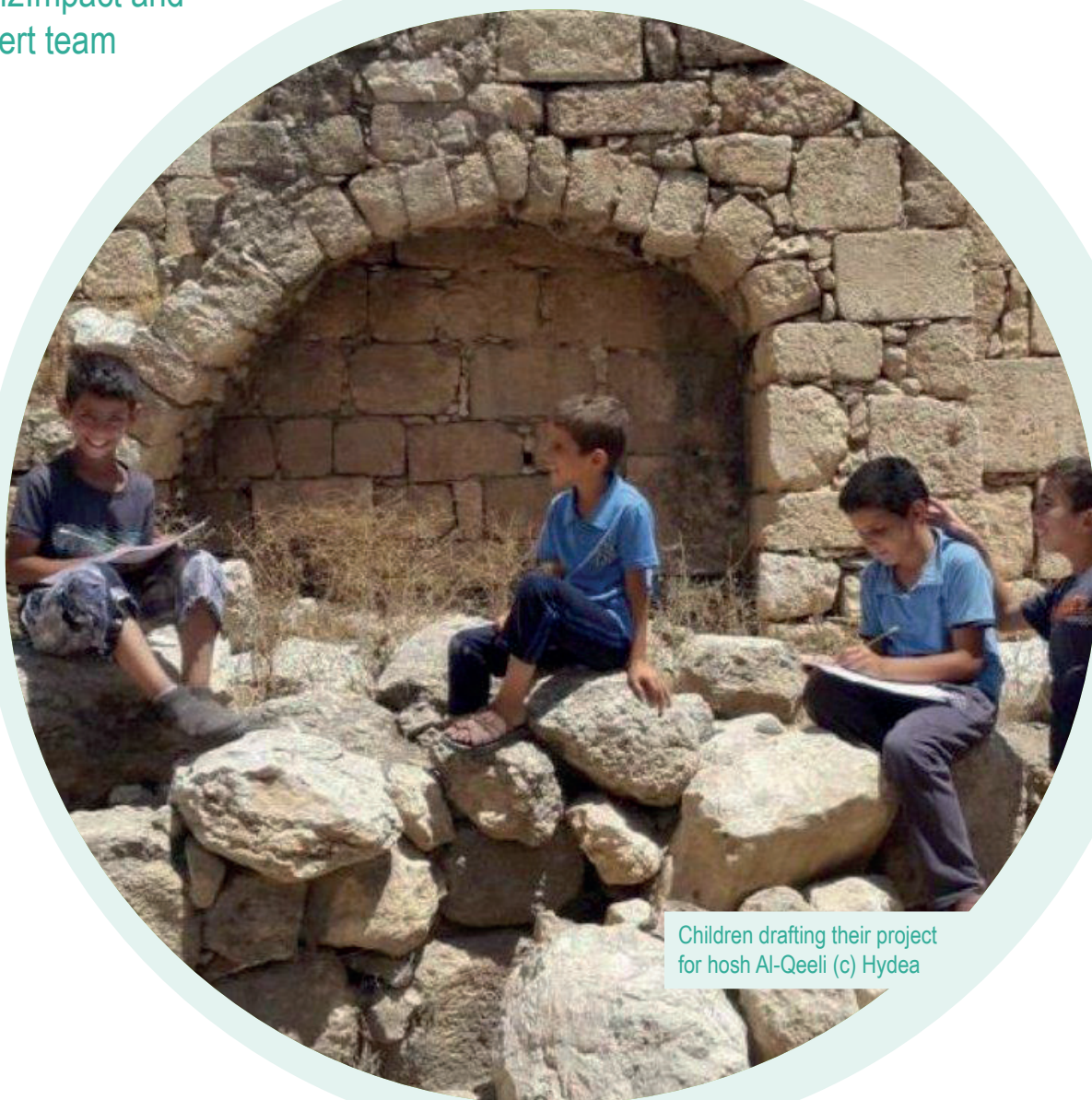


Country level evaluation of the Cultural Protection Fund in Turkey, Egypt, Lebanon and the Occupied Palestinian Territories

A summary report for the British Council and the Department for Digital, Culture, Media & Sport

Prepared by In2Impact and
a regional expert team

October 2021



Children drafting their project
for hosh Al-Qeeli (c) Hydea

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Arabic Texts in Khalidi Library

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In 2 Impact

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1. Introduction

- In October 2020 the British Council commissioned In2Impact to conduct a research-led country level impact evaluation of the Cultural Protection Fund (CPF) focusing on projects funded between 2016 and 2020 in Egypt, Lebanon, Turkey and the Occupied Palestinian Territories.
- The CPF is a fund managed by the British Council in Partnership with the UK Department for Digital, Culture, Media & Sports (DCMS). The fund is sourced from Official Development Assistance (ODA) and during the period covered by this evaluation £30m was available to projects in 12 ODA-eligible countries and Territories in the Middle East and North Africa (MENA) region.
- The twin aims of the fund when established were to:
 - Protect cultural heritage at risk, primarily due to conflict;
 - Create sustainable opportunities for economic and social development through building capacity to foster, safeguard and promote cultural heritage.
- The scope of the fund includes both tangible (physical) heritage – buildings, monuments, artefacts etc. - and intangible heritage – languages, traditions, customs, crafts etc.
- This evaluation complements an earlier impact evaluation of the 51 funded projects across all 12 target countries in the MENA region against the programme's overarching Theory of Change. The earlier evaluation was conducted by consultancy ERS between September 2020 and March 2021.
- Accompanying this report are separate Situational Overview reports prepared for each of the four countries/territories.



