

Caribbean Action Plan for World Heritage 2015-2019

Adopted in Havana on 28 November 2014

On 28 November 2014, in Havana, Cuba, the Caribbean States Parties to the *1972 Convention concerning the Protection of the World Cultural and Natural Heritage* adopted the *Caribbean Action Plan for World Heritage 2015–2019*.

The Caribbean Action Plan was prepared by States Parties with the Support of UNESCO's World Heritage Centre and the UNESCO Offices in Havana, Kingston and Port-au-Prince, in close cooperation with the Convention's Advisory Bodies ICOMOS, ICCROM and IUCN, the University of the West Indies (UWI) in Barbados, the University of Curacao, the University of Technology (UTECH) of Jamaica, the University of San Gerónimo in Havana, and the University of Havana. Considering interregional cooperation within the framework of the Small Islands Development States (SIDS), the Plan also benefitted from contributions from the University of the South Pacific, Fiji. The list of participants is attached to the Plan (Annex 3).

In compliance with the decision of the World Heritage Committee (38 COM 10B.4, June 2014), the Caribbean Action Plan presents an operational framework to facilitate the implementation of the *World Heritage Action Plan for Latin America and the Caribbean* in the specific context of the Caribbean. It also enriches and gives follow-up to the *Kingston Action Plan* adopted in 2013, and proposes an updated Caribbean Capacity Building Programme for World Heritage.

The Plan provides a cooperation framework to support the effective implementation of the 1972 Convention in the Caribbean, by setting 7 common objectives, 19 expected outcomes and the priority actions needed to achieve them. It promotes sub-regional cooperation, also in view of jointly mobilizing the necessary human and economic resources.

The implementation of the Plan will further contribute to achieving the worldwide objectives concerning the *credibility* of the World Heritage List, *effective conservation* of World Heritage properties, *capacity building*, *communication* to increase public awareness and support for World Heritage, and enhancement of the involvement of *communities* in the identification and management of World Heritage.

Following ratification by the Bahamas in 2014, all Caribbean States are party to the World Heritage Convention (see Annex 1). At the end of 2014, there were 21 World Heritage properties in the Caribbean (15 cultural and 6 natural sites), and 46 on the states' respective tentative lists (see Annex 2).

Sub-regional priorities

The elaboration of the Action Plan was underpinned by the identification of challenges considered as sub-regional priorities for the State Parties on which to work in the Caribbean over the next five years:

1. Conservation and management

Specific policies and laws related to heritage must be reviewed regularly and incorporate a local approach. It also has to strengthen coordination and communication between different levels of government and stakeholder agencies and individuals and ensure funding sources, either through specific budget lines or other external input. In terms of sites management plans, they have to be updated, considering more comprehensive approaches to heritage management and encourage the participation of local communities in the processes of conservation and heritage management that concern them. For all that the presence of highly qualified specialists is necessary.

2. Nominations and tentative lists

There are still gaps in the elaboration of the inventories, situation that affects the updating of the Tentative List. Despite the wealth of cultural landscapes in the Caribbean, particularly those related to the Slave Route Sites of Memory, and its presence in some tentative lists, their identification, protection, conservation and promotion is still not enough. The identification and preparation of potential nominations should be made more in-depth and rigorous in order to meet the requirements established under the Convention. States should be aware that the inscription on the World Heritage List is not the end of the process, but a process that allows the effective identification and protection of cultural and natural heritage in the Caribbean sub-region.

3. Effects of climate change and risk management

SIDS, due to their small size, limited resources and geographical dispersion, suffer unique and particular vulnerabilities to natural disasters and the negative effects of climate change. The Caribbean region has vulnerable coastlines and is constantly affected by, hurricanes, prolonged periods of drought or rain with flooding and other weather phenomena which affect many of its structures. capacity building, technology transfer, recognition of local knowledge, access to technical assistance and funding are essential.

4. Community participation

In 2007, the World Heritage Committee added to its strategic objectives the fifth 'C', Communities, emphasizing the important role of local communities in the preservation of World Heritage. This aspect is a key factor in the Caribbean sub-region since there is little

participation of local people in the process of identification, conservation, protection and management of heritage sites. Similarly, the value of local knowledge in managing disaster risks must be recognized. Cultural and natural heritage management must be integrated into local sustainable development policies. Capacity-building efforts are essential for local communities to manage sites and reap the economic benefits associated with the promotion and protection of natural and cultural heritage.

5. Sustainable Tourism

In recent years nature-related tourism has increased in the Caribbean and certainly cultural tourism has the potential to become a great attraction for visitors. It is necessary to implement policies and strategies to promote responsible tourism and ensure its low impact on heritage sites. The cultural and natural sector and the tourism industry must work together, and thus contribute to improving visitor experiences and reinvest the benefits collected on the site for its conservation, to create jobs and improve infrastructure and services for its population and visitors.

6. Capacity Building

Capacity building for conservation and management should be a fundamental line of action for the Caribbean. Personnel working in this sector should receive more training, should increase in number and achieve stability in their job. They have to be formed in a deep understanding of the application of the 1972 Convention, management of natural heritage or management of disaster risks, among many other topics. Professionals who have already worked with UNESCO's capacity building programme for World Heritage (CCBP) should be fully involved in the region to further train and develop heritage management skills.

7. Networks and partnerships

It is necessary to identify NGOs and private initiatives interested in developing conservation and restoration projects. It is essential to develop programmes and/or specific research projects for the benefit of World Heritage properties, creating agreements with universities/research centres, both local and overseas. It is important to design and implement educational programmes in schools and continue to sensitize all stakeholders involved in the conservation, protection, management and promotion of heritage. The role of new technologies in building networks and alliances should be valued. Priority must be given to the creation of a network and database of the professionals trained in this regard.

Implementation strategy

The implementation of the Caribbean Action Plan should serve to mobilize resources for the effective conservation and management of cultural and natural heritage, to show that

heritage conservation contributes to human, social and economic development, to promote participation and cooperation, to measure progress achieved in heritage conservation and management, and to mitigate the effects of climate change. It will integrate the global Small Island Developing States (SIDS) framework.

