



ACTION PLAN

AS AN OUTCOME OF THE UNESCO WORKSHOP ON

ENHANCING THE CAPACITIES OF INDIAN OCEAN SIDS IN INTEGRATING WORLD HERITAGE SITE MANAGEMENT WITH THE SUSTAINABLE DEVELOPMENT OF LOCAL COMMUNITIES

30 APRIL – 3 MAY 2012 AT VICTORIA, SEYCHELLES
AT ICCS, INTERNATIONAL CONFERENCE CENTRE OF SEYCHELLES

ACTIVITIES	RESPONSIBLE	PARTNERS	FUNDING	PRIORITY	LEVEL
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C R E D I B I L I T Y

STRATEGIC OBJECTIVE: Work towards a more balanced World Heritage list in the Indian Ocean SIDS (including Madagascar) and increase the number of World Heritage sites using an integrated approach to the development of Tentative Lists and Nominations.

Expected Outcome 1: Increased capacities at regional, national and local level to develop Tentative Lists and Nominations through an integrated, stakeholder-driven approach

Identify regional skills and knowledge available in the region, and develop a map of regional expertise to support the nomination process.	Coordinated effort by national nodal agencies for World Heritage	UNESCO, UNDP, IOC, Universities, Site Management Authorities, NGOs, AWHF	IOC (as part of the future platform mentioned below)	I	National Regional
Conduct regional capacity development activities for government, NGOs, research and learning institutions, and professionals to prepare Tentative Lists and Nominations in a community-based process.	UNESCO	ICCROM, CHDA, EPA, UoM, AWHF, IOC	Fundraising with UNDP, IOC/EU, UNESCO FiT, AWHF, NWHF (as follow-up to PR)	I	Regional
Train communities in heritage inventorying, mapping, and other processes needed for WH nominations. Draw from the diversity of knowledge, skills and expertise of the communities in the nomination process.	National nodal agencies for World Heritage	Site Management Authorities, NGOs	State Parties	I	National

Expected Outcome 2: Harmonized national Tentative Lists including trans-boundary and serial sites

Conduct an inclusive community-based process to review the national Tentative Lists and harmonize the list at national level with regard to natural and cultural, and regionally relevant types of sites.	National nodal agencies for World Heritage	National focal points and site managers; community-based NGOs, National Commissions	State Parties	II	National
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Note: Ensure that local knowledge systems, traditions, skills and values, including intangible ones are respected and integrated. Mainstream cultural and environmental considerations into all TL entries.					
Conduct regional exchange to harmonize the Tentative Lists at regional level; find linkages and identify potential joint (serial, trans-boundary) nominations Note: The exchange could take place through social media in order to engage the population at large in the process.	National nodal agencies for World Heritage	IOC, UNESCO, AWHF	IOC, UNESCO FIT	II	Regional
Expected Outcome 3: Increased awareness on core concepts of World Heritage (Outstanding Universal Value, conservation, site management, etc.) at national and regional level					
Conduct public campaigns on World Heritage, its core concepts, and potential benefits to the sustainable development of communities related to the site at local, national and international level	National nodal agencies for World Heritage, IOC, UNESCO	UNDP, site management authorities, community-based NGOs	State Parties		National Regional
Expected Outcome 4: More sites inscribed, which are well anchored in the communities related to the sites					
Prepare Nominations, assuring an integrated process respecting a wider range of stakeholders at all stages; including local knowledge systems, traditional management systems, values (tangible and intangible, which cannot be dissociated from each other), and skills; and integrating future site management with benefit sharing concepts to meet development aspirations of local	Team of experts, both local and foreign, under the auspices of the national nodal agency for World Heritage	AWHF, CHDA, EPA, existing site management authorities, community-based NGOs	UNESCO IAR, IOC, AWHF, others		National (maybe trans-boundary, serial)

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communities. Note: The role of the communities must be respected in all areas and at all stages of the nomination preparation, including the management plan. It is important to have outreach officers and assign local focal points to assist in the process of developing a nomination.					
Identify potential funding partners to support preparation of Tentative Lists and Nomination processes.	National nodal agencies for World Heritage	UNESCO, IOC, AWHF	Nordic World Heritage Foundation	II	National Regional