Mardin, Turkey (c) Edinburgh World Heritage

2. Executive Summary

- Evidence from the four focus countries/territories shows that CPF meets a clear need for support to protect cultural heritage at risk. It has expanded the range and deepened the impact of several important pre-existing projects and enabled the implementation of many projects which would not have been undertaken without the funding provided through CPF.
- The potential for conflict is an important source of risk to cultural heritage but it is a framing which is rejected in some countries, including in Turkey and Egypt. Regardless, the Situational Overviews which accompany this report show that while the specific context for cultural protection is different in each of the four countries/territories, several challenges are indeed common to them all. These include:
 - Agricultural expansion,
 - Unregulated construction,
 - Population pressure leading to urban and infrastructure development (roads, housing, sewers etc.),
 - Looting/trafficking,
 - Climate change,
 - Ignorance/neglect
- The threat posed by these challenges is accentuated by common systemic deficiencies:
 - Lack of government resources (financial and human),
 - Weak legal systems, including enforcement,
 - Inadequate heritage protection strategy and policies,
 - Lack of access to/training in modern methods and technologies,
 - Need for support for digital recording and inventorying of heritage at risk,
 - Insufficient/ineffective coordination between central government and local government/NGOs.
- Over the period covered by this evaluation, CPF did not specifically set out to fund projects or programmes designed to create systemic or country level impact - as opposed to individual, project specific impacts. Even so, there is evidence showing:



Bedouin heritage objects (c)
Coventry University

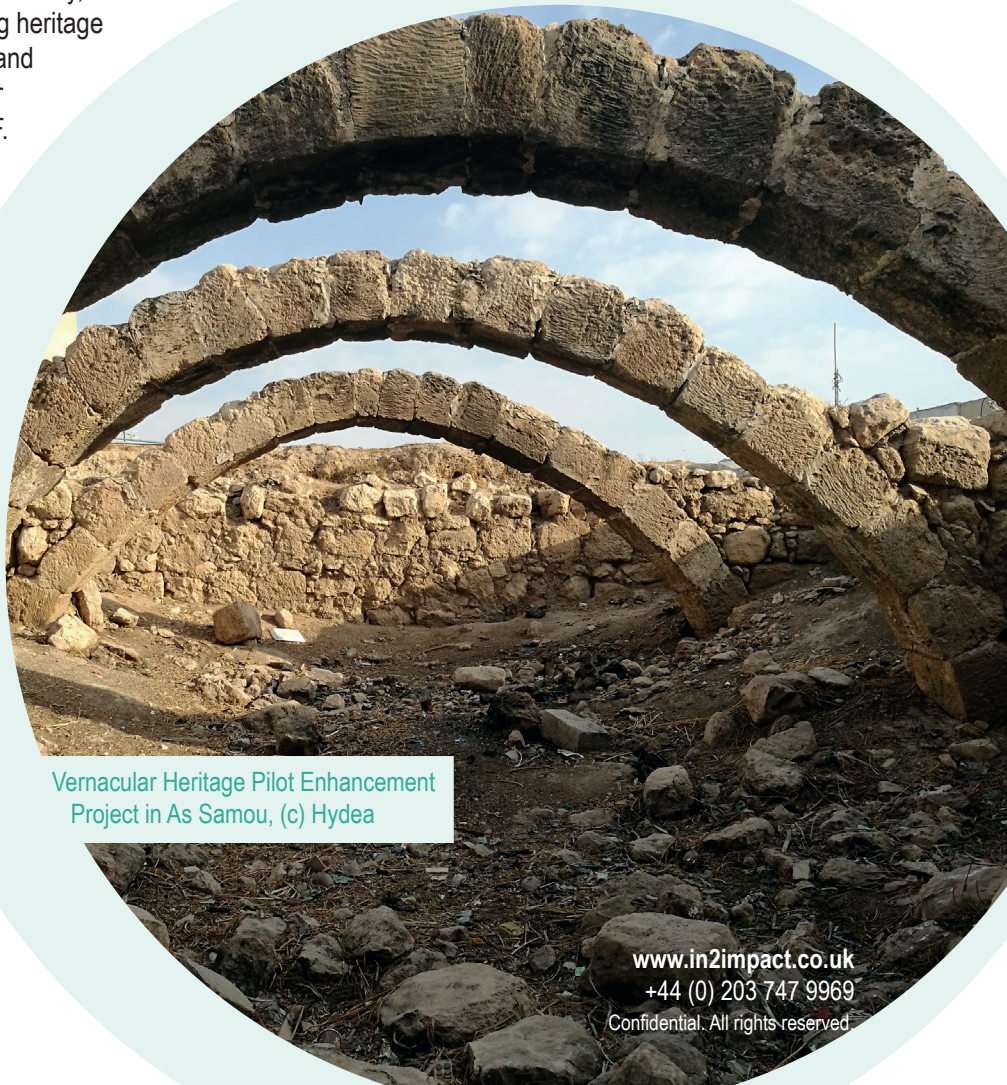
- The potential for some of those project-specific impacts to be realised at a systemic or country level over the longer term,
- That the fund is generating soft-power benefits for the UK and supporting the FCDO's ambition that the UK be seen as a *Force for Good*,
- That management and implementation of the fund is well aligned to the British Council's Cultural Relations mission of building increased trust, understanding and connections internationally.
- The impact of the programme can be viewed through several lenses: cultural, social, educational, political, soft power and Cultural Relations. This evaluation tries to view the impact of CPF through all of these lenses.
- Viewed through the lens of UK diplomacy, evidence suggests that the Fund has become a valued tool in the toolbox of local HMG missions. It is a diplomatic ice-breaker, it helps to open ministerial doors and supports the strengthening of UK government-to-government relations.

