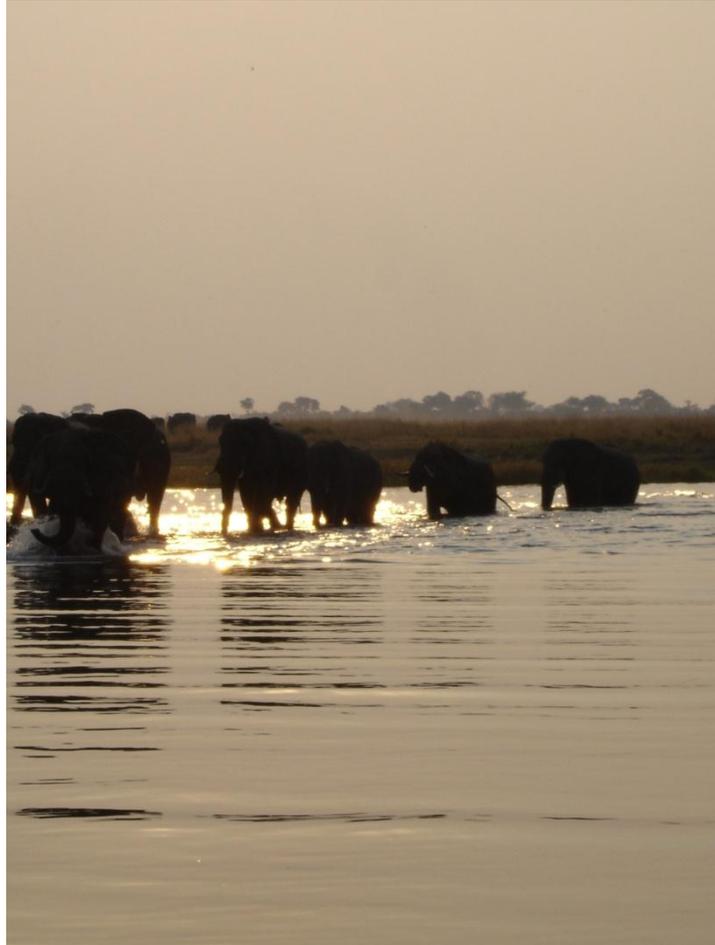


**Programme document for the implementation of the
Africa Nature Programme from 2014 to 2017**



May 2013

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Basic Information

Project Title: “Africa Nature”: Improving the Conservation of the natural World Heritage sites in Africa through targeted capacity building and knowledge sharing

Beneficiary Country/Countries: African States Parties of the World Heritage Convention

Time Frame: 4 years

Funding sources:

The programme has funding from UNESCO World Heritage Centre, African World Heritage Fund and IUCN.

Total: USD 4,395,000 (though this does include some financial allocations for the start-up phase as well)

International Executing Agency: UNESCO World Heritage Centre

Responsible Sector/Division/Field Office: Culture Sector / World Heritage Centre

Name of the project officers in charge: Guy Debonnet (WHC/P/SPU) and Lazare Eloundou (WHC/P/AFR)

Project Partners:

UNDP/GEF Small Grants programme, IUCN (the International Union for Conservation of Nature), the AWHF (African World Heritage Fund), and African institutions in charge of natural World Heritage sites.

Context

The idea of identifying and protecting the world's most important natural and cultural sites has captured the imagination and commitment of many people and governments around the world. It led directly to the birth of the *World Heritage Convention* in 1972 and its subsequent ratification by 190 countries. These countries have committed themselves to ensuring the protection of their cultural and natural heritage considered to be of outstanding universal value to humankind. As of July 2012, 962 sites had been included on the World Heritage list, including 188 natural and 29 mixed (natural/cultural) sites.

Thirty-nine of these natural properties are located in the Africa region (including 4 mixed properties). Natural heritage properties include sites that are “of exceptional natural beauty” (criterion vii), “outstanding examples representing major stages of earth's history” (criterion viii), “outstanding examples representing significant on-going ecological and biological processes” (criterion ix) and “contain the most important and significant natural habitats for in-situ conservation of biological diversity” (criterion x). The variety of natural properties in the region includes mountains, deserts, marine coastlines, forests, savannah, wetlands, lakes and river systems. The properties are of great importance on account of the biodiversity they contain, often endemic in nature. The properties are also unique witnesses to changes in the earth's geological and biological features.

