

STATUS OF IMPLEMENTATION OF THE ACTION PLAN FOR WORLD HERITAGE IN THE AFRICA REGION (2012 – 2017)

Following the World Heritage Committee's endorsement of the Second Cycle of Periodic Reporting in the Africa Region and its regional Action Plan (Saint Petersburg, 2012), activities have continued to be organized to implement the Committee's Decision 36 COM 10A in cooperation with States Parties, the World Heritage Centre, UNESCO Field Offices, the Advisory Bodies, the African World Heritage Fund (AWHF) UNESCO Category II Centre and other partners. This document presents an update on the status of implementation of the Action Plan as of 15 May 2015.

Five objectives of the 2012 – 2017 Action Plan for the Africa Region

Objective 1: Improve the representation of African heritage sites on the World Heritage List through the preparation of successful nomination dossiers.

Objective 2: Improve the state of conservation at World Heritage properties, by effective risk management, increased community involvement and direct economic benefits to local communities.

Objective 3: Effectively manage existing properties by recognising, documenting and formalising traditional management systems and fully incorporating them into existing management mechanisms.

Objective 4: Develop and implement strategies to enable States Parties to effectively address the challenge of balancing heritage conservation and development needs.

Objective 5: Establish, and implement, necessary mechanisms for heritage conservation, protection and management in pre-conflict, conflict and post-conflict situation.

Status of implementation of the Action Plan 2012 – 2017 for the Africa Region – updated 15 May 2015

Objective 1: Improve the representation of African heritage sites on the World Heritage List through the preparation of successful nomination dossiers

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER1.1 National tentative lists updated following the identification of new typologies and the updates of national inventories in at least 20 States Parties	National Heritage Action Plans 2012-2017 are developed and submitted to the WH Committee by March 2013	National and sub-regional meetings	States Parties, WH Centre	Submission of national action plans to the Committee	●			National budgets	5 received: Côte d'Ivoire, Ghana, South Africa, Botswana, Eritrea.
	National Tentative lists are updated, based on assessment of potential OUVs in line with ICOMOS and IUCN gap and thematic analyses	AWHF workshops on harmonising tentative lists	AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities	Regional workshops on harmonising tentative lists	●	●		200 000	Two Regional Tentative Listing Workshops held in South Sudan in 2012 for the East Africa region and in South Africa in 2013 for the Southern Africa region; and three national Tentative List capacity-building workshops organized in Cabo Verde (2015), Djibouti (2014) and South Sudan (2014).
	Tentative lists are harmonised at sub-regional levels by 2015		States Parties	Submit updated lists to the WH Committee	●	●	●	National budgets	42 out of 45 African States Parties have Tentative Lists. Since 2012, nine States Parties have updated their Tentative Lists: 1. Benin 2. Burkina Faso 3. Ethiopia 4. Rwanda 5. Seychelles 6. Sierra Leone 7. Djibouti 8. Gambia 9. South Africa Three States Parties in Africa yet to submit a tentative list: 1. Equatorial Guinea 2. Liberia 3. Sao Tome et Principe

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER1.2 Increased number and quality of nomination dossiers from the region	At least 4 complete nomination dossiers are submitted to the World Heritage Committee for evaluation, each year up to 2017	AWHF nomination training courses	AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA	Nomination training workshops, mentoring	●	●		660 000	Six nomination training courses carried out by AWHF in 2012 (Benin & Uganda), 2013 (Cote d'Ivoire) and 2014 (Botswana & Burkina Faso), which raised national capacities and involved local communities. A total of 100 African heritage professionals trained through these courses.
	At least half of the nomination dossiers accepted are prepared with national capacities, with the involvement of local communities		States Parties	Submit completed dossiers to the WH Centre ahead of the 1 February deadline	●	●	●	National Budgets	Nine nominations received in 2012 (for examination in 2013, of which 6 deemed complete). Five nominations received in 2013 (for examination in 2014, of which 4 deemed complete). Four nominations received in 2014 (for examination in 2015, of which 3 deemed complete). Five nominations received in 2015 (for examination in 2016, of which 1 deemed complete).
	Mechanisms established for obtaining and completing relevant scientific data for sites before and during preparation of nomination dossiers	Regional Programme (Africa 2020, Africa Nature)	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA	Research Programme on data collation at heritage sites	●	●	●	75 000	Nomination Training Courses cited above as well as the "Upstream Process" and review of the decision processes for mixed nominations have contributed to establishing these mechanisms. International Assistance from the World Heritage Fund granted for Rwanda, Burkina Faso, Comores, Tchad, Mali, Togo and Madagascar to carry out research contributing to the elaboration of nomination dossiers, and for Liberia, Cabo Verde, Equatorial Guinea, Djibouti and Comores to prepare/update of the tentative lists between 2012-2015.