- As an exercise in Cultural Relations, the Fund supports the development of valuable international connections and networks between organisations. These are evident in the relationships formed between international grant holders and local NGOs, in the networks formed within projects such as *Circulating Artefacts* in which diverse institutions from many countries have co-operated to combat looting and trafficking and in the access which the British Council has gained to an international network of cultural protection funders and expert institutions.
- CPF also plays a valuable role in both diplomatic and Cultural Relations terms by demarcating *safe spaces* for dialogue, ideas and projects around which people and institutions with very different perspectives can come together in a shared endeavour, potentially as a prelude to undertaking more difficult conversations.
- That said, cultural heritage is a hugely political and contested idea. It is evident that the implementation of the programme has had to take account of many different and complex factors. It has been challenging and while there is evidence of impact in each of the four countries/territories covered by this report, it is unsurprising that the extent of that impact is different in each case. It is also worth remembering that the fund is under five years old and many international funders in this area measure impact over decades.
- Looking across the four countries/territories, it is apparent that three interrelated structural factors play a significant role in determining how and what level of impact can be achieved:
 - The degree of government centralisation and control,
 - The strength of the national cultural narrative (and its willingness to accommodate minority narratives),
 - The capacity of the NGO sector working in cultural heritage.
- Broadly speaking, Turkey and Egypt are highly centralised governments, both of which have a very strong official narrative about heritage and its role in nation-building. Turkey's narrative is focused on an Islamic/Ottoman heritage. Egypt's narrative is focused on its ancient pharaonic heritage – which is central to the country's global image and tourism industry – and its more recent, relatively speaking, Islamic heritage.
- In contrast, Lebanon has a government which is widely regarded as being dysfunctional and ineffective, reflected in a particularly weak legal framework applied to heritage protection. Its national narrative is complicated by the individual narratives of its various sectarian factions and by the huge influx of Palestinian and Syrian refugees who have settled in Lebanon with their own heritage.
- The OPT, while not recognised internationally as an independent state, has a government-level administration which is very weak and fragmented. Yet, within the OPT there is widespread public awareness of heritage and a strong cultural and heritage narrative which is very much defined by the Palestinians' desire for statehood and set in conscious opposition to the narrative of Israel in a battle (literal and figurative) for land and ownership.
- An important difference between OPT and Lebanon is that in OPT the NGO sector is highly developed and professional because, out of necessity, for much of the last 50 years NGOs have had to perform many of the roles usually played by governments. There are four well-developed NGOs focused on cultural heritage in the OPT. In Lebanon, however, the NGO sector in cultural heritage is relatively weak and fragmented, afflicted as everything else in the country by factionalism.



Mosque of Moqbil restored to its original height of 18m, (C) EQI

- Across the four countries/territories, the evidence of impact (realised and potential) is probably strongest in **OPT**. Diplomatically, the fact that the UK is supporting Palestinian heritage at all is seen as an unambiguous positive within the Territories. The CPF budget in OPT was also relatively large, spanning ten territories-specific projects and two multi-country projects. These projects took place in a relatively small (albeit fragmented) geographical area spanning the three constituent parts of the OPT – Gaza, The West Bank and East Jerusalem. This clustering brought benefits in terms of scale, media coverage and awareness.
- Funded projects in the OPT were largely decentralised, capitalising on the skills and experience of the four major NGOs, but they also managed to involve the Ministries of Tourism and Antiquities (MoTA) and of Local Government (MoLG) in projects such as EAMENA and As Samou'. They have, therefore, made a contribution to forging stronger and more effective relationships between central government and local NGOs which will be important for heritage protection in the OPT in the longer term.
- The most obvious systemic impact in OPT is through the fund's contribution to the **EAMENA** (Endangered Archaeology in the Middle East and North Africa) project. This project, led by Oxford University, pre-dates CPF. It is high profile among heritage professionals and also runs in Egypt and Lebanon as well as a number of other countries in the region funded by CPF.
- EAMENA's central aim is to record and make openly available a comprehensive digital database of archaeological sites in the region. With the new Heritage Law of 2018, MoTA in OPT was required to set up a national registry of tangible cultural heritage within 5 years and EAMENA provided a serendipitous opportunity to co-opt a predesigned database rather than developing one from scratch.
- The grant of more than £2m from CPF to EAMENA added several new and extremely important dimensions to the existing project, the most significant of which was a training programme which offered twenty-two training workshops to 159 heritage professionals across eight countries from national institutions including MoTA and the MoLG in the OPT.
- The training was also designed to be cascading from immediate trainees to their colleagues and at the same time the CPF grant helped to further the development and translation into Arabic of EAMENA's database, making it more accessible to local professionals.