Inclusion of sites on the World Heritage List is an important step in ensuring their protection but does not, on its own, guarantee that the sites will meet the commitment to protection, conservation, presentation and transmission to future generations that World Heritage designation entails. Many World Heritage sites, in common with other protected areas around the world, are subject to impacts that are degrading the values they seek to protect.

Despite the efforts of countries, many World Heritage sites remain under pressure. There is an increasing consciousness within the World Heritage Committee and among other stakeholders that the credibility of the List is not only depending on a balanced and representative List but also on the ability to use the instruments of the World Heritage Convention to ensure their long term conservation and address the threats to their OUV. The World Heritage Convention is uniquely placed to play a role in this process because of its strong monitoring mechanisms through the reactive monitoring and periodic reporting processes as well as the instrument of the List of World Heritage in Danger, which provides for an opportunity to call on the respective States Parties and the international community to address imminent threats to their OUV.

The Africa region remains underrepresented on the World Heritage List as less than 9% percent of all World Heritage properties are located in this region. At the same time, 40% of the properties on the List of World Heritage in Danger are found in the Africa region. Currently, one third of the natural properties in Africa are inscribed on the List of World Heritage in Danger. Several of these properties are located in conflict and post-conflict areas, which creates very specific challenges for conservation and protection. In addition, many more sites are included in the State of Conservation (SoC) process as results of various threats such as poaching, illegal logging and other forms of illegal resource exploitation, which, if not addressed urgently, could impact their OUV.

The report on the Second Cycle of Periodic Reporting in the Africa Region (2010-2011) highlighted that the “quality” of the site management constituted one main gap in the preservation of World Heritage sites. In addition, the exercise has clearly shown that in order to improve the management of the sites, it is important to strengthen and build the capacities of the people and institutions in charge of this management.

To address this issue, the World Heritage Centre, with support from IUCN in its capacity as the advisory body under the Convention for natural World Heritage sites, the African World Heritage Fund (AWHF) and other partners, is developing the “Africa Nature programme”.

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 is set out in World Heritage Committee document WHC-12/36.COM/10D, 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. The document also 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. It also present issues raised at sub-regional levels as well as recommendations to address these issues. The Action Plan 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.

The programme has a six-year time horizon, as it wants to achieve tangible results in the period up to the next periodic reporting exercise. This document focuses on the period from 2014 to 2017, so the period after the start-up phase of the programme.

Objectives and expected results

The overall objective of the Africa Nature programme is to improve the management effectiveness of the natural World Heritage sites in Africa through targeted capacity building and knowledge sharing. The programme will help site managers to better understand and identify the threats and the other management challenges they are facing, ensuring that they have access to up-to-date information and knowledge as well as targeted training on how to tackle these threats and enabling exchanges of experiences between them on a number of key management issues. The programme will function as an umbrella for a number of projects and initiatives that support the overall objective. The vision is that 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.

The Africa Nature programme has five 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.

Programme orientation and detailed activities

The objectives as formulated in document WHC-12/36.COM/INF.10D contain detailed information regarding expected results, key performance indicators, implementation strategy, responsibility, activity, timeframe and estimated budget.

This document contains an overview of those objectives as far as they are aimed at implementation after the initial start-up phase of 2012-2014 as this falls outside the scope of the implementation of the Africa Nature Programme from 2014 to 2017.

This section gives an overview of the objectives and expected results. Also, the activities are given per expected result, with the estimated budget, in USD, in brackets behind the activity.