Objective 2: Improve the state of conservation at World Heritage properties, by effective risk management, increased community involvement and direct economic benefits to local communities

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER2.1 Improved state of protection of World Heritage properties in the region	At least 15 new national World Heritage committees inaugurated and operational by 2017	Consultative workshops with national stakeholders	States Parties	National workshops				National budgets	No information received from the States Parties.
				Inform WH Centre of new National World Heritage Committees	●	●	●		Two National World Heritage Committees launched pre-Periodic Reporting in Eritrea and Tanzania. One National WH Committee created in Zambia in 2012, and an informal National WH Committee created in Kenya in 2013. Related activities: African site managers/conservationists' networks have met regularly (June and November 2013, January 2014) to build capacity of national experts and local communities on World Heritage Committee's requirements. Cameroon, Central Africa Republic and Congo have worked closely to prepare the Sangha Trinational WH site conservation strategy and to update the management plan.
	Property boundaries and buffer zones are properly defined and easily identified by local communities at a minimum of 30 properties	Regional Capacity Building programme	AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA	On-site training workshops on conservation and management for heritage professionals and local communities	●	●		200 000	In 2012, boundary modifications approved for Selous Game Reserve (United Republic of Tanzania) and boundary clarification for the Aldabra Atoll (Seychelles). In 2014, a minor boundary modification was granted for Mapungubwe Cultural Landscape (South Africa). A boundary modification dossier for Simien National Park (Ethiopia) is currently being prepared for submission to the World Heritage Committee.
	Improved institutional and local capacities in at least 10 States Parties to enforce legal protection frameworks at World Heritage properties								Kenya and Mauritius' national laws on heritage protection framework are currently being updated. Liberia and South Sudan were assisted in 2014 with legislative examples for the protection of cultural heritage.

