



unesco

World Heritage Convention

45 COM

WHC/23/45.COM/5C

Paris, 4 July 2023

Original: English

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

**INTERGOVERNMENTAL COMMITTEE FOR THE PROTECTION
OF THE WORLD CULTURAL AND NATURAL HERITAGE**

**Extended forty-fifth session
Riyadh, Kingdom of Saudi Arabia
10 – 25 September 2023**

**Item 5C of the Provisional Agenda:
Priority Africa: a Strategy for World Heritage**

SUMMARY

In the framework of the follow-up of Decision **44 COM 5C** (Fuzhou/online, 2021), this document presents a report on a Strategy for World Heritage in Africa and is structured with the following parts:

Part I – Background

Part II – Synergies in the implementation of the World Heritage Convention in Africa

Part III – Outcome of the consultation process and elaboration of the Strategy for World Heritage in Africa

Additional information on the Strategy for World Heritage in Africa is continuously being published at the following address: <https://whc.unesco.org>

Draft Decision: 45 COM 5C, see Part IV

I. BACKGROUND

1. The establishment of Priority Africa aimed to translate the commitment of the international community, and that of UNESCO in particular, to accompany and support Africa in its development. Since 1989, at its twenty-fifth General Conference (25 C/5), several policy and institutional frameworks have been created to underpin Priority Africa, culminating in its formalisation as one of the two global priorities of the Organization.
2. The first Operational Strategy for Priority Africa (2014-2021) identified priority areas for Africa and the challenges facing their implementation. Focusing on youth and gender, that strategy was divided into six flagship programmes. Among them, Flagship Programme 5 proposed a contribution to '*harnessing the power of culture for sustainable development and peace in a context of regional integration*'.
3. At the 42nd session of the World Heritage Committee, and the request of the African States Parties, the Committee, by Decision **42 COM 17**, invited the Secretariat, for the first time, to report on Priority Africa, sustainable development and World Heritage. The report was adopted in 2019 at its 43rd session with Decision **43 COM 5D**. In 2021, by its Decision **44 COM 5C**, the Committee further requested the Secretariat to present a progress report on Priority Africa, sustainable development and World Heritage in line with the Medium-Term Strategy 2022-2029 and Programme and Budget for 2022-2025 at its 46th session.
4. Responding to the calls of African Member States for its furtherance, a new Operational Strategy for Priority Africa 2022-2029 was presented to the UNESCO Executive Board at its 212th session in September 2021, containing five flagship programmes. Pinpointing 'Cultural renaissance challenges' as one of its key themes, this document highlighted the expected role of UNESCO in providing 'appropriate responses for issues relating to the promotion and preservation of African cultural heritage as well as the prevention of illicit trafficking of cultural assets and their restitution'.

Flagship programme 3: Fostering cultural heritage and capacity development

5. In November 2021, the draft Operational Strategy ([41 C/56 Rev.](#)) was presented and adopted during the 41st session of the General Conference following [212 EX/Decision 5.III.B](#) of the Executive Board. Its Flagship Programme 3 has two main objectives:
 - 1) Main Objective 1: Supporting the African Member States in World Heritage capacity building, particularly for nominations and the removal of sites from the List of World Heritage in Danger;
 - 2) Main Objective 2: Supporting the African Member States in the fight against the illicit trafficking of cultural property, return and restitution requests, and the preservation and promotion of collections and museums.
6. As a follow-up to the adoption of the Operational Strategy for Priority Africa (2022-2029) and its key (operational) outputs by UNESCO's General Conference at its 41st session in November 2021, UNESCO launched an internal working group to develop a Strategy for World Heritage in Africa, which would in turn inform the implementation of Main Objective 1 of Flagship Programme 3 and contribute to the overall implementation strategy for the Flagship Programme.
7. In partnership with the African World Heritage Fund (AWHF), the working group was established and led a series of consultations with more than 200 participants, in which the representatives of civil society, including youth, women, local and indigenous peoples, African Ambassadors to UNESCO, National Commissions for UNESCO, World

Heritage national focal points, site managers, experts, the Advisory Bodies to the World Heritage Committee, and numerous partners on the ground have actively participated.

II. SYNERGIES IN THE IMPLEMENTATION OF THE WORLD HERITAGE CONVENTION IN AFRICA

8. The Strategy for World Heritage in Africa (see Annex 1) is informed by an inclusive consultation process and aligned with the two Regional Action Plans for the Africa and Arab States Regions for 2021-2027, following the Third Cycle of Periodic Reporting exercise. It supports the implementation of the World Heritage Convention, the 2015 Policy on the integration of a sustainable development perspective into the processes of the World Heritage Convention and the 2011 Recommendation on the Historic Urban Landscape.
9. In the framework of the United Nations' 2030 Agenda for Sustainable Development, the Strategy for World Heritage in Africa aims to respond to SDG 11 - Make cities and human settlements inclusive, safe, resilient and sustainable, specifically to Target 11.4: "strengthen efforts to protect and safeguard the world's cultural and natural heritage", while complemented by SDG 5 - Gender Equality, SDG 8 - Decent Work and Economic Growth, and SDG 17 - Partnerships for the Goals.
10. With regards to the African Union's Agenda 2063, the Strategy aims to respond to Aspiration 5 an "Africa with a strong cultural identity, common heritage, values and ethics", Goal 16 "African Cultural Renaissance is pre-eminent", Priority Area 31 "Cultural heritage, creative arts and businesses" and Aspiration 6 "An Africa whose development is people-driven, relying on the potential offered by African people, especially its women and youth, and caring for children", Goal 17 "Full gender equality in all spheres of life", Priority Area 32 "Women and girls empowerment".
11. The Strategy ensures alignment with the results of the Third Periodic Reporting exercise for the Arab States and Sub-Saharan Africa. 46 States Parties from sub-Saharan Africa participated in the Third Cycle exercise in 2019 and 2020. This exercise resulted in a Regional Action Plan with 26 actions adopted by the World Heritage Committee at its extended 44th session (Fuzhou/online, 2021) by Decision **44 COM 10B**.
12. In a similar process, the results from the Third Cycle of Periodic Reporting carried out in the Arab States region between 2018 and 2019, including the participation of the seven States Parties in North Africa, were also discussed by the World Heritage Committee in 2021, leading to the adoption of the Regional Report and related Action Plan for the Arab States 2021-2027 (see Decision **44 COM 10A**).

III. OUTCOMES OF THE CONSULTATION PROCESS AND ELABORATION OF THE STRATEGY FOR WORLD HERITAGE IN AFRICA

A. Process of the consultation

13. The consultation process led by Professor Dawson Munjeri (Zimbabwe) and the UNESCO working group consisted of three phases to gather insights and contributions from a multitude of relevant stakeholders and forge a new approach to heritage as a driver for sustainable development in Africa.
14. The first phase, conducted in Paris (France) and Rome (Italy) in November and December 2021, allowed the gathering of inputs from UNESCO's Culture Sector, Priority Africa and External Relations Department and Field Offices as well as the Advisory

Bodies to the World Heritage Committee (ICCROM, ICOMOS, IUCN) and the African World Heritage Fund (AWHF).

15. The second phase was held from January to March 2022 through a series of on-site missions in Addis Ababa (Ethiopia) and Pretoria (South Africa) and online meetings organized and hosted by UNESCO's Field Offices in Nairobi (Kenya), Harare (Zimbabwe), Rabat (Morocco) and Dakar (Senegal). A variety of stakeholders were consulted by the UNESCO working group led by Professor Munjeri, ranging from government representatives, experts and centres of expertise to civil society and youth from all over Africa. These meetings facilitated in-depth deliberations on specific topics concerning the implementation of the Convention in Africa (both sub-Saharan and North Africa), including good conservation and management practices, opportunities, and challenges.
16. Throughout March 2022, the third phase consisted of a series of online feedback meetings, in which the African States Parties, civil society, partners and the Secretariat of the World Heritage Convention had the opportunity to provide their comments and inputs on the final draft Strategy that resulted from the previous two phases.
17. On the occasion of various events held to celebrate the 50th Anniversary of the World Heritage Convention (Cameroon, Senegal, the United Republic of Tanzania), key actors and stakeholders further reflected on the challenges and opportunities for the implementation of the Convention in Africa, resulting in several additional recommendations. Two important events brought forward important contributions namely, the 'Yaoundé Call to Action' which was adopted by Ministers in charge of natural and cultural heritage in Yaoundé (Republic of Cameroon), on 19 October 2022, to support an enhanced representation of African heritage on the World Heritage List, and the international conference held to celebrate the 50th Anniversary of the World Heritage Convention in Delphi, Greece, from 16 to 18 November 2022, during which the UNESCO Director-General drew attention to the major challenges of the future' of the 1972 Convention, namely, the question of representativity, scientific and educational work on heritage, and conservation. These reflections have been integrated in the Strategy and clearer targets have been developed.

B. Challenges and needs

18. Throughout the consultations, national and local authorities, experts, professionals, communities and partners called for a credible and increased representation of African Heritage through African-led and owned processes. The participants noted with satisfaction an improvement in implementing the Convention in Africa since the Second Cycle of Periodic Reporting.
19. As such, **seven key challenges** and needs in protecting, preserving, and promoting heritage were identified:
 - 1) African Heritage remains underrepresented on the UNESCO World Heritage List, with 12 African States Parties that do not yet have a site inscribed on the World Heritage List and three that have not yet established a Tentative List. Therefore, there is a need to increase representativity, namely by providing targeted support to those countries;
 - 2) Many of the 21 African World Heritage properties inscribed on the List of World Heritage in Danger do not yet have a clear strategy for their removal from this List through the definition of a Desired state of conservation (DSOCR), including corrective measures and indicators adopted by the World Heritage Committee;
 - 3) The number of African experts involved in issues related to World Heritage processes led by the Advisory Bodies (ICCROM, ICOMOS, and IUCN) is scarce, and they are therefore not sufficiently engaged nor represented. Consequently, their role in these

processes for the benefit of the States Parties should be reinforced, and within the Advisory Bodies mechanism should be strengthened;

- 4) Efforts to strike an adequate balance between conservation and socio-economic transformation do not suffice, either in number or scale, to tackle the needs of the continent. Thus, promoting targeted programmes for that purpose is essential in view of balancing conservation needs with development;
- 5) Participation and involvement of women and youth in World Heritage processes need a stronger commitment to give them a more prominent role;
- 6) Investment in digital technologies for heritage conservation and promotion remains insufficient; thus, investing in their development and promoting their widespread, easy access and knowledgeable use should be fostered;
- 7) Involvement of communities and civil societies in the management of World Heritage properties is essential. Thus, their engagement to ensure that they play a key role in the management of World Heritage properties should be reinforced.

C. Recommendations for the establishment of the Strategy for World Heritage in Africa

20. The recommendations from this consultation process culminated in this Strategy, yielding one vision, three guiding principles, five pillars and seven priorities that aim to respond to the following needs:
 - 1) Increase the representativity of Africa on the UNESCO World Heritage List,
 - 2) Support African countries to remove properties from the List of World Heritage in Danger,
 - 3) Strengthen the role of African experts in the World Heritage system,
 - 4) Promote a balance between socio-economic development and conservation,
 - 5) Promote the role of women, youth, and local communities and indigenous peoples in heritage management, and
 - 6) Develop the use of digital technologies.
21. Under the vision that *Africa enjoys and reflects its full diversity on the World Heritage List, safeguards its heritage and ensures its transmission to future generations*, the Strategy integrates three guiding principles, namely:
 - 1) Bottom-up approaches, which advocate for informed and enriched locally-driven contributions, responding to and empowering local aspirations, particularly of youth and women, in safeguarding heritage;
 - 2) Collaborative ownership, which calls for further engagement of all those responsible for heritage, from the State Party to the individual level;
 - 3) Inclusive governance, which calls for further involvement of African States Parties, experts, and local communities in decision-making processes to ensure mutual benefit.
22. Five pillars have emerged to structure this Strategy and to reflect the aspirations that showcase the full potential of African Heritage:
 - 1) Identity: the representation of Africa through the diversity of its heritage is enhanced;
 - 2) Capability: African expertise and capability are reinforced;
 - 3) Community: Local stewardship in implementing the Convention is empowered;
 - 4) Credibility: Heritage safeguarding and protection are inclusive and synergetic;

- 5) Liveability: Heritage conservation and promotion of sustainable livelihoods.
23. The seven priorities, each corresponding to a specific pillar, will form the basis for all actions and targets (see Annex 1) under this Strategy as expressed by the various stakeholders consulted and guided by the three above-mentioned principles:
- Priority 1:** Ensure the representativity of Africa on the World Heritage List to foster its rich diversity and identity (under Pillar 1);
- Priority 2:** Develop and reinforce the capability of institutions, universities and experts in partnership with AWHF (under Pillar 2);
- Priority 3:** Empower local stewardship and forge a lasting coalition with communities to strengthen the implementation of the Convention (under Pillar 3);
- Priority 4:** Champion inclusive and synergetic safeguarding, planning and protection of heritage in the face of multifaceted risks (under Pillar 4);
- Priority 5:** Establish stronger linkages between all Culture Conventions and Programmes to foster inter-African cooperation on heritage (under Pillar 4);
- Priority 6:** Harness good conservation for socio-economic development and sustainable livelihoods (under Pillar 5);
- Priority 7:** Support the use of innovative technology in safeguarding and promoting African Heritage (under Pillar 5).

