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**CONVENTION CONCERNING THE PROTECTION OF
THE WORLD CULTURAL AND NATURAL HERITAGE**

WORLD HERITAGE COMMITTEE

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Item 10 of the Provisional Agenda: Periodic Reports

INF.10D. Action Plan 2012 – 2017 for the Africa Region

SUMMARY

This document presents the Regional Action Plan 2012-2017 which details the follow-up to the Periodic Report for the Africa region in accordance with Decision 35 COM 10A (Paris, 2011). It presents the recommendations of actions to be taken at regional and sub-regional levels to address the issues raised from the Periodic Reporting exercise. It synthesises these issues into objectives for the implementation of actions to meet the identified needs in the region, respecting the requirements of the States Parties as expressed in 2011. It identifies implementation strategies and assigns responsibilities to various partners whose participation is necessary for success. Finally it presents other World Heritage initiatives which complement the potential achievements of the set objectives of the Action Plan.

Other related documents: This document is to be read along with the document on the follow-up of the Second Cycle of the Periodic Reporting exercise for Africa Region: (Document WHC-12/36COM/10D).

I. INTRODUCTION

The Strategic Action Plan 2012-2017 has been developed on the basis of the outcomes of the Second Cycle of Periodic Reporting in the Africa Region. It strongly takes into account the recommendations of the Africa Region States Parties to the World Heritage Committee at its 35th Session (Paris, 2011) as outlined in Document *WHC-11/35.COM/10A*.

This Action Plan was finalised at an experts' meeting in Paris in April 2012. This group of experts was made up of representatives of the States Parties (regional coordinator for the Periodic Reporting exercise, the sub-regional mentors), representatives of the three Advisory Bodies (ICCROM, ICOMOS, IUCN), the regional training institutions (CHDA, EPA), the African World Heritage Fund and the World Heritage Centre. The States Parties emphasised the need to be flexible and realistic in defining the strategic direction of the plan.

The Action Plan 2012-2017 will be implemented through various actions amongst which are advocacy with States Parties and capacity building activities. The capacity building activities are to be developed in line with the guidelines of the World Heritage capacity building strategy as adopted by the Committee in Document *WHC-11/35COM/9B*. In view of the characteristic interactions between culture and nature in the Africa Region, the Action Plan foresees periodic joint activities between the culture and nature modules of the regional programme as a critical strategy to ensure holistic solutions.

The States Parties acknowledge their critical role in the implementation of the Regional Action Plan in order to address the current imbalance and achieve the objective of the **Global Strategy for a Representative, Balanced and Credible World Heritage List**. Thus they have taken the engagement to fully support the successful implementation of the Action Plan. This position was taken with the recommendation to prepare integrated national plans for the implementation of the Convention (Document *WHC-11/35.COM/10A*, Section 1.7.1). In line with this recommendation, the Action Plan 2012-2017 defines a timeline for the development of integrated national plans for the implementation of the Convention. The Plan adopts an approach which considers the strong links between natural and cultural heritage in the region.

The Action Plan presented in this document has been developed in line with the request of the States Parties at the final meeting of the Second Cycle of Periodic Reporting in February 2011, held at Vredefort Dome in South Africa. It first presents the main issues at regional level identified through the Periodic Reporting exercise as well as an overview of recommended actions to address these issues. The second section presents issues raised at sub-regional levels as well as recommendations to address these issues. The third section presents the Action Plan 2012-2017, detailing the set objectives which are a synthesis of the issues raised in the preceding sections. It also outlines briefly the strategies to be adopted to ensure that these objectives are achieved.

II. MAIN REGIONAL ISSUES RAISED IN THE PERIODIC REPORT

The major issues raised at regional level, identified through the Periodic Reporting questionnaire and the regional meetings, formed the basis for the main recommendations in the Periodic Report document *WHC-11/35.COM/10A*. A summary of these general and specific issues is presented below.