ER2.1 Improved state of protection of World Heritage properties in the region	Training activities organised for the benefit of at least half of the African natural and cultural properties on the List	Regional Capacity Building programme	AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA	Training courses on heritage management and conservation		●	●	600 000	19 training workshops carried out through Africa Nature Programme since 2012 in the areas of engaging local communities in conservation of World Heritage sites; sustainable tourism, risk preparedness, management effectiveness and climate change, in partnership with IUCN, AWHF and UNDP Small Grants Programme. Within Africa Nature Programme, IUCN carried out management effectiveness assessments in 10 African World Heritage Sites in 2013-2014 and organised 9 training courses/workshops on protected area management (2012-2014), extractive industry (2013-2014) and climate change (May 2014). Rapid Response Facility grant was given to Garamba National Park (DRC) in June 2014 to combat militant elephant poaching. 32 training courses/workshops, carried out since 2012 by AWHF as part of the Implementation Programme, for nomination training, risk preparedness, entrepreneurship and traditional management systems. Training sessions organized in October 2013 and January 2014 for the directors of the Parks and Site managers in DRC to build their capacities on World Heritage requirements and to assess regularly the implementation of the correctives measures.
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Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER2.2 Improved direct economic benefits to local communities in and around World Heritage properties, through mutual benefits of local, tourism and conservation concerns	Community-based businesses present in at least 20 properties with active commercial networks in place for distribution of goods and services	National skills training programmes	National institutions (in line with regional actions)	Training and information workshops on potential benefits of heritage resources	●	●	●	100 000	40 World Heritage site managers and community representatives trained in two Entrepreneur training workshops held in May 2014 in Senegal and Ghana and a field workshop in Zambia in October 2014, organized by AWHF with funding from Norway. World Heritage Centre / Earthwatch / Shell Foundation "Business Planning for natural World Heritage site managers" annual training activities carried-out in Africa 2004-2014 benefitting seven WH sites. Business Planning toolkit available online: http://whc.unesco.org/en/businessplanningtoolkit/ The Earth Skills Network 2015 call for participants was advertised on the World Heritage Centre and AWHF web sites in Jan/Feb 2015. In partnership with UNDP Small Grants Programme, two training workshops on COMPACT, engaging local communities in the conservation of World Heritage, was organised involving 14 natural World Heritage sites in 2013-2014. COMPACT guidelines were published as WH Paper No.40 in 2014, available at http://whc.unesco.org/en/series/40/. Since 2014, COMPACT is currently implemented at Simien National Park, Ethiopia, and W National Park, Niger. Three mentoring workshops have been organised in 2014-2015 at Sangha Trinational, Bwindi Impenetrable National Park and Maloti-Drakensberg Park.
	Diversified revenue streams established in local communities at a minimum of 20 properties, equitably distributed along site typologies and sub-regions	Regional capacity building programme at selected case study properties	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities	Situational analysis on economic possibilities for local communities to define intervention strategies	●			30000	Indirectly carried-out through AWHF entrepreneurship training activities, which analysed economic possibilities at 18 participating WH sites. WH Paper Series N°31 published in 2012 on "Community development through World Heritage" and can be used as a reference. COMPACT guidelines on engaging local communities published in 2014 (see above) and lessons learned report published on the initiative in 2013 by UNDP/GEF SGP.
	The number of local community members whose skills and knowledge base are advanced through conservation actions			Entrepreneurship training (training of trainers)		●	●	100 000	Two entrepreneurship training workshops in May 2014 and field workshop in Oct 2014 organized by AWHF for 40 participants (site managers and community representatives).
				Pilot projects with regular monitoring and evaluation		●	●	100 000	Abovementioned 2014 entrepreneurship training will involve second phase in 2015. Abovementioned COMPACT initiative implemented at 6 sites in Africa 2000-2015 in partnership with UNDP/GEF SGP.

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER2.3 Community and tourism development strategies fully integrated into property conservation and management mechanisms	· Prioritisation in national development plans to support sustainable tourism strategies · Tourism strategies developed for at least 20 properties · Number of community-based, and -run, visitor facilities initiated in line with established strategies · Level of involvement of local communities in tourism-related activities, based on established baselines · Local communities participate fully in tour guiding	Regional programme (culture and nature) in partnership with World Heritage Sustainable Tourism programme	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities	Establish baseline of States Parties which have relevant tourism strategies	●	●		30 000	World Heritage Sustainable Tourism Management Toolkit developed by World Heritage Centre and tested under Africa Nature programme at 4 natural heritage sites in Africa in 2014-2015 (funded by Flemish FiT). The toolkit will be available online in July 2015. Plans underway for Ngorongoro Conservation Area (Tanzania) to incorporate a cultural tourism strategy into their General Management Plan for 2016. South Africa is setting up an Environmental Management Framework, as well as a new Tourism Association to address tourism developments at Vredefort Dome. Tanzania is implementing a Community Based Wildlife Management programmes around all natural sites in Tanzania. CRAterre and World Monuments Fund are working on community-based tourism projects in Kilwa district (Tanzania) for the Ruins of Kilwa Kisiwani and Songo Mnara WH site. African Wildlife Foundation has supported Simien National Park (Ethiopia) to prepare enterprise assessment and tourism plan in 2014.
				2 Workshops on co-existence of sustainable tourism, heritage conservation and visitor management, community well-being		●	●	100 000	World Heritage Sustainable Tourism Programme management tools were tested at 4 pilot natural World Heritage sites in Africa beginning in 2014/2015: 1) Mosi-oa-tunya / Victoria falls (Zambia/Zimbabwe); 2) Ngorongoro Conservation Area (United Republic of Tanzania) with Serengeti National Park (United Republic of Tanzania); 3) Maloti-Drakensberg Park (South Africa/Lesotho); 4) Lake Malawi National Park (Malawi).
		Sub-regional and national tourism strategies	States Parties and Regional bodies	National workshops to develop tourism strategies for the concerned properties	●	●	●	National budgets	Tanzania has organized activities in 2014-2015 to develop a tourism strategy for the Ruins of Kilwa Kisiwani; Gabon prepared a "Tourism development strategy for Ecosystem and Relict Cultural Landscape of Lopé-Okanda" (2013-2017), annexed to the site management plan, that needs to be validate by the national authorities; Ethiopia developed a "Sustainable Tourism Development Project" in 2014 for implementation in 2015 in Rock-Hewn Churches, Lalibela World Heritage site.