D. Implementation of the Strategy for World Heritage in Africa

24. The main stakeholders and beneficiaries of the Strategy will be the African States Parties. In promoting a stronger bottom-up approach, particular attention is given to local communities and indigenous peoples, among these youth and women. In addition, civil society, experts, heritage professionals, universities and higher learning institutions may be considered as both beneficiaries and partners.
25. Focused partnerships with the African Union and Regional Economic Communities, implementing partnerships with the AWHF, the Arab Regional Centre for World Heritage (ARC-WH) and other relevant Category 2 Institutes and Centres under the auspices of UNESCO and centres of expertise, and technical expertise partnerships with the Advisory Bodies, will ensure optimal monitoring and implementation of the Strategy by UNESCO and the African Members States.

IV. DRAFT DECISION

Draft Decision: 45 COM 5C

The World Heritage Committee,

1. *Having examined Document WHC/22/45.COM/5C,*
2. *Recalling Decisions **44 COM 5C**, **44 COM 10A**, and **44 COM 10B** adopted at its extended 44th session (Fuzhou/Online, 2021),*
3. *Notes with appreciation the continued efforts of the UNESCO Member States and the adoption of the Operational Strategy for Priority Africa 2022-2029, and in particular, its Flagship Programme 3 on “Fostering Cultural Heritage and Capacity Development”, for the conservation and management of the unique biodiversity and rich cultural heritage*

of Africa that must be transmitted to future generations, in line with the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063;

4. Expresses its appreciation for the activities undertaken by the World Heritage Centre along with UNESCO Field Offices, the Advisory Bodies, the African World Heritage Fund (AWHF), and other partners in developing the Strategy for World Heritage in Africa, and to all those involved in the consultation process and the working group;
5. Endorses the Strategy for World Heritage in Africa composed of three guiding principles, five pillars and seven priorities identified by the States Parties following a broader consultation process that involved African States Parties, national focal points, World Heritage site managers and experts;
6. Encourages States Parties to appropriate the Strategy for World Heritage in Africa in line with the Regional Action Plans into their national, subregional and regional heritage strategies, and aligned with the results of the reflections during the celebrations of the 50th Anniversary of the 1972 Convention in Yaoundé (Cameroon) ('Yaoundé Call to Action') and in Delphi (Greece) and requests the World Heritage Centre, in collaboration with the Advisory Bodies, with the support of all partners to support States Parties in its implementation;
7. Thanks the Governments of China, Flanders (Belgium), France, Japan, the Netherlands, Norway, the Sultanate of Oman and the European Union for their financial support to implement activities that will contribute to meeting the targets of the Strategy for World Heritage in Africa and encourages other States Parties to contribute financially to its implementation;
8. Calls upon the entire international community, including the Group of Friends for Priority Africa, to provide support to African States Parties in the implementation of the Strategy for World Heritage in Africa and of Flagship Programme 3, and to attain its targets, notably:
 - a) to assist 12 African States Parties not yet represented on the World Heritage List in developing a nomination (see footnote 9 of the Strategy),
 - b) to provide support to properties on the List of World Heritage in Danger in establishing a Desired state of conservation for their removal from this list (DSOCR),
 - c) to increase the number of African heritage experts working in the World Heritage system and enhance the role of African universities to be involved in World Heritage processes,
 - d) to operationalize the pan-African network of site managers,
 - e) to develop projects on entrepreneurship and the use of new and innovative technologies,and welcomes the commitment and support of the AWHF to assist the African States Parties to this end;
9. Requests the World Heritage Centre to monitor the implementation of the Strategy for World Heritage in Africa and the implementation of Main Objective 1 of Flagship Programme 3, and prepare a progress report towards this end in line with the Medium-Term Strategy 2022-2029 and Programme and Budget for 2022-2025 for examination by the Committee at its 47th session.

Annex 1

Flagship Programme 3: Fostering Cultural Heritage and Capacity Development

Main Objective 1

Strategy for World Heritage in Africa

(2022–2029)



Foreword

Fifty years ago, on 16 November 1972, Member States convened in Paris for the 17th UNESCO General Conference and adopted the Convention concerning the Protection of the World Cultural and Natural Heritage (World Heritage Convention), acknowledging that ‘... parts of the cultural or natural heritage are of outstanding interest and therefore need to be preserved as part of the world heritage of mankind as a whole’.¹

In this spirit, in 1978, Africa saw its first three properties² inscribed (two cultural and one natural) in the initial series of twelve inscriptions on the UNESCO World Heritage List. This was in recognition of Africa’s strong, plural cultural identity, common heritage, values and ethics premised on its age-long history – as well as being the cradle of human civilization – making Africa a custodian of a cultural and natural patrimony that has contributed enormously to human progress and development.

However, capacities, resources and policies have not always been sufficient to address the manifold risks and threats facing heritage on the continent, posing considerable challenges for all African countries to be represented on the UNESCO World Heritage List over time. For this reason, UNESCO launched Global Priority Africa in 1989, which included the aim to address these challenges, among many others, and support Africa in protecting, preserving and promoting its heritage.

Today, it is commonly acknowledged that several African World Heritage properties face significant threats in a continent that is underrepresented on the UNESCO World Heritage List. Nevertheless, in my native Zimbabwe, there is a proverb which translates as: ‘In the world of books, the mindset of the reader is of great importance’.

The launching of Global Priority Africa was a genuine proposal to change mindsets, but this objective is yet to be accomplished. During consultations that stretched over five months, our working group came across a variety of bright, passionate and devoted stakeholders from all corners of Africa in an energetic, participative and innovative process. Their voices, echoing the beauty of African heritage and its various forms, is what the team and I have humbly tried to reflect in this comprehensive analysis, whose recommendations will hopefully provide a critical path towards identifying, safeguarding and promoting the African heritage that Africans are proud of.

It was an honour and a privilege to steer the working group set up to draft this Strategy, which will guide the implementation of Main Objective 1 of Flagship Programme 3.

To conclude, allow me to express my sincerest gratitude to UNESCO and the Assistant Director-General for Culture, Mr Ernesto Ottone Ramirez, for entrusting this mission to us and to all of those who have taken part in this process for their unwavering support and passion for the protection and promotion of African World Heritage.

Prof. Dawson Munjeri
Harare, 24 March 2022

¹ Excerpt from the preamble of the English text of the 1972 UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage.

² Island of Gorée (Senegal), Rock-Hewn Churches, Lalibela (Ethiopia) and Simien National Park (Ethiopia).

Table of Contents

Foreword	9
Executive Summary	12
Introduction	13
1. Global Priority Africa	14
1.1 Background	14
1.2 Celebration of the 50th anniversary of the 1972 World Heritage Convention	15
1.3 Key (Operational) outputs for Main Objective 1 of Flagship Programme 3	16
2. Assessment of UNESCO World Heritage in Africa	18
2.1 Implementation of the World Heritage Convention in Africa	18
2.1.1 <i>The Global Strategy prior to 1994</i>	18
2.1.2 <i>Heritage and sustainable development</i>	19
2.1.3 <i>UN 2030 Sustainable Development Goals and the African Union (AU) 2063 Agenda: ‘The Africa We Want’</i>	19
2.1.4 <i>Regional Action Plans following the Third Cycle of Periodic Reporting in the Africa sub-Saharan and Arab States regions</i>	19
2.1.5 <i>The AWHF Strategic Plan 2022–2027</i>	20
2.1.6 <i>Sustainability and monitoring of the implementation of Main Objective 1 beyond 2029</i>	20
2.2 Situational analysis and opportunities	20
2.2.1 <i>Critical review</i>	20
2.2.2 <i>SWOT analysis</i>	21
3. Diagnostic of the structural challenges	23
3.1 Main structural challenges	23
3.1.1 <i>Insufficient institutional awareness and capacity</i>	23
3.1.2 <i>African expertise and representativity</i>	23
3.1.3 <i>Involvement in developing Convention mechanisms and contributing to Advisory Bodies’ services</i> 23	
3.1.4 <i>Knowledge-sharing and sustainability through universities/higher learning institutions</i>	24
3.1.5 <i>Inclusivity and engagement of civil society and local communities</i>	24
3.1.6 <i>The role of women in the transmission of knowledge and safeguarding of the heritage</i>	24
3.2 Areas of intervention	25
3.2.1 <i>Improving management for stronger nominations in Africa, capitalizing on traditional knowledge systems</i> 25	
3.2.2 <i>Incremental capacity building for sustainable knowledge and expertise focused on African experts</i> 25	
3.2.3 <i>Collaborative resilience: Risk management, climate change and danger-listing</i>	25
3.2.4 <i>Leaving no one behind: Social cohesion, youth, gender balance and heritage promotion</i>	26
3.2.5 <i>Working together: Forging new partnerships and furthering intersectoral and interagency cooperation</i>	26
3.2.6 <i>Harnessing good heritage conservation practices for socio-economic development</i>	26
3.2.7 <i>Reversing structural imbalance to leverage representativity of African heritage on the World Heritage List</i>	26
3.3 Issues and needs emerging from the consultations	27
4. A vision for Africa – Principles, pillars and priorities	29

5. Theory of Change	31
5.1 Overview of outcome, outputs and associated activities	32
5.2 Outcome of the Strategy	33
<i>Output 1: Government institutions are empowered to enhance the representativity of Africa for fostering its rich diversity and identity.....</i>	<i>34</i>
<i>Output 2: Capacities of institutions, universities and experts, including women and young professionals, reinforced to support World Heritage-related processes for enhanced protection, conservation, management and promotion of African World Heritage, including to mitigate the multifaceted risks threatening World Heritage</i>	<i>35</i>
<i>Output 3: Capacities of communities, including women youth, Indigenous members, as well as community-based organizations, strengthened and supported for their increased engagement in heritage-related processes, to foster creative industries and enhance conservation and sustainable practices at World Heritage properties, including through the use of new technologies.....</i>	<i>37</i>
<i>Output 4: Establishment of mechanisms fostering Inter-African partners' cooperation to strengthen linkages between Culture Conventions, Recommendations and Programmes and enhance the safeguarding of heritage</i>	<i>39</i>
6. Beneficiaries, partners and framework for the implementation of the Strategy.....	40
References.....	42
Bibliography.....	43

Executive Summary

Fifty years after the adoption of the Convention concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention), many of the challenges of its implementation in Africa have yet to be taken on, with countless opportunities to be seized. There is a lot to be done to achieve a more balanced and representative World Heritage List and concerted efforts by UNESCO Members States continue to support and enable States Parties to harness sustainable conservation and effective management for socio-economic transformation and sustainable development to achieve both Agenda 2030 and Vision 2063.

During the opening of the Extended 44th session of the World Heritage Committee in Fuzhou, China in July 2021, the UNESCO Director-General, Ms Audrey Azoulay, informed States Parties that UNESCO would consult African Members States, experts, professionals, and civil society and undertake assessments "in order to establish a diagnosis and above all propose new orientation and mobilise resources" for African World Heritage. As the first Operational Strategy for Priority Africa (2014–2021) was ending, African Members States initiated the discussion on the further support for the implementation of the World Heritage Convention on the continent. UNESCO's new Operational Strategy for Priority Africa 2022–2029 was successively presented and adopted during the 41st session of the General Conference (2021). It includes the Flagship Programme 3 entitled 'Fostering cultural heritage and capacity development'. The first main objective of Flagship Programme 3 focuses specifically on "Supporting the African Member States in World Heritage capacity building, particularly for nominations and the removal of sites from the List of World Heritage in Danger".

In response to the above, UNESCO World Heritage Centre developed this **Strategy for World Heritage in Africa** to propose concrete targets and actions to meet the objectives of Priority Africa and its Flagship Programme 3. The Strategy is structured in three parts. First, chapters 1–3, introduce the current situation regarding the implementation of the World Heritage Convention in Africa and provide a diagnostic of the main structural challenges and areas of intervention. Second, chapter 4 describes the vision of an "Africa that enjoys and reflects its full diversity on the World Heritage List, safeguards its heritage and ensures its transmission to future generations". This chapter also discusses how the vision is built on three guiding principles, five pillars and seven priorities.

Last but not least, chapter 5 presents the Strategy in the form of a Theory of Change (ToC), structured around one outcome to be delivered through the support of four outputs that are anchored in the institutionalisation of capacity development to empower government institutions, experts, professionals, civil society, and communities. It also describes the wide variety of activities which will be implemented, including but not limited to increasing the representativity of Africa on the World Heritage List; supporting African countries to remove properties from the List of World Heritage in Danger; strengthening the role of African experts in the World Heritage system including Advisory Bodies' mechanism; promoting a balance between socio-economic development and conservation; reinforcing the role of women, youth, and local and Indigenous communities in heritage management; and developing the use of digital and innovative technologies.

This Strategy proposes an innovative approach based on the idea that by owning, sharing, solving and improving together, we will have the African heritage we want and are proud of. To this end, this Strategy also presents a framework covering the topics of ownership, funding, risk and monitoring and support mechanisms.

Introduction

At the 41st session of UNESCO's General Conference, held in November 2021, Member States adopted a new operational strategy for Global Priority Africa 2022–2029, which includes five Flagship Programmes. Flagship Programme 3, 'Fostering cultural heritage and capacity development', has two main objectives and includes references to conservation and socio-economic development, emphasizing the linkages between natural and cultural, tangible and intangible heritage, and the well-being of communities.

