting place of the local community (Strategy 32), together with the problems related to socio-economic status of the local community (Strategy 33). These studies show that the HCP has respected the cultural values, and needs and expectations of the local community (Strategies 32, 33).

Regarding the strategy, “respecting and fulfilling the needs and expectations of the local community if possible”, in addition to some studies mentioned above, the HCP has organized workshops for the local community, particularly the residents of the Via Mare neighbourhood, on arts (for women and children), English (for children) and photography; and painted the abandoned lot used as a football pitch

in Via Mare in different colours together with children living in the Via Mare neighbourhood, after getting in touch with a paint company to offer free paint and three graffiti artists, to fulfil the request of the local community for a “nice public space” in the neighbourhood. Another study of the HCP, which aims to create new public spaces (parks, squares etc.) in the Via Mare neighbourhood is the Via Mare Project. This project is expected to fulfil the needs of the residents of the Via Mare neighbourhood in terms of public open spaces, as well as basic infrastructure and generation of income (Strategy 33).

As for the Herculaneum Centre, it has generated some income for family-run bed and breakfast hotels and restaurants in the town and ensured clean-up of a street in the Via Mare neighbourhood with involvement of the local community upon their request (Strategy 33).

Here, it is noteworthy that “respecting and fulfilling the needs and expectations of the local community” is a broad concept that requires evaluation also on the subjects such as education, employment opportunities, vocational training, basic infrastructure and services or urban design. The numbers of the strategies related to these subjects are given in the table that belongs to this strategy. However, in order not to repeat the same points, the evaluations on the studies of the HCP on the mentioned subjects will be given under the aims that are directly related to them. Therefore, the evaluations under these aims should also be taken into consideration while trying to understand how much the HCP has respected and fulfilled the needs and expectations of the local community (Strategy 33).

About the strategies “raising the awareness level of the local community on tangible (cultural and natural) and intangible heritage in the area and conservation of cultural heritage”, and “including heritage education programmes for children and/or youth”, in addition to the oral history project mentioned above, the Herculaneum Centre has organized a capacity-building programme in partnership with local schools for 10 teachers from 5 local schools, which involved 100

children in the programme as “Young Heritage Ambassadors” for Herculaneum (Strategies 35, 36).

In order to raise the awareness level of the local community on tangible (cultural and natural) and intangible heritage in the area and conservation of cultural heritage, the Centre has also organized a workshop on “Heritage Site Management Practices”, which brought together the representatives of ICCROM’s various regional capacity-building programmes, the heritage professionals from Italy’s Campania region, and pupils of a local school and local community; published many professional and general articles on the experience gained in Herculaneum and gave support to people in the heritage sector to publish articles on Herculaneum targeting all heritage audiences; and organized or contributed to many cultural and artistic communication projects, such as the production of the documentary entitled “Herculaneum, Diaries of Darkness and Light” by filmmaker Marcellino De Baggis, the five exhibitions held on Ercolano and Herculaneum’s cultural heritage, and the programmes in Ercolano commissioned by the BBC, RAI, Der Spiegel, Discovery Channel, National Geographic, etc. As for the HCP, it has carried out only one awareness raising activity, in which young interns behaved inappropriately at the archaeological site and showed the visitors how they shouldn’t act at the site to protect the WHS (Strategy 35).

Even though both the Herculaneum Centre and the HCP have conducted some studies about this strategy and defining problems about this strategy requires extra research, it is possible to say that there is still a need to raise the awareness level of the local community on tangible (cultural and natural) and intangible heritage in Ercolano and conservation of cultural heritage, considering the inadequacy of meetings organized with the local community with this aim (Strategy 35).

In relation to the strategy “including heritage education programmes for children and/or youth”, the Herculaneum Centre has also led to provision of learning materials for schools at all levels and in several countries around the world; implemented an EU-funded capacity-building project for teachers both in Italy and

Türkiye to improve their ability to insert activities related to local heritage sites within the curricula of their schools; and provided content for many professional development and learning initiatives for high schools in New South Wales, Australia, where each year more than 20,000 students study the management and conservation of Vesuvian sites by using Herculaneum as a case study (Strategy 36).

Although the Herculaneum Centre has carried out many activities to provide heritage education programmes for children and/or youth, the HCP can also develop some actions in order to contribute more to the achievement of this strategy, such as doing a research on the schools which have not incorporated subjects on cultural heritage and its protection into their curricula and encouraging them to do it, or collaborating with educational institutions to organize heritage education programmes for children and/or youth (Strategy 36).

As for the strategy “providing visitor facilities and services (visitor centre, trails/routes, online promotion sites etc.) at the WHS of Herculaneum for all members of the local community for education, information, interpretation and awareness building”, even though it is mainly the responsibility of the local heritage authority, the HCP has conducted a number of studies with this aim. The most important one could be reopening of many houses and streets in the WHS to visitors. Another study is mapping of visitors’ routes at Herculaneum to organize tourist flows and promote specific itineraries at the archaeological site as well as to programme maintenance interventions. The HCP also plans to establish new routes for visitors to exit the WHS in the Via Mare neighbourhood within the scope of the Via Mare Project. Further, it is developing a web portal, which is planned to be used as a means to publish basic data about the WHS and results online and encourage the broader exchange of new data among heritage practitioners and other communities related to Herculaneum. In addition to these, it has completed mapping of transportation system of Ercolano within ECAP, which can be used to develop proposals to improve the accessibility of the site through provision of better transportation services (Strategy 37).

Regarding this strategy, the Herculaneum Centre has developed a multi-sensorial trail at the WHS for visually impaired people with the support of the “Italian Union of the Blind and Partially Sighted”, which is a very good study in terms of providing an opportunity to disadvantaged groups to visit the site (Strategy 37).

Here it is noteworthy that all visitor facilities and services mentioned under this strategy are available at the WHS of Herculaneum. However, understanding their adequacy and developing proposals to improve them require extra research (Strategy 37).

To sum up, both the HCP and the Herculaneum Centre have conducted some studies demonstrating that they pay attention to “respecting, consulting and involving the local community” in their activities.

The consultation meetings organized by the Herculaneum Centre, together with its other activities (celebrating local music traditions in the Via Mare neighbourhood etc.), which ensured regular contact and dialogue with the local community at all stages of the Via Mare Project, are believed to have contributed to gaining the local community’s support for the implementation of the project (Strategy 30) and to have changed institutional perceptions of community involvement in heritage management decisions by making them realize their responsibilities to ensure that heritage contributes to the local community (Strategy 31). These activities may have also contributed to reduction of social exclusion of the Via Mare community and their feeling of “distrust” towards public institutions, while also connecting the local heritage authority with the local community, which was operating in isolation from other stakeholders before 2001 (Strategy 30).

On the other hand, it is possible to say that the contribution of the HCP and Herculaneum Centre to the achievement of the strategy “conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life” is limited because the consultation process has been conducted only with the residents of the Via Mare



neighbourhood and only for the Via Mare Project until 2019, when the HCP initiated ECAP (Strategy 30).

Therefore, the HCP, in collaboration with the local heritage authority, should organize more consultation meetings for all members of the local community, particularly for the residents of the Via Mare neighbourhood, on heritage conservation and management activities that affect them (Strategy 30).

As for the strategy “involving the local community in all stages of heritage conservation and management activities”, the biggest contribution to the achievement of this strategy could be involving the local community again in conservation and protection activities realized at the WHS of Herculaneum. This would not only provide income for the families facing economic hardship, particularly the ones in the Via Mare neighbourhood, but also would improve the relationship between the archaeological site and the local community (Strategy 31).

Within this framework, the possibilities to involve the local community in all stages of heritage conservation and management activities in the area should be searched, which could include development of relevant standards (e.g. regular meetings), guidance (e.g. user/ instruction manuals), or operational mechanisms (e.g. committees composed of representatives from public institutions and the local community, conservation teams involving the members of the local community) (Strategy 31).

To conclude, both the HCP and the Herculaneum Centre have conducted some studies that have contributed to the achievement of the aim “respecting, consulting and involving the local community” and the HCP has potential to contribute more to it in the coming years through the Via Mare Project and ECAP, which aims to develop employment opportunities for the local community and to fulfil their needs (Strategy 33) and includes conduction of interviews with a broader local community including different segments such as business owners, NGOs, and ordinary people, before development of projects for Ercolano (Strategy 30). Within

the scope of ECAP, also projects that take into account the cultural values, cultural sensibilities and rights of the local community can be developed (Strategy 32).

Regarding the strategy “conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life”, the project LAR, implemented in the ancient region of Pisidia, in Türkiye, provides a good example.

As stated earlier, within the project, over 100 interviews have been conducted with the local communities in order to understand the existing relationship between them and the archaeological heritage and their expectations for the future to develop appropriate recommendations for improving their socio-economic well-being (Gürsu and Vandeput, 2019; Vandeput, 2018).

Three different questionnaires were used for this research. The first was a standard questionnaire applied to every respondent (all over 18 years old). It included around nine themes: “household demographics; settlement; migration history; economy; agriculture; animal husbandry; forestry; spatial imagination, memory and experiences; and, lastly, ancient ruins, ecology and sustainable development” (Gürsu, 2017: 12). The second questionnaire, which was applied to elderly inhabitants of the villages, aimed recording of oral history, with the aim of establishing an inventory of intangible cultural heritage and learning how the settlements have changed over time. The third questionnaire focused on only young people who had migrated from the villages to discover why they had migrated and what conditions they needed to return to their villages (Gürsu, 2017: 12).

While creating this project, we wanted to take into account the existing relationship between the communities and the archaeological heritage. This enabled us to adapt a bottom-up approach in order to create social and economic benefits for these communities by protecting and using their archaeological heritage in a sustainable way. The first step was to integrate the voice of the local communities in the region, because we believe that safeguarding archaeological heritage is an impossible and an unreasonable mission, unless local communities living by this heritage feel that it matters to do so (Gürsu and Vandeput, 2019).

The research has demonstrated that local communities might have different expectations about their cultural heritage. According to the results of the research, while for some local communities (e.g. residents of Selge), economic opportunity was very important and the heritage close by could be of use to this end (Vandeput, 2018), for some local communities (e.g. residents of Karaot, near the ancient site of Sia) gaining economic benefit from the site was neither needed nor desired but they desired more knowledge on their heritage (Gürsu, 2017: 13). In line with the results of the research, a training on entrepreneurship (a three-day workshop run by a consultant from Sustainable Tourism Initiative) has been developed for some local communities (e.g. residents of Selge) to help them set up their own businesses and show how selling local products can improve both tourism and economic sustainability (Vandeput, 2018; Gürsu, 2017: 13); and a community day has been organized for the residents of (Karaot) with an archaeologist and during this event, the ancient site has been toured with the villagers to give them information on the ancient ruins, which also contributed to the achievement of one of the aims of LAR, “to improve the relationship between archaeological sites and the local communities, in order to secure a better future for the cultural heritage itself” (Gürsu, 2017: 13) (Figure 10.7.). This project has accomplished to develop management decisions in line with the expectations of the local communities thanks to the numerous interviews conducted with them. The project shows that it is of vital importance to conduct a comprehensive consultation process (via meetings, interviews, questionnaires etc.) with the local community before developing any conservation or management decisions which would affect their lands, resources and ways of life. Because their needs and expectations might be different from the objectives of the project.



Figure 10. 7. Community day at Sia (Resource: Gürsu, 2017: 13)

Even though the HCP conducted a consultation process only with the residents of the Via Mare neighbourhood and only for the Via Mare Project until 2019, within the scope of ECAP it has started carrying out a comprehensive consultation process with the local community, as in the project LAR. This consultation process targets different groups in the society such as business owners, NGOs, and ordinary people of different age groups, as stated earlier. Similar to the project LAR, the HCP aims to “improve the relationship between the local community and their cultural and natural heritage” and “develop employment opportunities for the local community” through ECAP, by utilising the results of this research. However, it is worth to mention that the scope and characteristics of the actions it will develop with these aims will most likely be different from those of the project LAR, as the realities of the project sites (urban/ rural, physical, environmental, social and economic characteristics etc.) and the local communities (their socio-economic status, needs, expectations, capacities, interests etc.) are different from each other.

Another project that paid attention to “conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life” was the rehabilitation project of the Medina of Fez World Heritage Site (Morocco). Stakeholder participation was a key component of ADER-Fez’s implementation strategy. Government officials, religious and civic leaders, householders, renters, merchants, artisans and numerous other members of the local community participated in decision-making process of

project development (Labadi et al., 2021: 23), which enabled taking decisions in line with the needs and capacities of the local community. If the HCP considers implementing a comprehensive rehabilitation project in the historic town centre of Ercolano, around the archaeological site, as in the rehabilitation project of the Medina of Fez WHS, it can target householders, renters and other related groups in the local community within the scope of its consultation process, in order to develop actions in line with their needs, expectations and capacities, and more importantly to obtain their consent for the implementation of the project.

In relation to the strategies “conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life”, “involving the local community in all stages of heritage conservation and management activities”, “recognizing and respecting cultural values, cultural sensibilities and rights of the local community” and “respecting and fulfilling the needs and expectations of the local community if possible”, Rio Tinto companies operating in different locations of Australia have conducted many activities that could be considered as successful. The activities of these companies are explained below.

*Rio Tinto Coal Australia* operates in the Upper Hunter Valley. The Aboriginal community living here has concerns about losing their tangible and intangible cultural heritage due to extensive mining activities in the area (Cameron, 2011: 66).

The company implemented its Cultural Heritage Management System (CHMS) in 2006, which sets procedures that integrate cultural heritage management into all phases of its operation lifecycle. The CHMS ensures that Aboriginal communities who have interests in areas managed by the company can fully participate in the identification, significance assessment, protection and management of their cultural heritage (Cameron, 2011: 66).

All ground disturbing activities must have authorization through the Ground Disturbance Permit (GDP) system, according to Rio Tinto Coal Australia. The

proposed disturbance activity is assessed within the operation's Cultural Heritage Zone Plan (CHZP) as part of the GDP system's cultural heritage authorisation process, which is overseen by the manager of Cultural Heritage. The CHZP clearly defines zones or areas where ground disturbance may or may not take place depending on the zone's status as a cultural heritage management area. The status of the zone is determined by the degree of cultural heritage assessment and mitigation that has been done in that area (Cameron, 2011: 66).

The CHMS has an inclusive community consultation process to ensure that the heritage management outcomes address concerns and cultural values of Aboriginal community with the aim of providing them with improved social, economic and cultural outcomes in the long-term. The company's Cultural Heritage Working Group consultation process tries to directly engage with Aboriginal community stakeholders to establish and maintain good relationships and identify cultural values of the community (Cameron, 2011: 67) (Figure 10.8.).



Figure 10. 8. Aboriginal community representatives at the Warkworth Sands Archaeological Project in 2008 (Resource: Cameron, 2011: 67)

This consultation process has led to development of “Aboriginal Cultural Heritage Conservation Areas Initiative”, which aims to locate lands within wider cultural landscape and consider them for long-term conservation and management by the Aboriginal community. The Wollombi Brook Aboriginal Cultural Heritage Conservation Area, defined by this initiative, will not only protect many cultural sites and landscapes but also offer local Aboriginal people training and

employment opportunities in fields such as management of cultural heritage and biodiversity conservation, governance, education, land and natural resources management, and business development (Cameron, 2011: 67).

*Argyle diamond mine (Argyle)* is mining Barramundi Gap, a cultural landscape in the East Kimberley region of Western Australia. Barramundi Gap is associated with the Ngarranggarni Dreaming, which is a creation story that tells how the geography of the area was formed (Alexander, 2011: 88).

Argyle has had a difficult relationship with the Traditional Owners of the mining area. After a change in Rio Tinto leadership in 1999, the company started working to gain the support of Traditional Owners and applying open and transparent communication processes on the impact of the mine on this cultural landscape (Alexander, 2011: 88).

Argyle needed to develop formal communication strategies in order to solve the problems of the past and to manage this culturally significant landscape effectively. Thus, the Argyle Participation Agreement was signed in 2004 (Alexander, 2011: 88).

Key mechanisms defined in the agreement include:

- The Relationship Committee: The eight management plans that constitute the Argyle Participation Agreement including sites of significance, water management, and land management are discussed at quarterly meetings of the Relationship Committee, which consists of Argyle representatives and Traditional Owners. These regular meetings guarantee that any substantial new works on the operation and any concerns that Traditional Owners might have are freely discussed between the Traditional Owners and the operational staff (Alexander, 2011: 88).
- Two-way communication in land clearance processes: In compliance with the Agreement, every land clearance is carried out in collaboration with Traditional Owners, archaeologists, ethnographers and experts on the subject (Alexander, 2011: 89).
- Every year, “Traditional Owner Open Day” is held at the site. Traditional Owners are given the chance to visit and discuss any area of the mine where

there are problems about cultural heritage. It is an opportunity for both operational staff and Traditional Owners to discuss together the work of the Relationship Committee (Alexander, 2011: 89).

- Manthe welcome ceremony: According to the agreement, Traditional Owners must perform a Manthe ceremony to welcome mine operators to the mine site. It is believed that the ceremonies provide safe passage for the employees through the traditional lands and are also an official component of the site's Health and Safety induction. They are performed every two weeks to make sure that all new employees are welcomed by Traditional Owners, stay safe on the operation and are made aware about the cultural significance of the site (Alexander, 2011: 89) (Figure 10.9).
- Protocol for using Miriuwung and Gidja intellectual property: The usage procedures of images of the Miriuwung and Gidja people, their artwork, songs, stories, and language in the promotional or other materials of the operation is outlined in Argyle's cultural heritage management system. This guarantees that such intellectual property is not used disrespectfully and confirms that its reproduction is a culturally sensitive issue (Alexander, 2011: 89).

Establishing these formal mechanisms has enabled Argyle to enhance relations between Traditional Owners and employees while keeping its mining operations in a culturally significant place (Alexander, 2011: 89).