		Community development programmes		National workshops on tourism and community development	●	●	●		No information provided by States Parties on national workshops. However, the World Bank is undertaking a Tourism Development Project in Lalibela (Ethiopia), and the European Union is funding activities that include sustainable tourism development at the Lower Omo Valley (Ethiopia); CRAterre is working with World Monuments Fund on tourism and economic development projects with local communities in the Kilwa District (Tanzania).
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Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER2.4 Improved state of Risk preparedness and natural disaster management (including effects of climate change) at the properties	Improved capacity of site managers to manage systemic risks at a minimum of 30 properties	Regional Capacity Building programme	States Parties, Regional Programme	4 risk preparedness training sessions held for natural and cultural properties	●	●		200 000	A total of 5 risk preparedness training workshops and 3 field projects carried out from 2012-2015 in partnership with AWHF, CHDA, EPA, ICCROM and NWHF for site managers and community representatives from natural and cultural sites in francophone, anglophone and lusophone African World Heritage sites; 121 total participants. Draft Disaster Risk frameworks were prepared by participants for their respective WH sites. Japanese funded (\$650,000) project for Disaster Risk Management at Tombs of Buganda Kings at Kasubi (Uganda) includes development of a risk management strategy. Royal Palaces of Abomey (Benin) has also finalized their Risk Management Plan (however, one of the palaces was victim to another fire in February 2015).
	Feedback mechanisms on climate change between national research and heritage institutions, and Advisory Bodies are fully operational	National coordination to develop strategies and long-term solutions to effectively protect natural and cultural properties within the framework of national economic- and development planning	WHC, States Parties, Universities and research institutions, AWHF, IUCN, ICOMOS, ICCROM, EPA, CHDA	Project design		●		100 000	Implementation dependent upon funding available.
	Number of national climate change response strategies that are operational			Training courses on the use of existing tools and modelling systems			●	100 000	Climate Change adaptation training workshop under Africa Nature programme for 11 natural sites (May 2014, see below).
	Number of properties at which monitoring mechanisms are established, and functional			Research project on climate change trends at World Heritage properties and protected sites		●		100 000	UNESCO published the Paper Series N°37 on "Climate Change Adaptation for Natural World Heritage Sites – A Practical Guide" in May 2014. 11 natural sites were trained from this resource in May 2014. 9 sites out of these collect meteorological data and/or carry out climate change research and/or have included these aspects into management planning.
	Relevant climate change monitoring in at least 10 World Heritage properties								Implementation dependent upon funding available; indirectly done through participation in Climate Change workshops.