In its Main Objective 1, 'Supporting African Member States in World Heritage capacity building, particularly for nominations and the removal of properties from the List of World Heritage in Danger', Flagship Programme 3 proposes a framework to provide concrete responses to the insufficient capacity and representation of African heritage on the World Heritage List.

Its Main Objective 2 aims to support African Member States to build capacities to combat illicit trafficking in cultural property and promote its return and restitution, as well as to strengthen the role of museums. This work will include support for the ratification of the 1970 UNESCO Convention (17 African Member States have not ratified the Convention) and its full implementation, as well as the preparation and follow-up of return and restitution requests.

To support Main Objective 1, UNESCO launched a working group, steered by Prof. Dawson Munjeri (Zimbabwe), to develop this new Strategy for World Heritage in Africa 2022–2029, aimed at strengthening African Member States' capacities to identify, safeguard and promote African heritage.

For five months, UNESCO carried out a broad range of consultations on World Heritage in Africa in partnership with the African World Heritage Fund (AWHF). The values of African people remain a solid foundation, both on the continent and in the diaspora. More importantly, there is a strong awareness of the imperative to harness Africa's cultural and natural heritage by fostering improved conservation and management practices for socio-economic development and promoting cultural heritage expertise in Africa.

The new Strategy for World Heritage in Africa embodies the vision of that consultation process, structured around three guiding principles (Bottom-up Approaches, Collaborative Ownership and Inclusive Governance), five pillars (Identity, Capability, Communities, Credibility and Liveability) and seven priorities that resulted from them: Priority 1: Ensure the representativity of Africa; Priority 2: Develop and reinforce the capability of institutions, universities and experts, in partnership with the AWHF; Priority 3: Empower local stewardship and forge a lasting coalition with communities; Priority 4: Champion inclusive and synergetic safeguarding, planning and protection of heritage in the face of multifaceted risks; Priority 5: Establish stronger linkages between all Culture Conventions and Programmes; Priority 6: Harness good conservation for socio-economic development and sustainable livelihoods; and Priority 7: Boost innovative technology in safeguarding and promoting African heritage.

To ensure a lasting impact, the Strategy also proposes a Theory of Change (ToC), which provides the framework of action for the period 2022–2029. It is structured around one outcome to be delivered through the support of four outputs. For that, a number of activities will be implemented, including but not limited to: increasing the representativity of Africa on the World Heritage List; supporting African countries to remove properties from the List of World Heritage in Danger; strengthening the role of African experts; promoting a balance between socio-economic development and conservation; reinforcing the role of women, youth, and local and Indigenous communities in heritage management; and developing the use of digital and innovative technologies.

1. Global Priority Africa

1.1 Background

Since the Priority Africa Programme was established in 1989, UNESCO has continuously supported the African Member States in leveraging ‘the central role of culture at the very heart of development issues’.³ With the adoption of the Operational Strategy for Priority Africa (2022–2029) (UNESCO, 2021b) and its key outputs by the 41st session of UNESCO's General Conference in 2021, this idea has been once again endorsed and confirmed.

The first Operational Strategy for Priority Africa (2014–2021) (UNESCO, 2014) identified priority areas for Africa and the main obstacles and constraints for their implementation. That strategy was divided into six Flagship Programmes, with youth and gender as two cross-cutting priorities and Flagship Programme 5 dedicated to ‘Harnessing the power of culture for sustainable development and peace in a context of regional integration’.

In September 2021, the draft outline of the new Operational Strategy for Priority Africa 2022–2029 was presented to the UNESCO Executive Board at its 212th session (UNESCO 2021a). ‘Cultural renaissance challenges’ were among the challenges and dynamics identified. In particular, the document highlighted the expected role of UNESCO in providing ‘appropriate responses for issues relating to the promotion and preservation of African cultural heritage as well as the prevention of illicit trafficking of cultural assets and their restitution’. It further proposed four Flagship Programmes, with Flagship Programme 3 entitled ‘Cultural Heritage and Priority Africa’.

In November 2021, a revised version of the draft Operational Strategy was presented and adopted during the 41st session of the General Conference, following 212 EX/Decision 5.III.B of the Executive Board. This updated draft proposed the addition of a fifth Flagship Programme as well as new titles for some of the Flagship Programmes, including amending Flagship Programme 3 to ‘Fostering cultural heritage and capacity development’. This Flagship Programme is built upon two main objectives:

1. Supporting the African Member States in World Heritage capacity building, particularly for nominations and the removal of sites from the List of World Heritage in Danger; and
2. Supporting African Member States in the fight against the illicit trafficking of cultural property within the framework of the 1970 Convention; and in facilitating the return and restitution of cultural property in the framework of the Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation (ICPRCP), as well as the promotion of museums.

The programme includes references to conservation and socio-economic development and stresses the linkages between natural and cultural, tangible and intangible heritage, and the well-being of communities. The definitions of Cultural and Natural Heritage, as per articles 1 and 2 of the World Heritage Convention,⁴ are key to supporting the establishment of such linkages.

To carry out the new Operational Strategy, an internal working group was established by UNESCO in October 2021 to develop an implementation strategy (hereafter Strategy) for Main Objective 1 of Flagship Programme 3, in close collaboration with AWHF and the Advisory Bodies. To this end, two phases with a series of consultations were held with the relevant stakeholders to gather insights and contributions and forge a new approach to heritage as a driver for sustainable development in Africa.

³ UNESCO, 1989.

⁴ Full text of the English text of the 1972 UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage available at: <https://whc.unesco.org/en/conventiontext/>

The first phase, conducted in Paris (France) and Rome (Italy) in November and December 2021, allowed the gathering of inputs from UNESCO's Culture Sector, Priority Africa and External Relations Department and Field Offices as well as the Advisory Bodies (ICCROM⁵, ICOMOS⁶, IUCN⁷) and the African World Heritage Fund (AWHF). This led to the substance of the structure of the Strategy.

The second phase was held from January to April 2022 through a series of on-site missions in Addis Ababa (Ethiopia) and Pretoria (South Africa) and online/hybrid meetings organized and hosted by UNESCO's Field Offices in Nairobi (Kenya), Harare (Zimbabwe), Rabat (Morocco) and Dakar (Senegal). A variety of stakeholders were consulted, ranging from government representatives, experts and centres of expertise to civil society and youth from all over Africa. These meetings facilitated in-depth deliberations on specific topics concerning the implementation of the 1972 Convention in Africa (both sub-Saharan and North Africa), including good conservation and management practices, opportunities and challenges. The recommendations from this consultation process culminated in this Strategy.

Devised to effectively implement Main Objective 1 of Flagship Programme 3 (concerning World Heritage capacity building) as an inclusive and participatory tool, this Strategy also aims to foster synergies with Objective 2 centred on the fight against illicit trafficking of cultural property, other UNESCO Culture Conventions and Sectors (i.e. Natural Sciences, Social and Human Sciences and Education) and other United Nations (UN) agencies and regional organizations. Relying on fundamental international texts such as the 2030 Agenda for Sustainable Development (United Nations, 2015a), Agenda 2063: The Africa We Want (African Union, 2015), the Charter for African Cultural Renaissance (African Union, 2006) and the Ngorongoro Declaration on Safeguarding African World Heritage as a Driver of Sustainable Development (UNESCO, 2016), as well as the Regional Action Plans for World Heritage in sub-Saharan Africa and the Arab States Regions (2021–2027) (UNESCO, 2021b; 2021c), the Strategy seeks to promote African heritage and culture as a driver of sustainable development beneficial to all, *inter alia* consistent with the UN Agenda 2030 and AU Agenda 2063.

1.2 Celebration of the 50th anniversary of the 1972 World Heritage Convention

On the occasion of various events to celebrate the 50th anniversary of the World Heritage Convention (Cameroon, Senegal, the United Republic of Tanzania), a wide array of key actors and stakeholders, including youth, experts, mentees, mentors, women, government officials, etc. have reflected again on the challenges and opportunities for the implementation of the Convention in Africa. This has resulted in several additional recommendations on issues regarding representativity, actions on climate change, the balance between conservation and sustainable development, removal of properties from the List of World Heritage in Danger, capacity development, gender equity and involvement of communities in and around World Heritage properties, among others. The 'Yaoundé Call to Action', adopted by Ministers in charge of natural and cultural heritage during the meeting in Yaoundé in the Republic of Cameroon, on 19 October 2022, for the Regional Celebration of the 50th anniversary of the 1972 Convention in Central Africa, clearly echoed these reflections. In this regard, during the UNESCO World Heritage 50th Anniversary celebration: A source of resilience, humanity and innovation, in Delphi, Greece, from 16 to 18 November 2022, UNESCO Director General, Ms Audrey Azoulay, further drew attention to 'three major challenges of the future' of the 1972 Convention, namely, the question of representativity, scientific and educational work on heritage and conservation. On the same occasion, the Director of World Heritage, M. Lazare Eloundou, organized a Round Table, 'Priority Africa for the Next 50', to further reflect on the challenges of capacity building in Africa, in

⁵ International Centre for the Study of the Preservation and Restoration of Cultural Property.

⁶ International Council on Monuments and Sites.

⁷ International Union for Conservation of Nature.

particular, the mentorship programme proposed to boost the work of young African experts in the World Heritage system. The Strategy has integrated these reflections by developing clearer targets.

1.3 Key (Operational) outputs for Main Objective 1 of Flagship Programme 3

To achieve Main Objective 1 of Flagship Programme 3, the Operational Strategy for Priority Africa (2022–2029) is structured around five key (operational) outputs:

i. Support the development of World Heritage nomination files in Africa

The African continent represents only 12% of the UNESCO World Heritage List.⁸ In addition, 3 States Parties (Equatorial Guinea, São Tomé and Príncipe, and Somalia) have not yet developed their tentative lists, and 12 States Parties⁹ have no properties inscribed on the UNESCO World Heritage List as of March 2023. Through an innovative capacity-building approach, the Strategy will prioritize these States Parties and support other African countries in developing successful nomination files and increasing their representativity on the UNESCO World Heritage List.

ii. Support the removal of properties from the List of World Heritage in Danger

With nearly 41% of properties inscribed on the List of World Heritage in Danger, the African continent is the most represented on this List. The Strategy will support African States Parties in developing the Desired State of Conservation for the Removal of properties inscribed on the List of World Heritage in Danger (DSOCR) for all the 21 African properties concerned to date. The focus will also be on preventing future inscriptions on the List by setting up a specific monitoring programme to reverse prevailing trends.

iii. Harnessing good conservation practices for socio-economic development

One of the main challenges facing the implementation of the World Heritage Convention in Africa today is the constant search for a balance between conservation and sustainable development. The Operational Strategy will promote the strengthening of sustainable conservation and management practices while ensuring that cultural and national heritage remains an asset for fostering socio-economic development.

iv. Capacity building

With capacity building central to Flagship Programme 3, efforts will be made to develop a new sustainable approach to widely promote capacity building in areas such as nomination, management and conservation. This will be made possible by strengthening the existing collaboration with UNESCO's partners, in particular the Advisory Bodies (ICCROM, ICOMOS, IUCN), the AWHF, the Arab Regional Centre for World Heritage (ARC-WHC) and the other African UNESCO Category 2 Centres¹⁰ as well as educational institutions, such as the École du Patrimoine Africain (EPA), the Centre for Heritage Development in Africa (CHDA) and African

⁸ The African continent has 139 properties inscribed on the World Heritage List, of which 90 are listed as cultural, 43 as natural and 6 as mixed heritage sites. All 54 Member States in Africa (47 countries from the Africa Region and 7 countries from the Arab States Region) have ratified the World Heritage Convention.

⁹ Burundi, Comoros, Djibouti, Equatorial Guinea, Eswatini, Guinea-Bissau, Liberia, Sao Tome and Principe, Sierra Leone, Somalia, South Sudan and Rwanda.

¹⁰ Regional Centre for the Living Arts in Africa (CREAF), Bobo Dioulasso (Burkina Faso); Institute for African Culture and International Understanding (IACIU), Abeokuta, Ogun State (Nigeria); Regional Centre for the Safeguarding of Intangible Cultural Heritage in Africa, Algiers (Algeria).

universities, notably the two recently established UNESCO Chairs in Botswana¹¹ and Zimbabwe¹² dedicated to African heritage.

v. *Support cultural heritage experts from Africa*

Cultural heritage experts are among the main actors in influencing collective governance at all levels (international by participating in the Advisory Bodies system and national by supporting management authorities) and in implementing the World Heritage Convention and safeguarding African cultural heritage. Strengthening these experts' professional competencies and supporting their activities requires developing innovative empowerment approaches, including training and the establishment of networks to promote the exchange of experiences.

These five operational outputs of Main objective 1 have served as the basis for the four outputs of the Theory of Change, which provides the framework of action for the period 2022–2029.

¹¹ UNESCO Chair on 'African Heritage Studies and Sustainable Development', University of Botswana (2020).

¹² UNESCO Chair on African Heritage, The Great Zimbabwe University (2020).