Vernacular Heritage Pilot Enhancement Project in As Samou, (c) Hydea

- More widely, the funded projects in the OPT cover tangible and intangible heritage, including the recording of disappearing Bedouin heritage, and a mix of larger and smaller projects many of which, such as the **Life Jacket** projects in rural East Jerusalem, have a strong connection to the local community.
- The impact of CPF in OPT has been supported by the intensive engagement of the local British Council team which has also facilitated discussion and exchange between project partners, fostering capacity development for the future.
- In the very different context of **Egypt**, the impact potential of CPF is also significant. Impact is being achieved by largely aligning to central government priorities, although at the outset there was insufficient appreciation of the importance of, and time needed, to gain official authorisations from the Ministry of Tourism and Antiquities.
- The soft power benefit for the UK of CPF is considerable, especially at a time when Egypt's tourism economy has suffered heavily from the impact of Covid and the government is investing heavily in developing its global cultural offer with the redevelopment of the tourism infrastructure at Giza, centred on the new Grand Egyptian Museum, and the opening of the National Museum of Egyptian Civilisation in Cairo.
- The **Circulating Artefacts** project (which also ran in Sudan) is a particularly significant one because it addresses the enormous threat to heritage in Egypt that stems from uncontrolled looting and trafficking. Led by the British Museum, at the heart of the 'CircArt' project is a database of lost and circulating artefacts from Egypt and Sudan (with a target of 80,000 objects) which aims to better identify and record cultural heritage in circulation within the global market. Within the timescale of the project, use of the database has already resulted in the seizure of 12 illegal arts shipments in the USA and the identification of seven archaeological sites in Egypt and one in Sudan which dominate the trafficking and sale of looted objects.
- On a smaller scale, the **Rescuing the Mamluk Minbars of Cairo** project has attracted considerable national and international interest and also spurred an increased focus on a subset of overlooked cultural assets at risk of looting, 'movable architectural objects in historic buildings'. The project compiled comprehensive documentation on all 41 minbars in Cairo and two further ones outside the city. Most of the minbars – pulpits in a mosque - are produced in wood, with exquisite carved panels inlaid with ebony, ivory and mother of pearls. All architectural and photographic documentation has been uploaded to the project's database, which is being shared with MoTA.
- Among other projects, CPF in Egypt funded training and the conservation of 22 manuscripts at the fabled, and long-hidden, library of **Deir al-Surian monastery** which contains the oldest Christian writings in Coptic, Syriac, Arabic and Ethiopian, with one volume dating back to 411AD.
- It also supported the documentation of the **intangible heritage of Egypt's Coptic community** and funded two projects centred on restoring monuments within the culturally and geographically unique **Siwa oasis settlement** in the Western Egyptian Desert. The physical restoration and the training in the required specialist techniques necessary to work with the Kershaf building material will support the community's long-term prosperity through tourism.
- In **Turkey**, there is evidence of impact through CPF but the scale of that impact has been blunted by a lack of engagement and understanding on the part of the central government and the difficulties of navigating a national administration which is both inherently suspicious of foreign funders and highly controlling. Unofficially, CPF's contribution to heritage protection in the country is believed to have been appreciated within the Ministry of Culture and Tourism (MoCT) but officially the response has been muted at best.

Life Jacket project -mural-workday3-yb
(c) RIWAQ



- At the outset, CPF was slow to appreciate the gate-keeping role of central government in the heritage field in Turkey and the need to prioritise diplomatic relationships in order to gain necessary permissions. A focus on heritage in Kurdish majority regions went against the central government's preferred narrative and priorities and aroused security concerns which led to project cancellations, enforced changes and delays. The challenges were compounded by the fact that the CPF's engagement with the local British Council team was limited.
- In terms of long-term, systemic impact, the **SARAT project (Safeguarding Archaeological Assets in Turkey)**, led by the British Institute in Ankara (BIIA) is unusual and significant. SARAT developed the first ever national survey of public opinion designed to understand how the Turkish population perceives archaeology which will serve as a baseline for measuring progress on education and advocacy and a model for other countries in the region.
- SARAT also developed an online certificated training programme on 'Safeguarding and Rescuing Archaeological Assets' designed to build capacity and knowledge of professionals working in the field. It was accredited at post-graduate level by Koc University which has continued to offer the course beyond the funding life-time of SARAT. During the period of CPF funding, 3,809 professionals, including a significant number from the MoCT and other national and regional institutions (including police and security forces) completed the course – accounting for one quarter of all people trained through CPF-funded projects across the twelve countries in the region. The BIIA contends that these course graduates constitute a professional community trained in risk management and rescue with the potential to influence practice throughout the country in the future. They are also clear that SARAT would never have existed without funding through CPF. SARAT also won a Europa Nostra award (2020).
- As an example of how CPF has contributed to sustainability in specific niche sectors of heritage protection, **Carved in Stone**, led by the University of Liverpool trained local heritage professionals in the use and application of a specific digital recording methodology Reflectance Transformation Imaging (RTI) to capture images of rock carvings. The project resulted in significant data capture and an adaptation of the core technique to work more effectively in the geographic and climatic conditions of Turkey.



SARAT project, Site Garzan Valley
SE Turkey photo Caner Şenyuva

- Across the four countries/territories, systemic impact of CPF is hardest to detect in **Lebanon**. In part, this is a result of the extraordinary context in which the country finds itself. On top of managing factional issues which plague the country's political system, Lebanon has been dealing with three enormous crises; supporting the influx of more than 1.5m refugees from Syria; responding to an economic collapse which has thrown up to 50% of the population into poverty; and dealing with the aftermath of the 2020 Beirut explosion which destroyed half the city. Against this background, the protection of cultural heritage has inevitably struggled to gain the attention of government.
- Longer term, the **EAMENA** project could have systemic impact in Lebanon as in OPT but the process of database adoption is less advanced and unfunded. Many of the projects in the country have focused on the refugee community from Syria. The documentation and support of that community's intangible heritage is important but the individual and community benefits are more visible than are any systemic impacts within Lebanon. [Of course, over the longer term they may support systemic changes in Syria].
- Projects such as **Dome Houses** and the music-focused **Action for Hope** are popular within the heritage sector but are essentially local, with significant impacts accruing primarily for individuals and local communities, as is the **Menjez project**, which has safeguarded megalithic dolmen (tombs) in a remote region of the country in order to support future tourism.