Figure 10. 9. Peggy Patrick, Gija Traditional Owner, explains the importance of the Manthe welcome ceremony to a group of employees and contractors (left) and Manthe ceremony performed at the entrance of Argyle diamond mine's underground project (right) (Resource: Alexander, 2011: 89, 13)

Similar to the Relationship Committee of Argyle, three of the seven board members of the *Rio Tinto Aboriginal Fund* are Aboriginal people who provide guidance on Indigenous concerns based on their knowledge and experience (Love, 2011: 60).



Cultural programmes supported by the Fund can contribute to the protection and celebration of culture or utilisation of culture as a means to enhance the social and economic wellbeing of Aboriginal people. In order to ensure that programmes have the highest possibility of building Indigenous people's capacities, the Fund seeks to support programmes that:

- address a need mentioned by Aboriginal people;
- are started by Aboriginal people;
- ensure participation of Aboriginal people in their development, management and implementation;
- have wide community support;
- are focused on improving the capacity of Aboriginal people;
- provide sustainable benefits to Aboriginal people; and
- have well-defined outcomes (Love, 2011: 60).

The Weipa bauxite mine is located in Weipa in North Queensland, Australia. *Rio Tinto Alcan* has developed a community, heritage and environment management plan before it has expanded mining into the East Andoom area (Shiner, 2011: 28).

In the Weipa region, the Traditional Owners consider not only archaeological sites as cultural heritage but also the overall cultural landscape, as well as having a deep spiritual connection to land. There are strong intangible cultural heritage values in the area (Shiner, 2011: 28).

An integrated and inclusive engagement approach was adopted by Rio Tinto Alcan while developing the management plan to take into consideration the concerns of Thanikwithi people on cultural heritage and environmental management and to integrate them into the plan before any site work began (Shiner, 2011: 28).

The main concern of the Traditional Owners was related to the recreational use of Vycles Crossing by the inhabitants of Weipa and tourists. Vycles Crossing is a traditional site used by the Thanikiwithi people to welcome visitors to their territory with a brief ceremony. While the Thanikiwithi people had no problem for the site to be used by the public, the main problems for them were the 4WD

vehicles driving on the creek bank thus causing environmental damage and people leaving their rubbish behind (Shiner, 2011: 28).

To address these management issues, the Rio Tinto Alcan community relations and environmental departments worked in collaboration with the Traditional Owners to implement traffic control measures such as restricting people from driving on the river bank, and establishing a designated parking lot with bollards. Educational materials such as interpretive signage and information booklets were developed to raise awareness of all staff and the general public on the importance of Vycles Crossing to the Thanikiwithi people (Figure 10.10.). Also, a calendar was developed which presented local traditional knowledge and outlined the monthly management requirements of the company and the community. These materials make clear that the site’s accessibility depends on the Traditional Owners' goodwill (Shiner, 2011: 28).



Figure 10. 10. Information brochure on the cultural significance of Vycles Crossing (Resource: Shiner, 2011: 29)

As a result of this inclusive engagement approach, an integrated management plan has been developed, positive environmental outcomes have been produced in terms of land and water management, and the relationship between the company and the Traditional Owners has been improved (Shiner, 2011: 29).

*Rio Tinto Iron Ore* has been operating in the Pilbara, in Western Australia since 1966. The Pilbara operations take place on the traditional lands of nine different

Aboriginal language groups. These lands have important tangible and intangible cultural heritage values, including one of the finest concentrations of Aboriginal rock art in the world. Thus, Indigenous Land Use Agreements have been signed with five Traditional Owner groups (Martin, 2011: 80).

New developments that contribute to the company's aim of continual improvement of heritage performance include (Martin, 2011: 80):

- **Retrospective Surveying:** In addition to carrying out heritage surveys before any new projects and ground disturbing works, Rio Tinto Iron Ore understands the importance of re-evaluating existing projects and infrastructure to guarantee that all aspects of its operations, whether new or existing, comply with its Cultural Heritage Management System and meet expectations of the community. For example, the company has engaged Traditional Owners to carry out cultural mapping along the railway constructed over 40 years ago to understand the cultural values related to the infrastructure and surrounding sites (Martin, 2011: 80).
- **Improving community capacity to manage cultural heritage:** Rio Tinto Iron Ore aims to improve community capacity to manage cultural heritage through development of a number of initiatives, some of which are:
  - employing a Land Management Officer from each Aboriginal language group to act as a link between their group and the company;
  - the development and provision of a training programme for archaeological assistants that is nationally accredited; and
  - assisting Aboriginal groups to manage information on their heritage and environment in digital format (Martin, 2011: 81) (Figure 10.11.).



Figure 10. 11. On-site consultation with senior Nyiyaparli members for the Hope Downs 4 project (Resource: Martin, 2011: 81)

As explained above, the Rio Tinto companies operating in different locations of Australia aimed to conduct their activities efficiently without doing any harm to the heritage of the Aboriginal communities. In order to ensure that heritage management outcomes respect the cultural values of the Aboriginal communities, and address their concerns and expectations, they have developed many methods (participation agreements, committees composed of members of the Aboriginal communities and representatives of the companies, etc.) to enable participation of the local communities living in their mining areas, in the identification, significance assessment, protection and management of their cultural heritage. Some companies (e.g. Rio Tinto Coal Australia) or the Rio Tinto Aboriginal Fund also aimed providing sustainable social, economic and cultural benefits to Aboriginal people.

Even though the characteristics of the local communities of Australia and Ercolano are very different from each other, as well as their heritage, like Rio Tinto companies, the HCP can develop formal communication strategies such as signature of a participation agreement with the local community, or establishment of a committee composed of members of the local community and representatives of the HCP, in order to enable participation of the local community in heritage conservation and management decisions and activities about Herculaneum/ Ercolano as well as to address their needs and expectations. This participation agreement can also include regulations related to the intangible values of Ercolano in line with the concerns of the local community (if any) like the Manthe welcome ceremony integrated into the Argyle Participation Agreement. In addition to these, as in the “Traditional Owner Open Day” defined in this agreement, the HCP (in collaboration with the local heritage authority) can organize a “Local Community Open Day” once a year in order to enable all members of the local community to freely visit the WHS of Herculaneum and to share information with them on heritage conservation and management activities implemented or planned at the WHS and in Ercolano in a meeting. This meeting would provide a platform for the local community to express their concerns and expectations about these institutions’ activities.

The HCP can also consider “improving community capacity to manage cultural heritage” as Rio Tinto Iron Ore, through activities such as awareness raising of the members of the local community on cultural heritage protection and management to ensure that they participate more effectively in the committees mentioned above.

Similar to the Cultural Heritage Working Group of Rio Tinto Coal Australia, which tries to directly engage with Aboriginal community stakeholders to achieve good relationships and identify cultural values of the community, or the Retrospective Surveying of Rio Tinto Iron Ore, which engaged Traditional Owners to carry out cultural mapping along the railway constructed over 40 years ago to understand the cultural values related to the infrastructure and surrounding sites, the HCP has tried to engage with the local community of Ercolano through ECAP and conducted interviews with them to learn tangible (cultural and natural) and intangible values of Ercolano.

The improvement of engagement with the local community through these kinds of activities, might lead to enhancing the relationship between the HCP/ local heritage authority and the local community while also strengthening the link between the local community and their heritage.

Another project that paid attention to the strategy “involving the local community in all stages of heritage conservation and management activities” is SCHEP. In Busayra, which is an archaeological site in Jordan belonging to the Bronze Age, SCHEP worked with the members of the local community to develop new interpretation materials for the site. The work included the design of the main gate, the development of a sixty-meter-long mural painting illustrating the history of Busayra throughout time and installation of six interpretive signs along the trail (ACOR, 2022).

In Umm al Jimal, one of the main objectives of SCHEP’s work was to create pathways to guide the visitors across the archaeological site. The rubble throughout the area was cleared by the Umm el-Jimal Archaeological Project (UJAP) team

with the help of SCHEP and the local community to build a trail that will take visitors and local people to some of the most significant attractions within the ancient city (ACOR, 2022).

Like SCHEP, the HCP can consider involving the local community in implementation of heritage management decisions in Herculaneum/ Ercolano, as well as involving them in conservation and protection activities realized at the WHS of Herculaneum.

In relation to the strategy “using economic or social instruments to remove the negative effects that can arise during implementation of conservation/ rehabilitation/ regeneration projects”, within the scope of the rehabilitation project of the Medina of Fez World Heritage Site (Morocco), renovation grants were provided for the property owners who could not afford the cost of major structural repairs and to keep displacement of poorer tenants at minimum due to the dynamics of the real estate market. Also, for the affected households from the project activities, temporary relocation opportunities in other flats with some monetary compensations were provided. The social units within ADER-Fez and the Prefecture worked in cooperation with the local municipalities to keep the concerned households informed on the progress of project implementation. In addition, rehabilitation works affecting commercial activities were carried out during night time, to minimize the disturbance of Medina’s economic activity (UHU/GSD/Harvard and ADER-FES, 1999: 16-18, 25).

Similar to this project, as stated earlier, the Herculaneum Centre organized formal and informal consultation meetings with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project to keep the concerned households informed on the project. In these meetings, all information about the project, including the short-term disadvantages (dusty work sites, roadblocks, etc.) and long-term benefits for them, were explained to the local community. The HCP can organize consultation meetings for the Via Mare community during the implementation of the project as well. In addition to this, if the HCP implements a

rehabilitation project in the historic town centre of Ercolano, around the archaeological site, it can consider using some of the economic or social instruments used in the rehabilitation project of the Fez Medina, such as renovation grants, temporary relocation opportunities or monetary compensations (if needed), to remove the negative effects of the project.

Regarding the strategy “raising the awareness level of the local community on tangible (cultural and natural) and intangible heritage in the area and conservation of cultural heritage”, SCHEP has carried out many activities.

SCHEP pays particular attention to raising awareness of the heritage values in Jordan and the importance of protecting them. The awareness program of SCHEP, “Generations 4 Heritage”, aims to strengthen links and promote appreciation of heritage through a range of enjoyable and educational activities. SCHEP has organized a number of workshops and field trips in order to raise awareness amongst students, teachers and families on Jordan’s tangible and intangible heritage, as well as celebratory events that enhanced bonds among families, communities and classmates (ACOR, 2022).

Awareness programmes involve learning to read and write Thamudic script, hands-on activities such as making pottery and mosaic art and “be an archaeologist” activities, like searching through sand for artefacts and reassembling broken pottery (Figure 10.12.). SCHEP has also organized programmes such as the “Our Heritage Our Identity Video Competition”, for which approximately 200 students from all over Jordan have submitted one-minute videos highlighting some characteristic of their heritage (ACOR, 2022).



Figure 10. 12. A student reassembling a broken pottery within the scope of SCHEP’s awareness raising programme (Resource: ACOR, 2022)

Similar to SCHEP, the Herculaneum Centre has organized a capacity-building programme for teachers and students in Ercolano, besides other awareness raising activities it has conducted for the broader local community. As in the project SCHEP, the HCP can also consider organizing workshops, field trips, celebratory events, video competitions or carrying out hands-on activities related to the WHS of Herculaneum such as mosaic art in order to raise the awareness level of the local community on tangible (cultural and natural) and intangible heritage in Ercolano.

Another activity that has contributed to “raising the awareness level of the local community on tangible (cultural and natural) and intangible heritage in the area and conservation of cultural heritage”, is the World Heritage Volunteer Camp organized between 29 August-9 September 2017 and repeated in 20 August-1 September 2019 at the Pahlavan-Pour World Heritage Site (Iran), as part of a project run by the UNESCO World Heritage Centre (WHC) in collaboration with the Coordinating Committee for International Voluntary Service (CCIIVS), Better World and European Heritage Volunteers (Labadi et al., 2021: 52).

This camp also constitutes a good example for the achievement of the strategies “protecting cultural heritage through using intangible heritage” and “involving the local community in heritage conservation and management activities”.

The site of the camp is located at the intersection of two World Heritage sites, which are “Pahlavan-Pour Garden” and “Hasan-Abad-Moshir Qanat”. The camp aimed to raise awareness among volunteers, authorities and local communities on



the conservation and maintenance of qanats and related gardens. The goals of the camp were to promote cooperation between local youth organizations, authorities, communities and site management; to involve them in qanat protection work; to provide opportunities for them to learn basic conservation and protection techniques; and to improve their knowledge on the heritage values of the sites (Labadi et al., 2021: 52-53).

The water brought by the Qanat is not only used for irrigation, but also for potable water and domestic use (Labadi et al., 2021: 53).

In order to raise awareness among volunteers on Persian Qanats and gardens, a scientific panel was organized on qanats in Iran and the world with an emphasis on the importance of indigenous knowledge in developing and protecting qanats. Volunteers were taken to site visits and participated in qanat conservation activities under the supervision of experts attended to the panel, using traditional techniques and local traditional materials. During these activities, volunteers informed local people and tourists on conservation activities while encouraging them to participate in protection of the Qanat; and explained the adverse impacts of existing practices, such as washing clothes at the access points and appearance of the Qanat, on the quality of Qanat water, ecosystem and human health to local people (Labadi et al., 2021: 53-54) (Figure 10.13.).



Figure 10. 13. Volunteers and local children, who gathered around a pond filled with the water of Hassan-Abad Moshir Qanat and listened to tales about qanats during the World Heritage Volunteers camp in 2017 (left); a well digger (*muqani*), providing information on the current condition of Hassan-Abad Moshir Qanat at its division point during the World Heritage Volunteers camp in 2019 (middle);

Volunteers preparing cob (*kahgel*), a local material used to restore the surrounding walls of the historic garden, under the direction of local masters during the World Heritage Volunteers camp in 2017 (right) (Resource: Ameneh Karimian/ ICOMOS Iran, cited in Labadi et al., 2021: 54-55)

In addition, several events were organized for volunteers to raise their awareness on Intangible Cultural Heritage (IHC), including rituals such as Pahlavani and zoorkhaneh, as well as Zoroastrian cultural practices and basket weaving. These activities fostered intercultural exchanges among international and national volunteers (Labadi et al., 2021: 53).

The project raised awareness at local and international levels on the significance of the Qanat as an outstanding hydraulic system in the dry regions of Iran. Participants learned about the communal management system that has been passed down from the past to today through engaging activities. During the camp, the local community was informed on traditional methods and permaculture solutions to fight against the pests that were leading to gradual loss of fruit trees in the town (Labadi et al., 2021: 54).

Several sectors including experts, academia, multicultural and international participants, the government, NGOs, local stakeholders, young people and children participated in problem-solving activities on existing issues about the Qanat (Labadi et al., 2021: 54).

Similar to the activities of this camp, the Herculaneum Centre has implemented an “oral history project”, besides other awareness raising activities it has conducted for teachers, students and the broader local community. As mentioned earlier, within the scope of this project, the testimonies of the former workers of the archaeological site, who were involved in the excavation and restoration of the Roman city under Maiuri have been gathered and the conservation team at Herculaneum benefited from their knowledge on their excavation methods and conservation treatments as well as public use of the site in that period. This has led to intergenerational transmission of intangible heritage that could be used for

protection of the WHS of Herculaneum. This project has also led to involvement of the former workers of the archaeological site in decision-making process of conservation activities to be carried out at the WHS; identifying and registering intangible heritage of the WHS and Ercolano in inventories; and raising awareness amongst school children on the history of their town and creation of a sense of belonging and shared responsibility for protection of their values.

In addition to this project of the Herculaneum Centre, the HCP can consider collaborating with the Directorate of Archaeological Park of Herculaneum in organization of World Heritage Volunteer Camps that can include activities such as a scientific panel, site visits or several events to raise awareness among volunteers, local authorities and the local community on tangible (cultural and natural) and intangible heritage values in Ercolano, particularly the WHS of Herculaneum, and conservation and maintenance of these heritage values, as in the camp organized at the Pahlavan-Pour World Heritage Site (Iran) .

Regarding the strategy “including heritage education programmes for children and/or youth”, in Wadi Rum, which is a World Heritage site including more than 20,000 rock inscriptions and 25,000 petroglyphs, SCHEP supported The Community-Based Rock Art and Epigraphic Recording Project (CBRAER), which was carrying out studies to train the members of the local community to interpret and document rock art and inscriptions and to collaborate with local tourism industry professionals with the aim of integrating this cultural heritage into visitor experiences. The collaboration of CBRAER and SCHEP has enabled local students to be trained on how to use a tool called the Rock Art Stability Index (RASI) to score large numbers of rock art panels at the site according to their state of conservation or degradation. Thanks to this training, these students can have a prominent role in their community, both in protecting this important artwork and assisting in training of future tour guides (ACOR, 2022).

In Busayra, SCHEP built a three-room annex to a local school to function as a “Heritage Lab” in collaboration with the Ministry of Education (MOE) and the

Busayra Secondary School for Boys in order to continue awareness raising efforts. The Heritage Lab will support archaeological awareness programmes by offering spaces with educational materials, from which regional schools can also benefit through site visits (ACOR, 2022).

Another example for this strategy is from “Pergamon and its Multi-Layered Cultural Landscape” World Heritage Site in Türkiye. The Site Management Unit carries out an awareness raising programme on cultural heritage for students in Bergama in collaboration with Bergama District Directorate of National Education. Within the scope of this programme, 5000 primary school students have been reached so far, starting from the most disadvantaged and farthest regions of Bergama, and it is aimed to reach 15000 students, including secondary and high school students (Figure 10.14.). After the heritage education programme, a trip is organized to the World Heritage Site for these students (Ataberk, 2022). This programme can be considered as successful as it has reached a high number of students in Bergama, payed particular attention to its disadvantaged areas and provided an opportunity to disadvantaged students to see the WHS by organizing trips to the site.



Figure 10. 14. Awareness raising programme organized for students in Bergama on cultural heritage (Resource: Ministry of National Education, 2021)

Similar to these projects, the Herculaneum Centre has carried out many activities (oral history project; a capacity-building programme for teachers and students; provision of learning materials for schools at all levels; EU-funded capacity-

building project for teachers both in Italy and Türkiye to improve their ability to insert activities related to local heritage sites within the curricula of their schools etc.) to provide heritage education programmes for children and/or youth in Ercolano and abroad.