2. Assessment of UNESCO World Heritage in Africa

As part of the approach to preparing this Strategy, an in-depth review of the progress made by the African continent in implementing the 1972 Convention mapped the strategic issues to be considered and adopted by the Member States. In bolstering African ownership of this Strategy, the review was closely aligned with the frameworks of the UN 2030 Agenda for Sustainable Development (United Nations, 2015a) and the African Union's Agenda 2063: 'The Africa We Want' (African Union, 2015), as well as other UNESCO policies and culture conventions relevant to the implementation of the 1972 Convention in Africa. A special session was organized in Pretoria (South Africa) between the experts, the working group and AWHF to align the Strategy with the AWHF Strategic Plan (2022–2027). Therefore, this section offers an in-depth reflection on the opportunities and challenges of World Heritage in Africa while presenting their possible integration into a Theory of Change for the Convention's optimal implementation in Africa.

2.1 Implementation of the World Heritage Convention in Africa

2.1.1 *The Global Strategy prior to 1994*

The 1994 UNESCO Global Strategy for a Representative, Balanced and Credible World Heritage List (hereafter referred to as the Global Strategy) (UNESCO, 1994a; 1994b) represents one of the first attempts at rectifying diversity imbalances on the World Heritage List. Such prioritization is testimony to its critical importance as a prerequisite for sustaining the credibility of the Convention.

Between 1975 and 1994, UNESCO strove to encourage States Parties to join the Convention and inscribe their sites on the World Heritage List, while creating a functioning system to that effect. From 1983 to 1993, a series of meetings were facilitated by IUCN and ICOMOS to raise awareness and understanding of the Convention by the African countries, albeit under the new name of 'Global Study' from 1987, with subsequent emphasis on comparative analyses.

During these initial stages of the Convention, nominations remained a priority concern for UNESCO; however, despite the best intentions, these earlier efforts at improving the implementation of the Convention by African countries were only partially successful. In 1987, only 18 of the 99 States Parties that had ratified the 1972 Convention had submitted tentative lists for cultural properties and only 12 States parties had tentative lists for natural ones.¹³

The year 1994 presented a contrasting scenario compared to the preceding time in the implementation of the Convention by the African States, setting a new vision. Terms like 'overrepresentation' on the List (first used to depict a comparatively large number of nominations by the Europe region) and 'misinterpretation' of the nature–culture continuum emerged, and substantial reviews of the nomination criteria to accommodate newly adopted typologies were undertaken. It is, therefore, clear that the implementation of the Convention before 1994 was focused on efforts to maintain its credibility.

Fifty years of UNESCO's efforts to build capacity in the African continent to implement the Convention have resulted in encouraging progress but these did not yield the expected lasting and sustainable impacts. The status quo is no longer desirable, considering Africa's diverse, rich and widely cherished heritage which has nothing to envy the rest of the world. Drawing inspiration from good examples of reforms in other regions such as Latin America and Asia Pacific where similar challenges have been

¹³ Report of the 11th session of the World Heritage Committee ([SC-87/CONF.005/9](#))

taken up in the past, Africa is today at a promising point to turn threats into opportunities to be accomplished by taking advantage of the present era of globalization. Forging effective networking, linkages, alliances and synergies within the continent itself and across other regions – and the whole world – is a strategic direction that should be fully pursued.

2.1.2 Heritage and sustainable development

The quest to balance heritage and sustainable development continues to stimulate considerable debate in Africa. At least six UNESCO-related deliberations have been made on this topic, starting with the Budapest Declaration as early as 2002, and culminating with the 2016 Ngorongoro Declaration. These all agree on the need to promote sustainable socio-economic development through the preservation of heritage. The Ngorongoro Declaration underlines the contribution of intergenerational relationships, notably women and youth, in this regard. The case in point is that following two decades of experimentation, balancing heritage preservation and socio-economic development in Africa is yet to be tangibly realized or demonstrated. There is thus a clear need to augment a people-centred approach to balancing the two.

2.1.3 UN 2030 Sustainable Development Goals and the African Union (AU) 2063 Agenda: 'The Africa We Want'

The fact that African heritage concerns are now embedded in the workings of both the UN and the AU fits well with the long-term aspirations of the African continent. UNESCO's synergy with the 2030 Agenda SDGs and the AU Agenda 2063 Goals has been repeatedly illustrated – for instance, through the 2014–2017 Flagship Programme of the Operational Strategy for Priority Africa – and is reiterated in the new Operational Strategy 2022–2029. There are strong linkages between UNESCO's Flagship Programme 5 (Power of culture for sustainable development) and AU Aspiration 5, Goal 16 (Cultural renaissance) and Aspiration 6, Goal 17 (Full gender equality), as well as with UN SDGs 5 (Gender equality) and 11 (Cities and human settlements). The Regional Coordination Mechanism for Africa (RCM-Africa), operating through the frameworks of the AU Agenda 2063 and the UN 2030 Agenda, provides a crucial platform for cementing these synergies, which can then be channelled to augment the implementation of the Convention by the African region. What is needed is to seize and upscale this opportunity while instilling a sense of ownership in all actors concerned.

2.1.4 Regional Action Plans following the Third Cycle of Periodic Reporting in the Africa sub-Saharan and Arab States regions

UNESCO's Periodic Reporting exercise serves as a regular six-yearly mechanism for monitoring the implementation of the Convention by States Parties since 2000. The African sub-Saharan region completed their Third Cycle of Periodic Reporting between 2019–2020, which was then discussed by the World Heritage Committee in 2021, ending with the adoption of the new Action Plan for sub-Saharan Africa 2021–2027.¹⁴ Topics requiring more intervention included: low representability and credibility, weak conservation and management systems, poor capacities, the need for awareness building and communication, community participation and sustainable development.

The Third Cycle of Periodic Reporting in the Arab States was carried out between 2018–2019 and was presented to the World Heritage Committee in 2021, leading to the adoption of the Regional Report

¹⁴ Decision 44 COM 10B, Results of the Third Cycle of the Periodic Reporting exercise in Africa. <https://whc.unesco.org/en/decisions/7651/>

and related Action Plan for the Arab States 2021–2027.¹⁵ Priority areas identified are related to enhancing the representation of cultural and natural heritage in the region, protection, conservation and management of UNESCO World Heritage, in particular for properties inscribed on the List of World Heritage in Danger (including through emergency preparedness, disaster risk response and planning for recovery), the integration of sustainable development policies in heritage management, and capacity building, as well as participation and engagement of all stakeholders, particularly local communities.

2.1.5 The AWHF Strategic Plan 2022–2027

The AWHF continues to reposition itself within UNESCO in line with the basic principles underpinning its foundation 16 years ago as an implementation mechanism self-funded by the African Member States to serve the region's interests and aspirations. The AWHF Strategic plan 2022–2027, approved on 17 March 2022, reaffirms its pivotal role in the preservation of African heritage by aligning the first four of its five objectives with the broader orientation of this Strategy. From 1 to 3 March 2022, a special working session was held with the AWHF in Pretoria to align the two strategies. The AWHF Strategic plan aims to achieve the following objectives in the coming five years:

- Objective 1: Contribute to increasing the number of African Heritage Sites on the UNESCO World Heritage List (converging with pillar 1, priority 1)
- Objective 2: Improving the management and conservation of World Heritage Properties in Africa (converging with pillar 4, priority 4)
- Objective 3: Increasing sustainable growth for local communities linked to developed World Heritage properties (converging with pillar 3, priority 3 and pillar 5, priorities 6 and 7)
- Objective 4: Strengthen partnerships to improve fundraising and awareness about AWHF and World Heritage (converging with pillar 4, priority 5)
- Objective 5: Institutional Consolidation of the African World Heritage Fund (converging with pillar 4, priority 5).

2.1.6 Sustainability and monitoring of the implementation of Main Objective 1 beyond 2029

The sustainability of this Strategy will be ensured by embodying a sense of its collective ownership and inclusive governance by the African region itself. Here, the process employed for preparing this Strategy, which has involved a diverse spectrum of stakeholders through a highly participatory approach, is considered useful. Furthermore, the Strategy has been subjected to intensive reviews by multiple stakeholders to ensure that the key issues have been fully taken on board. For inclusive governance, African Member States should be the anchor of this Strategy, both at the AU and UNESCO levels. It should be well integrated into the planning frameworks of Member States at both national and local levels to ensure its resources and monitoring. The current dependence on outside donors is not sustainable for the changes advocated by the Member States.

2.2 Situational analysis and opportunities

2.2.1 Critical review

¹⁵ Decision 44 COM 10A. Report on the results of the Third Cycle of the Periodic Reporting exercise in the Arab States. <http://whc.unesco.org/en/decisions/7652/>

Implementation of the Convention by the African region since its adoption in 1972 has met with numerous challenges. Despite the strenuous efforts of the UNESCO World Heritage Centre (WHC) and its Advisory Bodies – in particular, with regard to raising regional capacity – the situation falls far short of Africa’s expectations. Half a century after the adoption of the Convention, similar problems remain for the region – insufficiently developed tentative lists, unsuccessful nomination submissions and generally inefficient management and conservation practices. These are compounded by a myriad of complex issues, such as community participation, climate change and other calamities, and integrating sustainable development into the processes of the World Heritage Convention. This intricate and perplexing situation surrounding the implementation of the Convention supports the view advocated by the UNESCO Member States that heritage within the African context should be redefined.

The new Flagship Programme 3 of the Operational Strategy for Priority Africa 2022–2029 takes a holistic approach to address these challenges. It focuses on building the capacity of the African continent to manage heritage as a source of resilience, humanity and innovation.

2.2.2 SWOT analysis

It is important to establish the main strengths, weaknesses, opportunities and threats (SWOT) for the implementation of the Convention by the African region for consideration in the new Strategy in order to embed them in the implementation framework of the Convention (Figure 1).

Strengths	Weaknesses
<ul style="list-style-type: none"> . Convention has been ratified by all African countries . Diverse and broad heritage wealth in comparatively undisturbed conditions . Sufficiently developed (national and international) systems for managing heritage . The AWHF (a Category 2 Centre) has proven experience in capacity building 	<ul style="list-style-type: none"> . Poor collaboration and partnerships among States Parties and subregions . Poor capacity at various levels in implementing the aspirations of conservation . Poor inclusiveness in the management of heritage, in particular for local communities, and lack of data on women’s participation, including at the decision level . Low solicitation and insufficient number of capacitated African World Heritage experts . Poor integration of the Regional Action Plans into States Parties’ national and regional planning frameworks
Opportunities	Threats (Challenges)

<ul style="list-style-type: none"> . Subregional and continental synergies coordinated through Regional Economic Communities and driven by the African Union's strong strategic partnership with the UN . A large youth segment (>40% of Africa's population) for advancing the work of the Convention . Increasing availability and evolution of technology (especially digital) for sustaining heritage-based socio-economic development . Potential for traditional management practices to be strengthened and more strongly integrated into the management system and plans . Potential for greater cooperation between UNESCO Chairs, Universities and higher learning institutions , therefore increasing networking 	<ul style="list-style-type: none"> . Rapid heritage erosion due to changes in socio-economic, demographic and technological conditions . Heritage conservation underplaying its central role of contributing to livelihoods and societal needs of economic development . Political instability and uncertainties leading to civil conflicts as well as management issues . Risks and other calamities, including climate change and uncontrolled development . Lack of harmonization between proposals from State Parties' national and regional planning frameworks and procedures in the Guidelines for the implementation of the Convention
---	---

Figure 1. SWOT analysis for the implementation of the Convention by the African region.

Source: UNESCO.

3. Diagnostic of the structural challenges

In addition to the diagnosis drawn from the SWOT analysis in Figure 1, derived from previous reflection exercises, such as Third Periodic Reporting, and through discussion with the Member States, Advisory Bodies and experts, this section examines the structural challenges hindering the implementation of the 1972 Convention in Africa.

3.1 Main structural challenges

The following are structural challenges that hinder the governance and development of the heritage at the local level, negatively influencing the whole implementation process of the Convention and resulting in poor states of conservation and unsuccessful nomination processes in many African countries.

3.1.1 Insufficient institutional awareness and capacity

Most African States Parties lack institutionalized capacity at various levels for the processes, procedures and mechanisms relating to the implementation of the 1972 Convention. This perceived deficiency has been the focus of UNESCO and some Advisory Bodies (in the case of Africa 2009) throughout the past few decades, with increased capacity-building activities. Many factors contribute to this lack of institutionalized capacity. For example, at the national level, phenomena such as administrative changes, role rotation and insufficient financial resources to retain talent and expertise within public institutions often pose a barrier to sustainable knowledge development, sharing and the building of institutional awareness of the Convention.

3.1.2 African expertise and representativity

The insufficient number of African experts specializing in World Heritage and Convention-related processes and/or working with the Secretariat, State Parties and Advisory Bodies is also a challenge. This often leads to considerable strain on both the demand for and supply of expertise on the continent. The lack of expertise required for an optimal implementation of the Convention leads to two phenomena. First, most African countries lack expertise in identifying potential sites, developing nomination dossiers, preparing conservation and management plans, and developing policies and plans for the promotion of sustainable tourism. Second, the lack of local experts – in particular women, who are the custodians of traditional knowledge and practices – creates a deficiency in traditional knowledge and experience, which, in turn, negatively impacts the quality of most of the outcomes required/expected in implementation processes and hinders progress towards gender equality. This poses an additional barrier to full representativity on the World Heritage List, as well as the adequate development of endogenous tools and mechanisms to ensure efficiency in sustainable conservation, effective management and comprehensive and inclusive promotion of properties.