1. Resource mobilization

To implement the Plan, States Parties should mobilize economic and human resources from public and private origin, including resources trained and tooled through the UNESCO capacity building processes,

States Parties should also strengthen existing financial mechanisms and explore new funding sources. To achieve this, the actions of the Plan should be included in (inter)governmental development agendas, promoted among other UN programmes, funds and agencies, and among other governmental and non-governmental organizations, as well as the private sector, in particular through improved partnership mechanisms.

2. Contribution to sustainable development

The Plan's implementation should show that heritage is a repository of knowledge, a driver of economic growth, and a symbolic force for intercultural dialogue, cooperation, social cohesion, mutual understanding and conflict resolution that helps addressing the challenges of an increasingly complex world. This will be facilitated, among others, through the development of an integrated and comprehensive information and knowledge-management system.

3. Enhanced participation and cooperation

The Plan will serve to improve the participation of communities, professionals, cultural actors, governmental and non-governmental organizations, experts and research centres in the implementation of the World Heritage Convention. Particular attention is to be given to the Caribbean youth and to women, to ensure that their views on the identification of heritage categories, on their conservation needs, associated values and needed management measures are fully taken into account. The plan should also facilitate establishing effective cooperation mechanisms among States Parties, the UNESCO-IHE Institute for Water Education (IHE), the UNESCO Institute for Statistics (UIS), the Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO), UNESCO Category II Centres and other specialized networks.

4. Monitoring and evaluation

The Plan should serve States Parties and UNESCO to monitor the progress achieved in updating heritage policies to include additional heritage categories, updating inventories and tentative lists, enhancing heritage protection, conservation and management, strengthening capacities, ensuring community involvement, establishing partnerships, reinforcing outreach programmes, and measuring the contribution of the

heritage sector to local sustainable development, both in human and in economic terms. To implement the actions and achieve the expected outcome, the Plan includes a limited number of actions, tentatively prioritized to be implemented in the short term (S) medium-term (M) and long term (L) to facilitate monitoring and evaluation of results.

5. Mitigation of the effects of climate change

Considering the vulnerability of the Caribbean to natural disasters, one of the specific objectives of the Plan is to support developing full risk preparedness plan, post-disaster needs assessments and recovery plans. Most activities in this field, such as the collection of baseline data and the identification of risk reduction measures, or priority actions of a human recovery plan, also serve to achieve the expected results of the other objectives of the Plan.

Objective 1: Improve the conservation and management of cultural and natural heritage

Actions should aim at sensitizing decision-makers about the value of cultural and natural heritage, promoting coordination and communication among different levels of government whose laws and actions may interfere with the protection, conservation and heritage management, and integrate heritage into national development policies.

Expected outcome	Actions	Lead by	Support Partners	Time ¹	LAC Plan	5Cs
1.1. Institutional, legal and policy frameworks are consolidated	1.1.1. Include cultural landscapes, industrial heritage, modern heritage, vernacular architecture, marine and archaeological sites and sites of memory into heritage protection policies.	SP	UNESCO AB Universities	M/L		Credibility
	1.1.2. Establish National World Heritage Committees, as appropriate	SP	UNESCO AB Universities	S		Credibility
	1.1.3. Create National or Sub-regional Conservation Plans of Archaeological and heritage Sites based on multidisciplinary criteria.	SP	UNESCO AB Universities.	M/L		Credibility Conservation
	1.1.4 Strengthen capacities of policy and decision-makers in the field of cultural and natural heritage.	UNESCO	SP AB Universities	M	3.2.1.	Capacity- building
1.2. Efficient, integrated and sustainable management is ensured	1.2.2 Strengthen the capacities of site managers in the design of integrated management plans, also through the strengthening of intersectoral networks,	SP UNESCO	AB Universities	. M	2.1.5. 3.3.3.	Conservation
	1.2.3. Develop, update and improve management plans, also taking into account other international conventions and recommendations, in particular the 1970 Convention on the means of prohibiting and preventing the illicit import, export and transfer of ownership of cultural property), the policies and measures aiming at the protection, conservation and management of the underwater cultural heritage (2001 Convention), the Historic Urban Landscape Recommendation, as well as other programmes and activities that may support the plans' implementation, such as the measures for risk preparedness, post disaster assessments and recovery plans, or detailed provisions to ensure the properties' outstanding universal value;	SP	UNESCO AB Universities	M/L		Conservation

¹ Action implementation framework: S = short-term (1 year); M = medium-term (2 or 3 years); L = long-term (4 or 5 years).

	1.2.4. Build up capacities and carry out research on monitoring and evaluation mechanisms, including the identification of indicators, to ensure the appropriate management at all levels, by highly qualified personnel;	SP UNESCO	AB Universities	. M/L	2.1.5.	Conservation
	1.2.5 Update and finalise the core World Heritage areas and the establishment of buffer zones	SP	UNESCO AB Universities	M	2.1.2.	Conservation
	1.2.6. Prepare and use formal and non formal training material to improve the understanding of the value of cultural landscapes, as well as the specificities of their conservation and management	UNESCO	UNESCO AB Universities	M/L	3.4.1.	Conservation Capacity- building
	1.2.7. Fully involve local communities in all conservation and management activities, as well as in heritage protection	SP UNESCO	AB	M		Conservation Communities
	1.2.8. Give priority to safeguarding of cultural or natural heritage in danger	SP	UNESCO AB Universities	S/M		Conservation
	1.2.9. Give particular attention to the participation of women and the youth in all management measures	SP	UNESCO AB Universities		4.1.5.	Conservation
	1.2.10. Strengthen communication channels and cooperation with UNESCO	SP	UNESCO	S/M	4.1.2.	Communication
	1.2.11 Facilitate coordination between different levels of government;	SP		M	1.2.1.	
	1.2.12 Ensure funding sources, either through specific budget lines or other external income.	SP	UNESCO	S/M		

Objective 2: Update and harmonize tentative lists and support the submission of nominations

There are still gaps in the elaboration of the inventories, which affects the updating of the national tentative lists. For instance, in spite of the wealth of cultural landscapes in the Caribbean, particularly landscapes related to the Slave Route and Sites of Memory, and its presence in some tentative lists, their identification, protection, conservation and promotion is still not enough. Identification and preparation of potential nominations should be made more in-depth and rigorous in order to meet the requirements established under the Convention. States should be aware that the inscription on the World Heritage List is not an end by itself, but the continuation of a process to enhance the effective identification and protection of cultural heritage in the Caribbean.