Despite these activities of the Herculaneum Centre and the deficiencies in information about the adequacy of heritage education programmes in Ercolano, as in the project SCHEP, the HCP, in collaboration with the local heritage authority and educational institutions, can provide training programmes for local students on protection of archaeological heritage, which could create job opportunities for them in the future, or it can establish a “Heritage Lab” as in Busayra, which can support archaeological awareness programmes by offering spaces with educational materials. Moreover, it can organize heritage education programmes in collaboration with related stakeholders on cultural heritage for local students, like the Site Management Unit of “Pergamon and its Multi-Layered Cultural Landscape” World Heritage Site, and organize trips to the WHS of Herculaneum at the end of these programmes.

Finally, in relation to the strategies “involving the local community in registering cultural heritage (tangible and intangible) in inventories/ lists”; “raising the awareness level of the local community on tangible (cultural and natural) and intangible heritage in the area and conservation of cultural heritage” and “providing the visitor facilities and services at the WHS for all members of the local community for education, information, interpretation and awareness building”, the project implemented in Jaipur City UNESCO World Heritage Site in 2019 to raise awareness on the heritage values in and around Jaipur by using digital technology (the Augtraveler mobile application) constitutes another good example (Labadi et al., 2021: 62).

The proposed heritage walk of the Chowkri Modikhana on Augtraveler, which is an example of “extended self-exploratory experience”, promotes Jaipur City’s tangible and intangible heritage. It shows some selected historic, cultural and architectural

heritage properties of the walled city, which otherwise might not be noticed. Amer Fort’s augmented reality experience provides an accurate and extremely engaging interpretation for its many different visitor segments. The experience offers a holistic interpretation for the national and international visitors of the city and revitalizes a pride of place in the minds of the local communities, including students and youth (Labadi et al., 2021: 62-63).

In order to create the heritage walk of the Chowkri Modikhana, students of the Aayojan School of Architecture in Jaipur documented the traditional intangible cultural heritage of the city and included ‘Thateras’ region’s traditional brass- and coppersmiths in the study. This study raised awareness amongst students on the diversity of the local culture (Labadi et al., 2021: 63).

As in this project, after completing mapping of tangible (cultural and natural) and intangible values of Ercolano within ECAP, the HCP can consider developing a heritage route and a mobile application that promotes the heritage values of Ercolano on this route through augmented reality, textual and audio-visual information and interaction.

### 10.5. Achieving gender equality

Table 10. 27. The evaluation on the HCP’s contribution to the achievement of Strategy 38

|                   |   |
|-------------------|---|
| <b>STRATEGY</b>   | <p><b>38. Ensuring a gender balanced participation and contribution in heritage conservation and management decisions and activities, through:</b></p> <ul style="list-style-type: none"> <li>• providing equal opportunities for leadership and representation of all genders at all levels of decision-making</li> <li>• taking into account particular interests of women and other disadvantaged genders when managing heritage</li> </ul>  |
| <b>INDICATORS</b> | <ul style="list-style-type: none"> <li>• The sex ratio of the local community participated in consultation meetings</li> <li>• The sex ratio of the local community interviewed</li> <li>• The sex ratio of the local community participated in conservation activities</li> <li>• The sex ratio of teams working for the conservation and protection of heritage properties</li> <li>• The sex ratio of the local community participated in management decisions</li> <li>• The sex ratio of management committees</li> <li>• The sex ratio of community spokespeople</li> <li>• The sex ratio of the local community represented</li> </ul> |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>•The availability of meetings organized to learn the particular interests of women and other disadvantaged genders</li> <li>•The availability of studies carried out by taking into account the particular interests of women and other disadvantaged genders</li> </ul>   |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>•Problems can only be defined after doing research on whether a gender balanced participation and contribution in heritage conservation and management decisions and activities has been ensured in Ercolano/ Herculaneum</li> </ul>   |
| <b>STUDIES OF THE HCP</b>                            | -   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>•A gender balanced participation and contribution should be ensured in heritage conservation and management decisions and activities <ul style="list-style-type: none"> <li>○ Equal opportunities for leadership and representation of all genders should be provided at all levels of decision-making</li> <li>○ Particular interests of women and other disadvantaged genders should be taken into account when managing heritage</li> </ul> </li> </ul> |

Table 10. 28. The evaluation on the HCP's contribution to the achievement of Strategy 39

|  |  |
|--|--|
| <b>STRATEGY</b>                                      | <p><b>39. Providing social and economic opportunities for all genders, such as:</b></p> <ul style="list-style-type: none"> <li>- education and vocational training for women and other disadvantaged genders (e.g. heritage capacity-building programmes)</li> <li>•ensuring that all genders have equal access to and enjoyment of heritage properties</li> </ul>   |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>•Employment ratio by sex in the new jobs (permanent and temporary) created for the members of the local community</li> <li>•The sex ratio of the local community provided with better education</li> <li>•The sex ratio of the local community benefited from the educational programmes organized to meet the needs of the local community</li> <li>•The sex ratio of the local community benefited from the studies carried out to develop the vocational skills of the local community</li> <li>•The sex ratio of the local community provided with better health services</li> <li>•The sex ratio of marginalised people provided with opportunities to access cultural institutions</li> <li>•The sex ratio of the marginalised people provided with opportunities to use the public spaces</li> <li>•The availability of education and vocational training programmes organized for women and other disadvantaged genders <ul style="list-style-type: none"> <li>○ the availability of heritage capacity-building programmes organized for women and other disadvantaged genders</li> </ul> </li> <li>•The sex ratio of local people, particularly the marginalised people provided with opportunities to access and engage with the WHS and other heritage properties in the area</li> </ul> |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | √  |
| <b>PROBLEMS IN ERCOLANO/</b>                         | <ul style="list-style-type: none"> <li>•The young women living in the Via Mare neighbourhood with high levels of poverty</li> </ul>  |

|                           |  |
|---------------------------|--|
| <b>HERCULANEUM</b>        | <ul style="list-style-type: none"> <li>• High female unemployment rate (84.3%)</li> <li>• Other problems can only be defined after doing research on problems of disadvantaged genders in Ercolano</li> </ul>  |
| <b>STUDIES OF THE HCP</b> | <ul style="list-style-type: none"> <li>• The workshops organized for the local women on arts and photography</li> </ul>  |
| <b>PROPOSALS</b>          | <ul style="list-style-type: none"> <li>• Meetings should be organized/ interviews should be conducted with the local women and other disadvantaged genders to learn their needs, capacities and interests</li> <li>• Educational programmes should be organized to meet the needs of the local women and other disadvantaged genders (e.g. for illiterate women, heritage capacity-building programmes)</li> <li>• Courses should be organized to develop the vocational skills of the local women and other disadvantaged genders</li> <li>• Other proposals can only be developed after doing research on problems of disadvantaged genders in Ercolano</li> </ul> |

Table 10. 29. The evaluation on the HCP's contribution to the achievement of Strategy 40

|  |   |
|--|---|
| <b>STRATEGY</b>                                      | <b>40. Changing traditional heritage practices if they perpetuate discriminatory customs to eliminate repetitive negative stereotypes of women and members of the LGBTQ+ community</b>                                  |
| <b>INDICATORS</b>                                    | <ul style="list-style-type: none"> <li>• The number of changed traditional heritage practices perpetuating discriminatory customs</li> </ul>  |
| <b>THE HCP HAS ADOPTED/ NOT ADOPTED THE STRATEGY</b> | ×   |
| <b>PROBLEMS IN ERCOLANO/ HERCULANEUM</b>             | <ul style="list-style-type: none"> <li>• Problems can only be defined after doing research on whether there are traditional heritage practices that perpetuate discriminatory customs in Ercolano or not.</li> </ul>    |
| <b>STUDIES OF THE HCP</b>                            | -   |
| <b>PROPOSALS</b>                                     | <ul style="list-style-type: none"> <li>• Proposals can only be developed after doing research on whether there are traditional heritage practices that perpetuate discriminatory customs in Ercolano or not.</li> </ul> |

The HCP has not aimed achieving gender equality in its conservation and management activities. However, the interviews it conducted with the local community within ECAP included both men and women (in the pilot phase 54% of the sample were men and 46% were women) (Strategy 38). Likewise, both men and women participated in formal and informal consultation meetings organized by the Herculaneum Centre with the residents of the Via Mare neighbourhood before the initiation of the Via Mare Project and in its other activities realized with the aim of providing social and economic opportunities for the local community (Strategies 38, 39).



This illustrates that even though the HCP does not explicitly state that it had adopted such an aim, in reality, it has paid attention to ensuring a gender balanced participation and contribution in its heritage conservation and management decisions (Strategy 38).

However, regarding the strategy “providing social and economic opportunities for all genders”, the only study that the HCP has conducted targeting disadvantaged genders is the workshops that it has organized for the local women on arts and photography. Even though the HCP has potential to contribute more to the achievement of this strategy in the years ahead through ECAP, considering the young women living in the Via Mare neighbourhood with high levels of poverty and high female unemployment rate (84.3%) in Ercolano, it can organize educational programmes to meet the needs of the local women together with other disadvantaged genders and courses to develop their vocational skills (Strategy 39).

The HCP has not conducted any study to change traditional heritage practices perpetuating discriminatory customs to eliminate repetitive negative stereotypes of women and members of the LGBTQ+ community in Ercolano or Herculaneum. However, since it is not known whether there is such a problem in Ercolano or Herculaneum, this strategy will not be included in the evaluation of HCP’s contribution to the achievement of the aim on ensuring gender equality in its conservation and management activities (Strategy 40).

Regarding the aim “achieving gender equality”, the project implemented in the World Heritage Property “Historic Monuments at Makli, Thatta” (Figure 10.15.) in Pakistan between 2014 and 2017 (Han, 2018: 9) within the scope of the pilot project of the World Heritage Centre, namely “Sustainable Development and World Heritage for Local Communities”, constitutes a good example.



Figure 10. 15. Jam Nizamuddin Mausoleum (left) and Issa Khan Tarkhan Mausoleum in Makli (right) (Resource: UNESCO, cited in Han, 2018: 7; UNESCO/Laghai, cited in Han, 2018: 8)

The project was launched in 2014 with the aim of involving the local communities in the conservation activities of historic monuments at the World Heritage property, in the Sindh Province of Pakistan and was successfully implemented until the end of 2017 (Han, 2018: 9). The Heritage Foundation of Pakistan cooperated with the UNESCO World Heritage Centre on this project (Lari, 2018: 13).

Makli is located in a very rural environment. Within the project, the site's most pressing, critical conservation needs were identified in order to define the skillsets that needed to be developed. A cultural survey conducted to this end revealed the rapid disappearance of craftspeople who could work in traditional buildings in the site (Han, 2018: 7, 9).

The aim of the pilot project in Makli was to enhance local capacities and improve the quality of glazed tiles and ceramics to use them in conservation of historic monuments at the World Heritage property, which could in turn generate income for the local communities living in and around the property (Han, 2018: 7).

The communities living in or in the vicinity of the Makli World Heritage property are extremely poor; almost 100 households rely on alms to survive, and they do not have any knowledge on the importance of the monuments (Lari, 2018: 13).

The Sindh province has historically been one of the most important centres for glazed tile production in India. However, the traditional knowledge needed to produce ancient glazed tiles and ceramics has been lost over time (Han, 2018: 7) and the number of active ateliers has significantly decreased in the last decade (Lari, 2018: 14). However, there is a great need for good quality glazed tiles in conservation activities. Thus, within the scope of the project, the UNESCO/Heritage Foundation Tile Atelier was established in Makli (Han, 2018: 7, 9).

Initially, several workshops were organized for master artisans to understand the challenges in the current production methods of traditional glazed tiles. With the aim of improving the quality of the ceramics produced, a 7-kiln group was built and the existing bamboo pavilions were modified to house different processes of production (Lari, 2018: 14).

At a later stage the project initiated gender-responsive outreach activities, which focused on uneducated women in the local communities. The UNESCO/Heritage Foundation Tile Atelier also functioned as a training centre for local women from the World Heritage property's surrounding villages. The project aimed to involve as many members of the local community as possible and focused on skillsets from "simple manual labour to highly skilled artistry" (Han, 2018: 7, 9). Thus, as simple labourers, local women started making clay, which is a simple and elementary work but vital for producing high-quality ceramics (Lari, 2018: 14).

However, convincing local women to take part in the project was not an easy process. After the efforts by the Heritage Foundation, an illiterate woman, Kareema, started to make miniature glazed tiles and as her sales exceeded the earnings from begging, she participated in the production of tiles for conservation purposes in Makli (Lari, 2018: 14).

The UNESCO/Heritage Foundation Kashi Atelier was requested to produce glazed tiles and bricks in large quantities to be used in the Sultan Ibrahim Mausoleum.

Kareema and some of her family members were the first to be trained for glazed tile production and were quickly followed by other members of their community. Thus, nearly 20 men and women from the local community produced the fine clay and fabricated the custom trapezoidal bricks and clay tiles to be used in the mausoleum, while the final painting and glazing were applied by master artisans (Lari, 2018: 14) (Figure 10.16.).



Figure 10. 16. Master artisan producing glazed tile at UNESCO/Heritage Foundation Atelier (left) and panels established to show glazed tile patterns of Makli Hill at the UNESCO/Heritage Foundation Glazed Tiles Atelier (right) (Resource: UNESCO/Heritage Foundation, cited in Han, 2018: 9, 10)

By end of the project, the UNESCO/Heritage Foundation Tile Atelier was able to produce high-quality glazed tiles, which could be used for conservation of many historic monuments belonging to the Arkhun-Tarkhan period at Makli World Heritage property. Remarkably, the calligraphic panel tiles for the Sultan Ibrahim Mausoleum, which are considered as one of most complex tile works, were produced by the local communities trained at the UNESCO/Heritage Foundation Atelier within the scope of the project (Han, 2018: 9), which can be seen as a significant indicator of the project's success (Lari, 2018: 14) (Figure 10.17.).



Figure 10. 17. Production of calligraphy glazed tiles for Sultan Ibrahim Mausoleum (left) and Sultan Ibrahim Mausoleum in Makli (right) (Resource: UNESCO/Heritage Foundation, cited in Han, 2018: 11)

When the work on the mausoleum was about to end, the Heritage Foundation focused on the design and production of various other products such as terracotta and glazed jewellery and Makli souvenirs. This effort led to other local women became productively involved in this work (Lari, 2018: 14) (Figure 10.18.).



Figure 10. 18. Items produced by women from local communities at Makli as part of the UNESCO/ Heritage Foundation outreaching activities (Resource: UNESCO/Heritage Foundation, cited in Lari, 2018: 13)

The project provided the means of generating sustained income for a large number of marginalised communities living in the Makli World Heritage property's surrounding villages and ensured a sense of ownership among the local communities by recreating a bond between them and the World Heritage property (Lari, 2018: 14). The project has significantly changed the lives of local women

(Han, 2018: 9) by making them productive members of the society (Lari, 2018: 14). They started to play an important role in the conservation of their World Heritage property, thus gaining a sense of pride, as well as the financial benefits they get from the production of ceramics (Han, 2018: 9).

Lari (2018: 14) states that: “In order to make the outcomes of the project truly sustainable, it would be crucial to establish a mechanism whereby the local communities trained under the project can continue to produce glazed tiles at the UNESCO/Heritage Foundation Atelier to provide the Department of Archaeology of the Sindh Province with important materials for conservation”. Currently, there are efforts to establish such a mechanism. This shows the project’s direct impact on the local communities’ livelihoods, as well as the need of revitalizing this artisanal production for survival of both heritage and the local communities (Han, 2018: 9).

The Heritage Foundation has also encouraged the members of the local community, particularly the youth, to undertake simple works such as cleaning of two 16<sup>th</sup>-century monuments, Jan Baba and Sultan Ibrahim mausoleums, within the scope of their conservation activities (Lari, 2018: 13).

Other projects or organizations that have paid attention to achieving gender equality in their activities are SCHEP (Jordan); the World Heritage Volunteer Camp organized at the Pahlavan-Pour World Heritage Site (Iran); and the “heritage for development projects” implemented in MENA region by the funding provided by MDG-F, namely, “The Dahshour WH Site Mobilisation for Community Development Project (Egypt)”, “Cultural Heritage and Creative Industries as Vectors for Development in Morocco” and “Culture and Development in the Occupied Palestinian Territories (OPT)”.

SCHEP ensures that women from different backgrounds acquire the necessary skills and experience needed to engage them in the cultural heritage sector and to improve their leadership in the sector, by focusing on a wide range of topics related to the conservation, management, presentation and marketing of cultural heritage

resources (CHRs) in Jordan. As stated earlier, SCHEP has supported establishment of women-led cooperatives and companies in Busayra and Umm al-Jimal to protect heritage sites in the vicinity and offer products and services to tourists, creating income and employment opportunities. It has so far provided new jobs and better employment opportunities for over 200 women (Labadi et al., 2021: 47-48).

As for the World Heritage Volunteer Camp organized at the Pahlavan-Pour World Heritage Site (Iran), the management and coordination of the camp was undertaken by an all-female team of experts from various professions, involved in heritage activities. Their leadership and management activities that they conducted has empowered women and girls to take on important tasks within and outside the heritage sector (Labadi et al., 2021: 54).

On the other hand, some projects such as “The Dahshour WH Site Mobilisation for Community Development Project (Egypt)” could not fully achieve its goal of ensuring gender equality in its activities due to gender roles rooted in the society. In the Local Economic Development (LED) Forum, which was established within the scope of this project, women participants from the Dahshour community were involved as equal partners for discussion (Dahshur WH Site Mobilisation, 2013: 13, cited in Giliberto and Labadi, 2021: 7). However, women constituted only 25% of the board members, which means that there was still a gender inequality in leadership and in decision-making processes in this institution, despite efforts to change it (Giliberto and Labadi, 2021: 7).