- The training of young people in **traditional stone masonry skills** has provided opportunities for badly needed employment in the country and will support rebuilding of heritage in both Lebanon and Syria when circumstances allow. The largest CPF funded project in Lebanon, which supported **the renovation of historic houses in Tripoli and Saida**, achieved its specific targets but there were challenges to working in alignment with the Directorate General of Antiquities (DGA) which regulates the buildings in Saida and some concerns have been raised about the long-term sustainability of the renovations.
- As a result, the institutional and diplomatic reputational benefits to the UK through CPF in Lebanon have accrued more at a local and NGO level than at a central government one.
- As a model of intervention for heritage protection, the CPF approach of prioritising community engagement and marrying heritage protection with capacity building and education/advocacy is widely supported. There is universal agreement on the importance of gaining community ownership to sustain heritage protection and working through local NGOs and agencies is deemed to be an effective and appropriate model, so long as those local agencies have sufficient skills and experience. International funders caution that if local skills and experience are not in place, it may be necessary to limit the number of projects and/or consciously develop greater local capacity.
- The experience of CPF supports the perspective of other international funders that an ideal approach to embedding systemic impact encourages the development of a heritage protection ecosystem which involves both government and non-government actors. In countries with highly centralised governments (e.g. Turkey, Egypt) it is seen to be essential to work closely with government agencies.
- The embrace by CPF of projects focusing on both tangible and intangible heritage is seen to be a very positive aspect of the Fund by other international organisations. Funding for intangible heritage is typically less than for tangible heritage but the risk to intangible heritage is often greater. The use of heritage protection as a tool for generating social and economic impacts is endorsed by other international players but there is some concern that heritage protection projects in isolation of wider development activities relating to roads, housing, tourism infrastructure, for example, may be insufficient to support the realisation of those wider benefits.
- Increased support for digital projects, as a means of inventorying heritage at risk and as a means of sharing the experience of heritage with the public, will be one important way of creating systemic impact in the future.
- More broadly, projects which address one or more of the challenges and systemic deficiencies identified above, either on a national or regional basis, will likely make a significant system-level contribution. However, many professionals also endorse CPF's support for smaller, local projects whose impacts may be more individual and community-focused but are still significant.

Dr Sami Sabri the Dean of the
Institute of Coptic Studies, Dr Adel
Fakhry, vice-dean Coptic Iconostasis



Summary evaluation against OECD DAC Criteria

OECD DAC Criteria	Summary Evaluation
RELEVANCE: Is the programme doing the right things? Is it meeting priority unmet needs in its target countries and among its target audiences?	There is clear evidence that CPF is meeting unmet needs in the four countries/territories. It is helping to extend and deepen the impact of some important existing projects in heritage protection and enabling new projects to go ahead. CPF strongly supports the FCDO's goal of positioning the UK as a <i>Force for Good</i> in the world and aligns well to the Cultural Relations mission of the British Council.
COHERENCE: How well does the programme fit the context in its target countries, the wider priorities and approach of governmental stakeholders and the aims and delivery models of other contingent programmes?	<p>The overall model of the CPF is strong and appropriate to the heritage protection needs of the countries in which it works. It spans both tangible and intangible heritage. It uses a focus on the protection of cultural heritage to build capacity and increase education/advocacy by engaging with local communities and working with and through local agencies and NGOs. It builds beneficial relationships between international and national organisations working within the field.</p> <p>Projects within CPF have addressed some of the major multi-country challenges to cultural heritage, including the need for digital documentation and inventorying of heritage at risk and the threat from looting and trafficking. They have also addressed many local and community priorities within the four countries/territories. A framing of the Fund around these shared issues may be less provocative to host country governments than the original framing around the protection of heritage in conflict areas.</p> <p>Based on the evidence from the four countries/territories, the local implementation of CPF could be improved by taking more account of the specific country context including the degree of central government control, the administrative bureaucracy around heritage protection, the strength and focus of the national cultural narrative, the capacity of the local NGO sector and specific sensitivities around national security.</p> <p>As the programme has become more established, communication and engagement with local HMG missions has improved and the potential diplomatic and reputational benefits of CPF for the UK have been more fully realised.</p>
EFFECTIVENESS: Is the programme delivering on its own objectives and is that effectiveness different for different countries and target audiences?	<p>Across the four countries/territories there is abundant evidence that through CPF physical heritage such as the Mamluk Minbars of Cairo, the manuscripts of Deir al-Surian monastery or the dolmens of Menjez have been renovated/restored/conserved and that intangible heritage such as the music of Syrian refugees in Lebanon or the culture and traditions of the Bedouin in OPT have been documented and recorded for future generations.</p> <p>Training has been developed and delivered to ministry officials in the use of the EAMENA database, to future stonemasons in Lebanon and to members of the local community working with traditional Kershef building material in the oasis of Siwa in Egypt, for example. The SARAT project in Turkey developed accredited online training which reached 3,809 people, a quarter of total trainees in all 12 CPF-funded countries. SARAT also undertook national outreach through a new baseline survey while many other projects, such as the Life Jacket in OPT, have heavily engaged local communities.</p> <p>At a country/territory level the overall effectiveness of the programme has been stronger in OPT and Egypt and relatively weaker in Turkey and Lebanon. The assessment of the programme in Lebanon, where social cohesion was a focus, is complicated by the overlap of projects undertaken among the Syrian refugee community whose systemic benefits may eventually be realised in Syria.</p>