A. Policy and legal frameworks

- Ensure domestication of the Convention through harmonisation with national legislations and possible translation into the States Parties' national languages
- Improve enforcement of existing legal frameworks to better protect the sites' Outstanding Universal Value (OUV)

- Need to reinforce heritage protection legislation through cross referencing with complementary legislations to identify gaps and carry out relevant reviews
- Establish documentation that identifies possible ties to other sectoral legislations which may complement the implementation of the Convention
- Establish specific mechanisms for sustainable cooperation between government institutions/legislations (e.g. lands, forestry and mining, urban development and town planning, environmental planning institutions/legislations), responsible for cultural and natural heritage
- Ensure satisfactory management and protection of properties by establishing national World Heritage Committees, which are multi-disciplinary in approach
- Adopt guidelines for the establishment of national World Heritage committees

B. Identification of cultural and natural heritage

- Regular updates of national inventories and tentative lists based on established guidelines
- Updates to be guided by evaluations of sites' potential OUVs, in line with thematic and gap analyses carried out by ICOMOS and IUCN
- Harmonisation of Tentative Lists at regional and thematic levels
- Reinforce capacities for the preparation of successful nomination dossiers
- Increase awareness and involvement of local communities during nomination dossier preparation
- Develop administrative mechanisms for obtaining and completing relevant scientific data for sites during preparation of nomination dossiers

C. Scientific and Technical Studies and Research

- Include World Heritage in educational curricula at all levels, particularly for youth
- Promote the study of relevant international Conventions on cultural and natural heritage at national universities and research institutions
- Include the development and implementation of focused multidisciplinary World Heritage research as part of the Terms of Reference of national World Heritage Committees
- Ensure that all technical studies and research on cultural and natural heritage are properly documented and accessible within a national data bank

D. Sensitisation

- Create public awareness on the importance of natural and cultural heritage, including potential benefits to the local and national conscience
- Improve decision makers' awareness on the importance of natural and cultural heritage, including the potential contribution towards sustainable development as well as national identity/pride

E. Protective measures

- Ensure that properties' OUV and buffer zone integrity are intact through the establishment of regulatory frameworks taking into account any potential development activities within the properties and their buffer zones
- Establish guidelines to facilitate local economic development through active promotion of cultural and natural resources
- Establish mechanisms to prevent deliberate destruction of heritage properties
- Establish effective strategies at policy and operational levels to control the impact of activities related to physical resource prospection and extraction at and around heritage properties, through the integration of Heritage Impact Assessments in existing frameworks for such development projects

- Ensure that site management and conservation plans are developed where they do not already exist
- Ensure the implementation of existing management plans and management systems and provide resources to carry out necessary reviews

Buffer zones

- Improvement of the status and definition of property boundaries and submission of any new boundaries/modifications to the World Heritage Committee for approval
- Develop consultation mechanisms with communities for the process of establishing property boundaries and buffer zones
- Improve the understanding and status of buffer zones for a wider audience

F. Financial resources

- Establish financial mechanisms to ensure regular financial contributions to the African World Heritage Fund (AWHF) and existing training institutions (EPA and CHDA)
- Establish funding mechanisms to ensure that activities aimed at improved management of properties are implemented
- Develop mechanisms to ensure that revenues generated at properties are invested in site conservation and management
- Ensure that operational resources (including all necessary equipment and tools for monitoring) are sufficient and made available to ensure effective conservation and management of the properties
- Financial instruments such as heritage-related fiduciaries or funds should be established when necessary

G. Human resources

- Ensure that adequate human resources are available at the properties to ensure effective conservation and management
- Establish financial mechanisms to ensure regular human resources contributions to the African World Heritage Fund (AWHF), Ecole du Patrimoine Africain (EPA) and Centre for Heritage Development in Africa (CHDA)
- Develop human resources to manage risks at World Heritage properties
- Establish frameworks to improve national capacities towards management of sudden environmental disasters/impacts and mitigation of the effects of climate change at cultural and natural properties
- Facilitate opportunities for career progression and motivation of staff at World Heritage properties
- Support capacity building, in particular through the initiatives of the training institutions

H. Involvement of local communities

- Ensure that local communities are part of the decision-making processes concerning conservation, protection and management of heritage properties
- Sensitise local communities on property boundaries and buffer zones
- Reinforce existing conservation skills in local communities for improved management of the properties
- Establish mechanisms for formalisation of traditional conservation and management systems and inclusion in existing management frameworks
- Ensure the involvement of local communities in addressing the impacts of development pressures at heritage properties
- Ensure that local communities are aware of property boundaries and their potential advantages

- Ensure that local communities are aware of their rights and obligations in World Heritage properties
- Ensure that human rights issues are effectively addressed at properties to protect the interests of local communities