Objective 3: Effectively manage existing properties by recognising, documenting and formalising traditional management systems and fully incorporating them into existing management mechanisms

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER3.1 Improved involvement of local communities, and the integration of traditional systems in the management of a minimum of 20 World Heritage properties	At least 20 co-management agreements established and functional	Regional Capacity Building programme	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities	Evaluation of existing co-management situations	●	●	●	30 000	Carried-out in 2014-2015 by AWHF and WHC with funding from Norway
		Sub-regional cooperation	States Parties	Sub-regional workshops		●	●	National Budgets	Implementation dependent upon funding available.
	- Local communities are fully involved in decision-making at the properties, through inclusion in site management committees in at least 20 properties - Relevant traditional conservation skills are recognised and utilised - Traditional management systems and conservation skills and materials that might be endangered are revitalised - Cultural issues are increasingly addressed at natural properties - Local communities are integrated into site management mechanisms - Publication on documentation of traditional management systems	Regional Programme	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities and research institutions	Baseline study of existing training initiatives, national legislations and policies that recognise traditional management systems, traditional governance systems		●		30 000	Carried-out in 2014-2015 by AWHF and WHC with funding from Norway
				Baseline study on existing methodologies on recording traditional management systems as part of project design		●		30 000	Carried-out in 2014-2015 by AWHF and WHC with funding from Norway
				Research programme on traditional management systems with consideration for innovation and the natural evolutionary processes within natural and cultural traditional environments		●	●	300 000	A desk study was carried out in 2013, which provides detailed guidelines for documentation of Traditional Management Systems. A workshop was organized in November 2014 by UNESCO and AWHF to analyse sub-regional research carried out on traditional management systems.
				Design of on-site training modules on documenting traditional management systems at identified pilot projects		●		30 000	Implementation dependent upon funding available.
				Publish results of research and field projects			●	50 000	Currently being prepared by AWHF for publication in 2015 based on research carried-out in 2014.
		National initiatives	States Parties, EPA, CHDA, Universities	National meetings to formalise Traditional Management Systems within the framework of developing nomination dossiers		●	●	National Budgets	Implementation dependent upon funding available.
				Meetings to review national legislations and possible engagement with interested States Parties to address policy gaps		●	●	National Budgets	Implementation dependent upon funding available.

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER 3.2 Improved cooperation between government agencies responsible for cultural and natural heritage	· Credible data on cultural and natural assets at mixed sites available for consultation · Regular consultations between natural and cultural heritage institutions at national and sub-regional levels · Existence of databases of cultural and natural heritage assets in at least 15 States Parties · Regional cooperation between cultural and natural heritage institutions · National tentative lists include a wider selection of natural heritage · Increased cooperation in the management of cultural landscapes in Africa · Inventories of national cultural and natural heritage assets are created and updated	National consultative meetings	States Parties	National meetings of national cultural and natural heritage policy makers	●	●	●	National Budgets	No information received from the States Parties.
		Regional Capacity Building programme	States Parties, WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA	4 sub-regional meetings of national cultural and natural heritage policy makers		●	●	80 000	No information received from the States Parties; An International Expert Workshop, "Connecting Practice: Defining new methods and strategies to support Nature and Culture through engagement in the World Heritage Convention", has been organized jointly by the German Federal Agency for Nature Conservation (BfN) with its International Academy for Nature Conservation, the IUCN World Heritage Programme and ICOMOS in March 2015.
		Regional meeting	WHC, AWHF	1 bilingual regional conference of national cultural and natural heritage policy makers			●	150 000	Planned for 2016-2017
		National Working Groups Regional Programme	States Parties	Create national multi-sectoral working groups of cultural and natural heritage institutions		●	●	National Budgets	The Ngorongoro Conservation Area Authority and the Department of Antiquities (Tanzania) signed a memorandum of understanding in Sept 2013. As part of LAPSET development project, an inter-ministerial working group (including the ministers responsible for culture and for environment) was established in Kenya to address issues including those related to potential impacts on the Lamu World Heritage site. In Gabon, the National Agency on National Parks, has appointed a Chief of Service to develop and promote the cultural and natural heritage of the national parks and to monitor the conservation of the archaeological sites.
			CHDA, EPA, Universities	Create database of national heritage agencies and heritage institutions	●			100000	Funding has not been identified for this activity. However, WH Centre created a relevant database from 2nd Cycle of Periodic Reporting in the Africa Region (2011) with World Heritage Focal Points for each site.