OECD DAC Criteria	Summary Evaluation
<p>EFFICIENCY: Are programme resources being used appropriately? Is the delivery model appropriate, focused and managed efficiently? Is it developed to be capable of delivering the target outcomes? Are there differences in different country contexts?</p>	<p>The overall scale of need is enormous. Set against that need, £30m over 12 countries is a relatively small amount of money, albeit the typical funded project size compares well against heritage protection projects funded by other international bodies. Projects with a heritage element funded by development agencies are typically of a different order of magnitude.</p> <p>Across a portfolio of many individual projects, some projects have inevitably been more successful in developing the potential for impact than have others but it appears that most projects did at least deliver against the majority of their specific output targets. Several showed great flexibility and adaptability in overcoming the challenges which can arise in this field and in these countries/territories. The allocation of a further round of funding to a subset of the original projects is one (imperfect) proxy for the potential impact of individual projects within the portfolio.</p> <p>Overall, the bottom-up approach of CPF and the partnerships between international and local partners have worked well. Given the speed with which the original projects were funded and launched, there is a concern that some potentially innovative projects and some local NGOs without an existing international relationship could not be accommodated within the programme but these projects and partners would have brought higher risk to the portfolio.</p> <p>Insufficient attention at an early stage to the role of central government as gate-keeper caused delays to implementation in Egypt and more significant challenges in Turkey.</p> <p>The British Council central team implemented and supported the programme well. Staff turnover led to some loss of institutional knowledge and an interruption of the relationship with some project partners. Evidence suggests that strong engagement from the local British Council country teams can help with the efficient navigation of local bureaucracy, better coordination with the priorities of local HMG missions and more effective relationship building and support across project partners. This engagement with the local team worked particularly well in OPT and less well in Turkey.</p> <p>Some of the administrative requirements of the programme imposed a considerable burden on project partners. Requirements around M&E were identified as an issue.</p>
<p>IMPACT: What, if any, system or community / societal level benefits (positive changes) is the programme contributing to above and beyond its specific targets for effectiveness? Are any of these impacts unintended or unexpected?</p>	<p>Delivering community and societal benefits is built into the programme planning and there are many examples of these benefits being delivered across the four countries/territories.</p> <p>The programme was not specifically designed to deliver country level/systemic impacts and the realisation of those impacts can take many years. However, there is evidence that the programme has contributed to potential impact at the system/country level. CPF's contribution to the multi-country EAMENA and Circulating Artefacts projects are examples. SARAT has left the legacy of an accredited training course in Turkey and several other projects have helped build capacity and skills within central government agencies. In OPT, the projects have further developed capacity within the four main heritage NGOs and supported better communication and engagement between these NGOs and the ministries of Tourism/Antiquities and Local Government.</p> <p>There is evidence of network development of organisations with shared interests and agendas both within the four countries/territories and internationally. Through its involvement the British Council has gained access to a new network of international funders working in the field.</p>

OECD DAC Criteria	Summary Evaluation
<p>SUSTAINABILITY: Is there any evidence that the benefits will last and what conditions and/or resources are needed to ensure that these benefits persist and broaden their effects?</p>	<p>At a government level the reputational benefits will endure. There is likely to be pressure for increased funding in focal countries and indeed any reduction of funding might be interpreted as a negative by host governments.</p> <p>The field of heritage protection supports the long-term goals of the British Council and it has the potential to play an important role within the British Council's Cultural Relations portfolio in the future.</p> <p>At a country level there is potential for sustained impact through CPF but it is still relatively early days and the context of each country is such that unexpected events can derail that potential. For example, the proposed adoption of the EMAENA database as a national inventory of tangible heritage in OPT could be impacted by recent conflict in the Territories, as might some of the physical restoration work which has been undertaken.</p> <p>To promote sustainable systemic impact it will be beneficial to take a holistic approach to projects within a country, viewing them in terms of their potential to work as a cluster or integrated portfolio, their ability to increase the institutional capacity of government agencies and NGOs and their contribution to the development of an effective local ecosystem of organisations.</p> <p>Projects which address one or more of the shared challenges and system deficiencies identified in this report will also support the delivery of systemic impact.</p> <p>There is further opportunity for the fund to coordinate its priorities with those of other international funders and of development agencies whose investments in infrastructure development can support the realisation of wider social and economic benefits arising from heritage protection and restoration.</p> <p>At a project level it is important to build planning for sustainability into the grant application process, especially where ongoing maintenance and upkeep costs for physical heritage will be incurred. Where is revenue to fund that maintenance likely to come from over a ten-year timescale? It may be beneficial to build specific sustainability reviews within the project timescales.</p>