3.1.3 Involvement in developing Convention mechanisms and contributing to Advisory Bodies' services

The current mechanisms for implementing the Convention and the role played by the Advisory Bodies do not sufficiently incentivize African Member States to ensure equitable representativity on the World Heritage List. While there is no wish to adapt a set of mechanisms for a specific region or to gain any advantage, the challenge is that African experts feel that the continent has not been given fair opportunities within the governance of the World Heritage system, especially with regard to the Advisory Bodies. The peripheral role played by the African experts in the activities and decision-making mechanisms of the Advisory Bodies exacerbate the situation and marginalizes efforts from many African countries to confidently pursue the process of nomination.

3.1.4 Knowledge-sharing and sustainability through universities/higher learning institutions

Knowledge development, sharing and documentation are crucial to ensure the sustainable conservation, management and promotion of heritage anywhere around the globe. In Africa, however, this critical issue has not been fully institutionalized. Despite efforts to promote the inclusion of heritage in universities' curriculums, not all countries have done this sustainably due to either a lack of capacity or of experts capable of delivering such content. In addition, specialist institutions such as the EPA, CHDA and MWEKA have not yet been able to fill the gap, although they have now been functioning for more than a decade. This has led to the lack of a formalized network of competent higher learning institutions, which in turn creates a significant barrier to the development of a continental pool of talent, expertise and knowledge of African cultural heritage.

3.1.5 Inclusivity and engagement of civil society and local communities

The inclusion of civil society in all its diversity – especially local communities – in the management-related processes and mechanisms of the World Heritage properties in Africa remains challenging due to a variety of factors that are neither uniform nor shared by all countries. This lack of participation and/or engagement leads to poor safeguarding practices and unfavourable outcomes for all those involved, and the situation becomes even more urgent in the cases of women and youth. In addition, the frequent disengagement of civil society and vulnerable groups, such as women and youth, from heritage conservation and promotion efforts in Africa has a negative effect – particularly for women – on awareness, advocacy and mobilization of resources from both the private and public sector, to support an optimal state of site conservation, while providing sustainable livelihoods.

3.1.6 The role of women in the transmission of knowledge and safeguarding of the heritage

Finally, the role of women in the development of heritage in Africa is minimal, both in terms of the transmission of traditional knowledge and participation in safeguarding mechanisms. The challenge is that the current mechanisms for implementing the 1972 Convention in many African countries do not incorporate 'gender-sensitive', 'gender-responsive' or 'gender-transformative' policies, despite the fact that gender equality is UNESCO's second global priority together with Priority Africa.

Women represent around half of the culture sector's workforce; they play an important role in the creation, transmission, safeguarding and promotion of traditional knowledge, but they represent only 24% of managers (WHC/21/44.COM/5A) and are often exposed to more challenges than men, especially in Africa. Women in cultural occupations earn less, secure fewer jobs and have less access to social protection. This horizontal and vertical segregation, combined with the lack of diversity of cultural experts in Africa, could further marginalize women, who are denied the same opportunities to share their unique perspectives and knowledge with the world.

Despite the progress made in many areas, there is still a lack of data and statistics regarding women's roles in relation to cultural heritage; cultural policies and measures addressing gender inequalities often support women's participation in cultural life without recognizing or advancing their status as artists or cultural professionals. With gender equality as a global priority, together with Africa, it is of vital importance to UNESCO that countries incorporate a gender dimension into the implementation of all UNESCO cultural conventions, including the 1972 Convention, allowing women to have the same opportunities as men to access, participate, benefit from and shape cultural activities free of gender bias.

3.2 Areas of intervention

To offer a guarantee of sustainable conservation and effective management, as well as the development of a solid nomination dossier, the following areas of intervention are proposed:

3.2.1 *Improving management for stronger nominations in Africa, capitalizing on traditional knowledge systems*

Nominations in Africa continue to be a cause for concern and preclude the presentation of the richer heritage spectrum of the region on a global scale. However, in the face of stringent UNESCO guidelines, the successful nomination of sites requires adequate levels of both contemporary and traditional expertise and skills – something that has been lacking in African regions over the years. It is therefore important to continue capacity building as an investment across the continent in this regard, through strategic training and with the close participation of local communities in order to ensure better representation for Africa. In discussing this matter, the participants emphasized the idea of African **identity** and underlined the following keywords: Aspiration, autonomy, credibility, legacy, ownership, recognition and visibility.

3.2.2 *Incremental capacity building for sustainable knowledge and expertise focused on African experts*

This synthesis has also made it apparent that the overall professional and technical capacity of African experts to manage World Heritage properties remains a contentious issue, something that is also acknowledged by the AU. This is despite the fact that training has been a constant intervention in Africa over the past 50 years of implementation of the Convention. This means that we have been engaged in training and development efforts that have had no significant effect. There is a need to seriously review current training approaches and outcomes within the region so as to develop and promote the best training models to be adopted and scaled up for more effective implementation of the Convention. In this regard, the key aim is to raise the **capability** of Africans to do their best and do it by themselves. The keywords discussed under this theme were: Education, empowerment, knowledge, local resources, research, skills and transformation.

3.2.3 *Collaborative resilience: Risk management, climate change and danger-listing*

Heritage continues to suffer detrimental risks and disasters at all levels – climate change in particular stands out as a priority area for action. Interventions in this area should focus on enhancing collaboration to combat current and potential negative effects. Here, the contribution of traditional knowledge and skills of local communities in **risk management** should also be considered – there is a need for increased research into traditional approaches and for scaling up best practices within the region.

In the case of danger-listed properties, the Desired State of Conservation for Removal of properties from the World Heritage List in Danger (DSOCR) and corrective measures should be developed, and support provided to properties for their removal. There remains the issue of African Member States' level of risk preparedness and capacity to face challenges in this area. Uncontrolled urban planning in Africa is starting to become a threat to both cultural and natural protection.

The main keywords discussed in this area were: Education, knowledge, transformation, empowerment, local resources, research, planning and skills.

3.2.4 Leaving no one behind: Social cohesion, youth, gender balance and heritage promotion

It has been repeatedly stated that communities are both the key actors and beneficiaries of the Convention – they have much to give and much to gain from its implementation. The youth, on the other hand, are not only critical as intergenerational successors who will ensure the transmission of heritage, but it is also anticipated that they will play a critical role in harnessing rapidly evolving technology to balance heritage and sustainable development. They should be given the utmost priority for this. The private sector, Indigenous peoples, rights-holders, minorities and women also have their roles to play. As we struggle to transform how African heritage is managed in today's world, we should leave no one behind. Hence, **communities** in all their forms are represented in several keywords: Awareness, emancipation, engagement, gender, inclusion, livelihood, togetherness and youth.

3.2.5 Working together: Forging new partnerships and furthering intersectoral and interagency cooperation

Improving the capacity to manage the implementation of the Convention is fundamentally a question of human, financial and other resources. This has been the key topic in almost every discussion and report focused on the subject within the African region.

Enhancing partnerships and collaborations, including at a global level, is essential to synergize interventions by eliminating repetitions or redundancies and consolidating the attainment of common aspirations. It is an issue of credibility for the African Member States to implement the Convention. A number of keywords were associated with this idea, namely: Communication, connections, cooperation, integration, partnerships, reconciliation and solidarity.

3.2.6 Harnessing good heritage conservation practices for socio-economic development

It could be argued that, thus far, heritage has not tangibly contributed to the attainment of socio-economic transformation within the African region. However, there are a number of good heritage conservation practices that have produced socio-economic benefits for local communities in some countries. The issue, therefore, concerns the demonstration and sharing of experiences, the promotion of sustainable heritage conservation models, as well as upscaling as far as possible within the region. There remains the need for innovative approaches to capacity building, which will in turn feed into the heritage and socio-economic challenges facing various African societies. The **liveability** of African communities through heritage is the key issue, described through different concepts and keywords: Commitment, creativity, credibility, development, opportunities, resilience and sustainability.

3.2.7 Reversing structural imbalance to leverage representativity of African heritage on the World Heritage List

i) Supporting the 12 African States Parties with no property inscribed on the World Heritage List

Support must continue for the development of credible nomination dossiers for each of the 12 States Parties with no properties on the World Heritage List by sensitizing and encouraging these countries to make good use of the resources, tools and mechanisms available to them and by fast-tracking the dossier preparation process. In order for them to get the most benefit, capacity-building courses on the processes of nomination and tentative listing should be specifically targeted towards these 12 countries. Along the same lines, the development (or revision) of strong and credible tentative lists for countries not represented on the World Heritage List should remain a priority. UNESCO, in close collaboration with the AWHF and Advisory Bodies, should also support these countries in undertaking rigorous assessments to

identify sites with potential Outstanding Universal Value (OUV) in line with existing gap analyses and thematic studies.

ii) Increasing the number of properties in Africa on the World Heritage List

While benefiting from the generous contribution of international donors, the Secretariat and the UNESCO Field Offices must continue to provide assistance to States Parties with properties already inscribed on the UNESCO World Heritage List to develop solid nomination dossiers with a view to improving the representativity and credibility of the World Heritage List in Africa. A process of identification, an assessment of tentative lists, undertaking thematic studies and the elaboration of pre-nomination guidelines for States Parties on a more diverse portfolio of sites, such as modern heritage, wetland sites and sites of memory, will also contribute positively to increasing representativity on the List.

iii) Regional balance of the World Heritage List

The World Heritage Committee has already discussed the issue of regional balance on the World Heritage List, its reflections dating back to the Convention's 20th anniversary celebrations – see, for example, WHC-92/CONF.002/4; WHC-11/35.COM/INF.9A; WHC-12/36.COM/9A. The adoption of the Global Strategy for a Credible, Balanced and Representative World Heritage List in 1994 was the outcome of this reflection. The Committee has continued to reflect on and evaluate the Strategy until the 40th anniversary of the Convention.

The Strategy for World Heritage in Africa deals with challenges facing Africa and proposes concrete solutions for African countries with regard to improved identification, nomination, sustainable conservation and effective management of their sites; the 50th anniversary of the Convention will present a further opportunity to reassess the issue of regional balance.

The debate on Global Priority Africa should also reflect how this can be ultimately and universally to the benefit of every region represented on the List. This strategy raises similar questions to those raised in 1994 about how to strike the right balance of representativity of Africa and other regions on the List within the framework of the Convention. With the current trend, the imbalance on the List will persist and become even greater as leading regions continue to inscribe more and more sites while Africa and other regions are striving to fill the gap. Therefore, the debate on regional balance is necessary and should be left to the consideration of the World Heritage Committee as per its mandate and practices.

3.3 Issues and needs emerging from the consultations

This subsection explores the key findings of the consultation work. These findings will structure the Strategy to respond to the questions and challenges described in the five outputs of the Operational Strategy for Priority Africa (2022–2029) and the result of the SWOT analysis in Figure 1. The findings of the consultations will influence the actions and targets of the Strategy. The specific stakeholder recommendations resulting from the wider consultative process form part of this synthesis.

Notably, there was a broad consensus in acknowledging that the continent still faces considerable challenges in protecting, preserving and promoting heritage. Participants agreed on **seven key issues** to be addressed for this Strategy to succeed:

- i) African Heritage remains underrepresented on the UNESCO World Heritage List (12 countries with no sites inscribed and 3 have not developed their tentative lists);
- ii) Many African World Heritage properties have been on the List of World Heritage in Danger

- for many years without a clear path for their removal;
- iii) There is insufficient involvement of the few African experts in issues related to World Heritage, including in the processes led by the Advisory Bodies (ICCROM, ICOMOS and IUCN);
 - iv) There is a lack of socio-economic development programmes to strike an adequate balance with the conservation and planning needs of UNESCO World Heritage properties;
 - v) Participation of women and youth in World Heritage processes is still low;
 - vi) Investment in digital technologies for Heritage conservation and promotion remains insufficient;
 - vii) Local communities and civil society still do not play a large enough role in the management of UNESCO World Heritage properties.

Based on these issues highlighted in the consultations, and previously identified in the Regional Action Plans of the African and Arab States regions, interventions are required in **seven key areas** to unlock the full potential of African Heritage:

- i) Increase representativity of African Heritage on the UNESCO World Heritage List, namely by providing targeted support to least represented countries;
- ii) Support African countries in their efforts to remove their properties from the List of World Heritage in Danger;
- iii) Strengthen the role of African experts working on World Heritage issues, including within the Advisory Bodies (ICCROM, ICOMOS and IUCN);
- iv) Promote socio-economic development programmes while striking an adequate balance with the conservation and planning needs of World Heritage properties;
- v) Give a more prominent role to women and youth;
- vi) Develop the use of digital technologies;
- vii) Ensure local communities and civil society play a key role in the management of World Heritage properties.

4. A vision for Africa – Principles, pillars and priorities

The entire process leading to the present Strategy began with an internal evaluation that yielded the SWOT analysis and a diagnosis of structural challenges, as mentioned above. This preliminary phase laid the groundwork for the consultation process that followed, which helped to identify the areas for intervention. This process culminated in the formulation of an overall vision for World Heritage in Africa, which is at the heart of the strategy. This vision aims to harness the full potential of all actors and levels of society, and is built on three guiding principles, five pillars and seven priorities (Figure 2).