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER 3.3 Enhanced management effectiveness assessments at natural heritage properties in the region	Management effectiveness practices operational in at least 20 natural properties	Regional Capacity Building programme (Africa Nature)	WHC, AWHF, IUCN	Baseline study through evaluation of results from previous cycle and related initiatives	●			50 000	IUCN World Heritage Outlook launched, http://www.worldheritageoutlook.iucn.org/
				Selection of pilot projects	●			50 000	Sites have been identified for Africa Natre programme based on needs and availabilities.
				Management effectiveness assessments in 10 selected properties	●	●	●	250 000	Management effectiveness assessments carried out at 10 African World Heritage sites by IUCN within the Africa Nature programme.
				Monitoring (threats, management capacity...)	●	●	●		IUCN World Heritage Outlook launched, http://www.worldheritageoutlook.iucn.org/ Three new resource manuals published by UNESCO for Managing Natural World Heritage, Managing Cultural World Heritage and Managing Disaster Risks at World Heritage sites. Cooperation with the SMART Partnership on implementing the Spatial Monitoring and Reporting Tool (SMART) at natural sites.
Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER 3.4 Improved property conservation through enhanced use of documentation and monitoring tools	Monitoring tools available for daily site management activities	Regional Programme	WHC, States Parties, Universities, EPA, CHDA, AWHF, IUCN, ICCROM, ICOMOS	Pilot project on property documentation		●	●	30 000	Implementation dependent upon funding available. Within Africa Nature Programme, IUCN carried out management effectiveness assessments in 10 African World Heritage Sites in 2013-2014
				Research to develop indicators for measuring state of conservation, particularly for cultural properties		●		30 000	No information received from the States Parties.
	Property elements are regularly documented and form the basis for heritage resources databases			Workshops on the use of remote sensing and related tools		●		50 000	Stock-taking carried out in 2014 from UNESCO Open Initiative on the use of space technologies to support the World Heritage Convention.
				Development of integrated national heritage resources databases and suitable systems that permits regular monitoring			●	National Budget	No information received from the States Parties.
				Follow-up and mentoring built into training activities	●	●	●	60 000	AWHF and Africa Nature training workshops include one year of distance mentoring and on-site field projects to ensure sustainability of training activities.

Objective 4: Develop and implement strategies to enable States Parties to effectively address the challenge of balancing heritage conservation and development needs

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER 4.1 Effective strategies that address resource prospection and extraction in and around World Heritage properties and protected sites	- Guidelines for the evaluation of impacts of infrastructural development, prospection and resource extraction activities affecting World Heritage properties - National heritage institutions have capacities to advise on the potential impacts of proposed projects on the OUV of heritage properties - Reinforcement of interagency cooperation through increased joint planning and implementation actions - Concrete proposals for sustainable management made available - Integrated land use planning developed at regional levels to effectively address property boundaries and buffer zones - Publication of evaluation guidelines for development projects in World Heritage context - Harmonisation of relevant national legislations	Regional Programme Sub-regional initiatives	WHC, States Parties, AWHF, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Evaluation of existing tools		●		10 000	Implementation dependent upon funding available.
				Baseline study to identify possible mutual benefits of development projects to heritage conservation, and all stakeholders		●		20 000	Implementation dependent upon funding available.
				International meeting on resource extraction, development and heritage conservation to develop a regional position paper, including principles	●			100 000	Meeting held in South Africa in September 2012 by AWHF.
				Training workshops on impact assessments in WH contexts		●		50 000	Through the Africa Nature Programme, IUCN prepared a study and carried out 3 workshops on extractive industries (Jan 2013, Jan 2014, Feb 2014). The African World Heritage Fund commissioned a study between March and May 2012 on the current state of threats related to mining activity within and in the immediate proximity of World Heritage Sites in Africa. The results of the analysis were discussed at an Expert Workshop held in May 2012 in South Africa.
			States Parties	Establishment of national inter-ministerial committees on development and conservation	●	●		National Budgets	Lamu Old Town (Kenya) and Stone Town of Zanzibar (United Republic of Tanzania) have both established national inter-ministerial committees to deal with specific conservation and development issues at these WH sites.
				National sensitisation workshops on relevant governing legislations and international conventions to which individual States Parties have signed		●		National Budgets	No information received from the States Parties.
			WHC, States Parties, AWHF, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Workshop to develop set of possible mitigation strategies (appropriate offsets etc) in the event that development projects could impact on OUV		●		50 000	Dependent upon funding available for this activity. However, December 2013 workshop held in Tanzania for UNESCO Culture Staff to develop a communication strategy for conservation and development needs at World Heritage sites could contribute to this activity.