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

Expected Result 1.1

National tentative lists updated following the identification of new typologies and the updates of national inventories in at least 20 States Parties

Activities:

- Regional workshops on harmonising tentative lists (*USD 200,000 - including start-up phase*)
- Submit updated lists to the World Heritage Committee (*national budgets*)

It is important that the National Tentative Lists are updated on a regular basis, as identified in the *Operational Guidelines*, in order to help identify and fill the gaps in the World Heritage List. Updating of Tentative Lists should be guided by regional harmonisation initiatives and Results of the Analysis of the World Heritage List, Tentative Lists, regional and thematic Global Strategy meetings and comparative and thematic studies can be used when preparing the Tentative List. States Parties are encouraged to prepare their Tentative Lists with the participation of a wide variety of stakeholders, including site managers, local and regional governments, local communities, NGOs and other interested parties and partners. By harmonising the Tentative Lists common themes might occur, and it can result in improved Tentative Lists, new nominations from States Parties and co-operation amongst groups of States Parties in the preparation of nominations. (*Operational Guidelines*, paragraphs 62-76). There are several IUCN studies that might assist with this, like for example *Preparing World Heritage Nominations* (second edition, 2011), *Natural World Heritage nominations: a resource manual for practitioners* and *Outstanding Universal Value: standards for Natural World Heritage*, and there are also various thematic & tentative list studies.

Expected Result 1.2

Increased number and quality of nomination dossiers from the region

Activities:

- Nomination training workshops, mentoring (*USD 660,000 - including start-up phase*)
- Submit completed dossiers to the World Heritage Centre ahead of the 1 February deadline (*national budgets*)
- Research Programme on data collation at heritage sites (*USD 75,000 - including start-up phase*)

Writing a nomination dossier, particularly for natural sites is not an easy task and takes quite some time. Therefore, a special training is devised to make the writing of a nomination

dossier easier and to obtain high quality nomination dossiers. This should increase the number of African sites inscribed on the World Heritage List. The African World Heritage Fund is offering such a training whereby heritage professionals who are well experienced in the nomination process, guide and coach the participants through the many steps of writing the nomination. The involvement of local capacities, with the involvement of local communities, in the preparation of the nomination dossier is key. By ensuring submission of complete dossiers ahead of the 1 February deadline, potential problems with delivery of the dossier can be dealt with on time. The 1 February is a hard deadline, so if it is missed the process will be delayed for a year. Finally, information is the baseline for all work. Sometimes, however, there is a lack of data. Therefore, an important aspect in this regard is the establishment of mechanisms for obtaining and completing relevant scientific data for sites before and during preparation of nomination dossiers. By gathering data regarding the heritage sites, a more comprehensive understanding of the site is obtained which in turn will improve the management effectiveness of the sites. The number of African region nominations can be increased through a continued facilitation of the nomination process of potential World Heritage properties, which is also considered part of general awareness building.

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 Result 2.1

Improved state of protection of World Heritage properties in the region

Activities:

- National workshops (*national budgets*)
- Inform World Heritage Centre of new National World Heritage Committees (*national budgets*)
- On-site training workshops on conservation and management for heritage professionals and local communities (*USD 200,000 - including start-up phase*)
- Training courses on heritage management and conservation (*USD 600,000*)

In order to improve the state of conservation of World Heritage properties, awareness raising is needed on how to effectively manage the risks. The resource manuals *Managing Natural World Heritage* (2012) and *Managing Disaster Risks for World Heritage* (2010) are important tools in this respect. Furthermore, on-site training is essential as it enables to application of the obtained knowledge directly on to the property. Another advantage of on-site training is that the local communities can be involved as well. It also makes the training site specific rather than a general which increases the benefit of the training, achieves direct results and thus enhances the state of conservation of the World Heritage property. Training courses are an essential tool to consolidate and improve the knowledge of heritage management and conservation. In order to ensure good management and conservation it is important to know precisely what to manage and conserve. Therefore, the boundaries of the World Heritage property needs to properly defined, easily identifiable and known to all those living in and around it. It also means that the legal protection framework of the property needs to be enforced and that the institutional and local capacities are improved in order to do this. The Second Cycle of Periodic Reporting in the Africa region showed that legal frameworks which provide the basis for protective measures are recognised by site managers, but are reported in many cases to be inadequate. There are strong concerns regarding the ability of current legal frameworks to stop development projects and physical resource extraction in and around World Heritage properties.