Expected outcome	Actions	Lead by	Support Partners	Time	LAC Plan	5Cs
2.1. Inventories are regularly updated.	2.1.1. Update national and local inventories and achieve greater representation of heritage categories	SP	UNESCO AB	M	1.3.1.	Credibility
	2.1.2. Advance research on inventorying methodologies concerning links of the World Heritage to different forms of heritage, in particular Sites of Memory, which may be part of Slave Route Programme or other instruments, such as the Indian Indentured Labour Routes Project the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and other Conventions, an other UNESCO programmes as Memory of the World, General Histories initiative etc ;	SP	UNESCO AB Universities	M	1.3.1.	Credibility Communities
	2.1.3. Ensure the involvement of local authorities and communities in inventorying activities.	SP		S/M	1.3.1.	Credibility Communities
2.2. Tentative Lists are regularly updated	2.2.1. Update, before the end of 2015, tentative lists with sites of memory related to the Slave Route, Indentured Labour Route, natural properties, marine sites, industrial heritage, terrestrial and underwater archaeological sites and other heritage categories, when appropriate.	SP	Universities	S	1.3.1.	Credibility
2.3. The Caribbean diversity of cultural and natural heritage is well represented on the World Heritage List	2.3.1. Invest in human and financial resourcing to improve the quality of national nominations.	SP	UNESCO AB Universities	M/L	1.3.5.	Credibility
	2.3.2. Prepare serial and multinational nominations.	SP	UNESCO AB Universities	L	1.3.2.	Credibility
	2.3.3. Commit the necessary financial, technical and human resources to allow the completion of inscription on World Heritage List.	SP	UNESCO	S/M		Credibility

Objective 3: Reduce the impact of climate change by increasing capacities in risk management

Due to their small size, limited resources and geographical dispersion, Small Island Development States, suffer unique and particular vulnerabilities to natural disasters and the negative effects of climate change. The Caribbean region is constantly affected by hurricanes, prolonged periods of drought or rain with flooding and other weather phenomena which affect many of its structures. Capacity building, technology transfer, recognition of local knowledge, access to technical assistance and funding are essential to reduce the impact of climate change.

Expected outcome	Actions	Lead by	Support Partners	Time	LAC Plan	5Cs
3.1. Capacities in Management and risk preparedness have been strengthened.	3.1.1. Provide improved capacity building in the field of risk management, prevention, damage mitigation, post disaster needs assessments and recovery plans	SP.	UNESCO AB Universities IHE	M	2.1.1.	Conservation Capacity- building
	3.1.2. Carry out research on risk management, preparedness, needs assessments and recovery plans	SP	UNESCO AB Universities IHE	M		Conservation
	3.1.3. Strengthen cooperation between institutions, universities and research centres in the field of risk and post disaster management	SP	UNESCO AB Universities IHE	M	3.4.1. 3.4.3.	Conservation Capacity- building
	3.1.4. Develop culturally and locally sensitive common projects, awareness programmes, best practices and partnerships –including with the Pacific SIDS Disaster Risk Preparedness initiatives, on risk and post disaster management;	SP UNESCO	AB Universities IHE	M	2.1.1 3.4.1.	Conservation Capacity- building
	3.1.5. Create and update a database of risk managers and cultural and natural specialists who can help States Parties to prevent risks and mitigate damages provoked by natural disasters.	SP UNESCO	AB Universities	M		Conservation
3.2. Local communities are fully involved in risk preparedness	3.2.1. Fully involve local communities in risk prevention, damage mitigation and recovery plans.	SP	UNESCO AB Universities	M		Conservation Communities

measures, post disasters needs assessments, recovery plans and risk management.	3.2.2. Create spaces for dialogue/consultation and engagement for each community, according to their specificities, to identify needs, challenges/potentials, to ensure their participation in the preparation and implementation of risk management plans.	SP	UNESCO AB Universities.	S/M	5.2.1.	Conservation Communities
	3.2.3. Include traditional knowledge and best practices of communities in risk management plans, which should also be used to help other communities.	SP	UNESCO AB Universities.	M		Conservation Communities Communication
	3.2.4. Prepare studies and information documents, and other non-formal information outreach materials on the use of heritage to enhance resilience to natural and human disasters.	SP UNESCO	AB Universities IHE	M	3.4.3.	Conservation Communities Communication
3.3. Capacities strengthened in risk preparedness, post disaster needs assessments and recovery plans	3.3.1. Document and inventory existing cultural and natural heritage, in its different forms, by using existing guidelines and protocols that are the most appropriate for each type of heritage.	SP	UNESCO AB Universities	M/L		Conservation
	3.3.2. Integrate measures risk management into management plans	SP	UNESCO AB Universities.	M/L		Conservation
	3.3.3. Fully cooperate with the Advisory Bodies of the Convention when strengthening capacities in risk preparedness, post disaster needs assessments and recovery plans.	SP	UNESCO AB Universities IHE	S/M		Conservation
	3.3.4. Establish priorities for action considering the information provided by the communities involved.	SP	UNESCO AB Universities.	S/M		Conservation Communities
	3.3.5 Apply priority consolidation and recovery measures for heritage that has been identified as most vulnerable	SP	UNESCO AB Universities	M	3.4.3.	Conservation
	3.3.6. Assess the financial and human impact of a disaster on the loss or damage of infrastructures and heritage properties, as well as related losses and damages in resources, community practices, public infrastructures and services.	SP	UNESCO AB Universities IHE	M		Conservation