I. Economic benefits to local communities

- Ensure that local communities gain direct social and economic benefits from the heritage resources in their environment
- Establish and manage projects that improve the livelihoods of communities and contribute to the conservation of the properties
- Create sustainable opportunities for local communities to benefit from tourism activities at the sites
- Improve the capacities of local communities for participation in tourism-, conservation- and management activities at the property
- Enhance issues related to sustainable development and community empowerment in decision making

J. Factors affecting the properties

- Develop mitigation measures to address current and future threats to cultural and natural heritage
- Provide adequate support for sites and World Heritage properties in conflict and post-conflict zones
- Ensure long-term planning to address possible impacts of resource prospection and extraction in and around properties
- Ensure that regional planning takes into account World Heritage properties and assesses potential development impacts on properties

III. SUB-REGIONAL ISSUES AND RECOMMENDED ACTIONS

This section presents sub-regional issues, and is based on the outcomes of the sub-regional meetings and the analysis of the Periodic Reporting questionnaires. The issues reflect the specific concerns of stakeholders in the respective sub-regions, but also fall within the spectrum of issues already identified at regional level. This sub-regional analysis will be useful for States Parties in drawing up their integrated national plans.

A. Central African (CA) sub-region

This sub-region has the least number (11) of World Heritage properties in the Africa region. Seven natural properties are inscribed on the List of World Heritage in Danger (which in total counts 14 natural and cultural properties in the Africa region). There are also serious concerns linked to conflicts, post-conflict management and development projects in this sub-region.

Regional Issue	Sub-regional Objectives (Central Africa)	Responsibility
A. Policy and legal frameworks	Review and harmonise existing legal and administrative frameworks	States Parties
B. Identification of cultural and natural heritage	<ul style="list-style-type: none"> • Improve the quality of national registers/inventories • Develop national tentative lists 	States Parties
	<ul style="list-style-type: none"> • Harmonise sub-regional tentative lists • Improve the quality of nomination dossiers 	States Parties, Regional Programme

C. Scientific and Technical Studies and Research	<ul style="list-style-type: none"> Develop research programmes for identification and documentation of site values Establish value monitoring indicators for individual sites through research 	States Parties, Regional Programme
E. Protective Measures	<ul style="list-style-type: none"> Update existing management plans Clearly demarcate, in a participatory manner, property boundaries and buffer zone limits Present annual reports on the state of conservation of the properties Organise sub-regional meetings on monitoring and follow-up Ensure effective implementation of the corrective measures recommended by the World Heritage Committee 	States Parties
F. Financial Resources	<ul style="list-style-type: none"> Ensure financial independence of the properties through effective mobilisation of various partners Establish fiduciary funds to enhance availability of financial resources at the properties, where necessary 	
G. Human Resources	<ul style="list-style-type: none"> Enhance the development of human resources to effectively meet the challenges of site conservation and implementation of management plans Build capacities of property personnel, and other relevant institutions, to effectively enforce existing legal frameworks Build capacities of property staff to improve on site documentation and the development of databases 	States Parties, Regional Programme
J. Factors affecting the properties	<ul style="list-style-type: none"> Alert the international community, and the warring parties, to the possible losses that could be incurred from violence and destruction of natural and cultural heritage in the event of any armed conflict Ensure that all the States Parties in this sub-region have signed the 1954 Convention on Armed Conflict, its protocols and any other relevant international instruments Develop mechanisms to assess damages to cultural and natural properties in post-conflict situations and develop preventive measures and documentation Launch, with international partners, specific projects to recover the OUV of affected properties Build national capacities to deal with issues linked to the outcomes of the conflict and post-conflict situation States Parties and international partners to organise sub-regional participatory workshops between stakeholders Ensure provision of adequate equipment for property staff to enable effective monitoring and conservation activities 	States Parties, Regional Programme

B. West African (WA) sub-region

This sub-region possesses 18 natural and cultural World Heritage properties, including a trans-boundary property, of which four are on the List of World Heritage in Danger. Some properties have recently been affected by armed conflicts.