Expected Result 2.2

Improved direct economic benefits to local communities in and around World Heritage properties, through mutual benefits of local, tourism and conservation concerns

Activities:

- Training and information workshops on potential benefits of heritage resources (*USD 100,000 - including start-up phase*)
- Entrepreneurship training (training of trainers) (*USD 100,000*)
- Pilot projects with regular monitoring and evaluation (*USD 100,000*)

The involvement of the local communities is imperative for the management and conservation of the World Heritage property. This was one of the conclusions from the Second Cycle of Periodic Reporting in the African region, as well as the notion that this involvement should result in tangible economical and social benefits, which further implies close involvement of private sector stakeholders as partners in the effective management and conservation of World Heritage. The best way of actively engaging the local communities is for them to have a direct economic benefit from the World Heritage property. The involvement of local industries / commercial actors and landowners might enhance the socioeconomic conditions of local populations, and might also improve on the development pressures which are reported by a high number of properties. Sustainable tourism, for example, is a good vehicle for community-based businesses (e.g. tour guiding and selling local products). Also, conservation actions can advance the skills and knowledge of local communities.

Expected Result 2.3

Community and tourism development strategies fully integrated into property conservation and management mechanisms

Activities:

- 2 Workshops on co-existence of sustainable tourism, heritage conservation and visitor management, community well-being (*USD 100,000*)
- National workshops to develop tourism strategies for the concerned properties (*national budgets*)
- National workshops on tourism and community development (*national budgets*)

Sustainable tourism should be part of national development plans. In order to achieve this, the link between tourism and heritage conservation and management has to be clear. Workshops should demonstrate the possibility of co-existence between sustainable tourism, heritage conservation, visitor management and community well-being and assist in developing tourism strategies for the World Heritage properties.

Expected Result 2.4

Improved state of Risk preparedness and natural disaster management (including effects of climate change) at the properties

Activities:

- 4 risk preparedness training sessions held for natural and cultural properties
- Project design (*USD 200,000 – including start-up phase*)

- Training courses on the use of existing tools and modelling systems (USD 100,000)
- Research project on climate change trends at World Heritage properties and protected sites (USD 100,000)

Climate change is an important factor that impacts the state of conservation of World Heritage properties. The periodic reporting exercise has highlighted climate change impacts as one of the major threats to the African World Heritage sites. At the same time, site managers have limited knowledge and capacity to address this new threat. A research project on climate change trends at World Heritage properties and protected sites should provide crucial data in this regard. Also, feedback mechanisms on climate change between national research and heritage institutions, and Advisory Bodies are another aspect of data gathering that should be fully used. Furthermore, there is a lot of information out there, but the challenge is to get a hold of this information and apply it to the World Heritage property. As such, training courses are suggested on the use of existing tools and modelling systems in order to improve the capacity of site managers to manage system risks. The participants will use preventive and applied strategies to diagnostic the risks encountered and also propose accurate measures. The pedagogical approach will be “learning by doing”. It is expected that each trainee will develop a risk-preparedness plan for his own site once back on the ground. Mentors will be appointed for participants’ guidance. Climate change monitoring has to become a common good.

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

Expected Result 3.1

Improved involvement of local communities, and the integration of traditional systems in the management of a minimum of 20 World Heritage properties

Activities:

- Sub-regional workshops (*national budgets*)
- Research programme on traditional management systems with consideration for innovation and the natural evolutionary processes within natural and cultural traditional environments (*300,000*)
- Publish results of research and field projects (*50,000*)
- National meetings to formalise Traditional Management Systems within the framework of developing nomination dossiers (*national budgets*)
- Meetings to review national legislations and possible engagement with interested States Parties to address policy gaps (*national budgets*)

Traditional knowledge and management systems play an important part in the management and conservation of African World Heritage sites. The Second Cycle of Periodic Reporting highlighted the need for these systems to be documented and formalised, as well as fully harmonised with existing management mechanisms already approved for World Heritage properties. The documentation of properties in the region needs to be advance beyond basic inventories. Furthermore, they also contribute significantly to the conservation, protection and management of World Heritage properties in the regional and local communities and indigenous people should be closely involved in these activities to ensure long-term sustainability of the properties. The involvement of regional universities is essential, especially as innovation and natural evolutionary processes within traditional environments need further research as this could strengthen the management and conservation of the properties. Therefore, the outcomes of this research should be as widely published as possible so that the maximum number of sites can benefit from it. It should also assist in the

recognition, utilisation and even revitalisation of traditional conservation skills. And this can be to the advantage of all World Heritage sites, not just the African ones. Local communities have been the traditional custodians of this heritage. It is therefore crucial to re-engage with the communities, valorising their tradition governance systems and, where possible, involving them directly in the management of the sites. Therefore, the involvement of local communities in decision-making processes at the property level and site management mechanisms should be further enhanced.