	3.3.7. Include risk reduction measures in post disaster recovery plans	SP	UNESCO AB Universities	M		Conservation
	3.3.8. Secure financial and material resources needed for risk preparedness, post disaster needs assessments and recovery plans	SP	UNESCO AB Universities.	M		

Objective 4: Strengthen the role of local communities in the identification, conservation and management of heritage

In 2007, the World Heritage Committee added a fifth 'C' to its strategic objectives, Communities, to emphasize the important role of local communities in the conservation, protection and management of World Heritage. This issue has been identified as essential for effective heritage management in the Caribbean, in particular because of the relevance of traditional knowledge in risk preparedness. However, until now, full community involvement is very limited. Cultural and natural heritage conservation and management must thus be integrated into local development policies, and the capacities of communities should be strengthened to participate in heritage preservation and economically benefit from it, in a sustainable way.

Expected outcome	Actions	Lead by	Support Partners	Time	LAC Plan	5Cs
4.1 Awareness raised on the role of heritage in local sustainable development	4.1.1. Establish communication mechanisms with the local communities concerned, with active participation of women and the youth, to identify the needs, challenges and potential use of their heritage resources for development	SP	UNESCO AB Universities	M	5.1.1.	Communities
	4.1.2. Use new and traditional media to underline the role of cultural and natural heritage conservation and management as basis for social cohesion, mutual respect and conflict resolution.	SP	UNESCO AB Universities.	M		Communities Communication
	4.1.3. Evaluate the potential positive and/or negative impact on local communities of the recognition of a property as World Heritage.	SP	UNESCO AB Universities.	M	3.4.3. 5.1.3.	Communities
	4.1.4. Ensure that inscription on the World Heritage List and the management of the sites economically benefit local communities, in particular, the most vulnerable population.	SP	UNESCO AB Universities.	M	3.3.2.	Communities
4.2 Local communities and authorities are fully involved in the identification, conservation and management of heritage	4.2.1. Identify participatory tools and resources , e.g. on the basis of good practices used elsewhere as well as indigenous locally relevant , to involve local authorities and civil society in heritage protection, conservation, management, monitoring and evaluation of the properties' state of conservation	SP	UNESCO AB Universities.	M	5.2.1. 5.2.2.	Communities
	4.2.2. Ensure that women and youth are fully involved in heritage management by fully taking into account their views on what should be protected, and how	SP	UNESCO AB Universities	M	5.1.1. 5.1.2.	Communities

Objective 5: Create employment and support local development through sustainable tourism

Caribbean cultural and natural heritage sites have become increasingly attractive to the tourism sector, with steadily growing numbers of visitors. Though this is a potential source of income, there is also a need to develop and put in place policies and measures to ensure that the impact on the sites and potential damage is limited. For doing so, close cooperation of the cultural, natural and tourism, finance, foreign affairs and trade departments is needed to contribute to improving visitors' experience and reinvest the benefits collected on the site to create jobs and improve infrastructure and services, in a sustainable way

Expected outcome	Actions	Lead by	Support Partners	Time	LAC Plan	5Cs
5.1 Cultural and nature-based tourism is a key driver of sustainable development.	5.1.1. Enhance the skills of professionals, site managers and local communities in managing tourism in natural and cultural sites in a sustainable manner	SP UNESCO	AB Universities	M	3.4.1. 2.1.7	Capacity- building Communities
	5.1.2. Include indicators, monitoring tools, and statistics concerning tourism flows and impact on sites, as well as a full tourism management strategy, in the management plans of cultural and natural sites	SP UNESCO	AB Universities	M	3.4.1. 2.1.7	Capacity- building
	5.1.3. Establish partnerships between communities, institutions, agencies and private sector, in coordination with specialized institutions such as the Caribbean Tourism Organization and other organizations, to ensure sustainable tourism management	SP	UNESCO AB Universities	M	5.1.4. 2.1.7	Conservation Communities
	5.1.4. Site managers should work closely with national tourism agencies in visibility and marketing activities of the sites	SP	UNESCO AB Universities.	M		Credibility Communication
	5.1.5. Establishment tourism itineraries at local, national and Caribbean levels, in particular related to the Slave Route, Indentured Labour Routes, sites of memory, fortifications, cultural landscapes and others, to further promote Caribbean heritage.	SP	UNESCO AB Universities	M/L		Communities
	5.1.6. Reinvest (part of) the resources generated by tourism at local level in the benefit of the communities living within or close to the heritage area, in particular the most vulnerable populations	SP	UNESCO AB Universities	M/L	5.1.4 5.2.1	Conservation Communities
	5.1.7. Reinvest (part of) the resources generated by tourism in research, conservation, management, monitoring and evaluation of the sites	SP	UNESCO AB Universities	M/L	2.1.7	Conservation

	5.1.8. Promote creative and cultural industries to generate employment, especially among youth and women	SP	UNESCO AB	M/L	5.1.2. 5.2.1.	
					5.2.2. 2.1.7.	
5. 2 Special attention is given to historic centres	5.2.1. Ensure that tourism and cultural heritage management in historic centres contribute to sustainable local development, social cohesion and conflict resolution	SP	UNESCO AB Universities	M/L		Conservation
	5.2.2. Identify and recognize the importance of the intangible values associated to World Heritage historic centres	SP	UNESCO AB Universities		5.1.2. 5.2.1. 5.2.2. 2.1.7	Conservation
	5.2.3. Ensure that the requirements of the communities living in historic centres are well-reflected in the properties' management plans.	SP	UNESCO AB Universities	M	5.1.2. 5.2.1. 5.2.2. 2.1.7	Communities
	5.2.4. Prepare studies on the carrying capacity of historic centres in terms of numbers of visitors.	SP	UNESCO AB Universities		3.4.3. 2.1.7	Conservation Communities
	5.2.5. Work closely with other sectors in historic centres, such as housing, urban planning, transportation or surrounding areas management	SP	UNESCO AB Universities		2.1.7.	Conservation Communities
	5.2.6. Raise awareness to prevent aggressive urban projects in historic centres	SP	UNESCO AB Universities			Conservation
5.3 The natural heritage is valued and preserved at the same level as the cultural.	5.3.1. Raise awareness about the importance of preserving of the Outstanding Universal Value (OUV) of natural heritage properties.	SP	UNESCO AB Universities	M	3.4.3. 2.1.7.	Conservation
	5.3.2. Organize nature tourism projects in close coordination with local communities.	SP	UNESCO AB Universities	M	5.1.1. 5.1.2. 5.1.3.	Conservation Communities
	5.3.3. Analyse the growing impact of adventure tourism on natural heritage properties.	SP	UNESCO AB Universities	M/L		Conservation