By taking the loans, women took on the financial risks associated with starting a business. Some of these businesses, such as restaurants, became very successful thanks to women and their children who were preparing the food and serving the customers. However, the legal owners of the restaurants were often not the women, but rather their husbands. In addition, men frequently took decisions on how to use additional resources from the restaurant because of “their gendered role as the driving force of the business” and the primary breadwinner for the family (Otero, 2013: 25, cited in Giliberto and Labadi, 2021: 8-9). Thus, these women

experienced more work, responsibilities, and financial liabilities, instead of becoming empowered, “without being able to challenge gender roles, family divisions of labour, and household power relations” (Aboukhsaiwan, 2014; Kurlanska, 2019: 123-138, cited in Giliberto and Labadi, 2021: 8-9).

In Morocco, within the framework of the project “Cultural Heritage and Creative Industries as Vectors for Development in Morocco”, a gender angle was integrated into the development of national policies and the local socio-economic development plans (LDPs) for six municipalities in the confluence zone. The LDPs were in line with a national policy for socio-economic decentralization and strengthening of participatory governance and had a 6-year period to guarantee their sustainability over time (Bajeddi and Lahbil Tagemouati, 2012: 89, cited in Giliberto and Labadi, 2021: 7). Within this process, numerous participatory questionnaires were conducted with 140 women and a decision-making technique named “Gender Sensitive Budgeting” was used to evaluate the degree of integration of gender issues and women's participation in one LDP (Le Patrimoine Culturel, 2012: 9, cited in Giliberto and Labadi, 2021: 7). At the end of this pilot process, a guide was prepared to present the results of the process to local partners for them to apply the same model in 54 municipalities chosen by important programmes for the social, economic, and regional development of Southern Morocco and its Oasis (Bajeddi and Lahbil Tagemouati, 2012: 24, cited in Giliberto and Labadi, 2021: 7). The aim of this process was to improve the capacity of women as active citizens and political actors and in local governance (UNESCO, 2012: 41, cited in Giliberto and Labadi, 2021: 7). According to the final report, women who participated in the implementation of the project became more aware of gender equality, their rights, and international conventions and national policies that support women rights (Le Patrimoine Culturel, 2012: 20, cited in Giliberto and Labadi, 2021: 7). UN Women provided 220 women with training on leadership of women and human rights to assist gender-sensitive local governance, which facilitated this process. Both the final report and UNESCO’s own evaluation confirm that many Moroccan women, empowered by their involvement in the development of LDPs and in other activities of the project, joined political



elections in five of the municipalities that the project has affected and 12 of them were elected in 2009 (Le Patrimoine Culturel, 2012: 20; UNESCO, 2012: 41, cited in Giliberto and Labadi, 2021: 7). Although this is a very positive outcome, Giliberto and Labadi (2021: 7-8) state that their analysis neither shows a causal relationship nor offer convincing evidence demonstrating that these accomplishments were a direct result of the project.

The project also supported 284 women in developing income generation activities in accordance with Green Morocco Plan, which is the main national agricultural strategy for the period between 2008-2020 (Montanari and Bergh, 2019a, cited in Giliberto and Labadi, 2021: 8). 161 women were supported in food processing (couscous and dates) and 123 women were supported in traditional handicrafts production (embroidery, basketry and textile for carpets and nomad tents). They also got assistance through training and capacity-building programmes on product commercialization, administration and financial management, and through building construction and equipment provision in collaboration with local councils (Bajeddi and Lahbil Tagemouati, 2012: 38, cited in Giliberto and Labadi, 2021: 8).

Within the scope of the project, 14 income generation activities were established or supported in Morocco, some of which were grouped into Groups of Economic Interests to facilitate their access to recognized commercial markets. Many of the associations of the women were linked to local and international markets to boost the marketability of their product, and their travel costs for participating in regional and national fairs were covered (Giliberto and Labadi, 2021: 8).

Finally, in the project “Culture and Development in the Occupied Palestinian Territories (OPT)”, the Ministry of Agriculture (MoA) employed a gender expert to provide training for staff of the ministry and to conduct a gender gap analysis. This study raised governmental awareness and led the MoA to employ more women in high-level ministerial positions, and to incorporate a gender aspect into the existing agricultural strategy, considered the most important gap. However, despite the positive results, the final report emphasizes that gender equality was still not

thought as a pertinent priority in many ministries (Rajab, 2013: 36, 40, 47, cited in Giliberto and Labadi, 2021: 7).

Even though the realities of these project sites and Ercolano are very different from each other in terms of physical (urban/ rural etc.), environmental, social and economic features; cultural heritage; and the characteristics of local women and other disadvantaged genders (their socio-economic status, needs, expectations, capacities, interests etc.), the HCP can consider establishing an atelier similar to the UNESCO/Heritage Foundation Atelier in Makli World Heritage property to enable local women and other disadvantaged genders produce crafts that could be used in conservation of heritage properties of Ercolano or touristic products such as souvenirs if the results of its research within ECAP shows that these groups have a willingness to be involved in such activities. Also, as in the project SCHEP and the project in Egypt, it can support establishment of women-led cooperatives and companies to offer products and services to tourists, creating income and employment opportunities.

These kinds of activities would not only generate income for especially the young women living in the Via Mare neighbourhood with high levels of poverty or other disadvantaged groups in Ercolano but also create a sense of ownership among them by recreating a bond between them and the WHS of Herculaneum.

As in the World Heritage Volunteer Camp organized at the Pahlavan-Pour World Heritage Site (Iran), or the project in Egypt, the HCP can give priority to women and other disadvantaged genders in management and coordination of heritage related activities (organizing the camp, board members etc.), in case their participation is limited when compared to men in the current context. These kinds of activities can empower women and other disadvantaged genders to take on significant tasks within and outside the heritage sector.

Similarly, if the local municipality of Ercolano decides to develop a sustainable socio-economic development plan for the town, in collaboration with related

stakeholders including the HCP, as in the project in Morocco, they can pay attention to women's or other disadvantaged genders' participation in the plan and integration of gender issues into it, in case there is a problem related to gender equality in these kinds of activities in Ercolano. This would improve the capacity of these groups as active citizens and political actors and in local governance as well as raising their awareness on gender equality and human rights. They can also collaborate with institutions such as UN Women to provide local women with training on leadership of women and human rights to assist gender-sensitive local governance.

In addition to these, as in the project in Morocco, the HCP can support income generation activities for local women, in collaboration with related stakeholders, in the existing traditional businesses as well such as the agriculture or fishing sectors and provide them with training and capacity-building programmes on product commercialization, administration and financial management. It can also provide support in linking the women's businesses to local/ national/ international markets to boost the marketability of their products.



## CHAPTER 11

### CONCLUSION

#### 11.1. Scope, research question and research method of the research

This thesis focused on the question of how management systems of cultural WHSs, particularly the ones in declining urban areas, can contribute to sustainable socio-economic development of these areas. It investigated the strategies to be included in the management systems of cultural WHSs within a sustainable socio-economic development framework. It identified the indicators to assess the effectiveness level of these strategies; i.e. to assess contribution level of cultural WHSs' management systems to sustainable development. Among the dimensions of sustainable development, this research focused on specifically the use of cultural heritage in achieving “inclusive economic development” and “inclusive social development”.

By using a single-case study approach, this research examined in-depth the case of Herculaneum. Specifically, it sought to answer how far the Herculaneum Conservation Project (HCP) contributed to sustainable socio-economic development of Ercolano from 2001 to 2020. This study followed five steps to answer this question:

1. The examination of Ercolano in terms of its location, and its spatial and socio-economic changes in history,
2. The study of the physical, environmental, social and economic features of Ercolano,
3. The examination of Herculaneum in terms of its historical development, characteristics and earlier excavation and conservation works at the site (1710-2001),
4. The explanation of the studies that HCP carried out at Herculaneum from 2001 to 2020 and its ongoing and future projects focusing mainly on sustainable development of Ercolano,
5. The evaluation of the studies conducted by the HCP at Herculaneum from 2001 to 2020 together with its ongoing and future projects according to the

sustainable socio-economic development strategies identified by this research.

This research ultimately assessed in-depth and in detail the level of contribution of the HCP to sustainable socio-economic development of Ercolano from 2001 to 2020. While doing the assessment of the project, this research made comparisons with projects/ activities carried out at other heritage sites in the world, including sustainable development projects implemented at WHSs. It also identified what additional studies the HCP can conduct in Herculaneum and Ercolano to contribute more to sustainable socio-economic development of Ercolano in the coming years.

## **11.2. Findings of the research**

The assessment on the contribution of the HCP to inclusive economic development and inclusive social development of Ercolano from 2001 to 2020 has revealed that it has carried out some studies that have contributed to the achievement of these aims and has potential to contribute more to them in the years ahead through the Via Mare Project and/ or ECAP.

Regarding the aim “inclusive economic development”, the HCP has adopted 12 strategies out of 16 strategies, which are:

- generating decent employment, income and sustainable livelihoods for the local community, including marginalised groups,
- supporting the existing traditional businesses in the area (which are about to disappear or need improvement),
- supporting the growing existing businesses in the area,
- supporting heritage-based businesses/ activities in the area,
- balancing efficient market mechanisms and public policies to ensure benefit sharing between all stakeholders in the area,
- developing and promoting inclusive and equitable economic investments to ensure benefit sharing between all stakeholders in the area,
- leading to an increase in total annual public expenditure that is spent on the conservation, protection and presentation of the WHS,
- facilitating network cooperation and stakeholder engagement at all levels between stakeholders in and outside of the heritage sectors through the development of governance structures or other mechanisms for cooperation,

- improving sustainable tourism in the area,
- providing educational, vocational, and capacity-building programmes for the local community aiming development of a diverse local economy and based on innovation and local entrepreneurship aimed in particular at small/medium/ micro scale levels and encouraging self-employment,
- implementing sustainable development projects that promote local cultural and creative industries associated with the WHS, and
- implementing sustainable development projects that safeguard intangible heritage associated with the WHS.

The 4 strategies that it has not adopted are:

- generating temporary jobs for the local community, including marginalised groups,
- motivating the unemployed local people for job search,
- transferring the local labour force from informal sector to formal sector and
- promoting the development of sustainable economic activities related to craftsmanship associated with heritage conservation.

As for the aim of “inclusive social development”, the HCP has adopted 19 strategies out of 24 strategies (adopted 4 sub-strategies out of 6 sub-strategies for strategy 26), which are:

- reducing social and economic inequalities in the local community,
- recognizing, respecting and including the values of the local community,
- recognizing, respecting and including the cultural and environmental place-knowledge of the local community,
- involving all stakeholders, particularly the local community in decision-making processes affecting their lives,
- improving the ability, opportunity and dignity of the local community,
- ensuring the availability of basic infrastructure and services for the local community,
- providing good urban design in the area (strategy 26),
- protecting heritage properties in the area,
- providing conditions for the local community to have a dynamic and meaningful cultural life,
- being compatible with and supportive of human rights,
- conducting a consultation process with the local community where heritage conservation and management activities affect their lands, resources and ways of life,
- involving the local community in all stages of heritage conservation and management activities,

- recognizing and respecting cultural values, cultural sensibilities and rights of the local community,
- respecting and fulfilling the needs and expectations of the local community if possible,
- using economic or social instruments to remove the negative effects that can arise during implementation of conservation/ rehabilitation/ regeneration projects,
- raising the awareness level of the local community on tangible (cultural and natural) and intangible heritage in the area and conservation of cultural heritage,
- including heritage education programmes for children and/or youth,
- providing visitor facilities and services (visitor centre, trails/ routes, online promotion sites etc.) at the WHS for all members of the local community for education, information, interpretation and awareness building, and
- providing social and economic opportunities for all genders.

The 4 sub-strategies of the strategy 26 that the HCP has adopted are:

- creating attractive public open spaces in the area,
- reducing the spatial and physical constraints of the area,
- changing the unfavourable ‘images’ of the area, and
- using the spatial and physical potentials of the area.

The 5 strategies that it has not adopted are:

- contributing to provision of quality education for all members of the local community,
- reducing the rate of school truancy,
- reducing the number of students who have anti-social behaviours,
- ensuring a gender balanced participation and contribution in heritage conservation and management decisions and activities, and
- changing traditional heritage practices if they perpetuate discriminatory customs to eliminate repetitive negative stereotypes of women and members of the LGBTQ+ community.

However, it is worth to mention that since defining problems in Herculaneum/ Ercolano about these strategies (except the one on school truancy) requires extra research, the HCP cannot be considered unsuccessful in achieving them.

The 2 sub-strategies of the strategy 26 that the HCP has not adopted are:



- preventing illegal construction and extensions in the buildings in the area, and
- removing illegally constructed buildings and illegal extensions in the buildings in the area.

To sum up, the HCP has adopted 31 strategies out of 40 sustainable socio-economic development strategies defined in this thesis to be adopted in management systems of cultural WHSs in declining urban areas in order to achieve the aims of “inclusive economic development” and “inclusive social development”. However, it is worth to mention that although the HCP has adopted these 31 strategies, it has not carried out comprehensive studies for many of them, the reason for which will be explained below. These shortcomings and suggestions about what additional studies that it can conduct in the future to contribute more to the achievement of these strategies were explained in Chapters 9 and 10.

It should be noted that the primary goal of the HCP in its activities was not to contribute to sustainable socio-economic development of Ercolano. Instead, it was to improve the state of conservation of the Herculaneum WHS. After solving the urgent conservation problems at the site in the very first years of the project, it developed a sustainable maintenance approach for the site; ensured capacity building of the local heritage authority; and carried out some activities to contribute to the sustainable development of Ercolano and benefit the local community and the society by using heritage as a catalyst. In other words, it started to consider the success of its site management system in social, economic and environmental terms. Some of the activities realized through this aim were the demolition of collapsing buildings overhanging at the partially excavated basilica area at the north-west edge of the WHS (in Via Mare neighbourhood); the initiation of the Via Mare Project; the establishment of the Herculaneum Centre; and the initiation of ECAP, which aims not only to identify tools that could contribute to the conservation and enhancement of archaeological site of Herculaneum by promoting people-centred approaches, but also to achieve sustainable development of the modern town of Ercolano.

The Via Mare Project, which is expected to create new economic opportunities for the local community, particularly the marginalised groups (residents of the Via Mare neighbourhood), through physical and environmental regeneration, was initiated in 2014. ECAP, which investigates the values and resources of Ercolano and the strengths of the local community in order to contribute to the future decisions on the development of Ercolano; fulfil the needs of the local community; develop employment opportunities for them; improve their relationship with their cultural and natural heritage; conserve and manage cultural and natural values of Ercolano; and develop tourism in the town, was initiated in 2019. These projects show that the HCP has started implementing projects that could contribute to sustainable socio-economic development of Ercolano only in recent years. Therefore, it has potential to contribute more to it in the years ahead through these projects.

### **11.3. Contributions of the research**

The theoretical, methodological, and practical contributions of this research to improvement of the link between cultural heritage and sustainable development, particularly the two dimensions of sustainable development, which are “inclusive economic development” and “inclusive social development”; to management systems of cultural WHSs in declining urban areas; and to the activities of the HCP are explained below.

#### **11.3.1. Theoretical contributions**

First of all, this research contributed to fulfilment of the gap in Target 11.4 of the 2030 Sustainable Development Agenda, which aims to “strengthen efforts to protect and safeguard the world’s cultural and natural heritage” to achieve SDG 11, “make cities and human settlements inclusive, safe, resilient and sustainable” but lacks to view heritage as an active driver and enabler of sustainable development, by focusing not only on protection and safeguarding of the world’s cultural heritage, but also on its management systems. Thus, it improved contribution of

cultural heritage to the achievement of the SDGs, by strengthening the links between them. Within this framework, the aim of the Target 11.4 can be revised as to “strengthen efforts to protect, safeguard and manage the world’s cultural and natural heritage”.

Second, this research improved the “Policy for the Integration of a Sustainable Development Perspective into the processes of the World Heritage Convention” (WH-SDP), which aims to ensure policy coherence with the UN Sustainable Development Agenda and to harness the potential of cultural heritage properties to contribute to sustainable development, by integrating the three dimensions of sustainable development, which are environmental sustainability, inclusive social development and inclusive economic development, together with the fostering of peace and security into their CHMSs. Among these dimensions, this thesis focused on “inclusive economic development” and “inclusive social development” and defined concrete strategies to be adopted in management systems of cultural WHSs, particularly the ones in declining urban areas, in order to ensure that these systems contribute to the achievement of 2030 SDGs. In other words, it elaborated the strategies defined in WH-SDP to achieve “inclusive economic development” and “inclusive social development”.

Third, this research made an important contribution to development of indicators to assess how far these strategies have been achieved, which is another gap in the literature. Indicator 11.4.1 of the Target 11.4, which is “Total per capita expenditure on the preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local/municipal)” is considered inadequate and ineffective to assess how far Target 11.4 is achieved. Therefore, this research not only contributed to the development of indicators to assess how far Target 11.4 has been achieved, but also to development of other indicators to assess the level of contribution of management systems of cultural WHSs in declining urban areas to sustainable development, in particular to

“inclusive economic development” and “inclusive social development”, by adding management dimension to Target 11.4.

To sum up, the sustainable socio-economic development strategies and indicators identified by this study will serve as an important start for the identification of the strategies to be adopted in management systems of cultural WHSs in declining urban areas to achieve sustainable socio-economic development in these areas and for assessment of how far these strategies have been achieved.

### **11.3.2. Methodological contributions**

A revision made in the Operational Guidelines in 2021 encouraged States Parties to integrate the principles of WH-SDP and the 2030 Agenda for Sustainable Development into their activities related to the World Heritage Convention, including their heritage conservation and management systems (WHC, 2021: 13-14). The sustainable socio-economic development strategies suggested and tested in this research will constitute a guidance for these States Parties while preparing their CHMSs. This guidance, which is unique, can be used not only for management systems of cultural WHSs in declining urban areas, but also for management systems of other cultural heritage properties.

### **11.3.3. Practical contributions**

This research is the first study that has assessed how far the HCP contributed to sustainable socio-economic development of Ercolano from 2001 to 2020 and whether it has potential to contribute more to it in the years ahead. The assessment gave an idea not only on these issues but also on how far the HCP has responded to the problems and needs of the WHS of Herculaneum, modern town of Ercolano and the local community. The proposals developed after the assessment are also expected to guide and support the future activities of the HCP to achieve the sustainable socio-economic development of Ercolano.