NATURE & CULTURE

STRATEGIC OBJECTIVE: Ensure legal, institutional, organizational and administrative integration between natural and cultural heritage at regional and national level.					
Expected Outcome: Raised awareness and improved understanding of potential benefits and challenges in integrating natural (environmental) and cultural considerations in heritage site management.					
Conduct advocacy activities to raise awareness with international, national and local institutions of the intrinsic relationship between natural and cultural, tangible and intangible heritage, and the benefit of respecting cultural and environmental values in all developmental processes in and around natural and cultural World Heritage sites.	National nodal agencies for World Heritage, Site Management Authorities, NGOs	NatCom, relevant Ministries and Departments; local authorities and councils; Media; artists; cultural practitioners; communities			National Regional
Collect and share info of best practices including experiences from other SIDS Regions	IOC	WHC, IUCN, ICOMOS, ICCROM, OCPA, AWHF	IOC		Regional & International

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Develop activities at the level of the site management (local level) to demonstrate the benefits for natural and cultural heritage institutions to work together	National nodal agencies for World Heritage, site management authorities	UNDP (GEF/SGP), NGOs	UNESCO PP (through NatCom), UNDP (GEF/SGP)	I	Site
Analyse existing legal situation, institutional setup, organizational processes and administrative systems governing the natural and cultural World Heritage sites; identify linkages, synergies, hurdles, and obstacles as a basis for dialogue. Consider establishment of an inter-regional institution of training/ research/ monitoring with special focus on World Heritage & SIDS.	National Government Institutions responsible for the protection, conservation and management of natural and cultural World Heritage sites	Site management authorities, NatCom, UNESCO, IOC, UNDP, NGOs, Private Enterprise Organizations	UNDP (governance)	II	National
Expected Outcome: Improved coordination and cooperation between natural and cultural heritage institutions, programmes, and sites					
Conduct inter-institutional meetings at national level with the objective to develop MoU/Strategy for improved coordination and cooperation in protecting, conserving, and managing natural and cultural heritage sites.	National Government Institutions responsible for the protection, conservation and management of natural and cultural World Heritage sites, WH Focal Points	Site management authorities, NatCom, UNESCO, IOC, UNDP, NGOs, Private Enterprise Organizations	UNDP (governance)	II	National & Regional
Implement MoU / Strategy, adjusting responsibilities, connections, processes,	Shared responsibility National / local	Site management authorities, NatCom,	UNDP (governance)		National

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communication mechanisms, etc.	Government, site management authorities	UNESCO, IOC, UNDP, NGOs, Private enterprise Organizations			
Conduct inter-institutional meetings at regional level to support national processes for the better coordination and cooperation between natural and cultural heritage institutions and sites; create regional programmes to support this process.	IOC, UNESCO	UNDP, UNESCO IOC, Western Indian Ocean Coastal Challenge, etc.	IOC	II	Regional
Identify and analyze UNESCO's situation of conventions, programmes, institutional setup and organizational processes regarding natural and cultural sites (World Heritage and other), and identify ways to better link them, create synergies and ways to cooperate	UNESCO, Member States	ICOMOS, IUCN, Member States, National nodal agencies for World Heritage		II	Regional, International
STRATEGIC OBJECTIVE: Ensure that policies and plans of all development sectors (in particular tourism) mainstream concerns for cultural and natural heritage, respect heritage resources, and use them in a sustainable way.					
Mainstream culture and environmental concerns into national development plans and strategies through the use of the UNESCO Cultural Diversity Lens and other appropriate tools. Promote and encourage the preparation of National and Regional Integrated Development Planning (IDP) as a tool for facilitating functional links between nature and culture.	National Government	UNESCO, NGOs & Private Organizations with expertise in the use of appropriate tools	Ministries responsible for national planning, the EU		National & Regional
Sensitize local government, organizations and communities in the need to respect and integrate cultural and environmental concerns, including heritage, in all developmental activities	Local Government, site management authorities, NGOs	Nationally trained trainers	Ministries responsible for national planning and environment,		National