Oral history recordings
in Mardin (c) Tarih Vakfi

3. Recommendations

- Retain the scope of funding within CPF across tangible and intangible heritage projects.
- Review the balance of funding between projects targeting systemic impact and local/individual impact.
- To drive systemic impact within a country, adopt a holistic approach, assessing not only the merits of individual projects but also their complementarity as a portfolio or cluster. Review whether contributors to systemic impact, such as partners' willingness to share experience and learning, should be a more explicit part of the application and assessment process.
- Consider whether adopting a thematic focus – as opposed to a country focus – may sometimes be more efficient and effective in delivering systemic impact. The challenges and systemic deficiencies identified in this report are generally common across multiple countries. Addressing themes on a multi-country basis can have the additional benefit of strengthening relationships and knowledge exchange between similar organisations (e.g. Ministries of Culture or National Museums).
- Consider whether a portion of the fund should specifically be ring-fenced for emergency response. Doing so will require the establishment of a rapid application and assessment process.
- Discuss with DCMS the potential advantages for impact of being able to provide sustained investment in some high potential projects and/or NGOs over a longer time-frame (5-10 years).
- Before launching the Fund in a new country, undertake a situational review similar to those produced for the four countries/territories covered by this evaluation. Having a more detailed understanding of the local context, especially the strength and control exercised over cultural heritage by central government, will help to identify priority needs and to navigate potential political and administrative barriers.
- Again, before launching the Fund in a new country, review the development priorities and projects of major agencies such as the World Bank, FCDO, USAID etc. to understand whether there are opportunities for coordination and alignment.
- Continue to engage with other international funders, seeking to cooperate and complement where appropriate, in order to increase the impact that can be created through individual projects.
- Maintain regular communication with local HMG Missions, including with both the Diplomatic and Development arms.
- Consider whether institutional capacity building among ministries and local NGOs may be a necessary additional programme objective in some countries.
- Review the range of expertise available to the Fund through its Advisory Board. Development expertise and legal expertise may be valuable additional inputs.
- Ensure that local British Council teams are engaged with the programme from the application stage through to project completion.
- Task local British Council teams with supporting communication and experience-sharing across projects and partner organisations within their country (and region).
- Review the burden of administration, especially M&E, imposed on projects, reflecting the resources and experience of local NGOs.



Youth Interview Al Jawaya,
(c) Coventry University



Case Study: Training in Endangered Archaeology Methodology (EAMENA)

8 countries: Jordan, Occupied Palestinian Territories, Yemen, Libya, Iraq, Egypt, Lebanon, Tunisia

3 grantee organisation(s): University of Oxford followed by University of Leicester and University of Durham

Partner organisation(s): Department of Antiquities, Jordan; Department of Antiquities and Cultural Heritage, Palestine; General Organisation of Antiquities and Museums, Yemen; Department of Antiquities, Libya; Directorate General of Antiquities, Lebanon; Institut National du Patrimoine, Tunisia; State Board of Antiquities and Heritage, Iraq; Ministry of State of Antiquities, Egypt; and Bibliotheca Alexandrina, Egypt

CPF rounds of funding: 2

Project overview:

- The project develop technology to improve the speed and effectiveness of documentation, train local professionals, and assess the impact of climate change on archaeological heritage
- EAMENA trains archaeologists from eight countries in the use of an open-source aerial recording methodology, designed for conflict zones and other areas where access to the ground is restricted
- The project was designed to record and help protect cultural heritage sites in the Middle East and North Africa, threatened by conflict and looting but also urbanization, agricultural development and industries such as mining
- The focus of this case study is the EAMENA project during the CPF funding, the project was originally funded by Arcadia
- Distance, security, political conditions and natural factors are some of the obstacles archaeologists encounter when operating on the ground, the EAMENA project assist experts in overcoming these challenges by observing and inspecting archaeological sites on a permanent basis remotely
- EAMENA provides resources for the creation of cultural heritage assets national databases across the MENA region

Key elements of success:

“ The EAMENA project came at the right time.
OPT government representative, OPT ”

Role of the project within MENA cultural heritage:

- Record archaeological sites that are valued at a national and cultural level across the MENA region, the project focuses on recording ancient history and provided an opportunity to transmit assets to future generations

- The international funder, Honor Frost Foundation was also involved in the maritime aspects of the EAMENA project. *“Excellent programme. It has so much breadth beyond the training people use the database. A really good example of how projects work very closely with people in the region to develop not just an understanding but also trust which is fundamental to a lot of the way we operate. Rather than being an external thing working very closely with people in the region is key to a successful grant.”* International funder



Capacity building

- EAMENA is a great example of transfer of skills from grantee organisations to local experts, by partnering with ten heritage institutions in eight countries the project offered twenty-two training workshops to 159 heritage professionals from November 2017 to November 2019
- The project successfully delivered training across a range of age groups, genders, geographical distribution and involved people from urban center and rural areas

“ CPF has added a training element to the EAMENA project that was not there before.
International Funder ”

- An expert based in Tunisia had under his management an immense territory and before EAMENA he had to travel with his car to the job. *“EAMENA was a game changer”* International Funder, for him and he could investigate the sites through the satellite. It made his job just about doable whereas before it was nearly impossible
- The training was effective and the initiative created by CPF gave tools to local people.
- The training provided by EAMENA enabled participants to monitor sites remotely, identify changes in the region and how to track and discover the existence of unknown sites
 - *“The basic and the advanced training of the EAMENA programmes has helped me to add several important elements in my archaeological work. Firstly, I can now determine the archaeological site by remote sensing. Secondly, I can identify potential risks to archaeological sites such as rapid urbanisation or agri-business etc. Thirdly, with the generated data and the scientific tools that have been taught, I have begun to explore research questions. And the important point is that I am able to do all these from my office. This facilitates the work when going to private real estate and to know the surroundings or the archaeological inventory and linking sites among them. I can now also contribute to the monitoring of sites and identify changes resulting from direct damage or potential damages.”* CPF project evaluation