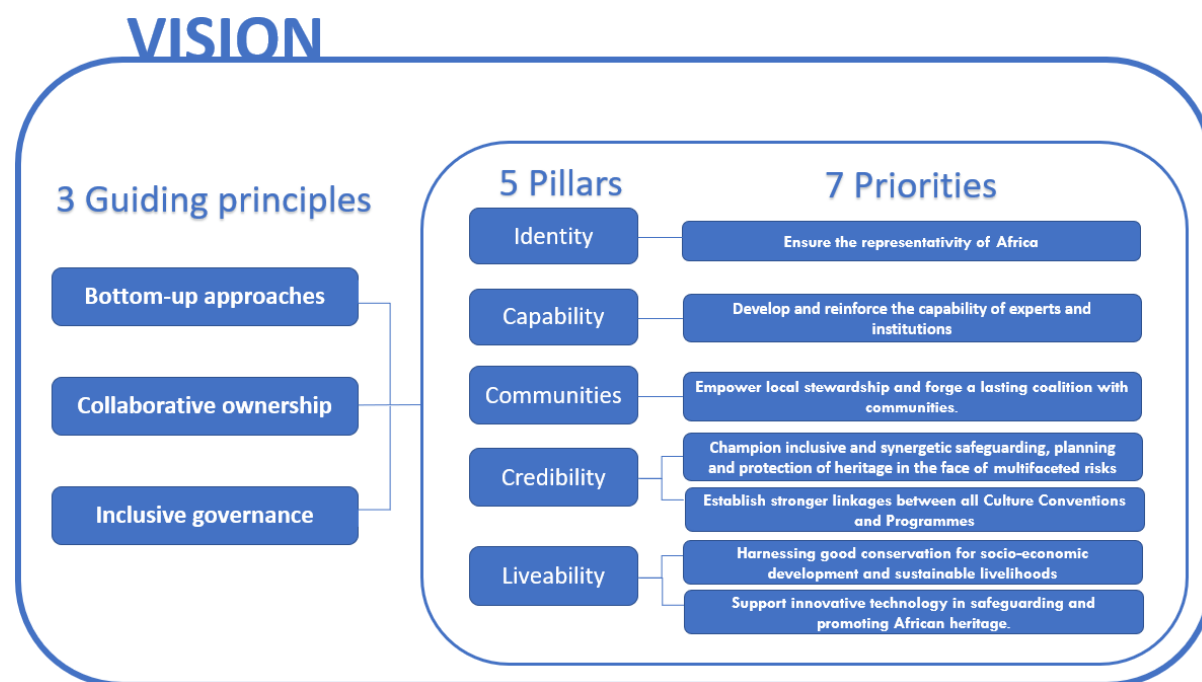


Figure 2. Vision, principles, pillars and priorities of the Strategy. Source: UNESCO

The vision is that of an **Africa that enjoys and reflects its full diversity on the World Heritage List, safeguards its heritage and ensures its transmission to future generations.**

This vision aims for African identity to be represented in its diversity on the World Heritage List, with strengthened capacities and sustainable livelihoods for all, building on inclusive participatory approaches and new partnerships. It is founded on three guiding principles which (i) call to **adopt bottom-up approaches** that favour fostering community-led initiatives to empower local communities and civil society, in particular youth and women; (ii) instil **collaborative ownership** through new cross-sectoral partnerships and inter-/intra-regional cooperation; and (iii) promote **inclusive governance** that favours good decision-making practices for positive results, based on a mutually beneficial engagement of all Member States and stakeholders.

In order to realize the ambition to generate profound change for World Heritage in Africa, the consultations produced five key notions that form the pillars of the Strategy (see Figure 3):

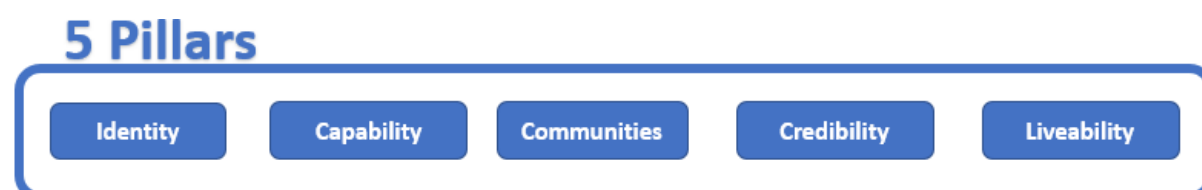


Figure 3. Pillars of the Strategy. Source: UNESCO

These pillars will be operationalized through **seven priorities** that will structure progress and guide the actions towards attaining the goals of change by 2029 and beyond:

- The priority for pillar 1 (Identity) is to **ensure the representativity of Africa** on the World Heritage List to foster its rich diversity and identity.
- For pillar 2 (Capability), the priority is to **develop and reinforce the capability of institutions, universities and experts** in partnership with the AWHF, so that the safeguarding of African heritage is increasingly ensured through African expertise.
- The priority for pillar 3 (Communities) is to **empower local stewardship and forge a lasting coalition with communities** to strengthen the implementation of the Convention.
- Pillar 4 (Credibility) defines two priorities which aim (i) to **champion inclusive and synergetic safeguarding, planning and protection of heritage in the face of multifaceted risks** and (ii) to **establish stronger linkages between all Culture Conventions and Programmes** to foster inter-African cooperation on heritage.
- Pillar 5 (Liveability) also pursues two priorities that aim (i) for the sustainability of African heritage by **harnessing good conservation for socio-economic development and sustainable livelihoods** and (ii) to support the use of **innovative technology in safeguarding and promoting African heritage**.

The substantive conclusions of the wide-reaching consultation process provided the substance and structure that helped elaborate the present strategy, providing evidence of a large consensus that understands heritage in its entirety, intertwined with all aspects of life that often appear outside the strictly cultural sphere. This requires holistic approaches and long-term perspectives, capitalizing on both traditional knowledge and the use of innovation, including new and digital technologies. It calls for strong empowerment of all actors at the local levels, in combination with stable institutions and efficient policies. It is with this understanding that all African stakeholders must become the actors for the change they aspire to, through the safeguarding of heritage that is truly representative of a rich, diverse and determined Africa.

5. Theory of Change

Based on the above-mentioned vision with its pillars and priorities, a 'Theory of Change' has been developed, which provides the framework of action for the period 2022–2029 to operationalize the vision with a view to achieving a lasting impact (Table 1). It is supported by a clear overview of performance indicators, baselines, targets and activities (Tables 2–6).

As stated above, implementing this Strategy will also contribute to achieving several Sustainable Development Goals (SDGs) and their Targets, as well as to achieving the Aspirations and Goals of the African Union's Agenda 2063: The Africa We Want. The key aims of these agendas that explicitly refer to cultural and natural heritage are:

SDG 11: Sustainable cities and communities – Target 11.4. Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

Aspiration 5: An Africa with a strong cultural identity, common heritage, shared values and ethics – Pan-Africanism and the common history, destiny, identity, heritage, respect for religious diversity and consciousness of African peoples and her diasporas will be entrenched.

Goal: Africa cultural renaissance is pre-eminent – inculcating the spirit of Pan Africanism; tapping Africa's rich heritage and culture to ensure that the creative arts are major contributors to Africa's growth and transformation; and restoring and preserving Africa's cultural heritage, including its languages.

In addition to these, the following SDGs will be pursued:

- **SDG 4** – [Quality education](#): Targets 4.3, 4.4. and 4.7
- **SDG 5** – [Gender equality](#): Targets 5.5 and 5.b
- **SDG 8** – [Decent work and economic growth](#): Targets 8.3, 8.6 and 8.9
- **SDG 10** – [Reduced inequalities](#): Target 10.2
- **SDG 11** – [Sustainable cities and communities](#): Targets 11.b and 11.c
- **SDG 13** – [Climate action](#): Targets 13.1, 13.2, 13.3 and 13.b
- **SDG 17** – [Partnerships for the Goals](#): Targets 17.9, 17.16 and 17.17

Moreover, the following [Aspirations and Goals](#) of the African Union's Agenda 2063 will also be targeted:

- **Aspiration 1:** A prosperous Africa based on inclusive growth and sustainable development – Goals 1 and 7
- **Aspiration 3:** An Africa of good governance, democracy, respect for human rights, justice and the rule of law – Goal 2
- **Aspiration 4:** A peaceful and secure Africa – Goal 2
- **Aspiration 6:** An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children – Goals 1 and 2
- **Aspiration 7:** Africa as a strong, united, resilient and influential global player and partner – Goal 2

5.1 Overview of outcome, outputs and associated activities

Table 1. Theory of Change: Overview of outcome, outputs and associated activities

Impact	Supported African Member States protect and promote culture and heritage to ensure the sustainable social, economic and environmental development of African societies towards the achievement of the SDGs 4, 5, 8, 10, 11,13 and 17 of the 2030 UN Agenda, and of the Aspirations 1, 3, 4, 5, 6 and 7 of the AU Agenda 2063				
Assumptions	Active and meaningful involvement of key cultural stakeholders including communities, youth and women. Supported Member States have the means and the political will to protect and promote culture and heritage to enable the achievement of the UN Agenda 2030 and the AU Agenda 2063				
Outcome	Government institutions, experts and communities, including women and youth, increase representativity on the World Heritage List and enhance the protection, conservation, management, safeguarding and promotion of World Heritage for harnessing sustainable livelihoods and development in Africa				
Assumptions	Decision-makers ensure supportive conditions are in place	Inclusive and diverse groups of cultural stakeholders play an integral role in protecting and promoting heritage	Inclusive and diverse community groups play an integral role in protecting heritage and promoting a creative economy	Partners are mobilized and have sufficient resources to implement the activities	
Outputs	1. Government institutions are empowered to enhance the representativity of Africa for fostering its rich diversity and identity	2. Capacities of institutions, universities and experts, including women and young professionals, reinforced to support World Heritage-related processes for enhanced protection, conservation, management and promotion of African World Heritage, including to mitigate the multifaceted risks threatening World Heritage	3. Capacities of communities, including women and youth, Indigenous members, as well as community-based organizations, strengthened and supported for their increased engagement in heritage-related processes, to foster creative industries, enhance conservation and sustainable practices at World Heritage sites, including through the use of new technologies	4. Establishment of mechanisms fostering Inter-African partners' cooperation to strengthen linkages between Culture Conventions, Recommendations and Programmes and enhance the safeguarding of heritage	
Assumptions	Institutional and human capacities, as well as financial resources, are available to implement the activities	Regional and national diverse key cultural stakeholders means to access safe places and meaningfully engage Targeted groups meaningfully reached	Local communities recognize and buy in to the relevance of the activities and the benefits of their objectives	Security and political conditions allow for the implementation of the activities	
Activities	<ul style="list-style-type: none"> * Providing targeted support to 12 African countries that are not yet represented on the World Heritage List to develop nomination dossiers * Conducting training and targeted missions to support States Parties to identify potential sites and include new categories of African Heritage * Developing and implementing training to revise and harmonize tentative lists, including transboundary and transnational sites * Providing targeted support to 8 States Parties concerned in developing Desired States of Conservation for the Removal of properties from the List of World Heritage in Danger (DSOCR) and in implementing corrective measures for the 21 properties (i.e. International Assistance, training, missions, extrabudgetary projects) 	<ul style="list-style-type: none"> Mentoring up to 20 African experts per year, including women and young professionals, through an intensive and gender-inclusive Mentorship Programme to work for the 1972 Convention * Establishing and operationalizing the African Site Managers Network to support site managers and governmental institutions for improved management, cooperation and knowledge sharing* Promoting the development and delivery of joint programmes by AWHF and ARC-WH with the Advisory Bodies (ICCROM, ICOMOS, IUCN) to train African experts as part of their strategic plans * Facilitating the establishment and operationalization of a Pan-African Network of Universities and Higher Learning Institutions to develop heritage curriculums and support heritage-related processes * Organizing of 10 capacity-building workshops with gender-responsive approach for 300 key stakeholders (of whom 75 women and 75 under 35) on the conduct of Environmental and Social Impact Assessment (ESIA), Strategic Environmental Assessment (SEA) and Heritage Impact Assessment (HIA) to avoid adverse impacts of rapid and uncontrolled development, as well as the impact of climate change on heritage conservation * Developing clear gender-responsive guidelines for the adoption/revision of gender-responsive domestic legislation incorporating international law to ensure holistic safeguarding of heritage, and organize subregional workshops to this effect * Providing updated training on heritage management, risk mitigation, entrepreneurship and sustainable tourism to better safeguard African heritage * Organizing of 10 capacity-building activities supporting and promoting projects that aim to develop digital access for promotion through existing mechanisms (i.e. International Assistance, Participation Programme and extrabudgetary projects) * Conduct feasibility studies for the establishment of two heritage schools in Africa functioning as Category 2 Centres under the auspices of UNESCO (EPA and CHDA) 	<ul style="list-style-type: none"> * Advocacy activities to foster the inclusion of community-based organizations and Indigenous communities for World Heritage * Developing and supporting youth-driven projects in heritage-based industry, including creative industries * Providing subregional training on conservation and entrepreneurship in collaboration with relevant partners * Supporting and promoting the development of entrepreneurship projects contributing to local socio-economic development through existing mechanisms (i.e. International Assistance, Participation Programme and extrabudgetary projects). * Developing gender-responsive policies, frameworks and guidelines to support a gender-responsive, balanced and inclusive development within and around World Heritage properties as well as investment in sustainable heritage-related businesses and supporting projects that integrate different industries in good conservation and sustainable tourism promotion practices * Supporting and promoting youth-driven initiatives focusing on the use of digital and new technologies through existing mechanisms (i.e. International Assistance, Participation Programme and extrabudgetary projects) 	<ul style="list-style-type: none"> * Establishing a permanent platform for exchange and discussion among the six UNESCO Culture Conventions' national focal points in Africa, to promote the implementation of HUL and harmonize nomination proposals for more than one Convention List * Organization of quarterly meetings aiming at gender parity between the World Heritage Centre and the AWHF and ARC-WH to support the implementation of the Strategy and Strategy and AWHF and ARC-WH Strategic Plans * Promoting increased transnational cooperation through Regional Economic Communities (RECs) for World Heritage Convention processes and support * Strengthening collaboration with other UNESCO Sectors (Science, Education and Communication and Information) and United Nations (UNITAR, UNOPS, UNDP) agencies to encourage technological developments in heritage management and safeguarding 	