ACTIVITIES	RESPONSIBLE	PARTNERS	FUNDING	PRIORITY	LEVEL
			Local government		

EFFECTIVE CAPACITY DEVELOPMENT, INTERNATIONAL EXCHANGE AND COOPERATION

STRATEGIC OBJECTIVE: Build networks of exchange and promote partnerships; in particular, establish a platform within the IOC to ensure capacity development, coordination, cooperation, promotion and support to WH Sites in the Region (Indian Ocean including Maldives) at all levels.					
Expected Outcome: Regional institutional network and platform of exchange at IOC established for stakeholders of all levels to federate and support the implementation of this Action Plan					
Share results of workshop (including Action Plan) and submit official request to the IOC to establish (as part of its upcoming regional Culture Strategy) a Platform of Exchange to link World Heritage to mitigating the specific challenges of the Islands of the Indian Ocean with a special view to enhance the role of culture and communities in sustainable development Note: At the workshop, the Seychelles were asked to champion this cause from to date until December, when the Meeting of Ministers of IOC will take place and could decide on this Platform. NGOs and other stakeholders should partner with the State in being champions for this cause.	Government of Seychelles and UNESCO	All OPLs (Liaison officers) of IOC in member states NGOs, Private Sector Organizations, Community Organizations	-	I	Regional
Create a concept note on the Platform of Exchange , including mandate, role, ways of functioning, potential funding, potential partners, work-plan for 2 -3 years, etc.	Government of Seychelles and IOC	UNESCO, UNDP, national focal points of all member states	IOC	I	Regional

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Note: It has been suggested at this workshop, that the Platform of Exchange would include: - Regional programmes for capacity building and exchange - Database of information, contacts, good practices etc. of inscribed sites in the region and beyond (maybe linked to UNESCO webpages) allowing search by types of site and challenges - Electronic platform of exchange (wiki, social network, or other) for site managers, communities, experts, etc.					
Report about this workshop and Action Plan, and request the support of multilateral and bilateral agencies and UNESCO advisory bodies Note 1: This may include: 2012 IUCN World Congress in September 2012; UNEP Council end 2012; AusAid, the SIDS group in UNEP; SIDS group in UNESCO...	UNESCO	IUCN, ICOMOS, UNDP, UNEP, Australia, ...	-	I	International
Seek the cooperation with other SIDS regions, namely the Pacific and the Caribbean and use the World Heritage Committee session of 2012 to promote such cooperation Note: Cooperation with other SIDS can be championed member states in UNESCO's SIDS group, and integrated in the next Mid-Term strategy of UNESCO (State Party of Seychelles is proposed to champion this cause)	National delegations at WH Committee session of 2012	UNESCO	-	I	International

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State Party of Barbados, as the Caribbean Member of the Committee, to be invited to share in this exercise.					
Expected Outcome: MoU between IOC and UNESCO revised and signed to support the implementation of this Action Plan					
Draft a revised MoU between UNESCO and IOC including the strategic lines of this Action Plan, conduct internal processes at both organizations and prepare for signature at the Ministerial meeting in December 2012 in Seychelles. IOC should consider inviting DG UNESCO for this meeting.	IOC and UNESCO	NGOs, Communities	-	I	Intergovernmental
STRATEGIC OBJECTIVE: Strengthen capacities of national and local governments, site managers, NGOs and communities to deal with World Heritage					
Expected Outcome: Regional capacity building plan developed					
Detailed regional capacity need assessment and development of capacity building plan based on the 2 nd Periodic Reporting Exercise for Africa, and the present Action Plan	CHDA and member states	UNESCO, IOC, CHDA AWHF			Regional
Establish lists of existing capacities such as institutions, site managers, focal points, resource persons including community-based resource persons; include processes and locations for capacity building . Note: This may be a preliminary activity feeding into the IOC Platform mentioned above	UNESCO and participants		-	I	Regional
Support communities and build their capacities in	Site management	National partners,	National funding	II	Site

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accessing electronic data to be prepared for a future use of the IOC platform	authorities	NGOs	stakeholders (Corporate Social Responsibility)		
Develop regional training on heritage management and give special attention to methods involving communities in WH site management and conservation. Note: Training may include the development of inventories, the use of local knowledge	UNESCO, IOC	AWHF, CHDA	Donor Agencies	II	Regional
Develop (intra/inter-regional) exchanges of people that are involved in WH site management and the related local sustainable development to learn from others. Note: this may include site managers visiting other sites, or community members spending time with other communities	UNESCO,IOC	Site management authorities	UNDP	II	Regional