	5.3.4. Include studies on the carrying capacities of natural heritage sites in tourism strategies and management plans	SP	UNESCO AB Universities	M		Conservation
	5.3.5. Prepare training courses for tourism guides of natural and cultural sites	SP	UNESCO AB Universities	M	3.4.1.	Conservation Capacity- building
	5.3.6. Strengthen the capacities of environmental institutions and involve them in the implementation of tourism projects.	SP	UNESCO AB Universities	M/L	3.2.1.	Conservation Capacity- building

Objective 6: Strengthen capacities, in particular through the Caribbean Capacity Building Programme for World heritage (CCBP)

Capacity building for conservation and management is essential for the Caribbean. Personnel working in this sector should receive more training, should increase in number and achieve stability in their job. Staff must be trained in understanding the objectives of implementing the World Heritage Convention, and on issues such as natural heritage management, risk preparedness, post disaster needs assessments and recovery planning.

Expected outcome	Actions	Lead by	Support Partners	Time	LAC Plan	5Cs
6.1. Capacities have been strengthened to effectively implement the World Heritage Convention.	6.1.1. Improve the expertise in the implementation of the Operational Guidelines of the Convention by continuing to implement an updated capacity building programme	UNESCO	SP AB Universities	M/L		Capacity-building
	6.1.2. Strengthen the role of universities in developing and implementing the capacity building programme.	UNESCO	SP AB Universities	M/L		Capacity-building
	6.1.3. Define a pedagogical methodology for university courses and trainings	UNESCO	SP AB Universities	M		Capacity-building
	6.1.4. Set-up internship programmes in restoration and authenticity	UNESCO	SP AB Universities	M	3.4.1.	Capacity-building
	6.1.5. Establish exchange programmes and scholarships for students and experts in the framework of SIDS	UNESCO	SP AB Universities IHE	M	3.1.3. 3.4.1.	Capacity-building
	6.1.6. Promote the creation of category II centres and UNESCO Chairs for capacity-building in the sub-region.	UNESCO	SP AB Universities IHE	M	3.4.2.	Capacity-building
	6.1.7 Develop a strategy to ensure the (financial and HR) sustainability of CCBP, including potential support from private sector and SIDS-related programmes	UNESCO	SP AB Universities	S/M		Capacity-building

	6.1.8. Present reports on the implementation of CCBP to Caribbean meetings of ministers of Culture and of the Environment	UNESCO		L		Communication
6.2. CCBP training materials have been updated in conformity with the users' expectancy and needs, also through the development of informal education channels	6.2.1. Update existing CCBP training modules to include more case studies.	UNESCO	SP AB Universities IHE	S/M		Capacity-building
	6.2.2. Prepare new CCBP modules on heritage categories of specific interest to the Caribbean, in particular sites of memory, marine sites, vernacular architecture, terrestrial and underwater archaeology, and industrial heritage	UNESCO	SP AB Universities	S/M	3.4.1.	Capacity-building
	6.2.3. Prepare new CCBP modules on legislation, heritage economy and financing matters.	UNESCO	SP AB Universities	S/M	3.1.2.	Capacity-building
	6.2.4. Prepare a CCBP module on the preservation of authenticity and integrity when undertaking conservation and restoration works.	UNESCO	SP AB Universities	S/M	3.1.1.	Capacity-building
	6.2.5. Develop a kit for site managers on integrated heritage management (heritage types, concepts, methodologies, and best practices.	UNESCO	SP AB Universities.	M	3.2.1.	Capacity-building
	6.2.6. Prepare on-line training through a web interface and e-learning tools to assure wide distribution and impact of the CCBP	UNESCO	SP AB Universities IHE	M	3.1.3.	Capacity-building
	6.2.7. Provide CCBP materials in Spanish, English and French	UNESCO		M	3.1.1.	Capacity-building

Objective 7: Promote partnerships among actors involved in the protection, conservation, management and dissemination of cultural and natural heritage

The effective implementation of the 1972 Convention and its Operational Guidelines can only be achieved through strengthened partnership between governmental and non-governmental entities, local communities and authorities, civil society and the private sector. Partnership initiatives should be initialized and formalized, in particular with universities, research centres and schools, both local and overseas. It is necessary to sensitize about the importance for sustainable development of the effective protection, conservation and management of cultural and natural heritage, by drafting and implementing appropriate educational and promotional activities programmes and by using to a maximum new technologies to strengthen networks and alliances.