5.2 Outcome of the Strategy

Outcome: Government institutions, experts and communities, including women and youth, increase representativity on the World Heritage List and enhance the protection, conservation, management, safeguarding and promotion of World Heritage for harnessing sustainable livelihoods and development in Africa

Overall budget: **USD 27,009,791**

Table 2. Outcome: Performance indicators, baseline, targets and associated activities

Performance indicator		Baseline	Target 2025	Target 2029
i.	Number of government institutions that enhance Africa's representativity for fostering its rich diversity and identity (disaggregated by: type, geographical location/area)	0	50%	100%
ii.	Number of African States Parties that have developed/updated their tentative lists	51	54	54
iii.	Number of African heritage key stakeholders who enhance the protection, conservation, management, safeguarding and promotion of World Heritage (disaggregated by: sex, age, profile, geographical location/area)	0	1,000 (50% women and 50 % under 35 years old)	2,000 (50% women and 50% under 35 years old)
iv.	Number of innovative activities that harness sustainable livelihoods and development in Africa implemented by governments, cultural institutions and communities	0	45	90
v.	Number of partnership mechanisms in place and used by national and international partners to strengthen their cooperation	0	6	6

Output 1: Government institutions are empowered to enhance the representativity of Africa for fostering its rich diversity and identity

Estimated budget for Output 1: **USD 10,667,285**

Table 3. Output 1: Performance indicators, baseline, targets and associated activities.

Performance indicator		Baseline 2022	Target 2025	Target 2029
1i.	Number of African States Parties empowered to enhance representation on the World Heritage List	42 out of 54 (78%)	12 not represented	54 (100%)
1ii.	Number of African sites successfully supported for inscription on the World Heritage List	N/A	10	28
1iii.	Number of African States Parties empowered to develop/update their tentative lists	51 out of 54 States Parties have tentative lists (94%)	54	54 (100%)
1iv.	Number of properties supported to be removed from the World Heritage List in Danger	21, of which 13 have already a DSOCR and corrective measures adopted by the World Heritage Committee	21 properties have a DSOCR and corrective measures adopted by the World Heritage Committee (100%)	10 (supported to be removed from the World Heritage List in Danger)

Activities:

- 1i. Providing targeted support to 12 African countries that are not yet represented on the World Heritage List to develop nomination dossiers
- 1ii. Conducting training and targeted missions to support States Parties to identify potential sites and include new categories of African Heritage
- 1iii. Developing and implementing training to revise and harmonize tentative lists, including transboundary and transnational sites
- 1iv. Providing targeted support to 8 States Parties concerned in developing Desired States of Conservation for the Removal of properties from the List of World Heritage in Danger (DSOCR) and in implementing corrective measures for the 21 properties (i.e. International Assistance, training, missions, extrabudgetary projects)

Output 2: Capacities of institutions, universities and experts, including women and young professionals, reinforced to support World Heritage-related processes for enhanced protection, conservation, management and promotion of African World Heritage, including to mitigate the multifaceted risks threatening World Heritage

Estimated budget for Output 2: **USD 6,565,206**

Table 4. Output 2: Performance indicators, baseline, targets and associated activities

Performance indicator		Baseline 2022	Target 2025	Target 2029
2i.	Number of African heritage experts mentored to implement the World Heritage Convention (disaggregated by: sex, age, profile, geographical location/area)	Mentorship Programme established. (by November 2022: 6 mentors and 12 mentees enrolled)	60 (50% women and 50 % under 35 years old)	160 (50% women and 50 % under 35 years old)
2ii.	% of African site managers registered and engaged in a Pan-African Site Managers Network to strengthen and promote African expertise on World Heritage	By November 2022: Pan-African Site Managers Network established	50% registered and 35% actively using the network	100 % registered and 75% actively using the network
2iii.	Number of African mentees engaged in joint activities planned by AWHF, ARC-WH and Advisory Bodies (ICCROM, ICOMOS, IUCN)	Mentorship Programme established.	30 (50% women and 50 % under 35 years old)	66 (50% women and 50 % under 35 years old)
2iv.	Number of heritage education hubs established and fully operational in a network of universities and/or higher learning institutions to reinforce capacity building and promote African heritage	Four UNESCO Chairs established	5 hubs, of which 2 fully operational	1 network (with 5 fully operational educational hubs)
2v.	Number of key stakeholders (key actor involved in site management, conservation and governance) that have improved capacities on impact assessments (SEA, HIA, etc.) and HUL approach to mitigate risks and facilitate development (disaggregated by: sex, age, profile, geographical location/area)	By November 2022: 35 stakeholders	150	300
2vi.	% of World Heritage properties in Africa supported to develop and approve/adopt a gender-transformative management plan that integrates risk mitigation and sustainable tourism strategies to support sustainable development	32 of 139 sites in Africa (23%) have a disaster, climate or conflict risk management plan	50% (70 sites)	100% (139 sites)
2vii.	Number of key stakeholders involved in conservation and management which have improved capacities on heritage and innovative technologies to encourage	No capacity building carried out	150	300

	technological developments in heritage management and safeguarding			
2viii.	Number of World Heritage properties supported to develop digital access and use innovative technology for promotion and enhancing conservation	No property has developed digital access	12	25
2ix	Number of African heritage schools established to provide training assistance in World Heritage related processes to African States Parties, created, functioning as Category II Centres under the auspices of UNESCO	No school (1 C2C -AWHF)	1 school 1 C2C 5 Education Hubs 1 Network	2 C2C

Activities:

- 2i. Mentoring up to 20 African experts per year, including women and young professionals, through an intensive and gender-inclusive Mentorship Programme to work for the 1972 Convention
- 2ii. Establishing and operationalizing the African Site Managers Network to support site managers and governmental institutions for improved management, cooperation and knowledge sharing
- 2iii. Promoting the development and delivery of joint programmes by AWHF and ARC-WH with the Advisory Bodies (ICCRUM, ICOMOS, IUCN) to train African experts as part of their strategic plans
- 2iv. Facilitating the establishment and operationalization of a Pan-African Network of Universities and Higher Learning Institutions to develop heritage curriculums and support heritage-related processes
- 2v. Organizing of 10 capacity-building workshops with gender responsive approach for 300 key stakeholders (of whom 75 women and 75 under 35) on the conduct of Environmental and Social Impact Assessment (ESIA), Strategic Environmental Assessment (SEA) and Heritage Impact Assessment (HIA) to avoid adverse impacts of rapid and uncontrolled development, as well as the impact of climate change, on heritage conservation
- 2vi. Developing clear gender-responsive guidelines for the adoption/revision of gender-responsive domestic legislation incorporating international law to ensure holistic safeguarding of heritage, and organize subregional workshops to this effect
- 2vii. Providing updated training on heritage management, risk mitigation, entrepreneurship and sustainable tourism to better safeguard African heritage
- 2viii. Organizing of 10 capacity-building activities supporting and promoting projects that aim to develop digital access for promotion through existing mechanisms (i.e. International Assistance, Participation Programme and extrabudgetary projects).
- 2ix. Conduct feasibility studies for the establishment of two heritage schools in Africa functioning as Category 2 Centres under the auspices of UNESCO (EPA and CHDA)

Output 3: Capacities of communities, including women youth, Indigenous members, as well as community-based organizations, strengthened and supported for their increased engagement in heritage-related processes, to foster creative industries and enhance conservation and sustainable practices at World Heritage properties, including through the use of new technologies

Estimated budget for Output 3: **USD 8,774,500**

Table 5. Output 3: Performance indicators, baselines, targets and associated activities

Performance indicator		Baseline 2022	Target 2025	Target 2029
3i.	% of African World Heritage properties supported to engage community-based organizations and Indigenous communities to strengthen governance and promotion of heritage	23% of properties fully involved in community-based organizations	50% African States Parties are sensitized.	100% African States Parties are sensitized.
3ii.	Number of pilot projects developed to support, in particular, youth and women in the heritage-based industry, including creative industries	No pilot projects developed	2	5
3iii.	Number of community members supported to implement activities linking conservation and entrepreneurship (disaggregated by: sex, age, profile, geographical location/area)	No subregional training organized	60 of whom 30 are women (2 subregional trainings)	150 of whom 75 are women (5 subregional trainings)
3iv.	Number of World Heritage properties supported to develop entrepreneurship projects contributing to local socio-economic development	No properties have developed entrepreneurship projects	5	10
3v.	Number of pilot projects implemented to integrate different culture-related industries in good conservation and sustainable tourism promotion practices	No pilot project implemented	2	5
3vi.	Number of youths supported to lead initiatives focusing on the use of digital and innovative technologies developed for heritage (disaggregated by: sex, age, profile, geographical location/area)	No initiative developed	210 of whom 70 are women	420 of whom 140 are women

Activities:

- 3i. Advocacy activities to sensitize African States Parties on the importance of involving community-based organizations and Indigenous communities to foster their inclusion in the governance of their inscribed properties
- 3ii. Developing and supporting 5 youth-driven projects in heritage-based industry, including creative industries, reaching at least 150 persons, of whom 75 are women.
- 3iii. Providing subregional training on conservation and entrepreneurship in collaboration with relevant partners
- 3iv. Supporting and promoting the development of entrepreneurship projects contributing to local socio-economic development through existing mechanisms (i.e. International Assistance, Participation Programme and extrabudgetary projects), reaching at least 300 persons, of whom 150 are women.
- 3v. Developing gender-responsive policies, frameworks and guidelines to support a gender-responsive, balanced and inclusive development within and around World Heritage properties, as well as investment in sustainable heritage-related businesses and supporting projects that integrate different industries in good conservation and sustainable tourism promotion practices, reaching at least 150 persons, of whom 75 are women

3vi. Supporting and promoting 15 youth-driven initiatives focusing on the use of digital and new technologies through existing mechanisms (i.e. International Assistance, Participation Programme and extrabudgetary projects)

Output 4: Establishment of mechanisms fostering Inter-African partners' cooperation to strengthen linkages between Culture Conventions, Recommendations and Programmes and enhance the safeguarding of heritage

Estimated budget for Output 4: **USD 1,002,800**

Table 6. Output 4: Performance indicators, baselines, targets and associated activities

Performance indicator		Baseline 2022	Target 2025	Target 2029
4i.	Number of States Parties assessed in a mapping exercise conducted on the integration of UNESCO Culture Conventions in gender responsive national legislation and regional policies	No mapping exercise conducted	54	54
4ii.	Number of Member States supported to facilitate the integration of UNESCO Culture Conventions in national legislation and regional policies	0 Members States No workshop organized	20	54
4iii.	% of World Heritage properties supported to implement gender-responsive activities that promote synergies between UNESCO Culture Conventions/Programmes to support transformative changes, through an established mechanism	No mechanism established and 7 (5%) Northern African States already implemented activities promoting synergies	A permanent platform is established	15%
4iv.	Number of activities jointly implemented with AWHF, ARC-WH and partners that are linking the strategy and the AWHF, ARC-WH Strategic Plans	No joint Annual Plan developed yet	Joint Annual plan is developed	Annual plan implemented
4v.	Number of Regional Economic Communities (RECs) which have developed gender responsive sustainable culture and heritage-based strategies	2 RECs (ECOWAS and CEAC) have developed and approved sustainable culture- and heritage-based strategies	4 RECs sensitized to develop sustainable culture- and heritage-based strategies	8

Activities:

- 4i. Conducting a mapping exercise on the integration of UNESCO Culture Conventions in gender-responsive national legislation and regional policies
- 4ii. Providing support to Member States to facilitate the integration of UNESCO Culture Conventions in national legislation and regional policies through five workshops
- 4iii. Providing support to World Heritage properties and site managers to implement gender-responsive activities that promote synergies between UNESCO Culture Conventions/Programmes, Sector and other UN agencies (UNITAR, UNOPS, UNDP) to support transformative changes, through an established mechanism, and establish a permanent platform for exchange and discussion among the six UNESCO Culture Conventions' national focal points in Africa, to promote the implementation of HUL and integrate into nomination proposals approaches reflecting the other Conventions
- 4iv. Organization of quarterly meetings aiming at gender parity between the World Heritage Centre and the AWHF and ARC-WH to support the implementation of the Strategy and AWHF and ARC-WH Strategic Plans
- 4v. Promoting increased transnational cooperation through Regional Economic Communities (RECs) for World Heritage Convention processes and support

6. Beneficiaries, partners and framework for the implementation of the Strategy

This Strategy will be implemented by UNESCO in close partnership with the African World Heritage Fund (AWHF) and with the technical assistance of the Advisory Bodies to the World Heritage Convention to support the African Member States and their institutions in charge of implementing the 1972 Convention and site management. Aiming to promote a stronger bottom-up approach, particular attention is given to local and Indigenous communities and, among these, youth and women. In addition, civil society, experts, heritage professionals, higher learning institutions and universities will be seen as both beneficiaries and partners.