Expected Result 3.2

Improved cooperation between government agencies responsible for cultural and natural heritage

Activities:

- National meetings of national cultural and natural heritage policy makers (*national budgets*)
- 4 sub-regional meetings of national cultural and natural heritage policy makers (*80,000*)
- 1 bilingual regional conference of national cultural and natural heritage policy makers (*150,000*)
- Create national multi-sectoral working groups of cultural and natural heritage institutions (*national budgets*)

There is still too often a divide between those government agencies responsible for cultural and those for natural heritage. The *World Heritage Convention* is the first international instrument that combines the management and conservation of cultural and natural heritage. This is because both fields can learn from each other and enhance each other. Also, it is sometimes not possible, or not advisable, to separate cultural and natural heritage. There are mixed World Heritage sites, sites which have both a cultural and natural component, and there are the cultural landscapes that constitute the combined works of nature and of man. Sub-regional meeting of national cultural and natural heritage policy makers and the creation of national multi-sectoral working groups should enhance the understanding of cultural and natural heritage but also avoid duplication in work, and thus be more efficient both economically as practically. It should furthermore improve regional co-operation, and improve the management and conservation of World Heritage properties.

Expected Result 3.3

Enhanced management effectiveness assessments at natural heritage properties in the region

Activities:

- Management effectiveness assessments in 10 selected properties + monitoring (threats, management capacity...) (*250,000 – including start-up phase*)

The start-up phase of the Africa Nature programme (2012-2013) focused on building capacities and implementing management effectiveness assessments at selected World Heritage sites. This entailed building a system for exchange of experiences and knowledge management and conducting a number of capacity building activities on priority themes identified through the periodic reporting, while at the same time linking up with other existing training possibilities available through the World Heritage Centre and its partners. These management effectiveness assessments should become operational in the second part of the programme (2014-2017).

Expected Result 3.4

Improved property conservation through enhanced use of documentation and monitoring tools

Activities:

- 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 budgets*)
- Follow-up and mentoring built into training activities (60,000 – including start-up phase)

Knowledge of the site is the key for an effective management and conservation of the site. Gathered documentation and data regarding the OUV of the World Heritage property will enable the development of indicators for measuring the state of conservation. A web-based tool is developed in the start-up phase of the programme and is accessible via the World Heritage Centre website. This site will contain already available documentation: resources on management effectiveness and management effectiveness assessments already available for certain sites, interesting literature on management-related issues, links to other available online resources, information on available training and capacity-building opportunities, etcetera. Furthermore, the development of integrated national heritage resources databases and systems will facilitate regular monitoring. There are likewise various tools that can assist with the management and conservation of the property but it has to be known how to use it. Therefore, workshops will be organized on the usage of remote sensing and related tools.

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

Expected Result 4.1

Effective strategies that address resource prospection and extraction in and around World Heritage properties and protected sites

Activities:

- Training workshops on impact assessments in World Heritage contexts (50,000)
- 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*)
- Workshop to develop set of possible mitigation strategies (appropriate offsets etc) in the event that development projects could impact on OUV (50,000)