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER. 4.2 Sustainable mechanisms in place for Infrastructural development necessary for the effective management and promotion of properties	- Possible impacts of any projects on properties' OUV are systematically considered in project planning - Consideration of OUV is a policy issue and enters into the framework of decision-making on development projects which could impact on World Heritage properties	Advocacy actions at national, sub-regional and regional levels	States Parties, African Union, sub-regional organisations, Regional Programme	Advocacy meetings with policy makers on including the heritage agenda in national development planning	●	●	●	National Budgets, budgets of sub-regional organisations	Advocacy meetings carried out through HIA/EIA report collaborations at various African World Heritage Sites.
				Domestication of the WH Convention	●	●	●	National Budgets	No information received from the States Parties.
				Twinning of properties which face similar challenges		●	●	National Budgets	No information received from the States Parties.
ER. 4.3 Improved protection of OUV through mobilisation of planning, environmental, heritage and other related authorities	- Site managers and local communities are regularly consulted in the implementation of impact assessments around World Heritage properties - National heritage professionals contribute to and influence the development of impact assessments specific to heritage properties	Regional Programme Advocacy Actions	WHC, AWHF, States Parties, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Seminars, meetings to address OUV and desired state of conservation	●	●	●	150 000	Implementation dependent upon funding available. In Zanzibar, a World Heritage Board has been established in 2014-2015 to review development activities in relation to the OUV of the property.

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER. 4.4 Active network for sharing of experiences and knowledge management between various stakeholders	- Electronic database or message board available for the use of site managers - Number of national and sub-regional site managers in established and functional forum	Regional programme	CHDA, EPA, IUCN, ICOMOS, ICCROM	Consultations and design and population of electronic platform of World Heritage site managers	●			50 000	Africa Nature Programme has initiated the development of a network for knowledge management and experience sharing among World Heritage sites. A dedicated website has been developed and is hosted by the IUCN Protected Area Programme in Africa (http://papaco.org/gb/). Internal e-mail network created through AWHF for workshop participants. Following the adoption of WH Capacity Building Strategy in 2011, best practices in WH management were featured on the WH Centre web site in 2012 (http://whc.unesco.org/en/recognition-of-best-practices/).
				National interactions between heritage managers and counterparts from other relevant ministries and government institutions	●	●	●		Forum not yet established but informal network created through AWHF workshop participants. Three Roundtable Discussions for African Ministers responsible for World Heritage were organized in 2012, 2013 and 2014 in South Africa, Cambodia and Qatar where culture and development issues were discussed.

Objective 5: Establish, and implement, necessary mechanisms for heritage conservation, protection and management in pre-conflict, conflict and post-conflict situations