Regional Issue	Sub-regional Objectives (West Africa)	Responsibility
A. Policy and legal frameworks	<ul style="list-style-type: none"> Strengthen and implement national legislations related to the conservation and management of properties 	States Parties
	<ul style="list-style-type: none"> Provide specific support for the Lusophone States Parties to ensure effective implementation of the Convention 	Regional Programme, AWHF, CHDA, EPA

C. Scientific and Technical Studies and Research	<ul style="list-style-type: none"> Develop, and test, mechanisms that facilitate the sustainable co-existence of heritage conservation and development projects Support scientific research on several properties in order to share experiences and information at regional or sub-regional levels 	Regional Programme
D. Sensitisation	<ul style="list-style-type: none"> Improve property presentation and interpretation by providing support for signage and publicity Organise sensitisation sessions for local communities and other national partners 	States Parties
	<ul style="list-style-type: none"> Create a database of heritage professionals in the Region and make it available online 	States Parties/Regional Programme
E. Protective Measures	<ul style="list-style-type: none"> Ensure effective implementation of existing management plans and review as necessary Organise Periodic Report-based consultation sessions and create a network of Site Managers and National Focal Points Facilitate collaboration between States Parties to ensure effective management of the trans-boundary properties in the sub-region Strengthen collaboration between managers of cultural and natural properties 	States Parties
G. Human Resources	<ul style="list-style-type: none"> Build national capacities to address multidisciplinary issues that affect the effective conservation and sustainable management of properties Build capacities of property staff to improve management 	States Parties/Regional Programme
I. Economic Benefits to local communities	<ul style="list-style-type: none"> Create conditions for livelihood improvement through establishment of sustainable community projects 	States Parties
J. Factors affecting the properties	<ul style="list-style-type: none"> Establish training programmes on “heritage and development” and “impact studies” for relevant stakeholders Involve environment, planning and land use, and other relevant authorities, in heritage affairs in order to ensure an integrated approach to the implementation of heritage conservation management plans 	States Parties/Regional Programme

C. Eastern Africa (EA) sub-region

This sub-region possesses 33 World Heritage properties, three of which are on the List of World Heritage in Danger.

Regional Issue	Sub-regional Objectives (East Africa)	Responsibility
A. Scientific and Technical Studies and Research	<ul style="list-style-type: none"> Adopt a multidisciplinary approach to heritage management 	States Parties
B. Sensitisation	<ul style="list-style-type: none"> Establish, and implement, on-site education programmes Encourage close collaboration between the educational and heritage sectors to ensure that heritage issues are included in national educational curricula 	States Parties
C. Protective Measures	<ul style="list-style-type: none"> Ensure proper definition of property boundaries and buffer zones Improve collaboration for effective conservation of contiguous properties Improve wildlife protection to better manage challenges from impacts of various factors at natural properties Strengthen management of natural properties to include assessments of management effectiveness Establish and implement improved, and sustainable, tourism management mechanisms at heritage properties 	States Parties

D. Financial Resources	<ul style="list-style-type: none"> • Increase funding for World Heritage properties 	States Parties
E. Human Resources	<ul style="list-style-type: none"> • Build staff capacities for effective property conservation • Provide conducive work environments to reduce quick staff turnover 	States Parties, Regional Programme
F. Involvement of local communities	<ul style="list-style-type: none"> • Address human rights issues at properties to protect the interests of local communities • Implement on-site training to renew traditional skills sets necessary for effective management • Document traditional management systems and consider them in property management • Involve local communities in participatory management • Involve local communities in the documentation of heritage, especially the intangible values associated with the properties 	States Parties, Regional Programme
G. Economic Benefits to local communities	<ul style="list-style-type: none"> • Ensure mutual benefits of World Heritage to local communities, development partners and the private sector • Use World Heritage status to raise awareness of potential benefits of heritage resources in national development 	States Parties, Regional Programme
H. Factors affecting the properties	<ul style="list-style-type: none"> • Ensure consideration of heritage in development planning especially infrastructural development and maintenance • Monitor impacts of competing economic activities on properties, such as mining, oil and gas exploration activities • Provide special support to properties in post-conflict areas 	States Parties
	<ul style="list-style-type: none"> • Capacity building to deal with impacts of climate change at heritage properties 	States Parties, Regional Programme

D. Southern African (SA) sub-region

This sub-region possesses 20 World Heritage properties, including a trans-boundary property. While the States Parties in this sub-region generally possess the requisite legislative frameworks, the greatest challenge posed to management is effective implementation of existing legal frameworks in the light of increased development projects.