Cultural Heritage Protection

- Throughout CPF funding EAMENA organised 40 events and 22 workshops where 16,000 records were created, the project also delivered a series of exhibitions
- Workshops:
 - Workshop participants complete around 100 records of archaeological sites
 - In Jordan, one participant recorded 658 records
 - In the Occupied Palestinian Territories, one participant recorded 810 and another 250 records
 - 15% of trainees in Lebanon and 5% in Iraq did not achieve the target 100 records
 - In Palestine during the second workshop (September/October 2018) the DACH invited a number of employees from the Ministry of Local Government (MOLG) to participate to encourage more cooperation between the two governmental entities dealing with the development planning
 - This collaboration was successful, staff from the MOLG learned more about archaeology and how the boundaries of archaeological sites are defined using old images and maps and what is the real extent of heritage sites that needs to be protected
 - One participant said *“now after this workshop when I go back to Palestine, I have to revise a few building permits that I had given before joining this training based on what I had wrongly thought was the limit of archaeological sites”* OPT, participant
 - All MOLG participants were highly skilled female architects and became among top participants of the project
 - *“A smaller proportion of records was also produced when creating national ‘Watch Lists’. A set of sites to receive special monitoring and protection. Lists included well-known and highly valued heritage sites. The “watch List” identified assets that were significant and at risk of threat including sites in low condition and in need of emergency actions. Participants from Advanced Training first assigned priority levels based on identified threats, using the database to their study region. Subsequently created a map showing the distribution of sites with different level of priority. Furthermore, in conducting the condition assessments of their body of sites a number of participants found reason to submit mitigation reports with the relevant authorities due to the discovery of ongoing damage to some of the sites.”* Project Evaluation

“ In March 2019 the Global Heritage Fund offered the opportunity for all of EAMENA’s CPF workshop participants to submit grant applications for three awards. **Global Heritage Fund granted funding for three trainees of EAMENA** ”

Advocacy/Education

- Exhibitions:
- Through CPF funding, EAMENA delivered a series of exhibitions entitled, ‘Our Culture Our Future’. The exhibitions took place in all the project participating countries except Yemen, *“These exhibitions were designed to be easily portable, and to be used by our partner institutions to raise awareness amongst the general public of the value of archaeological heritage and the threats it is facing.”* Project evaluation
- Exhibition panels were distributed to participating countries in early 2019 and toured around towns and communities
- Thousands of people attended the exhibitions, audiences included pupils in schools, industry leaders and politicians, the hope was to achieve an immediate influence and a positive impact on future generations
- Overall, 39 exhibition were held in 7 participating countries, a number of countries planned more events in 2020
 - In Libya, the exhibition panels were exhibited across 3 schools, 7 more schools exhibited the panels in 2020
 - In Palestine, the panels were exhibited across 2 schools, 10 more schools exhibited the panels in 2020

Project impact and sustainability:

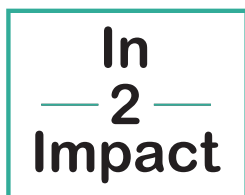
- The project raised awareness of cultural protection among the local community by generating 22,233 on-line engagements and media reach by posting tutorial videos of the EAMENA Project on the YouTube channel, thousands of people beyond the project’s partner organisations accessed the online content
- As of 24th September 2019, the EAMENA Project Youtube channel videos received 22,233 views aggregating to a total watch time of 44,460 minutes
- *“I think one important impact of the CPF is raising awareness about the value of heritage. I have seen that the EAMENA Team for instance underlined that archaeological heritage is not only endangered by war*

and conflict, but maybe even more so by road-building, construction, agriculture etc, so if the programme can not only record but also raise awareness, that it is very valuable. The same goes for intangible heritage, where people maybe often don’t realise the heritage they carry around within them.” CPF project partner

- One of the most significant results of the first basic training workshop was the interest it generated in a number of countries to adopt customised versions of the EAMENA database for managing countries’ national inventory
 - Between 2018 and 2019, Jordan, Occupied Palestinian Territories and Yemen used the EAMENA database as the foundation for their National Heritage Inventories and have started developing new national heritage database systems
 - The new 2018 Heritage Law requires MoTA to set up a national registry of tangible cultural heritage within 5 years, the EAMENA database has facilitated this process by offering an easy-to-use database for archaeological sites. Selected employees from each district were trained to feed and update the EAMENA database, and this has facilitate their work in the future and fulfil MoTA responsibilities in CH across the OPT
 - The effectiveness of the EAMENA databases lead to a request from the Palestine DACH to implement a similar database for the national inventory and management of archaeological sites and historic buildings in Palestine. Towards the end of 2018 the database development started. The team working on the Palestine database worked hard to digitizing and enter existing records into the database. During an Advanced Training evaluation session a member of the database development team stated the main benefits for the DACH staff, mentioning that the recorded data is now presented according to a logical structured and data is now searchable. This participant has already entered over 800 OPT heritage sites in the training database. Once the Palestine database will be fully developed, the data will be migrated to the newly developed national database
 - There are on-going discussions about implementing the EAMENA database as national databases for Iraq and Lebanon
- The Honor Frost Foundation expressed how this project established trust and partnership across partners which made the project successful. Different countries are applying the EAMEAN project differently and this is down to politics, sharing of data and capacity to follow through

- EAMENA helps preserve sites through digitisation by making sites accessible to everyone and maintaining 'alive sites' even if destroyed
- In Occupied Palestinian Territories most of the advanced trainees were able to put the remote sensing skills into practice by recording sites in the areas that they do not have access to visit
- One of our trainees in Lebanon created a recording form based on the EAMENA methodology and uses it to visit sites that are under its responsibility
- The CPF grant helped to further the development and translation of the EAMENA database into Arabic
- The biggest challenge projects operating with digitalised tools such as EAMENA need to overcome is access to technology and internet connection
- From 2020 to 2024 Arcadia has allocated a grant of £3.3m for the EAMENA project






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