Expected outcome	Actions	Lead by	Support Partners	Time	LAC Plan	5Cs
7.1. Partnerships with government agencies, institutions, local communities and authorities, NGOs, and the private sector, have been strengthened.	7.1.1. Further promote and strengthen the inter-institutional and intersectoral collaboration and dialogue on the conservation and management of World Heritage at local, national and regional levels, as well as through the SIDS programme worldwide and non-formal sectors .	SP	UNESCO, AB, Universities	M	2.3.2.	Conservation Communication
	7.1.2. Work more closely with UNESCO National Commissions, UNESCO Field Offices in the Caribbean and the Convention's Advisory Bodies (ICOMOS, ICCROM, UICN) in order to raise awareness and develop World Heritage policies.	SP	UNESCO, AB, Universities	S/M	2.3.2. 4.1.1.	Conservation Communication
	7.1.3. Sensitize representatives from intergovernmental entities such as CELAC, CARICOM, OECS and others on the World Heritage policies, Caribbean Action Plan 2015-2019 and the Caribbean Capacity Building Programme (CCBP).	SP	UNESCO, AB, Universities	M	2.3.2.	Conservation Communication
	7.1.4. Strengthen the relation between experts and universities, research centres, Scientific Committees of ICOMOS and identify synergies with LATAM programme (2008-2019), and non-formal sectors	SP	UNESCO, AB, Universities, IHE	M	3.4.2.	Communication
	7.1.5. Strengthen cooperation with national museums and research centers that have collections directly associated with the World Heritage properties to better understand the authenticity and integrity of those sites.	SP	UNESCO, Universities	M		Communication
	7.1.6. Establish partnerships with NGOs and community groups that can contribute to national institutions in conservation and restoration of inscribed sites.	SP	UNESCO,	M	2.3.1. 5.1.4.	Communication

	7.1.7. Work closely with Caribbean professional, societies and associations.	SP		S/M		Conservation Communication
	7.1.8. Establish consultations mechanisms to fully involve local communities in the protection, conservation and management of heritage properties, in particular women and youth.	SP		M	5.1.2.	Communities
	7.1.9 Ensure that local communities identify their needs, challenges and potentials related to their cultural and natural heritage;			M	5.2.2.	Communities
	7.1.10. Involve the private sector in conservation and restoration projects			M		
7.2. The partnerships with education sector have been strengthened.	7.2.1. Use UNESCO's Heritage in Young Hands programme, in particular through UNESCO's Associated School Programme Network in the Caribbean, to provide children and youth basic knowledge about conservation and heritage values, and to encourage networking between students and teachers of different schools.	SP	UNESCO, Universities	M	4.1.5. 3.4.1.	Communication
	7.2.2 Contribute to the educational worldwide programmes for World Heritage by sharing specific research initiatives with the World Heritage community	SP	UNESCO, Universities	M		Communication
	7.2.3. Implement specific research programmes and/or projects for World Heritage properties through agreements with local and foreign universities and research institutes/centres	SP	UNESCO, AB, Universities	M	3.4.3. 4.1.4.	Communication
	7.2.4. Make agreements with governmental agencies and property managers to include universities in the preparation and implementation of management plans	SP	Universities	M	4.1.1. 4.1.4.	Communication
7.3. The partnerships with communication and information sector have been strengthened.	7.3.1. Train broadcasters and other formal and non-formal media practitioners to properly disseminate news on cultural and natural heritage using traditional media and new communication tools.	UNESCO	SP	M	3.4.1.	Communication
	7.3.2. Carry out programmes and outreach campaigns at all levels, in particular focused on civil society, including children and youth, local communities, administrators and policy makers, etc., with the objective to further raise awareness about the meaning and value of cultural and natural heritage as an identity factor and as basis for sustainable development.	SP	UNESCO	M	5.1.1. 5.1.4.	Communication Communities

	7.3.3. Encourage the exchange of information through networks, workshops and electronic platforms, especially by the Portal of Culture for Latin America and the Caribbean of UNESCO (www.unesco.lacult.org).	SP		M	4.2.2. 3.4.1.	Communication Capacity- building
	7.3.4. Refer to the International Decade of African Descent (2015- 2024) in awareness-raising activities for World heritage, and organize awareness-raising activities in the framework of the celebration of World Heritage Day (18 April).	SP	UNESCO	S		Communication
7.4. The partnerships with science sector have been strengthened.	7.4.1. Make special arrangements to involve science and technology in heritage conservation.	SP		M	2.2.2.	Communication
	7.4.2. Prepare studies and joint projects that concern both World Heritage sites and Man and Biosphere Reserves.	SP	UNESCO,A B, IHE, Universities	M/L	2.2.2.	Communication

Annex 1

	Caribbean State Parties and Territories	Ratification year
1	Antigua and Barbuda	01/11/1983
2	Barbados	09/04/2002
3	Belize	06/11/1990
4	Bahamas	15/05/2014
5	Cuba	24/03/1981
6	Dominica	04/04/1995
7	Dominican Republic	12/02/1985
8	Grenada	13/08/1998
9	Guyana	20/06/1977
10	Haiti	18/01/1980
11	Jamaica	14/06/1983
12	Saint Kitts and Nevis	10/07/1986
13	Saint Lucia	14/10/1991
14	Saint Vincent and the Grenadines	03/02/2003
15	Surinam	23/10/1997
16	Trinidad & Tobago	16/02/2005

17	Puerto Rico (US)	07/12/1973
18	Virgin Islands (US)	07/12/1973
19	Anguilla (UK)	29/05/1984
20	Bermuda (UK)	29/05/1984
21	Cayman Islands (UK)	29/05/1984
22	Montserrat (UK)	29/05/1984
23	Virgin Islands (UK)	29/05/1984
24	Turks and Caicos Islands (UK)	29/05/1984
25	Aruba (NL)	26/08/1992
26	Bonaire (NL)	26/08/1992
27	Curaçao (NL)	26/08/1992
28	Saba (NL)	26/08/1992
29	Saint Maarten (NL)	26/08/1992
30	Sint Eustatius (NL)	26/08/1992
31	Guadeloupe (FR)	27/06/1975
32	French Guiana (FR)	27/06/1975
33	Martinique (FR)	27/06/1975
34	Saint Barthélemy (FR)	27/06/1975
35	Saint Martin (FR)	27/06/1975

Annex 2

Caribbean properties on the World Heritage List and the Tentative Lists (November 2014)		WH	TL
Antigua and Barbuda	WH	0	1
	TL Last Revision: 17/02/2012. Nelson's Dockyard (17/02/2012)		
Bahamas	WH	0	0
	TL		
Barbados	WH Historic Bridgetown and its Garrison (2011) (C)	1	2
	TL Last Revision: 02/12/2014. The Industrial Heritage of Barbados: The Story of Sugar (02/12/2014); The Scotland District of Barbados (18/01/2005)		
Belize	WH Belize Barrier Reef Reserve System (1996) (N)	1	0