SITE MANAGEMENT, SUSTAINABLE DEVELOPMENT & COMMUNITY ENGAGEMENT IN SIDS

STRATEGIC OBJECTIVE: Use World Heritage to promote sustainable development while addressing SIDS specific limitations and challenges¹

Expected Outcome: Programme developed on World Heritage and **Disaster Risk Management in SIDS**

¹ These challenges include large distances between main island and other islands of one SIDS State Party; piracy; limited capacities due to smallness of countries; risk to national disasters including tsunamis, volcanoes, and hurricanes; effects of climate change and sea-water level rise; economic dependency on tourism as a volatile industry; limited resources and capacity to exploit the large sea component of the island nations.

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Develop a programme on World Heritage and Disaster Risk Management in Indian Ocean SIDS to train trainers for national interactions	IOC, UNDP, UNESCO, AWHF	ICCROM	Donor agencies		Regional
Develop a programme on World Heritage and Disaster Risk Management at national level by trainers	National Government	See above	Donor agencies		National
Expected Outcome: Raised awareness and increased knowledge of policy makers and government institutions on heritage-, culture- and environment- related economies, their benefits to communities in and around WHS, and the role of heritage in national sustainable development in general.					
Conduct regional activities to raise awareness and increase knowledge on heritage-, culture- and environment- related economies which can benefit communities in and around WHS; collect and share good practices of the SIDS worldwide, arrange for intra and inter-regional exchanges involving various stakeholder groups	IOC as part of Culture Strategy UNDP and UNESCO as part of SIDS programme	SIDS organizations of Caribbean and Pacific	Donor agencies		Regional
Conduct national activities to raise awareness and increase knowledge on heritage-, culture- and environment- related economies which can benefit communities in and around WHS	National nodal agencies for World Heritage, site management authorities	IOC, UNESCO, UNDP			National
Develop tools to assess direct and indirect contribution of WH to development and specially related community	UNESCO, IOC, AWHF, National nodal agencies for World Heritage, Site Management Authorities	ICCROM, AWHF, IUCN, ICOMOS			National
Expected Outcome: Economic sectors related to World Heritage Sites diversified with a special focus to mitigate potential challenges of the					

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Tourism economy to heritage sites					
Establish a programme to advertise and promote WH sites in the Indian Ocean	State Parties	Tourism ministries and departments	IOC, UNDP		Regional
Expected Outcome: Raised public awareness and improved public engagement in World Heritage					
Integrate heritage related topics in the national curriculum at all levels of schooling, and promote, through education, an inclusive approach to heritage and identity	State Parties, Focal Point, UNESCO National Commission, National Education Authorities	National nodal agencies for World Heritage, Site Management Authorities, UNESCO, IOC, AWHF	State		National
Use local awards to recognize people and groups making extraordinary contributions to heritage sensitive local development, the protection and conservation of heritage. (Arrange to partner with UNESCO in the celebration of the 40 th Anniversary of the Convention in ways that bring renewed public attention to World Heritage Sites and SIDS).	Site manager, UNESCO National Commission, National Education Authorities	Site Management Authorities	State Parties		National
Conduct activities with the mass media and other cultural industries (music, film, theatre)	Group efforts within the Indian Ocean , UNESCO National Commission, National Education Authorities	UNESCO, IOC, Ministry/Department of Culture	State Parties, IOC, UNDP		Regional
STRATEGIC OBJECTIVE: Integrate the protection, conservation, management of World Heritage sites with national territorial and development planning instruments.					
Expected Outcome: Laws and processes to protect, conserve and manage for World Heritage sites integrated with legislation and processes from other government sectors such as taxation, economic growth, education, health, environment, etc.					