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER. 5.1 Cultural and natural heritage properties are protected in the event of any armed conflict	- All States Parties in the region have signed the 1954 Convention for the Protection of Cultural Property in the Event of Armed Conflict and its accompanying Protocols, and related Conventions - Model Action Plans for the recovery of OUV established, and implemented, in at least one post-conflict State Party	National and international advocacy	States Parties, regional and sub-regional political institutions, UNESCO	Sensitisation and advocacy workshops on possible benefits of ratification of the 1954 Convention and its related protocols as well as related Conventions (including illicit trafficking)		●		50 000	- Mali signed 2nd protocol of 1954 Convention following civil conflict beginning in April 2012 and awareness-raising of need to safeguard Mali's cultural heritage carried-out by UNESCO; Illicit trafficking workshops held in Senegal and Mali to raise capacities of police, customs agents and other stakeholders in the risk of illicit trafficking of cultural heritage in Mali. - Benin ratified the 1954 Convention, the 1954 Protocol and the Second Protocol in April 2012. - Angola ratified the 1954 Convention in February 2012. - South Africa ratified the Second Protocol in February 2015. - Liberia information meeting on ratification of the 1954 Convention, 6-8 May 2015.
		International advocacy for the protection of World Heritage properties		Advocacy at the level of the UN, AU and sub-regional organisations to take World Heritage into consideration to ensure the protection of sites in conflict areas	●	●	●	50 000	Ongoing briefings to UN in NYC; UN Security Council Resolutions --2056, 2071, 2085 and 2100 – related to cultural heritage in Mali, including one referring directly to UNESCO's involvement in rehabilitation efforts. UNESCO and AWHF participation in AU side event on WH in Africa during the AU Head of State Summit on 31 January 2014. UNESCO collaborates with MONUSCO in DRC on the protection of natural properties. In addition, UNESCO is facilitating the signing of a MOU between MONUSCO and IUCN for the protection of WH properties. #Unite4Heritage campaign, http://www.unite4heritage.org/
			WHC, AWHF, States Parties, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Develop a proposal to support international recognition for World Heritage in conflict areas		●	●	10 000	Action Plan for Mali established and expert meeting held in Feb 2013, followed by assessment mission in June 2013, which drew international recognition and support.
				Workshop on monitoring during conflicts		●		50 000	Implementation dependent upon funding available.
				Assessment missions of OUV deterioration after conflict	●	●	●	100 000	UNESCO Emergency missions to Mali and Virunga post conflict monitoring missions.
				Training on advanced documentation, and creation of national heritage resources databases of existing assets to enable that eventual reconstruction can take place		●	●	50 000	Underway in Mali for Timbuktu and Gao.

		Regional Programme	States Parties, UN system, African Union	Develop protocols for dialogue with and between opposing groups to ensure the protection of heritage sites during conflict situations (pre-conflict)	●			50,000, UN system budget	No information received from the States Parties.
				Preparation of training curricula on the protection of heritage assets to be considered in the training of peacekeeping forces (pre-conflict)		●		50 000	Ongoing with Minusma for Mali. In addition, Mali Heritage Passport created in Sept 2012 and distributed to armed forces, NGOs and other relevant target audiences.
				Workshop on creation of early warning systems in the event of conflict (pre-conflict)		●		50 000	No information received from the States Parties.

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated budget (USD)	Implementation Status
ER. 5.2 Improved national capacities to deal with the outcomes of armed conflict in and around World Heritage properties	· Cultural and natural properties in post-conflict situations record steady recovery of OUV · Site personnel are properly trained to deal with conflict situations to ensure their personal safety · Equipment necessary for conservation and monitoring are made available at property level · At least two properties in post-conflict situation recovers OUV and are removed from the List of World Heritage in Danger by 2014 · Due recognition is given to site personnel who have lost their lives in the line of duty, as well as those who remain at their duty posts	ICCROM training course	ICCROM, UNESCO, Blue Shield, Prince Klaus Fund, States Parties, ICOM	Training course on First Aid to cultural heritage in times of conflict	●	●	●	ICCROM Budget	Organized in 2012 by ICCROM
		Regional Programme	WHC, AWHF, States Parties, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Develop an emergency Action Plan for individual sites and properties	●			20 000	Action Plan developed for MALI and adopted by national authorities on 18 Feb 2013.
				2 Sub-regional workshops for concerned stakeholders		●	●	100 000	2 workshops on Mali passport and map of heritage in danger.
				Develop mechanisms to ensure evacuation support for site managers to ensure their personal safety		●		National Budgets, UN system budget	No information received from the States Parties.
				Development of networks for site personnel in conflict areas to address the traumatic outcomes of conflict situations		●		50 000	No information received from the States Parties.