Heritage conservation and development needs can reinforce each other but they can also be perceived as opposites if not addressed correctly. Resource prospection and extraction in and around World Heritage is a serious issue. Many World Heritage properties are included in the State of Conservation (SoC) process as results of threats from forms of illegal resource exploitation, which, if not addressed urgently, could impact their OUV. It is therefore important that there are guidelines for the evaluation of impacts of infrastructural development, prospection and resource extraction activities affecting World Heritage properties. With this

comes awareness-raising on the issues, hence the proposal for training workshops on impact assessments in World Heritage context. It also means strengthening or reinforcing the capacity of national heritage institutions to advice on the potential impacts of proposed projects on the OUV of heritage properties. The Second Cycle of Periodic Reporting in the Africa region illustrated the importance of national institutions implementing the Convention having the knowledge of other national legislations which could be applied to protect heritage (e.g. town planning laws, forestry and mining laws, environmental planning laws, etc.) in order to ensure the best possible protection of heritage properties. It also entails interagency cooperation through increased joint planning and implementation actions. Hence the suggestion for the establishment of national inter-ministerial committees on development and conservation, and national sensitisation workshops in order to, amongst others, publicise evaluation guidelines for development projects in World Heritage context and harmonise relevant national legislation. This knowledge can of course be applied to the entire heritage field, not just the World Heritage. This topic clearly involves and benefits all stakeholders, at all levels.

Expected Result 4.2

Sustainable mechanisms in place for Infrastructural development necessary for the effective management and promotion of properties

Activities:

- Advocacy meetings with policy makers on including the heritage agenda in national development planning (*national budgets, budgets of sub-regional organisations*)
- Domestication of the World Heritage Convention (*national budgets*)
- Twinning of properties which face similar challenges (*national budgets*)

Too often the possible impact of a project on a properties' OUV is only considered once it is either very difficult or even too late to change the project. It is therefore advisable that potential impacts are systematically considered in project planning. This does however mean that policy makers need to be aware of the importance of (World) heritage and the inclusion of the heritage agenda in national development planning. The Second Cycle of Periodic Reporting in the Africa region showed that the domestication of the Convention, through its consideration in relevant national legislations, updating and harmonising of national legislations (where necessary) and translation into local languages will make it easier for the Convention to enter into the general framework of national planning. Besides, site managers and local communities should be regularly consulted in the implementation of impact assessments around World Heritage properties.

Expected Result 4.3

Improved protection of OUV through mobilisation of planning, environmental, heritage and other related authorities

Activity:

- Seminars, meetings to address OUV and desired state of conservation (*150,000 – including start-up phase*)

The sensitisation of the authorities involved with World Heritage, e.g. the planning, environmental and heritage officers, of the importance of (World) heritage and the inclusion of the heritage agenda in national development planning will need to take place via, amongst other, seminars and meetings. This will give them the opportunity to directly exchange ideas, concerns and opinions, and have their questions answered.

Expected Result 4.4

Active network for sharing of experiences and knowledge management between various stakeholders

Activity:

- National interactions between heritage managers and counterparts from other relevant ministries and government institutions (50,000 – including start-up phase)

The Second Cycle of Periodic Reporting in the Africa Region underlined the importance of communication and an active network. The establishment of sub-regional networks which involve cooperation among site managers could greatly enhance capacity building processes. Furthermore, the availability of electronic database or message board for the use of site managers would contribute towards an active network for sharing of experiences and knowledge management.

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

Expected Result 5.1

Cultural and natural heritage properties are protected in the event of any armed conflict

Activities:

- 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)
- 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 – including start-up phase)
- Develop a proposal to support international recognition for World Heritage in conflict areas (10,000)
- Workshop on monitoring during conflicts (50,000)
- Assessment missions of OUV deterioration after conflict (100,000 – including start-up phase)
- Training on advanced documentation, and creation of national heritage resources databases of existing assets to enable that eventual reconstruction can take place (50,000)
- Preparation of training curricula on the protection of heritage assets to be considered in the training of peacekeeping forces (pre-conflict) (50,000)
- Workshop on creation of early warning systems in the event of conflict (pre-conflict) (50,000)

One of the outcomes of the Second Cycle of Periodic Reporting is that special attention and assistance to States Parties affected by conflict is critical in order to establish and implement necessary mechanisms for heritage conservation, protection and management. Such measures will also benefit some of the properties on the List of World Heritage in Danger, as the majority of the properties on this list from the African region are located in conflict and post-conflict areas. It is therefore important that as many States Parties as possible sign the 1954 *Convention for the Protection of Cultural Property in the Event of Armed Conflict* and its accompanying Protocols, and related Conventions. Furthermore, Model Action Plans for the

recovery of OUV should be established and implemented in post-conflict States Parties. In order to achieve this, awareness raising and capacity building is needed.