	TL			
Cuba	WH	Old Havana and its Fortifications (1982) (C); Trinidad and the Valley de los Ingenios (1988) (C); Castillo de San Pedro de la Roca; Santiago de Cuba (1997) (C); Viñales Valley (1999) (C); Desembarco del Granma National Park (1999) (N); Landscape of the First Coffee Plantations in the South-East of Cuba (2000) (C); Alejandro de Humboldt National Park (2001) (N); Archaeological Urban Historic Centre of Cienfuegos (2005) (C); Historic Centre of Camagüey (2008) (C)	9	3
	TL	Last Revision: 28/02/2003. Ciénaga de Zapata National Park; National School of Art; Cubanacán; Reef System in the Cuban Caribbean		
Dominica	WH	Morne Trois Pitons National Park (1997) (N)	1	0
	TL			
Dominican Republic	WH	Colonial City of Santo Domingo (1990) (C)	1	14
	TL	Rev: 05/04/2002. Archaeological and Historical National Park of Pueblo Viejo; La Vega (21/11/2001); Archaeological and Historical National Park of the Villa of La Isabela, Puerto Plata (21/11/2001); City of Azúa de Compostela (21/11/2001); Historical Centre of Puerto Plata (21/11/2001); Jacagua; Villa of Santiago (21/11/2001); Jaragua National Park (21/11/2001); Montecristi (21/11/2001); Parque Nacional del Este (21/11/2001); Nuestra Señora de Monte Alegre or la Duquesa Sugar Mill [Ruta de Los Ingenios] (05/04/2002); Boca De Nigua Sugar Mill [Ruta de Los Ingenios] (21/11/2001); Sanate Sugar Mill [Ruta de Los Ingenios] (05/04/2002); The Ancient Big House of Palavé [Ruta de Los Ingenios] (21/11/2001); The Ancient Diego Caballero Sugar Mill [Ruta de Los Ingenios] (05/04/2002);		

		The Sugar Mill of Engombe [Ruta de Los Ingenios] (21/11/2001)		
Grenada	WH		0	3
	TL	Last revision: 18/11/2013. Grenadines Island Group (18/11/2013); St. George Fortified System (05/08/2004); St. George Historic District (05/08/2004);		
Guyana	WH		0	5
	TL	Last revision: 28/01/2005. City Hall; Georgetown (15/11/1995); Fort Zeelandia (including Court of Policy Building) (15/11/1995); Georgetown's Plantation Structure and Historic Buildings (28/01/2005); Shell Beach (Almond Beach) Essequibo Coast (15/11/1995); St. Georges Anglican Cathedral (15/11/1995)		
Haiti	WH	National History Park – Citadel; Sans Souci; Ramiers (1982) (C)	1	1
	TL	Last revision: 21/09/2004. Centre historique de Jacmel (21/09/2004)		
Jamaica	WH		0	3
	TL	Last revision: 02/03/2009. Blue and John Crow Mountains National Park (28/08/2006); Seville Heritage Park (02/03/2009); The Underwater City of Port Royal (03/02/2009)		
Saint Kitts and Nevis	WH	Brimstone Hill Fortress National Park (1999) (C)	1	2
	TL	Last revision: 17/09/1998. City of Charlestown (17/09/1998); Historic zone of Basseterre (17/09/1998)		
Saint Lucia	WH	Pitons Management Area (2004) (N)	1	0
	TL	Last revision: 24/12/2002.		
Saint Vincent and the Grenadines	WH		0	3
	TL	Last revision: 18/06/2012. Grenadines Island Group (18/06/2012); Rock Art of St. Vincent and the Grenadines (18/06/2012); The La Soufrière National Park (18/06/2012)		
Surinam	WH	Central Suriname Nature Reserve (2000) (N) Historic Inner City of Paramaribo (2002) (C)	2	1
	TL	Last revision: 12/11/1998. The settlement of Joden Savanne and Cassipora cemetery (30/06/1998)		
Trinidad & Tobago	WH		0	3
	TL	Last revision: 17/08/2011. Banwari Trace Archaeological Site		

		(17/08/2011); La Brea Pitch Lake (17/08/2011) Tobago Main Ridge Forest Reserve (17/08/2011)		
Puerto Rico (US)	WH	La Fortaleza and San Juan National Historic Site (1983) (C)	1	0
	TL	Last revision: 30/01/2008.		
Virgin Islands (US)	WH		0	0
	TL	Last revision: 30/01/2008.		
Anguilla (UK)	WH		0	0
	TL	Last revision: 25/07/2014.		
Bermuda (UK)	WH	Historic Town of St George and Related Fortifications (2000) (C)	1	0
	TL	Last revision: 25/07/2014.		
Cayman Islands (UK)	WH		0	0
	TL	Last revision: 25/07/2014.		
Montserrat (UK)	WH		0	0
	TL	Last revision: 25/07/2014.		
Virgin Islands (UK)	WH		0	0
	TL	Last revision: 25/07/2014.		
Turks and Caicos Islands (UK)	WH		0	1
	TL	Last revision: 25/07/2014. Turks and Caicos Islands (27/01/2012)		
Bonaire (NL)	WH		0	1
	TL	Last revision: 17/08/2011. Bonaire Marine Park (NL) (2011)		
Curaçao (NL)	WH	Historic Area of Willemstad; Inner City and Harbour(1997) (C)	1	1
	TL	Last revision: 17/08/2011. Plantations in West Curaçao (17/08/2011)		
Saba (NL)	WH		0	1
	TL	Island of Saba (NL) (17/08/2011)		
Saint Maarten (NL)	WH		0	0
	TL	Last revision: 17/08/2011.		
Sint Eustatius (NL)	WH		0	0
	TL	Last revision: 17/08/2011.		
Guadeloupe (FR)	WH		0	0
	TL	Last revision: 07/07/2014.		
French Guiana	WH		0	0