Regional Issue	Sub-regional Objectives (Southern Africa)	Responsibility
A. Policy and legal frameworks	<ul style="list-style-type: none"> • Ensure the adequacy of legislative instruments to effectively protect the heritage properties • Address different legislative frameworks linked to cross-typology significance on different properties • Encourage multi-sectoral and inter-agency cooperation in the protection of individual properties • Provide timely responses to decisions and recommendations of the World Heritage Committee to facilitate implementation of the Convention 	States Parties
	<ul style="list-style-type: none"> • Ensure timely follow-up on the responses of States Parties to the recommendations of the Committee 	World Heritage Centre
C. Scientific and Technical Studies and Research	<ul style="list-style-type: none"> • Establish research programmes to clarify the definition of “indigenous people”, which varies across the region • Evaluate the impact of Tourism / visitors / recreation activities at heritage properties • Develop monitoring and evaluation tools, particularly for natural properties • Establish documentation procedures for conservation activities • Establish research into the socio-economic values of heritage 	States Parties Regional Programme

D. Sensitisation	<ul style="list-style-type: none"> • Sensitise government departments and the general public to the existence of heritage protection legislations • Facilitate the presentation of properties, especially with respect to interpretation, visitor facilities and increased awareness of associated property values 	States Parties
E. Protective Measures	<ul style="list-style-type: none"> • Establish national World Heritage committees to facilitate the development and implementation of joint conservation programmes at inter-sectoral and inter-agency levels • Incorporate Periodic Reporting tool in internal management mechanisms for monitoring purposes • Ensure that property boundaries and buffer zones are properly defined and submission of any revisions/adjustments to the World Heritage Committee for approval • Develop management mechanisms for conservation of the properties' OUV in the event of development pressures • Establish mechanisms to effectively manage the trans-boundary property in the sub-region • Facilitate effective coordination between national institutions responsible for cultural and natural heritage 	States Parties, Regional Programme
F. Financial Resources	<ul style="list-style-type: none"> • Facilitate development of funding strategies for individual properties 	States Parties
G. Human Resources	<ul style="list-style-type: none"> • Enhance management capacities within national institutions • Strengthen national institutions by investing in their capacity to deliver, recruiting appropriate staff and establishing staff development programmes • Build capacities of property staff to improve documentation and development of national heritage databases • Invest in staff capacities to ensure compliance, and enforcement, of heritage protection legislations • Enhance institutional capacities to meet the challenges of new trends in tourism in a sustainable manner 	States Parties, Regional Programme
H. Involvement of local communities	<ul style="list-style-type: none"> • Contribute to the development of existing human resources within concerned local communities 	States Parties
J. Factors affecting the properties	<ul style="list-style-type: none"> • Integrate World Heritage and buffer zones within the larger spatial definition of urban development and planning • Develop adequate mechanisms to address the eventual impacts of mining, deforestation and illegal activities in and around World Heritage properties • Establish mechanisms to control any negative impacts of the development of major visitor accommodation and associated infrastructure as well as housing settlements • Address climate change issues at heritage properties • Provide necessary assistance to deal with invasive species at natural properties • Establish mechanisms to effectively manage natural and man-made risks at heritage properties 	States Parties

IV. REGIONAL ACTION PLAN 2012-2017

This Action Plan derives its outlook from the main recommendations of the African States Parties made to the World Heritage Committee, which are derived from the main issues raised through the Second Cycle of Periodic Reporting:

- Direct community involvement and benefits from World Heritage properties;
- Recognition, formalisation and documentation of traditional management systems.

- World Heritage and development needs.
- The protection of World Heritage properties in conflict and post-conflict areas.

A. Vision

By 2017 the management and conservation of African World Heritage properties will improve by an average of 25% from the 2012 baseline, while addressing development needs and improving the livelihoods of local communities.

B. Objectives

1. Improve the representation of African heritage sites on the World Heritage List through the preparation of successful nomination dossiers;
2. Improve the state of conservation at World Heritage properties, by effective risk management, increased community involvement and direct economic benefits to local communities;
3. Effectively manage existing properties by recognising, documenting and formalising traditional management systems and fully incorporating them into existing management mechanisms;
4. Develop and implement strategies to enable States Parties to effectively address the challenge of balancing heritage conservation and development needs;
5. Establish and implement necessary mechanisms for heritage conservation, protection and management in pre-conflict, conflict and post-conflict situations.