#### **11.4. Recommendations for future management systems of cultural WHSs in declining urban areas**

Based on the findings of this research, it is possible to make a number of recommendations for the future management systems of cultural WHSs in declining urban areas. First of all, all CHMSs, including the ones in these areas, should ensure the adequacy of the three elements (legal framework, institutional framework and resources-human, financial, intellectual) for effective implementation of the three processes (planning, implementation and monitoring) to successfully achieve the three results (outcomes, outputs and improvements to the management system), which are accepted as nine basic characteristics of CHMSs.

CHMSs should adopt a ‘values-led’ approach, by which the significance of a place is determined by all stakeholders through a participatory process based on the values attributed to the property by them [e.g. interviews conducted with the local community within ECAP to learn tangible (cultural and natural) and intangible values of Ercolano]; an inclusive and participatory approach, by which involvement of all stakeholders (local people, property owners and managers, government at all levels, non-governmental organizations, tourism sector etc.), and effective engagement of the local community are ensured at every stage of conservation and management activities; and an integrated approach (in terms of physical setting, legislation, institutions and information and resources).

Ensuring an effective system of governance, including a participatory, multi-stakeholder approach during the policy development and implementation stages of management systems is very important. A shared understanding of the property and its significance by all stakeholders, and their involvement in management processes can provide results that better respond to the needs of both property and the stakeholders (UNESCO/WHC et al., 2013: 19, 60). Governance is also critical in terms of achieving an appropriate balance between protection of heritage values and achievement of sustainable development objectives (General Assembly, 2015:

3). CHMSs should also include strategies to build a sense of shared responsibility for heritage among local communities by raising awareness on the values of heritage properties (General Assembly, 2015: 8).

In CHMSs, establishing public-private partnerships between stakeholders in and outside of the heritage sectors and capacity-building of the related stakeholders (e.g. local heritage authority, local municipality, local community) on heritage conservation and management activities are also of crucial importance in terms of bringing funding to an area, facilitating these activities and achieving protection of heritage properties in the long-term. At cultural heritage sites, limited financial resources should be used effectively through distribution of the resources in a way to maximize the benefit in terms of protection of heritage properties, by initially focusing on the solution of the most critical conservation problems.

In the current context, where cultural heritage is affected by multiple factors such as climate change, demographic growth, growing inequalities, diminishing resources and growing threats to heritage (e.g. development pressure), CHMSs should adopt a sustainable development perspective by recognizing the mutual interaction between conserving heritage properties and sustainable development. To this end, they should not only focus on conservation of cultural heritage properties but also adopt strategies to contribute to sustainable development of the areas they are located in, and to strengthening of the physical, social and economic relationships between the heritage sites and their surrounding areas including the local communities, which in turn can contribute to protection of heritage properties in the long-term.

As stated earlier, among the dimensions of sustainable development, this thesis focused on the utilisation of cultural heritage in achieving “inclusive economic development” and “inclusive social development” through the heritage management strategies developed. Therefore, the recommendations for future management systems of cultural WHSs in declining urban areas are given under

the aims of “inclusive economic development” and “inclusive social development” and their sub-aims, which are in line with the WH-SDP.

#### **11.4.1. Inclusive economic development**

##### *Ensuring growth, employment, income and livelihoods*

Management systems of cultural WHSs in declining urban areas should harness the potential of heritage properties to generate employment opportunities (both permanent and temporary) and provide sustainable livelihoods and income for the local communities, including marginalised groups. Supporting the cultural tourism industry is one of the most effective ways to achieve it, which includes ensuring protection, good interpretation and promotion of heritage properties, and improvement of tourism service provision (e.g. accommodation, restaurants, museums, cultural tourism products, entertainment, and other tourism-related services). These activities can provide employment opportunities for the local communities in restoration/ rehabilitation works, site management (e.g. as site stewards, tour guides) or as owners of newly established micro-to small-scale enterprises (MSEs) that offer products (e.g. traditional crafts, food) and services to tourists, which in turn can also improve the relationship between the local communities and their heritage, resulting in greater sense of ownership and better protection of heritage properties. Improving cultural tourism can lead to economic development and generate employment opportunities for the local communities in other sectors too.

In addition to creating new jobs in cultural tourism sector, the CHMSs should also focus on supporting the existing traditional and growing businesses in and around the heritage sites to provide better job opportunities or greater income for the members of the local community. In all these activities, benefit sharing should be ensured between all stakeholders in the area to achieve inclusive economic development.

Here, it is noteworthy that it is of crucial importance to conduct interviews, meetings or questionnaires with the members of the local community, including marginalised groups, to understand their socio-economic characteristics, needs, capacities and expectations before developing any policies to provide employment opportunities or income for them.

### ***Promoting economic investment and quality tourism***

CHMSs, particularly the ones in declining urban areas, should utilise the potential of heritage properties to create economic growth through “attracting foreign investment, rising property prices or heritage tourism revenue” (Samuels, 2016: 359). Tourism can bring investment and spending to an area and support infrastructure development, which in turn contribute to economic development by improving trade and ensuring better flow of goods and services (UNESCO, 2022). However, CHMSs should aim sustainable tourism, and inclusive and equitable economic investment to ensure benefit sharing between all stakeholders in the area, through using local resources and skills, preserving local knowledge systems and infrastructures and making local communities together with marginalised groups, the primary beneficiaries of these investments (General Assembly, 2015: 9). To this end, public-private partnerships should be established at all levels between stakeholders in and outside of the heritage sectors (Labadi et al., 2021: 113) by taking into account the power of partnerships in bringing investments and funding to an area.

In order to prevent negative consequences of tourism such as threats to tangible (cultural and natural) and intangible heritage or to socio-cultural authenticity of the local communities, and processes such as gentrification, sustainable forms of tourism development, which includes community-based initiatives should be promoted.

Sustainable tourism requires providing an adequate, effective and locally-driven management of tourism activity in an area, and constant monitoring of its derived



economic, socio-cultural and environmental impacts while fulfilling the needs of visitors, tourism industry and host communities in the best possible way.

Some strategies that could be adopted to achieve sustainable tourism are:

- implementing adequate and effective visitor management planning, which includes preventive measures such as defining the carrying-capacity of cultural heritage sites, and encourages local tourism,
- using economic, socio-cultural and environmental impact assessment tools before implementing any project,
- reinvesting part of the revenues from tourism activities in the conservation and management of heritage properties,
- providing fairly distributed socio-economic benefits to all stakeholders, particularly to unemployed local people, through:
  - providing training in income generating tourism-related activities such as:
    - developing and marketing cultural tourism products (mainly traditional crafts),
    - site stewardship or being a tour guide,
    - providing local distinctive cultural, natural, and agricultural tourism experiences such as tours, farm-to-table experiences etc.,
  - establishing a cultural tourism product development unit,
  - establishing a forum to link artisans with producers, designers, NGOs, traders and trade fairs, to facilitate marketing of cultural tourism products,
  - providing technical and financial support (e.g. start-up grants) to encourage new businesses (e.g. MSEs) and self-employment in the tourism sector,
  - strengthening networks between trainees, tour operators, and the wider tourism market,
- capacity building of local stakeholders including tour guides on cultural heritage management, history and site promotion,
- utilising tangible (cultural and natural) and intangible values around the WHSs through enhancing their state of conservation, interpretation and promotion, by for instance:
  - grouping them by type and market appeal,
  - developing a Spatial Tourism Plan,
  - designing new tourist routes,
  - organizing touristic trips, and
  - developing a mobile application that promotes these values through augmented reality, textual and audio-visual information and

interaction, which can also enable local people sell their cultural tourism products or offer services to visitors.

CHMSs should also promote development of sustainable economic activities related to craftsmanship associated with heritage conservation (through organization of craftsmanship courses). This would not only connect the conservation of heritage sites and the livelihood of the local communities, but also enable intergenerational transmission and protection of intangible cultural heritage knowledge.

Here, it is noteworthy that, before development of any income generating tourism-related project or other kinds of projects, a thorough consultation process should be conducted with the members of the local community to understand their needs, expectations, abilities or social, economic and cultural characteristics of the society to achieve successful outcomes. Further, ensuring participation of all relevant stakeholders and the availability of financial resources or activities to support these initiatives are of crucial importance to achieve their sustainability.

### ***Strengthening capacity-building, innovation and local entrepreneurship***

Within the scope of CHMSs, educational, vocational, and capacity-building programmes should be organized for the local communities to provide them with sustainable economic benefits and to achieve inclusive economic development in the long term. These programmes should be based on innovation and local entrepreneurship aimed in particular at small/ medium/ micro scale levels; encourage self-employment (General Assembly, 2015: 10); and aim developing a diverse local economy rather than an economy based only on tourism (Labadi et al., 2021: 21).

Within this framework, sustainable development projects that promote local cultural and creative industries and protect intangible heritage related to cultural heritage properties can be implemented (General Assembly, 2015: 10), mainly

through utilising heritage as a platform for exchange of intergenerational knowledge and capacity-building for specialised skills and traditional crafts (Labadi et al., 2021: 39).

Training programmes can be organized particularly for unemployed people, on innovative design of traditional handicrafts, entrepreneurship including how to manage and market these products, project management, and self-employment, in collaboration with related local/ national/ international institutions such as labour organizations or UN agencies. These programmes can lead to employment of trainees by companies, NGOs or other organizations, or to establishment of their own businesses. Also, e-commerce portals can be established for the trainees to market their crafts and other products at international scale. However, measures should be taken to ensure sustainability of these platforms.

#### **11.4.2. Inclusive social development**

##### *Contributing to inclusion and equity*

CHMSs, particularly the ones in declining urban areas, should adopt strategies to improve the ability, opportunities and dignity of people who are disadvantaged due to age, sex, disability, race, ethnicity, origin, religion, or economic or other status, and to reduce their exclusion and social and economic inequalities in the society. Equitable access to and engagement with heritage (through physical or economic measures such as discount in ticket prices, free entry etc.), and a fair distribution of benefits associated with it; equitable access to other resources, basic infrastructure and services; ensuring equal enjoyment of human rights by the marginalised groups; providing social and economic opportunities for the members of the local community who have low socio-economic status; providing quality education for all by improving educational opportunities for the members of the local community at the age of education; involving all stakeholders, particularly the local community in decision-making processes affecting their lives; and recognizing, respecting and including the values as well as cultural and environmental place-knowledge of

local communities, all contribute to achievement of social inclusion, equity and sustainable development. These strategies, particularly equitable access to and engagement with heritage and a fair distribution of benefits associated with it, not only contribute to social inclusion, but also to strengthening of the relationship between the local communities and their heritage, and to raising their awareness on cultural heritage, which in turn can lead to greater sense of ownership and better protection of heritage properties.

### *Enhancing quality of life and well-being*

CHMSs should include measures to enhance quality of life and well-being of people living in and around the cultural heritage sites (General Assembly, 2015: 6). Jobs, the availability of basic infrastructure and services, and a dynamic and meaningful cultural life are some of the factors affecting people's well-being, which is mostly associated with a healthy, comfortable and happy life.

As cultural heritage properties have potential to contribute to overall economic well-being through tourism or employment opportunities that can be generated in heritage-based activities such as conservation/ rehabilitation/ regeneration works, CHMSs should utilise this potential to improve quality of life and well-being of local communities. To this end, first of all, tangible (cultural and natural) and intangible heritage properties in and around the cultural heritage sites should be protected. Within this framework, preferring conservation methods that are compatible with the aims of sustainable development such as “preventive and planned conservation”; capacity-building of the related stakeholders (local heritage authority, local municipality, heritage practitioners from the international community, academic community, local community etc.) in the importance of heritage properties in the area and their protection and management, through technical and administrative support provided in workshops, courses, meetings etc. organized in partnership with several local and international institutions such as ICCROM, UNESCO, universities or NGOs; and ensuring participation of all relevant local, national and international stakeholders (heritage professionals,

academic community, the government, the tourism sector, the local community etc.) in the protection process mainly through establishing partnerships between stakeholders in and outside of the heritage sectors (e.g. HCP, Herculaneum Centre) are of vital importance.

Geographic information system (GIS) is accepted as an effective tool in terms of contributing to realization of preventive and planned conservation at cultural heritage sites as it enables to document, monitor and plan activities to be carried out at these sites.

In order to benefit from the knowledge on intangible heritage in conservation activities, as well as to protect and enable intergenerational transmission of it, CHMSs should also include “oral history projects”, by which the testimonies of the former workers of the cultural heritage sites or other people’s knowledge on these sites are gathered and recorded. In addition, interviews can be conducted with both young and old members of the local community to collect information on other tangible (cultural and natural) and intangible values of the area.

CHMSs should include capacity-building programmes for employees of the local heritage institutions to ensure the self-sufficiency of these institutions and sustainability of their protection and management activities at heritage sites. In other words, these programmes should be organized to equip heritage professionals in these institutions with necessary knowledge to succeed in conservation and management of heritage properties after the lifetime of the projects implemented. The capacity-building programmes can be organized on subjects such as tender processes, implementation of conservation projects, organization and management of public private partnerships in conservation/ rehabilitation/ regeneration works, World Heritage processes including preparation of management plans, Geographic Information System (GIS), English language, archaeological surveying etc. depending on the needs of the sites and heritage professionals, which have to be determined after conducting a consultation process with community of practice.

CHMSs, particularly the ones in declining urban areas, should pay particular attention to providing basic infrastructure and services (decent housing, education, health care, environmental health, transportation, electricity, water, street lighting, sanitation, sewerage and drainage systems, waste management, safety etc.) for the local communities, recognizing their importance in people's well-being. Ensuring the availability of basic infrastructure and services, and thus improving the living conditions of the local communities, in turn can contribute to improvement of tourism and better management of the heritage properties. Within this framework, the direct role of cultural heritage properties in providing basic infrastructure and services should be recognized and the priority should be given to reusing built heritage in efforts to provide the local communities with decent housing, which can be achieved through restoration/ rehabilitation of historic buildings. It should also be noted that, ensuring the feeling of safety in an area, which is one of the basic services that should be provided, mainly depends on improving the socio-economic status of people through provision of education and employment opportunities. When these opportunities are not available, the possibility for people to get involved in criminal activities rise and the safety perception in an area can be lost.

Another strategy that should be adopted by CHMSs to improve quality of life and well-being of local communities is provision of good urban design in an area, which depends mainly on creation of adequate and attractive public open spaces (parks, squares etc.); reduction of spatial and physical constraints (improvement of accessibility); elimination of unfavourable 'images' such as the image of dangerous, dirty, filthy or unlikable place etc.; prevention of illegal construction and extensions in the buildings and removal of such buildings and extensions; and using the spatial and physical potentials of the area such as abandoned buildings and spaces, historic buildings (through adaptive re-use etc.) and traditional infrastructure after carrying out rehabilitation, restoration or regeneration activities.

The activities mentioned above regarding provision of basic infrastructure and services and good urban design should be carried out in collaboration with related

institutions in the public and private sectors and precautions should be taken to prevent gentrification.

Finally, in order to provide conditions for the local community to have a dynamic and meaningful cultural life, cultural and artistic communication projects on cultural heritage (TV programmes, documentaries, cultural events such as exhibitions, festivals, concerts, folk dances etc.) targeting also marginalised groups can be conducted (e.g. celebration of local music traditions at the centre of the Via Mare neighbourhood through *tammurriata*). These kinds of activities would improve sense of belonging, pride and identity of local communities and also contribute to protection, celebration and sustainability of their intangible heritage. Taking measures (physical or economic measures such as discount in ticket prices, free entry etc.) to ensure that all members of the local community, particularly the disadvantaged groups, visit the heritage sites or museums in the area, is another strategy that can be adopted to provide a dynamic cultural life to the local communities.

### ***Respecting, protecting and promoting human rights***

The full range of international human rights standards should be integrated into and implemented within CHMSs in order to achieve sustainable development. Among these rights, the following ones can be considered to have more priority than others while undertaking conservation and management activities, particularly in declining urban areas:

- Right to Equality
- Freedom from Discrimination
- Right to Life, Liberty, Personal Security
- Right to Own Property
- Freedom of Opinion and Information
- Right to Desirable Work and to Join Trade Unions
- Right to Adequate Living Standard
- Right to Education
- Right to Participate in the Cultural Life of Community

CHMSs should be implemented through equitable participation of concerned people with a rights-based approach. In order to ensure effective rights-based approaches, technical cooperation and capacity-building activities should be conducted (General Assembly, 2015: 7).

### ***Respecting, consulting and involving local communities***

Within CHMSs, an inclusive, adequate and transparent consultation process should be conducted with equitable and effective participation and contribution of local communities, and their free, prior and informed consent should be obtained, where heritage conservation and management activities affect their lands, resources and ways of life. Recognizing and respecting their cultural values, sensibilities and rights, and involving them in all stages of heritage conservation and management activities [identifying and registering cultural heritage (tangible and intangible) in inventories/ lists, development of conservation and management decisions, conservation, protection and management activities, monitoring etc.] through development of relevant standards (e.g. regular meetings), guidance (e.g. user/instruction manuals) and operational mechanisms (e.g. committees composed of representatives from public institutions and the local community, conservation teams involving the members of the local community), are all of crucial importance in protecting cultural heritage properties and achieving sustainable development, as well as strengthening the relationship between local communities and their heritage/ heritage institutions. Capacity building activities should be carried out for the members of the local community to ensure that they participate more effectively in cultural heritage conservation and management activities.

The consultation process, which is a bottom-up approach, should include conduction of many interviews and meetings with different groups in the society such as householders, renters, business owners, NGOs, and other members of the local community of different age groups in order to learn tangible (cultural and natural) and intangible values of the area; to understand the existing relationship between them and their heritage; and to learn their needs, capacities and



expectations to develop conservation and management activities accordingly, with the final aim of providing sustainable social, economic and cultural benefits for them. In consultation meetings, all information about the projects to be implemented, including the short-term disadvantages (dusty work sites, roadblocks etc.) and long-term benefits, should be explained to the local communities. This process can be supported by organizing several events and activities for the local communities, which helps maintaining regular contact with them and thus gaining support for the projects to be implemented, while building trust and developing relationships further between the local communities and heritage institutions (e.g. the Herculaneum Centre's activities realized in the Via Mare neighbourhood before the initiation of the Via Mare Project).