Expected Result 5.2

Improved national capacities to deal with the outcomes of armed conflict in and around World Heritage properties

Activities:

- Training course on First Aid to cultural heritage in times of conflict (*ICCROM budget*)
- 2 Sub-regional workshops for concerned stakeholders (*100,000 – including start-up phase*)
- 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*)

It is a complicated and dangerous, unfortunately sometimes even fatal, task to manage and protect heritage properties in times of conflict. This requires special skills and mechanism. It is therefore suggested that there is a special training course on first aid to cultural heritage in times of conflict. As conflict will not always allow for the state of conservation of the property to be monitored on the ground, equipment can help out to do this from a distance. This is, however, a costly affair and not all properties possess such equipment. Also, the personal welfare should be taken into consideration and given due attention.

Implementation and funding strategy

There are 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. There is a strong partnership between the Nordic World Heritage Foundation (NWHF) and the African World Heritage Foundation (AWHF). They continue to exchange capacity through expertise support in various programmes;
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.

However, the success of the Africa Nature Programme 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:
 - a. At national level
 - b. 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.

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 programme, 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.

Besides the cooperation with existing partnerships and networks, new sources of funding and cooperation will have to be found. There are various kinds of financiers which can be approached in different ways:

- 1) Approach potential donors directly with parts of the framework;
- 2) Different partners of the framework have their own channels for fundraising for part of the programme, e.g. IUCN has MAAVA support, AWHF has their donors, etc. which can be approached for parts of the programme;
- 3) Identify financiers in the private sector and other organizations – for example funds through UNDP / GEF / EU but also the World Bank and TUI;
- 4) Approach governments for support, both from central governments as from local Embassies. In these times of economic crisis, the central government might reduce its budget for international assistance, the local Embassies often have a budget for heritage;
- 5) When the programme is framed as a follow-up to the Periodic Reporting exercise for the African Region and is in sync with the capacity building strategy as adopted by the World Heritage Committee, the Committee itself can also be approached for funding;
- 6) Use the World Wide Web to obtain support for parts of the programme, like for example via crowdfunding. Crowdfunding can work really well for relatively small projects with a high appeal for public involvement. African Nature certainly appeals to the wider public.

Examples of (potential) partners:

- UNDP / GEF: The GEF Small Grants Programme (SGP) provides financial and technical support to projects that conserve and restore the environment while enhancing people's well-being and livelihoods. The application and guidelines can be obtained via the SGP National Coordinator and subsequently submits the brief project concept paper to this coordinator who reviews it. If the project is deemed eligible a proposal needs to be drafted and for submission.
- EU: the grants for specific projects usually follow a public announcement known as a 'call for proposals'. This tends to be a rather complex and long process.
- World Bank: The World Bank focuses on achieving the [Millennium Development Goals](#), which call for the elimination of poverty and sustained development. They work with six strategic themes, amongst which post-conflict and fragile states and global public goods which includes climate change.
- TUI: this travel agency looks into ways how their holidays can benefit local livelihoods and protect the environment and how to put this into practice.
- *Fonds Français pour l'Environnement Mondial* : this Fund aims to promote a stronger international cooperation regarding sustainable development in developing and transition countries. It subsidizes projects in relation to, amongst others, climate change, biodiversity and land degradation and desertification. To be considered for this Fund first a 'Project Opportunity Note' has to be submitted to one of the six member institutions for validation before it can go further.
- Central Africa Forests Commission: this commission focuses on the conservation and sustainable management of the Central Africa forests ecosystem and savannas.

- *Gesellschaft Für Technische Zusammenarbeit (GTZ)*: This German agency assists developing countries to conserve and use their natural and cultural heritage in a sustainable manner. The conservation and sustainable use of biodiversity that aid management at World Heritage sites is one of the areas they work in.
- Funds in Trust or bilateral agreements between States Parties and UNESCO, like for example:
 - Netherlands Funds-in-Trust: this Fund is structured according to the Strategic Objectives adopted by the World Heritage Committee in 2002 and aims to contribute towards regional and thematic balance.
 - Flanders Funds-in-Trust: they focus on both existing and potential marine World Heritage sites in economically less developed countries and countries in transition with special attention for the African countries around the Indian Ocean.
 - France-UNESCO Cooperation Agreement: amongst their priorities are community development, conflict resolution and environmental conservation.