C. Implementation Strategies

The States Parties recognise the inestimable contributions of local communities and the site managers and personnel towards the effective conservation of the heritage properties. Thus the actions to be carried out will focus on them as primary beneficiaries to ensure long-term sustainability of conservation and management activities. It is important that effective monitoring and evaluation indicators, which facilitate qualitative conservation, especially at cultural properties, are developed in the period leading up to the Third Cycle of Periodic Reporting.

To ensure implementation of the Regional Action Plan, existing partnerships and networks built since the First Cycle of Periodic Reporting will be built upon. Technical partners for its implementation are the Advisory Bodies (IUCN, ICOMOS, ICCROM), the Category 2 Centre (AWHF), the Regional Training Institutions (CHDA, EPA), Universities and Wildlife Training Institutions, etc. Increased efforts will be made to partner with regional universities in implementing the identified actions.

The Action Plan is founded on three major implementation strategies:

1. States Parties are critical for the implementation of this Action Plan through ensuring development of national strategic plans 2012-2017 for implementation of the World Heritage Convention in their territories. It is hoped that these plans will be primarily informed by the regional Action Plan presented below;
2. The Regional Programme, with its two modules for natural and cultural heritage, (Africa Nature and Africa 2020), is a capacity building programme, presented in Document WHC-12/36.COM/10D. The Regional Programme actions will be supplemented by other relevant World Heritage programmes to ensure maximum results;
3. Advocacy meetings and consultations at regional and sub-regional levels to address specific issues that do not fall within the sphere of capacity building.

In order to ensure coherence with UNESCO practice, the proposed Regional Action Plan aligns itself with UNESCO's biennia, starting from the year 2012.

D. Assumptions

The success of the Action Plan 2012-2017 will depend on the following major assumptions and risks:

1. The commitment and willingness of the Africa Region States Parties to fulfil their responsibilities:
 - At national level
 - As co-funders for regional and sub-regional activities
2. Adequate funding is obtained to effectively implement regional activities
3. The implementing capacities of all partners.

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)
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
	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
	Tentative lists are harmonised at sub-regional levels by 2015		States Parties	Submit updated lists to the WH Committee	●	●	●	National budgets
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
	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
	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

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)
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 Inform WH Centre of new National World Heritage Committees	●	●	●	National budgets
	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
	Improved institutional and local capacities in at least 10 States Parties to enforce legal protection frameworks at World Heritage properties			Training courses on heritage management and conservation		●	●	600,000
	Training activities organised for the benefit of at least half of the African natural and cultural properties on the List							
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
	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	●			30,000
	The number of local community members whose skills and knowledge base are advanced through conservation actions			Entrepreneurship training (training of trainers)		●	●	100,000
				Pilot projects with regular monitoring and evaluation		●	●	100,000

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated Budget (USD)
ER2.3 Community and tourism development strategies fully integrated into property conservation and management mechanisms	<ul style="list-style-type: none"> 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 established in line with established strategies 	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
				2 Workshops on co-existence of sustainable tourism, heritage conservation and visitor management, community well-being		●	●	100,000
	<ul style="list-style-type: none"> Level of involvement of local communities in tourism-related activities, based on established baselines Local communities participate fully in tour guiding 	Sub-regional and national tourism strategies	States Parties and Regional bodies	National workshops to develop tourism strategies for the concerned properties	●	●	●	National budgets
		Community development programmes		National workshops on tourism and community development	●	●	●	
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
	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
	Number of national climate change response strategies that are operational			Training courses on the use of existing tools and modelling systems			●	100,000
	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
	Relevant climate change monitoring in at least 10 World Heritage properties							

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)	
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	
		Sub-regional cooperation	States Parties	Sub-regional workshops		●	●	National Budgets	
	<ul style="list-style-type: none"> 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	
				Baseline study on existing methodologies on recording traditional management systems as part of project design	●			30,000	
				Research programme on traditional management systems with consideration for innovation and the natural evolutionary processes within natural and cultural traditional environments			●	●	300,000
				Design of on-site training modules on documenting traditional management systems at identified pilot projects	●			30,000	
				Publish results of research and field projects				●	50,000
				National initiatives	States Parties, EPA, CHDA, Universities	National meetings to formalise Traditional Management Systems within the framework of developing nomination dossiers			●
	Meetings to review national legislations and possible engagement with interested States Parties to address policy gaps					●	●	National Budgets	