In order to remove the negative effects that can arise during implementation of conservation/ rehabilitation/ regeneration projects, economic (e.g. renovation grants) or social instruments (e.g. temporary relocation opportunities, keeping the concerned households informed on the progress of project) can be used.

Development of formal communication strategies such as signature of a participation agreement (e.g. the Argyle Participation Agreement) with the local community, can provide the framework needed to regulate the procedures and principles of community participation. This agreement can also include regulations related to the intangible values of the local community (e.g. Manthe welcome ceremony) in line with their concerns. Besides, it can define some days like "Local Community Open Day" to be performed once a year, to enable all members of the local community visit the heritage sites free of charge, and to share information with them on heritage conservation and management activities implemented or planned at these sites in a meeting. This meeting would provide a platform for the members of the local community to express their concerns and expectations about the heritage institutions' activities.

Within CHMSs, activities (meetings, conferences, scientific panels, publications, use of media, celebratory events etc.) should be carried out to raise the awareness

level of the local communities on tangible (cultural and natural) and intangible heritage in their areas (e.g. the importance of the World Heritage site, its boundaries and buffer zone) and conservation of cultural heritage. As for the children and/or youth, heritage education programmes should be organized in collaboration with educational institutions. The school curricula can be restructured through incorporation of subjects on cultural heritage and its protection and learning materials can be provided for schools. Besides, workshops, video competitions and hands-on activities (making pottery, mosaic art etc.) on cultural heritage can be carried out and field trips can be organized to heritage sites. In addition to these activities, training programmes can be organized for students on protection of cultural heritage, which can create job opportunities for them in the future.

Another measure for raising awareness level of both local communities and visitors on the value of cultural heritage properties is to provide the following visitor facilities and services at cultural heritage sites for all members of the local community irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status, for education, information, interpretation and awareness building: a visitor centre, a site museum, information booths/ panels, guided tours, trails/ routes (e.g. the multi-sensorial trail developed at the WHS of Herculaneum for visually impaired people), the use of digital technologies such as virtual reality, augmented reality etc., printed information materials (brochure, map etc.), online promotion sites (website, social media, etc.) and transportation facilities and services to ensure accessibility.

### *Achieving gender equality*

Considering the role of ensuring gender equality in achieving sustainable development, the CHMSs should provide social and economic opportunities such as educational and vocational training programmes particularly for disadvantaged genders (women and members of the LGBTQ+ community) to empower them by teaching new skills and improving their standard of living as well as their families’.

Within this framework, an atelier can be established to enable disadvantaged genders to produce crafts that can be used in conservation of heritage properties or touristic products such as souvenirs. Similarly, women-led cooperatives and companies can be established to offer products and services to tourists, and training and capacity-building programmes can be organized for them on product commercialization, administration and financial management. In order to boost the marketability of their products, support can also be given to link their businesses to local/ national/ international markets.

CHMSs should also ensure a gender balanced participation and contribution in all heritage conservation and management decisions and activities, which includes provision of equal opportunities for leadership and representation of all genders at all levels of decision-making. If the priority is given to women and other disadvantaged genders in management and coordination of heritage related activities, it can empower them to take on significant tasks within and outside the heritage sector.

Further, it should be ensured that all genders have equal access to and enjoyment of heritage properties, and traditional heritage practices perpetuating discriminatory customs should be changed, if any, to eliminate repetitive negative stereotypes of disadvantaged genders.



## REFERENCES

- ACOR 2022. Sustainable Cultural Heritage Through Engagement of Local Communities, <http://usaidschep.org/en>, accessed June, 2022
- Ahunbay, Z. 1999. Tarihi Çevre, Koruma ve Restorasyon, İstanbul: Gem Yayınları
- Ahunbay, Z. 2010. Arkeolojik Alanlarda Koruma Sorunları Kuramsal ve Yasal Açılardan Değerlendirme, TÜBA-KED Türkiye Bilimler Akademisi Kültür Envanteri Dergisi, Sayı: 8, 103-118.
- Akkar Ercan, M. 2010. Searching for a balance between community needs and conservation policies in historic neighbourhoods of İstanbul. *European Planning Studies*. 18(5): 833-859.
- Alexander, R. 2011. Rio Tinto in the East Kimberly, Australia, Open and Transparent Communication at Argyle Diamonds, Bradshaw, E. and Cohen, T. (Ed.), *Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto*, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 88-89, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022
- Araoz, G. F. 2011. Preserving heritage places under a new paradigm, *Journal of Cultural Heritage Management and Sustainable Development*, Vol. 1 Issue: 1, 55-60, <https://doi.org/10.1108/20441261111129933>, accessed January, 2018
- Archaeological Park of Pompeii 2022. Visitor data, <http://pompeisites.org/en/archaeological-park-of-pompeii/visitor-data/>, accessed October, 2022
- Ataberk, E. 2022. The SWOT Analysis Workshop held within the scope of the preparation of “Pergamon and its Multi-Layered Cultural Landscape Site Management Plan (2023-2028)”, 30 November 2022, Bergama Municipality

- Australia ICOMOS 2019. Burra Charter & Practice Notes, <https://australia.icomos.org/publications/burra-charter-practice-notes/>, accessed January, 2019
- Australia ICOMOS Incorporated 2013. The Australia ICOMOS Charter for Places of Cultural Significance (The Burra Charter), <https://australia.icomos.org/wp-content/uploads/The-Burra-Charter-2013-Adopted-31.10.2013.pdf>, accessed July, 2019
- Australian Government 2019. The World Heritage Convention, <https://www.environment.gov.au/heritage/about/world/world-heritage-convention>, accessed January, 2019
- BBC 2020. The beautiful ancient house discovered in the ashes, <https://www.bbc.com/culture/article/20190705-the-beautiful-ancient-house-discovered-in-the-ashes>, accessed September, 2020
- Belge, B. 2023. Local Capacity in Urban Conservation, Case Studies; Gaziantep and Şanlıurfa, TMMOB Şehir Plancıları Odası, Planlama, 143-166, <https://doi.org/10.14744/planlama.2022.59489>, accessed May, 2023
- Benkari, N. 2018. Archaeological Site of Bat-Oman, Management and Public Perception Community Involvement in Archaeological Heritage Management and Planning, Journal of Cultural Heritage Management and Sustainable Development, Vol. 8, Issue: 3, 293-308, [www.emeraldinsight.com/2044-1266.htm](http://www.emeraldinsight.com/2044-1266.htm), accessed January, 2022
- Biggi, C., Capasso, B. and Del Duca, F. 2018. Shared Knowledge, Shared Power, Apaydın, V. (Ed.), The Herculaneum Centre: The Reciprocal Benefits Gained from Building Capacities for Cultural Heritage Among Institutions and Communities, SpringerBriefs in Archaeology. Springer, Cham, 87-105.
- Biggi, C., D'andrea, A. and Pesaresi, P. 2014. Heritage in Context Conservation and Site Management within Natural, Urban and Social Frameworks Istanbul, Bachmann, M., Maner, C., Tezer, S. and Göçmen, D. (Eds.), Herculaneum: Joining Forces to Secure Heritage Benefits for the Ancient and the Modern Towns, Ege Yayınları, 39-53.

- Biörnstad, M. 2000. The ICOMOS International Committee on Archaeological Heritage Management, Cleere, H. (Ed.), *Archaeological Heritage Management in the Modern World*, London and New York: Routledge, 70-75.
- Birabi, A. K. 2007. International urban conservation charters: catalytic or passive tools of urban conservation practices among developing countries, *City & Time* 3 (2): 4, <http://www.ct.ceci-br.org>, accessed January, 2018
- Blundo, D.S., Politi, A.L., Garcia-Muina, F.E. and Del Hoyo, A.P.F. 2019. The Gadamerian Hermeneutics for a Meso-economic Analysis of Cultural Heritage, *Journal of Cultural Heritage Management and Sustainable Development*, <https://doi.org/10.1108/JCHMSD-09-2017-0060>, accessed March, 2022
- Bradshaw, E. and Cohen, T. 2011. *Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto*, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022
- Camardo, D. and Court, S. 2013. *The Encyclopaedia of Ancient History*, Bagnall, R.S., Brodersen, K., Champion, C.B., Erskine, A. and Huebner, S.R. (Eds.), Herculaneum, Oxford, Blackwell Publishing, 3150–3155.
- Cameron, D. 2011. Rio Tinto in the Upper Hunter Valley, Australia, Implementing an integrative Cultural Heritage Management System, Bradshaw, E. and Cohen, T. (Ed.), *Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto*, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 66-67, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022

- Capelo, A. M., Santos, M.C. and Pedrosa, M. A. 2012. Sustainable Development and Cultural Heritage in the New East Timor curricula, Amoeda, R., Lira, S. and Pinheiro, C. (Ed.), Heritage 2012 Proceedings of the 3<sup>rd</sup> International Conference on Heritage and Sustainable Development, Porto, Portugal, 19-22 June, 1573-1580, [https://www.researchgate.net/publication/301930932\\_Heritage\\_2012\\_-\\_Proceedings\\_of\\_the\\_3rd\\_International\\_Conference\\_on\\_Heritage\\_and\\_Sustainable\\_Development](https://www.researchgate.net/publication/301930932_Heritage_2012_-_Proceedings_of_the_3rd_International_Conference_on_Heritage_and_Sustainable_Development), accessed February, 2022
- Castiello, P. 2019. Environmental Report applied to the SEA procedure of the Municipal Urban Plan, 1-215.
- Cleere, H. 2000. Introduction: the Rationale of Archaeological Heritage Management, CLEERE H. (Ed.), Archaeological Heritage Management in the Modern World, London and New York: Routledge, 1-19.
- Comuni-Italiani.It 2022. Comuni-Italiani.it National Photo Competition, <http://rete.comuni-italiani.it/foto/2012/11884/view>, accessed October, 2022
- Congress on the European Architectural Heritage 1975. The Declaration of Amsterdam, <https://www.icomos.org/en/charters-and-texts/179-articles-en-francais/ressources/charters-and-standards/169-the-declaration-of-amsterdam?tmpl=compon%E2%80%A6>, accessed January, 2017
- Council of Europe 1987. Architectural Heritage Reports and Studies, [https://www.getty.edu/conservation/publications\\_resources/pdf\\_publications/pdf/archaeology\\_bib.pdf](https://www.getty.edu/conservation/publications_resources/pdf_publications/pdf/archaeology_bib.pdf), accessed January, 2017
- Council of Europe 1992. Convention for the Protection of the Archaeological Heritage of Europe (revised) (Valletta), <https://www.coe.int/en/web/culture-and-heritage/valletta-convention>, accessed January, 2017
- Council of Europe 2018. The Framework Convention on the Value of Cultural Heritage for Society (the Faro Convention, 2005), <https://rm.coe.int/CoERMPublicCommonSearchServices/DisplayDCTMContent?documentId=0900001680083746>, accessed January, 2018



- Court, S. and Biggi, C. 2009. Proceedings of the first international meeting of Youth in Conservation of Cultural Heritage, Macchia, A., Borrelli, E. and Campanella, L. (Eds.), Young people in conservation: international and local participation in safeguarding the cultural heritage of Ercolano, Rome, 24-25 November 2008, 1-8.
- Court, S., D'andrea, A., Del Duca, F., Pesaresi, P. and Thompson, J. 2019. Feasible Management of Archaeological Heritage Sites Open to Tourism, Corner, D.C. and Willems, A. (Eds.), Managing Herculaneum in Context Measuring Benefits for People and Places, Cham: Springer, 21-33.
- Court, S. and Del Duca, F. 2017. PPT entitled “Balancing equity, conservation and visitor experience in Italian heritage: how to measure the results of the #DomenicalMuseo initiative at Herculaneum?”, 1-21.
- Court, S., Thompson, J. and Biggi, C. 2011. Theory and History of Conservation, Bridgland, J. (Ed.), Recognizing the interdependent relationship between heritage and its wider context, Preprints of the 16th ICOM-CC Triennial Conference, Lisbon, 19-23 September 2011, Almada, ICOM, 1-9.
- De Luca, G. 2000. The Palace of Portici, <https://www.napolike.com/tourism/place/palace-of-porches/>, accessed July, 2020
- Del Duca and F., D'andrea, A. 2019. PPT entitled “Visitors Management Tools, Working with Schools: Two Case Studies, Data Management in the GIS Environment”, 1-32.
- Del Duca, F., Guida R., Semerari, O. and Court, S. 2020. PPT entitled “Managing data: an efficient governance system for world heritage, From Audience Development to Community Audit”, 1-48.
- Doğan, H. A. 2019. Assessment of the Perception of Cultural Heritage as an Adaptive Re-Use and Sustainable Development Strategy Case Study of Kaunas, Lithuania, Journal of Cultural Heritage Management and Sustainable Development, Vol. 9, Issue: 3, 430-443, <https://www.emerald.com/insight/2044-1266.htm>, accessed January, 2022

- Dunn, J. and Dunn B. 2020. HerculaneuminPictures, <https://herculaneum.uk/index.htm>, accessed September, 2020
- Duzcu, S. 2006. The Assessment Criteria of Urban Regeneration Projects: The Case of the Fener-Balat Districts in Istanbul, A Master Thesis in the Departments of Urban Design, METU, Ankara
- Edgar, B. and Taylor, J. 2000. Housing in Roberts, P. and Sykes, H. (ed.) Urban Regeneration: A Handbook, London; Thousand Oaks, Calif.: SAGE
- Erder, C. 1977. Venedik Tüzüğü Tarihi Bir Anıt Gibi Korunmalıdır, ODTÜ Mimarlık Fakültesi Dergisi, 3-2, 167-190.
- European Institute For Gender Equality 2021. Marginalised Groups, <https://eige.europa.eu/thesaurus/terms/1280>, accessed January, 2021
- European Parliament 2022. Circular economy: definition, importance and benefits, <https://www.europarl.europa.eu/news/en/headlines/economy/20151201STO05603/circular-economy-definition-importance-and-benefits>, accessed March, 2022
- Ferebee, B. 2019. HerculaneuminPictures, <https://herculaneum.uk/SE%20corner/Herculaneum%20SE%20corner%20p9%20Boat%20exhibition%20building.htm>, accessed September, 2020
- Ferreira, T. C. 2018. Bridging planned conservation and community empowerment: Portuguese case studies, Journal of Cultural Heritage Management and Sustainable Development, Vol. 8, Issue: 2, 179-193, [www.emeraldinsight.com/2044-1266.htm](http://www.emeraldinsight.com/2044-1266.htm), accessed January, 2022
- General Assembly of States Parties to the World Heritage Convention 2015. Policy Document for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention, <http://whc.unesco.org/en/news/1387/>, accessed April, 2017

- Giliberto, F. and Labadi, S. 2021. Harnessing cultural heritage for sustainable development: an analysis of three internationally funded projects in MENA Countries, *International Journal of Heritage Studies*, <https://doi.org/10.1080/13527258.2021.1950026>, accessed March, 2022
- Güçhan, N. Ş., Altinöz, G. B. and Ataöv, A. 2017. Kommagene Nemrut Yönetim Planı Ana Çerçevesi ve Yöntemi, GÜÇHAN N. Ş. (Ed.), *Kommagene Nemrut Yönetim Planı 2017*, 11-36, Orta Doğu Teknik Üniversitesi
- Güçhan, N. Ş. and Kurul, E. 2009. A history of the development of conservation measures in Turkey: from the mid 19th century until 2004, *METU JFA*, 2009/2, 26:2, 19-44.
- Gürsu, I. 2017. *Living Amid the Ruins*, Heritage Turkey British Institute at Ankara Research Reports, Volume 7, 12-13.
- Gürsu, I. and Vandeput, L. 2019. Why safeguarding archaeological heritage needs to start with local communities, <https://www.thebritishacademy.ac.uk/blog/summer-showcase-2019-why-safeguarding-archaeological-heritage-needs-start-local-communities/?from=homepage>, accessed January, 2022
- Hammer, J. 2015. *The Fall and Rise and Fall of Pompeii*, <https://www.smithsonianmag.com/history/fall-rise-fall-pompeii-180955732/>, accessed October, 2020
- Han, J. 2018. Introduction, Han, J. (Ed.), *Sustainable Development and World Heritage for Local Communities*, UNESCO, 6-11, <https://unesdoc.unesco.org/ark:/48223/pf0000263921>, accessed February, 2022
- Haron, J. and Aladarebeh, N. 2018. Fostering the Role of Local Communities in Jordan, HAN J. (Ed.), *Sustainable Development and World Heritage for Local Communities*, UNESCO, 21 p., <https://unesdoc.unesco.org/ark:/48223/pf0000263921>, accessed February, 2022
- Hart, T. and Johnston, I. 2000. *Employment, Education and Training in Roberts, P. and Sykes, H. (Ed.) Urban Regeneration: A Handbook*, London; Thousand Oaks, Calif.: SAGE

- Harvey, B. 2011. Forewords, Bradshaw, E. and Cohen, T. (Ed.), Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 10-11,  
[https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022
- Headout 2022. Pompeii tickets, <https://www.pompeii-tickets.com/herculaneum-tickets/>, accessed November, 2022
- Heese, K. 2014. HerculaneuminPictures,  
<https://herculaneum.uk/SE%20corner/Herculaneum%20SE%20corner%20p8%20Boatsheds%20and%20shoreline.htm>, accessed September, 2020
- Hosagrahar, J. 2018. Inclusive Social Development and World Heritage in Urban Areas in LARSEN, P.B. and LOGAN W. (Ed.) World Heritage and Sustainable Development: New Directions in World Heritage Management, Routledge, 68-81.
- ICCROM 2019. History, <https://www.iccrom.org/about/overview/history>, accessed January, 2019
- ICOMOS 1994. The Nara Document on Authenticity,  
<http://www.icomos.org/charters/nara-e.pdf>, accessed January, 2017
- ICOMOS 1999. The Burra Charter, (The Australia ICOMOS Charter for Places of Cultural Significance), [http://australia.icomos.org/wp-content/uploads/BURRA-CHARTER-1999\\_charter-only.pdf](http://australia.icomos.org/wp-content/uploads/BURRA-CHARTER-1999_charter-only.pdf), accessed January, 2017
- ICOMOS 2019. History, <https://www.icomos.org/en/about-icomos/mission-and-vision/history?start=1>, accessed January, 2019
- ICOMOS 2019. Publications,  
<https://www.icomos.org/publications/hommedecin.pdf>, accessed January, 2019