The Strategy will require strategic partners, such as the African Union and Regional Economic Communities, and various implementing partners such as l'Ecole du Patrimoine Africain (EPA), the Centre for Heritage Development in Africa (CHDA), the Arab Regional Centre for World Heritage (ARC-WH), the Arab League Educational Cultural and Scientific Organization (ALECSO), as well as other relevant Category 2 Centres and centres of expertise, but also donors and international development agencies and organizations.

The direct and indirect beneficiaries, as well as key strategic and other partners, can be summarized as follows:

Beneficiaries

a) Direct beneficiaries

- African Member States and governmental institutions in charge of implementing the 1972 Convention (ministries, national heritage committees, WH Focal Points)
- Site managers and the African site manager networks
- Civil society
- Communities
- Youth
- Universities and higher learning institutions

b) Indirect beneficiaries

- Indigenous communities
- Youth
- Women
- Civil society
- Universities and higher learning institutions
- Experts and heritage professionals

Partners

c) Key partners

- African World Heritage Fund
- Advisory Bodies
- Arab Regional Centre for World Heritage (ARC-WH)
- Ecole du Patrimoine Africain (EPA)
- Centre for Heritage Development in Africa (CHDA)

d) Other partners

- Relevant Category 2 Centres and centres of expertise
- Experts and heritage professionals
- Universities and higher learning institutions
- Africa Union and Regional Economic Communities
- Arab League Educational Cultural and Scientific Organization (ALECSO),
- Donors
- International development agencies and organizations

Framework

To ensure optimal monitoring and implementation by UNESCO and African Members States, this Strategy proposes the creation of a multistakeholder, cross-sectoral platform (Figure 4) to monitor the attainment of the targets and achievement of outcomes established in this Strategy, which shall convene twice a year to exchange information, adjust actions and recommend additional measures. The World Heritage Convention's Statutory Processes Networks of African Site Managers, African Universities and Mentorship Programme will also play an important role in these two processes.

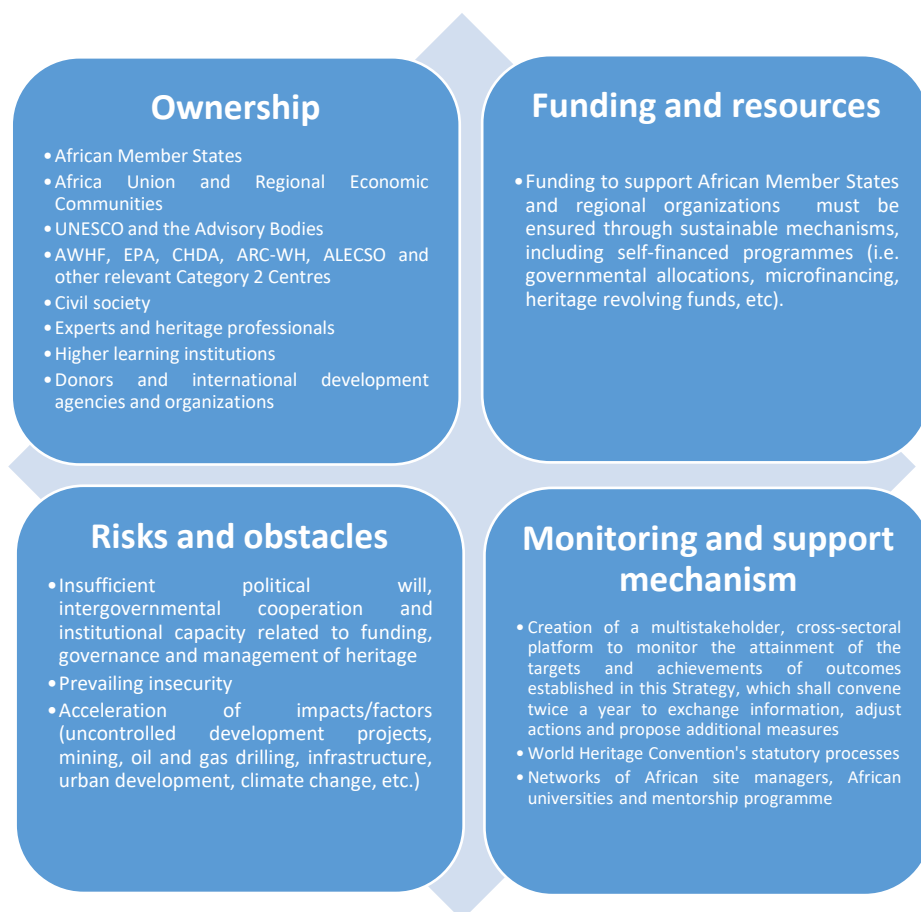


Figure 4. Partners and framework for the implementation of the Strategy. *Source:* UNESCO

Ultimately, this Strategy will complement the support for capacity building already provided by different international donors. However, funding to support African Member States and Regional Organizations must be ensured through sustainable mechanisms, including self-financed programmes (i.e. governmental allocations, microfinancing, heritage revolving funds, etc). By owning, sharing, solving and improving together, we will have the African heritage we want and are proud of. To this end, this Strategy also presents a framework covering the topics of ownership, funding, risk and monitoring and support mechanisms.

Reporting on the progress in implementing the Strategy will be carried out to (i) the Executive Board of UNESCO as part of the reporting on Flagship Programme 3 and (ii) the World Heritage Committee Sessions.

References

- African Union. 2006. *Charter for African Cultural Renaissance*. Addis Ababa, African Union. <https://au.int/sites/default/files/treaties/37305-treaty-Charter for African Renaissance ENGLISH digital 0.pdf>
- _____. 2015. *Agenda 2063: The Africa We Want*. Addis Ababa, African Union. <https://au.int/en/agenda2063/overview>
- African World Heritage Fund (AWHF). 2022. *Strategic Plan 2022–2027*. Pretoria, AWHF.
- UNESCO. 1972. *Convention Concerning the Protection of the World Cultural and Natural Heritage*. Paris, UNESCO. <https://whc.unesco.org/archive/convention-en.pdf>
- _____. 1989. *Priority Africa: Programme of Action Proposed by the Director-General, 1990–1995*. Paris, UNESCO. <https://unesdoc.unesco.org/ark:/48223/pf0000120634>
- _____. 1994a. *Report of the Expert Meeting on the 'Global Strategy' and Thematic Studies for a Representative World Heritage List*. Paris, UNESCO. (Doc. WHC-94/CONF.003/INF.6.) <https://whc.unesco.org/archive/global94.htm>
- _____. 1994b. *World Heritage Committee. Progress Report on the Preparation of Global Strategy for a Representative World Heritage List* (Doc. WHC-94/CONF.003/15.) Paris, UNESCO. <https://whc.unesco.org/archive/1994/whc-94-conf003-15e.pdf>
- _____. 2002. *The Budapest Declaration on World Heritage*. Paris, UNESCO. (Doc. WHC-02/CONF.202/5.) <https://whc.unesco.org/en/documents/1334>
- _____. 2014. *Operational Strategy for Priority Africa. 2014–2021*. Paris, UNESCO. (Doc. 37C/4-C/5Compl.2.) <https://unesdoc.unesco.org/ark:/48223/pf0000228745>
- _____. 2016. *The Ngorongoro Declaration on Safeguarding African World Heritage as a Driver of Sustainable Development*. Paris, UNESCO. <https://en.unesco.org/news/ngorongoro-declaration-major-breakthrough-african-world-heritage-and-sustainable-development>
- _____. 2021a. *Global Priority Africa – Draft Operational Strategy for Priority Africa 2022–2029*. (Doc. 41C/56 REV.) Paris, UNESCO. <https://unesdoc.unesco.org/ark:/48223/pf0000379754>
- _____. 2021b. *Regional Action Plan for World Heritage in the Africa Region (2021–2027)*. Paris, UNESCO. [UNESCO World Heritage Centre - Decision - 44 COM 10B](https://whc.unesco.org/en/decisions/7652/)
- _____. 2021c. *Regional Action Plans for World Heritage in the Arab States Region (2021–2027)*. Paris, UNESCO. [http://whc.unesco.org/en/decisions/7652/](https://whc.unesco.org/en/decisions/7652/)
- United Nations. 2010. *United Nations Sixtieth Session of the General Assembly: New Partnerships for Africa's Development*. Item 63(a) and 138 of the Preliminary List: Progress in Implementing International Support. Joint Inspection. <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N06/452/97/PDF/N0645297.pdf?OpenElement>
- _____. 2015a. *Transforming our World: The 2030 Agenda for Sustainable Development*. <https://sdgs.un.org/2030agenda>
- _____. 2015b. *Sendai Framework for Disaster Risk Reduction 2015–2030*. Geneva, UNISDR. https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf

Bibliography

- African World Heritage Fund (AWHF). 2019. *Strategic Plan (April 2019–March 2022)*. Pretoria, World Heritage Fund (AWHF). <https://whc.unesco.org/uploads/activities/documents/activity-676-78.pdf>
- Labadi, S. 2005. A review of global strategy for a balanced, representative and credible World Heritage List 1994–2004. *Conservation and Management of Archaeological Sites*, Vol. 7, pp. 89–102.
- UNESCO.1987. *Report of the Eleventh Session of the World Heritage Committee*. Paris UNESCO. (Doc. SC-87/CONF.005/9.) <https://whc.unesco.org/archive/repcom87.htm>
- _____. 1990. *World Heritage Committee. Fourteenth Session. Item 14 of the Provisional Agenda – Global Study. Progress Report*. Paris, UNESCO (Doc. CC-90/CONF.004/9.) <https://whc.unesco.org/archive/1990/cc-90-conf004-9e.pdf>
- _____. 1994. *World Heritage Committee. Eighteenth Session*. (Doc. WHC-94/CONF.003/16.) Paris, UNESCO. <https://whc.unesco.org/archive/repcom94.htm>
- _____. 2003. *World Heritage Committee. Twenty-seventh Session. Item 13 of the Provisional Agenda: Implementation of the Global Strategy*. Paris, UNESCO. (Doc. WHC-03/27./COM.13.) <https://unesdoc.unesco.org/ark:/48223/pf0000132138>
- _____. 2012. *Evaluation of UNESCO Priority Africa*. Paris, UNESCO. <https://unesdoc.unesco.org/ark:/48223/pf0000217790>
- _____. 2013. *The Hangzhou Declaration: Placing Culture at the Heart of Sustainable Development Policies*. Paris, UNESCO. (Doc. CLT-2013/WS/16.) <https://unesdoc.unesco.org/ark:/48223/pf0000221238>
- _____. 2015. *Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention*. Paris, UNESCO. (Doc. WHC-15/20.GA/INF.13)
- _____. 2015. United Nations Economic Commission for Africa (UNECA). *United Nations Ten-Year Capacity Building Programme for the African Union: Second Triennial Review (2010–2012). Final Report*. Addis Ababa, UNECA. <https://repository.uneca.org/handle/10855/22862>
- _____. 2016. *Item 13 of the provisional agenda, Aligning UNESCO Operational Strategy for Priority Africa with the 2030 Agenda for Sustainable Development and the African Union Agenda 2063*. Paris, UNESCO. (Doc. 200.EX/13.INF.) <https://unesdoc.unesco.org/ark:/48223/pf0000245724>
- _____. 2019. *World Heritage and Sustainable Development*. <https://whc.unesco.org/en/sustainabledevelopment/>
- _____. 2020. *UNESCO Inter-Agency Platform on Culture for Sustainable Development*. <https://en.unesco.org/IPCS>
- _____. 2021. *Bridging the Gaps: Cultural Heritage for Climate Action. Brief Report from the UK National Commission for UNESCO and PRAXIS*. Leeds (UK), University of Leeds. <https://unesco.org.uk/wp-content/uploads/2021/11/Bridging-the-Gaps-Cultural-Heritage-for-Climate-Action-Report.pdf>
- _____. 2021. *Item 5 of the provisional agenda. Follow-up to decisions and resolutions adopted by the Executive Board and the General Conference at their previous sessions. Part II – Management issues. E. Global Priority Africa*. (Doc. 211.EX/5II.E) <https://unesdoc.unesco.org/ark:/48223/pf0000375803>
- _____. 2021. *Rethinking Capacity Strengthening for Sustainable Development. Brief Report from the UK National Commission for UNESCO and PRAXIS*. Leeds (UK), University of Leeds. <https://unesco.org.uk/wp-content/uploads/2021/11/Bridging-the-Gaps-Cultural-Heritage-for-Climate-Action-Report.pdf>

_____. 2022. Programme 3 of Global Priority Africa. Progress report of the activities undertaken with Professor Dawson Munjeri; the International Expert selected for steering the working group on Flagship Programme 3, Strategy for Main Objective 1.

UNEP. 2015. *Agenda 2063: The Africa We Want. First Ten-year Implementation Plan 2013–2023*. <https://wedocs.unep.org/20.500.11822/20823>

United Nations. 2021. *Report of the Secretary-General. New Partnerships for Africa's Development*. (Doc. A/75/918.) New York, Department of Global Communications, United Nations. <https://www.un.org/osaa/osaa/sites/www.un.org.osaa/files/docs/nepad-18th-consolidated-report-2021-osaa.pdf>