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated Budget (USD)
ER 3.2 Improved cooperation between government agencies responsible for cultural and natural heritage	<ul style="list-style-type: none"> • 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
		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
		Regional meeting	WHC, AWHF	1 bilingual regional conference of national cultural and natural heritage policy makers			●	150,000
		National Working Groups Regional Programme	States Parties	Create national multi-sectoral working groups of cultural and natural heritage institutions		●	●	National Budgets
			CHDA, EPA, Universities	Create database of national heritage agencies and heritage institutions	●			100,000
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
				Selection of pilot projects	●			50,000
				Management effectiveness assessments in 10 selected properties	●	●	●	250,000
				Monitoring (threats, management capacity...)	●	●	●	

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated Budget (USD)
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
				Research to develop indicators for measuring state of conservation, particularly for cultural properties		●		30,000
				Workshops on the use of remote sensing and related tools		●		50,000
				Development of integrated national heritage resources databases and suitable systems that permits regular monitoring			●	National Budget
				Property elements are regularly documented and form the basis for heritage resources databases		●	●	●

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)			
ER 4.1 Effective strategies that address resource prospection and extraction in and around World Heritage properties and protected sites	<ul style="list-style-type: none"> 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			
				Baseline study to identify possible mutual benefits of development projects to heritage conservation, and all stakeholders	●			20,000			
				International meeting on resource extraction, development and heritage conservation to develop a regional position paper, including principles	●			100,000			
				Training workshops on impact assessments in WH contexts		●		50,000			
						States Parties	Establishment of national inter-ministerial committees on development and conservation	●	●		National Budgets
							National sensitisation workshops on relevant governing legislations and international conventions to which individual States Parties have signed	●	●		National Budgets
						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

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated Budget (USD)
ER. 4.2 Sustainable mechanisms in place for Infrastructural development necessary for the effective management and promotion of properties	<ul style="list-style-type: none"> 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 Site managers and local communities are regularly consulted in the implementation of impact assessments around 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
				Domestication of the WH Convention	●	●	●	National Budgets
				Twinning of properties which face similar challenges		●	●	National Budgets
ER 4.3 Improved protection of OUV through mobilisation of planning, environmental, heritage and other related authorities	<ul style="list-style-type: none"> 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
ER. 4.4 Active network for sharing of experiences and knowledge management between various stakeholders	<ul style="list-style-type: none"> 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
				National interactions between heritage managers and counterparts from other relevant ministries and government institutions	●	●	●	

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)
ER. 5.1 Cultural and natural heritage properties are protected in the event of any armed conflict	<ul style="list-style-type: none"> 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
		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
				Develop a proposal to support international recognition for World Heritage in conflict areas		●	●	10,000
		Regional Programme	WHC, AWHF, States Parties, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Workshop on monitoring during conflicts		●		50,000
				Assessment missions of OUV deterioration after conflict	●	●	●	100,000
				Training on advanced documentation, and creation of national heritage resources databases of existing assets to enable that eventual reconstruction can take place		●	●	50,000
				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
				Preparation of training curricula on the protection of heritage assets to be considered in the training of peacekeeping forces (pre-conflict)		●		50,000
			States Parties, UN system, African Union	Workshop on creation of early warning systems in the event of conflict (pre-conflict)		●		50,000

Expected Results	Key Performance Indicators	Implementation Strategy	Responsibility	Activity	2012-2013	2014-2015	2016-2017	Estimated Budget (USD)
ER. 5.2 Improved national capacities to deal with the outcomes of armed conflict in and around World Heritage properties	<ul style="list-style-type: none"> • 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
		Regional Programme	WHC, AWHF, States Parties, Universities, EPA, CHDA, IUCN, ICCROM, ICOMOS	Develop an emergency Action Plan for individual sites and properties	●			20,000
				2 Sub-regional workshops for concerned stakeholders		●	●	100,000
				Develop mechanisms to ensure evacuation support for site managers to ensure their personal safety		●		National Budgets, UN system budget
				Development of networks for site personnel in conflict areas to address the traumatic outcomes of conflict situations		●		50,000