ICOMOS 2019. 18 April 2015: ICOMOS is 50, <https://www.icomos.org/en/about-icomos/2016-11-17-13-14-08/1965-2015-icomos-50th-anniversary>, accessed January, 2019

ICOMOS General Assembly 2011. The Paris Declaration on heritage as a driver of development, [http://www.icomos.org/images/DOCUMENTS/Charters/GA2011\\_Declaration\\_de\\_Paris\\_EN\\_20120109.pdf](http://www.icomos.org/images/DOCUMENTS/Charters/GA2011_Declaration_de_Paris_EN_20120109.pdf), accessed January, 2017

International Committee For the Management of Archaeological Heritage (ICAHM) 1990. Charter for the Protection and Management of the Archaeological Heritage, <http://wp.icahm.icomos.org/wp-content/uploads/2017/01/1990-Lausanne-Charter-for-Protection-and-Management-of-Archaeological-Heritage.pdf>, accessed January, 2017

International Labour Organization 2021. Decent Work, <https://www.ilo.org/global/topics/decent-work/lang--en/index.htm>, accessed January, 2021

ISTAT 2019. Demographic indices and structure of Ercolano, <https://www.tuttitalia.it/campania/76-ercolano/statistiche/indici-demografici-struttura-popolazione/>, accessed February, 2020

ISTAT 2019. Ercolano, <https://www.tuttitalia.it/campania/76-ercolano/>, accessed February, 2020

ISTAT 2018. Population of Ercolano, <https://www.tuttitalia.it/campania/76-ercolano/statistiche/popolazione-andamento-demografico/>, accessed February, 2020

ISTAT 2019. Risk Map of Italian Municipalities, <https://www.istat.it/it/mappa-rischi>, accessed February, 2020

ISTAT 2020. Schools of Ercolano, <https://www.tuttitalia.it/campania/76-ercolano/63-scuole/>, accessed February, 2020

IUCN 2019. About IUCN, <https://www.iucn.org/about/iucn-brief-history>, accessed January, 2019

- Jacobs, B. and Dutton, C. 2000. Social and Community Issues in Roberts, P. and Sykes, H. (Ed.) Urban Regeneration: A Handbook, London; Thousand Oaks, Calif.: SAGE
- Jeffrey, P. and Pounder, J. 2000. Physical and Environmental Aspects in Roberts, P. and Sykes, H. (Ed.) Urban Regeneration: A Handbook, London; Thousand Oaks, Calif.: SAGE
- Jokilehto, J. 2002. A History of Architectural Conservation, Butterworth-Heinemann
- Kaderli, L. 2014. Kültürel Miras Koruma Yaklaşımlarının Tarihsel Gelişimi, TÜBA KED Türkiye Bilimler Akademisi Kültür Envanteri Dergisi, 12, 29-41.
- Karabaş, N. E. 2010. Korumanın 20. Yüzyılda Değişen Kapsamı ve Kent Arkeolojisi Kavramının Gelişimi, Ege Mimarlık Dergisi, 47, 28-31.
- Keitumetse, S. O. 2009. Sustainable Development and Cultural Heritage Management in Botswana: Towards Sustainable Communities, 2009 John Wiley & Sons, Ltd and ERP Environment
- Kuban, D. 2000. Tarihi Çevre Korumanın Mimarlık Boyutu- Kuram ve Uygulama, İstanbul: Yapı-Endüstri Merkezi Yayınları
- Labadi, S., Giliberto, F., Rosetti, I., Shetabi, L. and Yıldırım, E. 2021. Heritage and the Sustainable Development Goals: Policy Guidance for Heritage and Development Actors, ICOMOS, <https://www.icomos.org/en>, accessed February, 2022
- Lari, Y. 2018. Revitalising Glazed Tiles Production within Local Communities in and around Makli, Han, J. (Ed.), Sustainable Development and World Heritage for Local Communities, UNESCO, 13-14, <https://unesdoc.unesco.org/ark:/48223/pf0000263921>, accessed February, 2022

- Love, J. 2011. Rio Tinto Aboriginal Fund, Australia, Supporting culture beyond our operations, Bradshaw, E. and Cohen, T. (Ed.), Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 60-61, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022
- Madran, E. and Özgönül, N. 2005. Kültürel ve Doğal Değerlerin Korunması, Ankara: TMMOB Mimarlar Odası
- Martin, G. 2011. Rio Tinto in the Pilbara, Australia, Continual improvement of heritage performance, Bradshaw, E. and Cohen, T. (Ed.), Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 80-81, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022
- Ministry of National Education 2021. Bergama Mirasına Sahip Çıkıyor, <http://bergama.meb.gov.tr/www/bergama-mirasina-sahip-cikiyor/icerik/597>, accessed January, 2023
- Mollo L., Pesaresi P. and Biggi C. 2012. Sustainable Environment in the Mediterranean Region: from Housing to Urban and Land Scale Construction, Angeli, F. (Ed.), Interactions Between Ancient Herculaneum and Modern Ercolano, International Conference, Naples 12-14 February 2012, 1-7.
- Navickienė, E. 2020. Context As A Creative Toolkit For Architectural Design: Perspectives Of Management And Sustainable Development Of Urban Heritage, Journal of Creative Studies, Vol. 13, Issue: 2, 406-418, [Context as a creative toolkit for architectural design: perspectives of management and sustainable development of urban heritage | Creativity Studies \(vgtu.lt\)](https://www.vgtu.lt/creativity-studies/2020/02/context-as-a-creative-toolkit-for-architectural-design-perspectives-of-management-and-sustainable-development-of-urban-heritage), accessed March, 2022

- Nayci, N. 2014. Sustainable Approaches in archaeological site management: Management planning studies on aspat (strobilos), METU Journal of the Faculty of Architecture 31(2): 189-207.
- Nocca, F. 2017. The Role of Cultural Heritage in Sustainable Development: Multidimensional Indicators as Decision-Making Tool, Journal of Sustainability, Vol. 9, [https://www.researchgate.net/publication/320511923\\_The\\_Role\\_of\\_Cultural\\_Heritage\\_in\\_Sustainable\\_Development\\_Multidimensional\\_Indicators\\_as\\_Decision-Making\\_Tool](https://www.researchgate.net/publication/320511923_The_Role_of_Cultural_Heritage_in_Sustainable_Development_Multidimensional_Indicators_as_Decision-Making_Tool), accessed February, 2022
- Nyström, M. 2021. Heritage-led Development and Historic Churches: Professional Roles in the Case of Hamra, Sweden, Journal of Cultural Heritage Management and Sustainable Development, Vol. 11, Issue: 4, 381-394, <https://www.emerald.com/insight/2044-1266.htm>, accessed January, 2022
- Oxford English Dictionary (2018)  
<http://www.oed.com/view/Entry/113218?redirectedFrom=management#eid>, accessed February, 2018
- Pereira, H. N. 2007. Contemporary trends in conservation: culturalization, significance and sustainability, City & Time 3 (2): 2, <http://www.ct.ceci-br.org>, accessed December, 2017
- Perhavec, D. D., Rebolj, D. and Suman, N. 2014. Systematic approach for sustainable conservation, Journal of Cultural Heritage, Vol. 16, 81-87.
- Pesando, F. and Guidobaldi, M. P. 2006. Pompeii, Oplontis Ercolano et Stabiae, Roma: Laterzi, 394-5, in HerculaneuminPictures, <https://herculaneum.uk/Villa%20dei%20Papiri/Herculaneum%20Villa%20dei%20Papiri%20plan.htm>, accessed September, 2020
- Pesaresi, P. 2013. Online Proceedings of the Conference “Built Heritage 2013. Monitoring Conservation and Management”, Boriani, M., Gabaglio, R. and Gulotta, D. (Eds.), The Herculaneum Conservation Project’s programmed maintenance cycles for the archaeological site of Herculaneum, Milan, 18-20 November 2013, 184-193.



- Pesaresi, P. and Massari, A. 2013. Protective Shelters for Archaeological Sites: proceedings of a symposium, Aslan, Z., Court, S., Teutonico, J.M. and Thompson, J. (Eds.), Approaches to the shelters at Herculaneum, Italy, 2018 The British School at Rome, 101-111.
- Pultrone, G. 2012. Building Virtuous Relations Between Tourism, Natural Resources and Cultural Heritage for Sustainable Development: Strategies and Instruments, Amoeda, R., Lira, S. and Pinheiro, C. (Ed.), Heritage 2012 Proceedings of the 3<sup>rd</sup> International Conference on Heritage and Sustainable Development, Porto, Portugal, 19-22 June, 995-1003, [https://www.researchgate.net/publication/301930932\\_Heritage\\_2012\\_-\\_Proceedings\\_of\\_the\\_3rd\\_International\\_Conference\\_on\\_Heritage\\_and\\_Sustainable\\_Development](https://www.researchgate.net/publication/301930932_Heritage_2012_-_Proceedings_of_the_3rd_International_Conference_on_Heritage_and_Sustainable_Development), accessed February, 2022
- Quick, K. S. and Feldman, M. S. 2011. Distinguishing Participation and Inclusion, Journal of Planning Education and Research, 31(3), 272–290, [https://www.researchgate.net/publication/258154862\\_Distinguishing\\_Participation\\_and\\_Inclusion](https://www.researchgate.net/publication/258154862_Distinguishing_Participation_and_Inclusion), accessed March, 2019
- Rinaldi, F. M., Maglio, L., Pizarro, I. and Basterrechea, L. 2021. New Approaches for Cultural Heritage: Scientific Symposium Advisory Committee – Heritage as Urban Regeneration Tool, Journal of Cultural Heritage Management and Sustainable Development, Vol. 11, Issue: 2, 170-184, <https://www.emerald.com/insight/2044-1266.htm>, accessed January, 2022
- Roders, A. P. and Oers, R. V. 2011. Editorial: bridging cultural heritage and sustainable development, Journal of Cultural Heritage Management and Sustainable Development, Vol. 1, Issue: 1, 5-14, <https://doi.org/10.1108/20441261111129898>, accessed January, 2018
- Rössler, M. 2018. Foreword, Han, J. (Ed.), Sustainable Development and World Heritage for Local Communities, UNESCO, 5 p., <https://unesdoc.unesco.org/ark:/48223/pf0000263921>, accessed February, 2022
- Ruiz Soria, A. C. and Molendowska-Ruiz, J. E. 2018. Cultural Heritage: Innovative Audience Development Best Practices, Economía Creativa Consultancy [www.culturalheritageaudiencedevelopment.wordpress.com](http://www.culturalheritageaudiencedevelopment.wordpress.com), accessed February, 2022

- Samuels, K. L. 2016. Transnational Turns for Archaeological Heritage: From Conservation to Development, Governments to Governance, *Journal of Field Archaeology*, Vol. 41, 355-367, [https://www.researchgate.net/publication/301699473\\_Transnational\\_Turns\\_for\\_Archaeological\\_Heritage\\_From\\_Conservation\\_to\\_Development\\_Governments\\_to\\_Governance](https://www.researchgate.net/publication/301699473_Transnational_Turns_for_Archaeological_Heritage_From_Conservation_to_Development_Governments_to_Governance), accessed January, 2022
- IIInd International Congress of Architects and Technicians of Historic Monuments 1964. International Charter for the Conservation and Restoration of Monuments and Sites (The Venice Charter), [https://www.icomos.org/charters/venice\\_e.pdf](https://www.icomos.org/charters/venice_e.pdf), accessed January, 2017
- Semerari, O. 2019. Draft report entitled “Community Audit Herculaneum: context, resources and potential” to be integrated into the ECAP
- Shhaltoug, A. 2018. Local Communities and Sustainable Development in Petra, HAN J. (Ed.), *Sustainable Development and World Heritage for Local Communities*, UNESCO, 23 p., <https://unesdoc.unesco.org/ark:/48223/pf0000263921>, accessed February, 2022
- Shiman, D. 1999. Economic and Social Justice A Human Rights Perspective, <http://hrlibrary.umn.edu/edumat/hreduseries/tb1b/Section3/udhrabr.html>, Human Rights Resource Centre, University of Minnesota, accessed April, 2022
- Shiner, J. 2011. Rio Tinto in Weipa, Australia, Inclusive engagement at Rio Tinto Alcan Weipa, Bradshaw, E. and Cohen, T. (Ed.), *Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto*, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 28-29, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022
- Stanojev, J. and Gustafsson, C. 2021. Smart Specialisation Strategies for Elevating Integration of Cultural Heritage into Circular Economy, *Journal of Sustainability*, <https://www.researchgate.net/publication/350413372>, accessed March, 2022

- The Archaeologist of the Directorate of Archaeological Park of Herculaneum 2020. Semi-structured Interview with the Archaeologist of the Directorate of Archaeological Park of Herculaneum by Seda Duzcu, The Archaeological Park of Herculaneum: Ercolano/ Italy
- The Community Consultant of the Herculaneum Conservation Project 2020. Interview with the Community Consultant of the Herculaneum Conservation Project by Seda Duzcu, The Project Office: Ercolano/ Italy
- The Consultant of the Herculaneum Conservation Project 2020. Interview with the Consultant of the Herculaneum Conservation Project by Seda Duzcu, The Project Office: Ercolano/ Italy
- The Foundation for the Protection and Promotion of the Environment and Cultural Heritage (ÇEKÜL) 2010. Yerelden Ulusala Ulusaldan Evrensele Koruma Bilincinin Gelişim Süreci, <http://www.tarihiKentlerBirliGi.org/wp-content/uploads/KorumaBilinci-Ekitap.pdf>, accessed April, 2019
- The General Conference of UNESCO 1972. Convention Concerning the Protection of the World Cultural and Natural Heritage, <https://whc.unesco.org/en/conventiontext/>, accessed January, 2017
- The Getty 2018. Protecting Herculaneum, A World of Art, Research, Conservation, and Philanthropy, Spring 2018, 13-14.
- The Getty Conservation Institute 2017. Cultural Heritage Policy Documents, The Nara Document on Authenticity (1994), ICOMOS Symposia, [https://www.getty.edu/conservation/publications\\_resources/research\\_resources/charters/charter55.html](https://www.getty.edu/conservation/publications_resources/research_resources/charters/charter55.html) accessed January, 2017
- The Herculaneum Conservation Project (HCP) 2019. PPT entitled “Audience development ad Ercolano”, 1-43.
- The Municipality of Ercolano 2019. Land use map of Ercolano, an annex of Municipal Urban Plan of Ercolano
- The National Archaeological Museum of Naples 2020. The Researcher’s Visit to The National Archaeological Museum of Naples

The Project Manager of the Herculaneum Conservation Project 2019. Lecture by the Project Manager of the Herculaneum Conservation Project, Jane Thompson, within the Programme 2019-2020 of the International School of Cultural Heritage on “Managing Mediterranean archaeological heritage: challenges and strategies”, organized by Fondazione Scuola Beni Attività Culturali, 3 December 2019, The Central National Library of Rome/ Italy

The World Bank 2022. Social inclusion, <https://www.worldbank.org/en/topic/social-inclusion#1>, accessed March, 2022

The World Commission on Environment and Development 1987. Report of the World Commission on Environment and Development: Our Common Future, <http://www.un-documents.net/our-common-future.pdf>, accessed February, 2018

The World Heritage Institute of Training and Research for Asia and the Pacific Region (WHITRAP) Under the Auspices of UNESCO 2015. The Historic Urban Landscape (HUL), <http://www.historicurbanlandscape.com/themes/196/userfiles/download/2015/1/5/0rlneczs0ltzg72.pdf>, accessed April, 2018

Thompson, J. 2007. Proceedings of the International Forum on Privatisation and Cultural Heritage, ICCROM (Ed.), Engagement in public-private partnership in cultural heritage: the case of Herculaneum, Italy, Catania, 13-15 September 2007, ICCROM, Rome, 120-134.

Thompson, J. and Abed, A. B. 2018. Protective Shelters for Archaeological Sites: proceedings of a symposium, Aslan, Z., Court, S., Teutonico, J.M. and Thompson, J. (Eds.), Deciding to shelter: values and the management context, 2018 The British School at Rome, 13-39.

UHU/GSD/Harvard and ADER-FES 1999. Case Study: Fez, Morocco Rehabilitation of the Fez Medina, Culture in Sustainable Development, The World Bank 1818 H Street, N.W. Washington, D.C. 20433 U.S.A May 1999, 1-39.