Cooperation with Funds-in-Trust or those States Parties with a bilateral agreement with UNESCO is something that generally can be achieved on the short, medium and long term, whereas grant applications via the EU or World Bank are something for the long term due to the laborious nature of the procedure. The same probably goes for potential cooperation with TUI as there needs to be establishment of contact first before potential projects can even be discussed and to see how relevant a cooperation is.

Selective list of documents consulted

- Project document for improving the management effectiveness of the natural World Heritage sites in Africa through targeted capacity building and knowledge sharing , funded by the Flemish Funds in Trust;
- Report of the Expert Meeting on the Africa Nature Design Workshop held in Paris in December 2011;
- Report of the Expert Meeting on the Periodic Reporting Action Plan 2012-2017 for Africa held in Paris in April 2012;
- Report of the kick off meeting for the start-up phase 2012-2014 of the Africa Nature Programme held in Nairobi in October 2012;
- Action Plan 2012 – 2017 for the Africa Region (Document WHC-12/36.COM/INF.10D)
- World Heritage in Africa Region. Main results: Second Cycle Periodic Reporting

Annex I - Overview of Objectives and Expected Results 2014-2017

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	2014-2015	2016-2017	Estimated Budget (US\$)
ER 1.1 National tentative lists updated following the identification of new typologies and the updates of national inventories in at least 20 States Parties	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		
ER 1.2 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		
	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
	At least half of the nomination dossiers accepted are prepared with national capacities, with the involvement of local communities	Consultative workshops with national stakeholders	States Parties	Submit completed dossiers to the WH Centre ahead of the 1 February deadline			National Budgets

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	2014-2015	2016-2017	Estimated Budget (US\$)
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						
ER 2.2 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
	The number of local community members whose skills and knowledge base are advanced through conservation actions	Regional capacity building programme at selected case study properties	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities	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	2014-2015	2016-2017	Estimated Budget (US\$)
ER 2.3 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 • Level of involvement of local communities in tourism-related activities, based on established baselines • Local communities participate fully in tour guiding 	Regional programme (culture and nature) in partnership with World Heritage Sustainable Tourism programme	WHC, AWHF, ICCROM, IUCN, ICOMOS, CHDA, EPA, Universities	2 Workshops on co-existence of sustainable tourism, heritage conservation and visitor management, community well-being			100,000
		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			
ER 2.4 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	2014-2015	2016-2017	Estimated Budget (US\$)
ER 3.1 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	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	Research programme on traditional management systems with consideration for innovation and the natural evolutionary processes within natural and cultural traditional environments			300,000
				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			National Budgets
				Meetings to review national legislations and possible engagement with interested States Parties to address policy gaps			

Expected Results	Key Performance indicators	Implementation Strategy	Responsibility	Activity	2014-2015	2016-2017	Estimated Budget (US\$)
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
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	Management effectiveness assessments in 10 selected properties			250,000
				Monitoring (threats, management capacity...)			
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	
	Follow-up and mentoring built into training activities					60,000	
	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	2014-2015	2016-2017	Estimated Budget (US\$)
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	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			
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	2014-2015	2016-2017	Estimated Budget (US\$)
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 • National heritage professionals contribute to and influence the development of impact assessments specific to 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			
ER 4.3 Improved protection of OUV through mobilisation of planning, environmental, heritage and other related authorities		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	National interactions between heritage managers and counterparts from other relevant ministries and government institutions			50,000

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	2014-2015	2016-2017	Estimated Budget (US\$)	
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
				States Parties, UN system, African Union	Preparation of training curricula on the protection of heritage assets to be considered in the training of peacekeeping forces (pre-conflict)			50,000
					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	2014-2015	2016-2017	Estimated Budget (US\$)
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	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