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Train and re-train public officials responsible for national planning and prepare members of the NGO and Private Sector to participate in the design, preparation of Integrated Development Planning approaches. Make use of existing IDP work and expertise especially from SIDS regions.	National Planning agencies, educational institutions, organizations of NGOs and private sector		EU, UNDP, UNESCO	1	
Normalement, chaque Etat partie dispose des lois régissant la conservation et la gestion des sites de Patrimoine Mondiale, mais il s'avère nécessaire de faire des échanges d'expériences dans ce domaine au niveau régional.					
Expected Outcome: Integrate land-use policies, territorial plans, and related instruments, to include World Heritage sites and their specific needs					
Exchange best practices in the region and beyond					
Develop new and/or reinforce existing National/Physical Development Plans, legal instruments so as to cover comprehensively World Heritage Properties and sites on the tentative lists.	National Planning Authorities, National nodal agencies for World Heritage	Site Management Authorities	-	1	National
STRATEGIC OBJECTIVE: While nominating, protecting, conserving and managing sites, integrate World Heritage with the respect for local values, intangible heritage, cultural attributes and activities, and ensure (through community engagement at all stages and levels) that the site contributes to the sustainable development of the communities.					
Expected Outcome: Diversity of communities/groups related to a site identified, and successfully involved in World Heritage nomination, protection, conservation, management and use for local development					
Identify the various groups that constitute the community related to a site. Map their relation and interest in the site , and identify challenges and benefits coming from their relation to the site.	Sites managers	Nationally trained trainers	State partie		site

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Note: Groups with a relation and interest in a site are generally found at local, national and international level; being related through historic or present day linkages; having interest ranging from identity, creation of the heritage assets and traditional management, to legal ownership, economic interests and general development needs.					
Hold meetings with sub-groups such as women, elders, youth, activity-based groups (fishermen, cultivators, artists, ...) to ensure their access and participation	Sites managers	Nationally trained trainers	State Parties		site
At national level, encourage and promote and institutionalized approach to community involvement in heritage identification, protection, conservation and management	National WH members; Focal Point	Site manager			National
At site level establish communication, coordination, sharing of responsibilities, rules of engagement (maybe through agreement / MoU), and joint decision making processes between site management and communities. Increase respect and dignity of community through active involvement.	Sites managers	State Parties	State Parties		site
Conduct forum for experts and communities to meet , and facilitate the linkages between scientists, researchers and traditional knowledge bearers	Site managers	National agencies			Site

ACTIVITIES	RESPONSIBLE	PARTNERS	FUNDING	PRIORITY	LEVEL
Train and facilitate communities in developing structures and processes, including potential roles and responsibilities representative of this very community for engagement with WH site	Site manager				Site
Develop projects to test agreement , gain experiences in communication and cooperation, and eventually review and fine-tune rules of engagement / agreement.	Site manager	National agencies			Site
Develop exhibitions on local knowledge systems, and engage traditional knowledge bearers as guides and teachers	Site manager				site
Conduct local programmes to promote and showcase economic possibilities / potentials related to World Heritage sites	Site manager				Site
Assemble and share data on positive interactions between communities and sites, focus on problems close to people	Site manager				Site
Expected Outcome: Communities to become more independent, self-sustaining					
Facilitate creation of sources of income on site by drawing on the experiences of Organizations already engaged with Sites, and developing a local economic plan	Site manager				site
Hold meetings at regular intervals and promote heritage related activities by the community, training by elders, skill classes, heritage weeks etc. Where the Site is already in use as a visitation site, ensure that tourism industry personnel and	Site manager				Site

ACTIVITIES	RESPONSIBLE	PARTNERS	FUNDING	PRIORITY	LEVEL
organizations of the public and private sector are fully engaged.					
Expected Outcome: Communities to support protection, conservation and management of site					
Raise awareness on negative impact of certain activities	Site manager				Site

List of abbreviations

AWHF	African World Heritage Fund
EU	European Union
CHDA	Centre for Heritage Development in Africa
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
IOC / COI	Indian Ocean Commission / Commission de l'Océan Indien
IUCN	International Union for Conservation of Nature
NGO	Non Governmental Organization
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNESCO FiT	UNESCO Fund in Trust
UNESCO IAR	UNESCO International Assistance Request
UNDP	United National Development Organization
UNDP, GEF / SGP	Global Environment Facility / Small Grant Programme
UNEP	United National Environmental Programme
OCPA	Observatory of Cultural Policies in Africa
OPL	Officier Permanent de Liaison (IOC)
UoM	University of Mauritius
WHC	UNESCO World Heritage Centre