UNESCO 2019. Culture|2030 Indicators, <https://unesdoc.unesco.org/ark:/48223/pf0000371562>, accessed March, 2022

- UNESCO 2022. Local and Indigenous Knowledge Systems (LINKS), <https://en.unesco.org/links>, accessed March, 2022
- UNESCO 2022. Socio-economic Impacts of World Heritage Listing, <https://whc.unesco.org/en/socio-economic-impacts/>, accessed March, 2022
- UNESCO 2019. World Heritage, <https://whc.unesco.org/en/about/>, accessed January, 2019
- UNESCO 2023. 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict, <https://en.unesco.org/protecting-heritage/convention-and-protocols/1954-convention>, accessed January, 2023
- UNESCO/WHC, ICCROM, ICOMOS and IUCN 2013. Managing Cultural World Heritage, World Heritage Resource Manual, <http://whc.unesco.org/en/managing-cultural-world-heritage/>, accessed January, 2017
- United Nations 2018. Goals, <https://sdgs.un.org/goals/goal11>, accessed April, 2018
- United Nations 2022. Social Inclusion, <https://www.un.org/development/desa/socialperspectiveondevelopment/issues/social-integration.html>, accessed March, 2022
- United Nations 2018. The 17 Goals, <https://sustainabledevelopment.un.org/?menu=1300>, accessed April, 2018
- United Nations 2018. The Sustainable Development Agenda, <https://www.un.org/sustainabledevelopment/development-agenda/>, accessed April, 2018
- United Nations 2022. Universal Declaration of Human Rights, <https://www.un.org/en/about-us/universal-declaration-of-human-rights>, accessed April, 2022

- United Nations 2022. What are human rights?, <https://www.equalityhumanrights.com/en/human-rights/what-are-human-rights>, accessed April, 2022
- United Nations General Assembly 2015. Transforming our world: the 2030 Agenda for Sustainable Development, [http://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E), accessed February, 2018
- UNWTO 2022. Sustainable Development, <https://www.unwto.org/sustainable-development>, accessed March, 2022
- UNWTO 2020. Tourism and culture, <https://www.unwto.org/tourism-and-culture>, accessed June, 2020
- UNWTO General Assembly 2018. <http://ethics.unwto.org/content/global-code-ethics-tourism-article-4>, accessed February, 2018
- USAID 2022. Sustainable Cultural Heritage Through Engagement of Local Communities, <https://www.usaid.gov/jordan/fact-sheet/sustainable-cultural-heritage-through-engagement-of-local-communities>, accessed June, 2022
- Vandal, S. H. 2018. Enhancing the ties between the Conservation of Historic Monuments and people: traditional building craft masters and youth in Lahore and Multan, Pakistan, HAN J. (Ed.), Sustainable Development and World Heritage for Local Communities, UNESCO, pp. 15-17, <https://unesdoc.unesco.org/ark:/48223/pf0000263921>, accessed February, 2022
- Vandeput, L. 2018. Living Amid the Ruins: Archaeological Sites as Hubs of Sustainable Development for Local Communities in Southwest Turkey, <https://www.thebritishacademy.ac.uk/blog/five-fascinating-projects-funded-british-academys-sustainable-development-programme/>, accessed January, 2022
- Vegheş, C., Dugulan, D. and Popescu, I. C. 2012. Marketing of the Historical Heritage and the Sustainable Development of the Local Communities: an Exploratory Research Approach, Amoeda, R., Lira, S. and Pinheiro, C. (Ed.), Heritage 2012 Proceedings of the 3<sup>rd</sup> International Conference on Heritage and Sustainable Development, Porto, Portugal, 19-22 June, 1005-

1014,  
[https://www.researchgate.net/publication/301930932\\_Heritage\\_2012\\_-\\_Proceedings\\_of\\_the\\_3rd\\_International\\_Conference\\_on\\_Heritage\\_and\\_Sustainable\\_Development](https://www.researchgate.net/publication/301930932_Heritage_2012_-_Proceedings_of_the_3rd_International_Conference_on_Heritage_and_Sustainable_Development), accessed February, 2022

Veillon, R. 2014. State of Conservation of World Heritage Properties, A Statistical Analysis (1979-2013), UNESCO World Heritage Centre, <https://whc.unesco.org/en/soc/>, accessed May, 2022

Wallace, A. and Hadrill, D. 2009. Vesuviana: archeologie a confront, CORALINI, A. (Ed.), The Herculaneum Conservation Project: an introduction, Proceedings of the international conference, Bologna, 14-16 January 2008, 203-207.

Walsh, S. 2011. Forewords, Bradshaw, E. and Cohen, T. (Ed.), Why Cultural Heritage Matters, A Resource Guide for Integrating Cultural Heritage Management into Communities Work at Rio Tinto, Rio Tinto, Centre for Social Responsibility in Mining, University of Queensland, Australia, 8-9, [https://www.academia.edu/24243853/Why\\_cultural\\_heritage\\_matters\\_A\\_resource\\_guide\\_for\\_integrating\\_cultural\\_heritage\\_management\\_into\\_Communities\\_work\\_at\\_Rio\\_Tinto](https://www.academia.edu/24243853/Why_cultural_heritage_matters_A_resource_guide_for_integrating_cultural_heritage_management_into_Communities_work_at_Rio_Tinto), accessed February, 2022

Wikipedia 2020. Camorra, <https://en.wikipedia.org/wiki/Camorra>, accessed June, 2020

Wikipedia 2020. Carabinieri, <https://en.wikipedia.org/wiki/Carabinieri>, accessed June, 2020

Wikipedia 2021. Cinecittà, <https://en.wikipedia.org/wiki/Cinecitt%C3%A0>, accessed January, 2021

Wikipedia 2018. Creative industries, [https://en.wikipedia.org/wiki/Creative\\_industries](https://en.wikipedia.org/wiki/Creative_industries), accessed February, 2018

Wikipedia 2020. Ercolano, <https://en.wikipedia.org/wiki/Ercolano>, accessed June, 2020

- Wikipedia 2020. Grand Tour, [https://en.wikipedia.org/wiki/Grand\\_Tour](https://en.wikipedia.org/wiki/Grand_Tour), accessed September, 2020
- Wikipedia 2018. Management, <https://en.wikipedia.org/wiki/Management>, accessed February, 2018
- Wikipedia 2022. Public–private partnership, [https://en.wikipedia.org/wiki/Public%20%80%93private\\_partnership](https://en.wikipedia.org/wiki/Public%20%80%93private_partnership), accessed February, 2022
- Wikipedia 2020. Villa of the Papyri, [https://en.wikipedia.org/wiki/Villa\\_of\\_the\\_Papyri](https://en.wikipedia.org/wiki/Villa_of_the_Papyri), accessed September, 2020
- Willems, W. J. H. and Comer, D. C. 2014. International Committee on Archaeological Heritage Management (ICAHM) (Conservation and Preservation), <https://openaccess.leidenuniv.nl/bitstream/handle/1887/31914/ICAHM.pdf?sequence=1>, accessed January, 2017
- World Heritage Centre 2023. Archaeological Areas of Pompei, Herculaneum and Torre Annunziata, <https://whc.unesco.org/en/list/829>, accessed February, 2023
- World Heritage Centre 2017. Draft Periodic Reporting Questionnaire of the Third Cycle (2018-2024)
- World Heritage Centre 2017. Operational Guidelines for the Implementation of the World Heritage, <http://whc.unesco.org/en/guidelines/>, accessed March, 2018
- World Heritage Centre 2021. Operational Guidelines for the Implementation of the World Heritage, <http://whc.unesco.org/en/guidelines/>, accessed February, 2022
- World Heritage Centre 2023. Periodic Reporting, <https://whc.unesco.org/en/periodicreporting/>, accessed January, 2023



World Heritage Centre 2018. UNESCO Recommendation on the Historic Urban Landscape, <http://whc.unesco.org/en/hul/>, accessed April, 2018

Zancheti, S. M. and Hidaka, L. T. F. 2011. Measuring urban heritage conservation: theory and structure (part 1), *Journal of Cultural Heritage Management and*, Vol. 1, Issue: 2, 96-108, <https://doi.org/10.1108/20441261111171666>, accessed January, 2018



## APPENDICES

### APPENDIX A. REFERENCES TO CULTURE AND HERITAGE IN THE 2030 AGENDA

#### “Direct references using the word ‘culture/cultural’:

- **Cultural diversity and intercultural understanding:** The Introduction refers to the need to respect cultural diversity (para. 8) and pledges member states to foster intercultural understanding, tolerance, and mutual respect, while acknowledging the natural and cultural diversity of the world, recognizing that all cultures and civilizations can contribute to, and are crucial enablers of, sustainable development (para. 36).
- **Education:** Under Goal 4 to ‘ensure inclusive and equitable quality education and promote lifelong learning opportunities for all’, Target 4.7 stresses the need for education to promote ‘a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development’.
- **Creative economy and tourism:** Both under Goal 8 to ‘promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all’, and Goal 12 to ‘ensure sustainable consumption and production patterns’, Targets 8.9 and 12.b refer to the need to devise and implement ‘policies to promote sustainable tourism, including through local culture and products’, and the need to develop suitable monitoring tools in this area.
- **Urbanism:** Under Goal 11 to ‘make cities and human settlements inclusive, safe, resilient and sustainable’, Target 11.4 highlights the need to ‘strengthen efforts to protect and safeguard the world’s cultural and natural heritage’. Target 11.4 distinguishes itself as the only Target dedicated to a cultural theme, thus serving as the anchor of much cultural heritage work, although this does not preclude the relevance of other targets in the full spectrum of the SDGs.

#### Indirect references using concepts associated with culture and/or heritage:

- **Literacy:** The Introduction refers to a vision of universal literacy (para. 7), which is closely associated with promoting cultural understanding.
- **Creativity:** Target 8.3 suggests that creativity and innovation should be encouraged by development-oriented policies together with productive activities, decent job creation, and entrepreneurship.
- **Food security:** Under Goal 2 to ‘end hunger, achieve food security and improved nutrition and promote sustainable agriculture’, Target 2.5 touches on the need to ensure ‘access to and fair and equitable sharing of benefits arising from the utilisation of genetic resources and associated traditional knowledge’.
- **Natural heritage and cultural landscapes:** Under Goal 6 to ‘ensure availability and sustainable management of water and sanitation for all’, Goal 14 to ‘conserve and sustainably use the oceans, seas and marine resources’ and Goal 15 to ‘sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss’, several Targets have close associations with the protection of natural heritage and intangible heritage, such as artisanal fishing. These include references to ‘water-related ecosystems’ (6.6), ‘coastal and marine areas’ (14.5), ‘marine resources, including (...) fisheries, aquaculture and tourism’ (14.7), ‘freshwater ecosystems’ (15.1), ‘mountain ecosystems’ (15.4) and ‘genetic resources’ (15.6).
- **Peace and justice:** Under Goal 16 to ‘promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels’, Target 16.4 refers to the need to ‘strengthen the recovery and return of stolen assets’, while Target 16.10 commits to ensuring ‘public access to information and protecting fundamental freedoms’, which should involve recognizing the importance of libraries, archives, and other cultural institutions” (Labadi et al., 2021: 13-14).

**APPENDIX B. THE DATA TO BE COLLECTED TO UNDERSTAND THE  
PHYSICAL, ENVIRONMENTAL, ECONOMIC AND SOCIAL FEATURES  
OF ERCOLANO**

- The unemployment rate
- The average income of the families (euro/month, men/women)
- The poverty border in Italy
- The average number of people working in a household
- The main work areas for the local community (men/women)
- The number of people working in the informal sector
- The greatest obstacle hindering the local community (men/women) from improving their economic situation
- The main economic activities
- Traditional businesses which are about to disappear
- Growing businesses
- Sustainable economic activities related to craftsmanship associated with heritage conservation
- Economic, socio-cultural and environmental impacts of the tourism activity in and around the WHS
- The number of tourists (international/local) visiting the WHS
- The local cultural and creative industries
- The intangible heritage values associated with the WHS
- The population
- Average household size (including the average number of children in the families)
- Average age of the population
- The marginalised groups (including the relationship of the local community with these groups)
- The needs of the local community, particularly the marginalised groups
- The feeling of solidarity and relationships among the members of the local community
- Strong religious or other groups (including the relationship of the local community with these groups)
- The values of the local community (e.g. places that are important to them or intangible values)
- The educational background of the local community
- The number and type of schools
- The average number of students in the classrooms
- The quality of education in these schools

- The physical conditions of the schools (the buildings, adequacy of the equipment in the classes such as desk, chair)
- The success rate of students
- The availability of suitable places for students to study
- The rate of school truancy
- The number of students who have anti-social behaviours
- The number of libraries
- The main physical and environmental problems and constraints:
  - The condition of buildings/ streets/ pavements
  - The adequacy of:
    - public open spaces
    - outdoor children playgrounds
    - drainage system
    - street lightning
    - street cleaning
    - garbage collection
    - car parks
  - Air pollution etc.
- The condition of traffic
- The adequacy of transportation services
- The adequacy of nutrition for all members of the local community
- The mortality and morbidity rate and average life span of the members of the local community
- The number, type (hospital, health clinic, private health institutions etc.) and adequacy of health institutions
- The quality of health services
- The number and adequacy of pharmacies
- The number of people in need of government health services
- The number of people having permanent diseases or diseases which require regular treatment
- The most frequent diseases that local people have (including the effects of these diseases on their life such as their job, education etc.)
- The main factors causing health problems for local people (drinking water, garbage etc.)
- The crime rate/ types/ frequency
- The safety level of streets for local women at night
- The safety level of streets for children
- The factors causing safety problems (organized crime activity, dangerous persons, cars, garbage, infrastructure in poor condition etc.)
- The awareness level of the local community on the:
  - conservation of cultural heritage (tangible and intangible)
  - World Heritage status/ importance of the archaeological site

- boundaries of the WHS
  - boundaries of the buffer zone
- The availability of the following visitor facilities and services at the WHS:
  - Visitor centre
  - Site museum
  - Information booths
  - Guided tours
  - Trails/routes
  - Printed information materials
  - Online (website, social media, etc.)
  - Transportation facilities
  - The provision of these visitor facilities and services for all members of the local community irrespective of age, sex, disability, ethnicity, origin, religion or economic or other status
- The level of the sense of shared responsibility and support of the local community for protection of cultural heritage

## APPENDIX C. INTERVIEW QUESTIONS

1. What's the socio-economic status of people living in Ercolano? Is unemployment rate high?
2. Have you carried out any study to generate employment for the local community? If yes,
  - How many jobs were created?
  - Did you consider the marginalised groups as well? Are there any marginalised groups in Ercolano?
3. Have you generated any temporary jobs for the local community? If yes, how many?
4. Have you carried out any study to motivate the unemployed local people for job search or develop their vocational skills?
5. Are there a lot of people working in the informal sector? If yes, have you carried out any study to transfer them from informal sector to formal sector?
6. Have you supported existing traditional businesses which are about to disappear or growing existing businesses in Ercolano?
7. Have you carried out any study to attract economic investments, new firms to Ercolano?
8. Have you carried out any study to develop sustainable economic activities in Ercolano such as craftsmanship associated with heritage conservation?
9. Have you carried out any study to manage tourism activity in and around the WHS?
10. Have you taken any measures to manage economic, socio-cultural and environmental impacts of tourism related activities in the area? Is there a visitor management plan or carrying capacity plan being implemented?
11. Have you improved local tourism?
12. Have you carried out any tourism projects related to the WHS? If yes, have you implemented socio-economic impact assessment before the approval of the projects?
13. Have you carried out any educational and capacity-building programmes for the local community on local entrepreneurship, sustainable tourism management or other subjects?
14. Have you implemented any sustainable development projects that protect the intangible heritage associated with the WHS?
15. How many schools are there in Ercolano? Are these schools enough for the local community?
16. Can students find suitable places to study?
17. Is the rate of school truancy high in Ercolano? If yes, have you carried out any study to reduce it?

18. Have you carried out any study to improve the quality of education or success rate of students in Ercolano?
19. Have you organized any educational programmes to meet the needs of the local community, particularly the marginalised groups?
20. Are there enough health institutions in Ercolano?
21. Have you carried out any study to improve the health services in Ercolano?
22. What are the main factors causing health problems for local people?
23. Have you carried out any study to learn the values of the local community? Have you implemented any projects by taking into account the values of the local community?
24. What are the main physical and environmental problems and constraints in Ercolano? Are there enough public open spaces, children playgrounds, car parks? Is the drainage system, street lightning, street cleaning or garbage collection adequate? Have you carried out any study to solve these problems?
25. Have you carried out any study to help the local community to improve their houses?
26. Are the transportation services adequate in Ercolano?
27. Is the crime rate high in Ercolano? If yes, have you carried out any study to reduce it?
28. Do people feel safe to go out in the evening?
29. Are the streets safe for children?
30. What are the factors causing safety problems in Ercolano?
31. How is the feeling of solidarity and relationships among the members of the local community?
32. Are there any strong religious or other groups in Ercolano?
33. Have you organized any consultation meetings with the local community? If yes,
  - Have you invited all members of the local community to the meetings including the marginalised groups?
  - Have you explained all information about the study to be conducted including the disadvantages for them?
  - Have you provided opportunities for the local community to express their ideas?
34. Have you conducted any interviews with the local community?
35. Have you involved the local community in studies related to conservation and management of heritage properties such as identifying and registering cultural heritage in inventories or restoration work? Have you involved them in scientific or technical studies such as monitoring or doing research?
36. Do local people know the boundaries of the WHS? Do they know the boundaries of the buffer zone?
37. Have you organized any meetings with the local community to raise their awareness on conservation of cultural heritage and the importance of the WHS?



38. Have you organized any heritage education programmes for children and/or youth?
39. Have you provided any visitor facilities or services for the disadvantaged groups such as disabled or blind people?
40. Have you provided an opportunity for the local community to visit the WHS free of charge or with a discount?
41. Have you considered gender equality in your activities?
42. Have you organized any heritage capacity-building programmes for women?
43. Have you organized any meetings to learn the particular interests of women? Have you carried out any studies by taking into account their interests?
44. What are the main activities that HCP has carried out so far?

## APPENDIX D. CURRICULUM VITAE

### PERSONAL INFORMATION

Surname, Name: Duzcu, Seda

Nationality: Turkish

Date and Place of Birth: 27 March 1981, Heilbronn/ Germany

Phone: +90 312 470 74 36

E-mail: seddzc@gmail.com

### EDUCATION

| Degree      | Institution                               | Year of Graduation |
|-------------|---|--------------------|
| MS          | METU Urban Design                         | 2006               |
| BS          | METU City and Regional Planning           | 2003               |
| High School | Cumhuriyet High School, Simav/<br>Kütahya | 1998               |

### WORK EXPERIENCE

| Year         | Place  | Enrollment                    |
|--------------|--|-------------------------------|
| 2004-Present | T.R. Ministry of Culture and Tourism           | Culture and<br>Tourism Expert |
| 2016-2018    | UNESCO World Heritage Centre, Paris/<br>France | Programme<br>Specialist       |

### FOREIGN LANGUAGES

Advanced English, Basic French