(FR)	TL	Last revision: 07/07/2014.		
Martinique (FR)	WH		0	1
	TL	Last revision: 07/07/2014. Aires volcaniques et forestières de la Martinique (09/04/2014)		
Saint Barthélemy (FR)	WH		0	0
	TL	Last revision: 07/07/2014.		
Saint Martin (FR)	WH		0	0
	TL	Last revision: 07/07/2014.		
Total			21	46

Annex 3

LIST OF PARTICIPANTS				
	Country / Organization	Name	Position	Contact
1	Anguilla	Jasmin Phillip-Garraway	Project Management Unit, Government of Anguilla	Jasmin.Garraway@gov.ai
2	Aruba	Yvonne Kock Webb	Director, Monumenten Bureau	monumentenburo@setarnet.aw
3	Bahamas	Michael Pateman	Archaeologist, Antiquities, Monuments & Museums Corporation	bahamamike@gmail.com
4	Barbados	Mark Cummins	Site manager, Historic Bridgetown and its Garrison Chairman, Barbados World Heritage Committee	mark.cummins@townplanning.gov.bb
5	Belize	Vivian Marie Belisle-Ramnarace	Fisheries Administrator, Fisheries Department, Ministry of Forestry, Fisheries & Sustainable Development	vivian@fisheries.gov.bz
6	British Virgin Islands	Luce Hodge-Smith	Director, Department of Culture, Ministry of Education and Culture	LHodge-Smith@gov.vg
7	Cuba	Nilson Acosta	Cultural World Heritage Focal Point, Vice President, National Council of Cultural Heritage	nilson@cnpccult.cu
8	Cuba	Enrique Hernández	Natural World Heritage Focal Point, Deputy director, National Center for Protected Areas	enrique@snap.cu
9	Curacao	Michael Newton	Conservation architect, Monuments Fund Foundation	m.newton@monumentenfonds.org
10	Dominican Republic	Edda Grullón	World Heritage Focal Point, Director of Monumental Heritage	eddagrullon@hotmail.com
11	Grenada	Michael Jessamy	Heritage Conservation Officer, Ministry of Tourism, Civil Aviation and Culture	jhessamy@yahoo.com,
12	Guyana	Mitradevi Ali	Ambassador	embguyana@enet.cu
13	Haiti	Elsoit Colas	World Heritage Focal Point, Technical director, Institut de Sauvegarde du Patrimoine National	coelsoit@hotmail.com
14	Jamaica	Dorrick Gray	World Heritage Focal Point, Acting Executive Director, Jamaica National Heritage	dorrickgray@jnht.com

			Trust	
15	St. Kitts and Nevis	Antonio Maynard	Secretary-General, Saint Kitts and Nevis National Commission for UNESCO	dr_direction@yahoo.com
16	St. Lucia	Augustine Dominique	Alternate Focal Point for World Heritage, Manager, Protected Areas	augustine.dominique@govt.lc
17	St. Maarten	Neville York	Head of the Department of Culture, Ministry of Education, Culture, Sports and Youth Affairs	nevilleyork@yahoo.com
18	St. Vincent and the Grenadines	Osei Morris	World Heritage Focal Point, Point Person, SVG National Trust	omorris@gov.vc
19	Suriname	Stephen Fokké	World Heritage Focal Point, Director/Site manager, Historic Inner City of Paramaribo	stephen@stadsherstelparamaribo.org
20	Trinidad & Tobago	Kris Rampersad Kris Rampersadad	World Heritage Focal Point, Consultant/Chair, National Commission for UNESCO	krislit2@gmail.com
21	ICOMOS	Isabel Rigol	World Heritage consultant	irigol@cubarte.cult.cu
22	ICCROM	Leticia Leitao	LAC Focal Point	ll@iccrom.org
23	IUCN	Lloyd Gardner	Regional Vice Chair for the Caribbean	lsg_jr@hotmail.com
24	University of the South Pacific, Fiji	Adi Mere Ratunabuabu	Manager, Pacific Heritage Hub	mericulture@hotmail.com
25	University of the West Indies (UWI), Barbados	Tara Inniss	Lecturer, Department of History and Philosophy, Cave Hill Campus	tara.inniss@cavehill.uwi.edu
26	University of Curacao	Ergün Erkoçu	Architect & Scientific Associate	e.erkocu@uoc.cw
27	University of Technology (UTECH), Jamaica	Patricia Green	Caribbean School Of Architecture, Faculty of the Built Environment	Patricia.Green@utech.edu.jm
28	Universidad de San Gerónimo de La Habana	Félix Julio Alfonso	Associate Dean	sangeronimo@rect.uh.cu
29	Universidad de La Habana	Claudia Felipe Torres	Head of Department of University Cultural Heritage	claudia@fayl.uh.cu
30	UNESCO	Mauro Rosi	Chief of the Latin America and the Caribbean Unit, World Heritage Centre	m.rosi@unesco.org
31	UNESCO	Fernando Brugman	Office-in-charge and Culture Programme Coordinator, Habana Office	f.brugman@unesco.org
32	UNESCO	Himalchuli Gurung	Culture Programme Specialist, Kingston Office	h.gurung@unesco.org
33	UNESCO	Sachiko Haraguchi	Small Island Developing States Programme, World Heritage Centre	s.haraguchi@unesco.org
34	UNESCO	Victor Marín	National Programme Officer, Habana Office	v.marin@unesco.org
35	UNESCO	Olga Rufins	National Programme Officer, Habana Office	o.rufins@unesco.org
36	UNESCO	Begoña Guzmán	International consultant, Habana Office	b.guzman@unesco.org
37	UNESCO	Elsa Martín	Logistical support, Habana Office	em.martin@unesco.org
38	UNESCO	Elena Nápoles	Press assistant, Habana Office	e.napoles-rodriguez@unesco.org
39	UNESCO-IHE	Arlex Sanchez	Searcher	A.SanchezTorres@unesco-ihe.org