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## Evaluation of the Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Heritage Evaluation Report

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## Executive summary

An external Evaluation of the Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Heritage (hereafter 'FUT') has assessed the cooperation mechanism between UNESCO and the relevant services of the Flemish Government during the reporting period of 2014–2020. The cooperation is formalised through an Agreement between the Government of Flanders and UNESCO (hereafter 'the Agreement'). The primary purpose of the Evaluation is to assess the current cooperation framework and propose measures for improvement to the Flemish Government and UNESCO, concerning the future directions of cooperation and how it may be improved and strengthened.

The FUT commenced in 2002 as the 'Flanders UNESCO Trust Fund for the Support of UNESCO's Other Activities' and was renewed in 2007 and 2010. A previous external evaluation of the FUT was completed in 2014. A report with a set of recommendations was delivered to UNESCO and submitted to the Flemish Government. The Agreement was renewed in 2016. Article 7 of the Agreement requires a further external evaluation to assess the activities implemented under the Trust Fund to be undertaken within five years of the signing of the renewal. This present Evaluation is the second external evaluation of the FUT consistent with the five-year review cycle.

This Evaluation assesses: (i) the effectiveness of the cooperation mechanism; (ii) the alignment of projects supported by the FUT during the reporting period with the aims and focus of the UNESCO/Government of Flanders Agreement; and (iii) the achievements, outcomes and challenges of these projects.

The FUT supported a portfolio of fifteen projects during the Evaluation period of 2014–2020, with a focus on Africa, the Marine World Heritage Program, and Safeguarding Intangible Cultural Heritage in Southern Africa. The portfolio also includes several projects responding to emergency situations in Iraq and Syria and the high profile #Unite4Heritage project.

The Evaluation methodology consists of an initial desktop review of documents related to the UNESCO/Government of Flanders cooperation mechanism and the project documentation for all fifteen projects. The desktop review provided the background for online interviews with Government of Flanders officials, UNESCO programme specialists, and UNESCO project officers responsible for managing the projects. Five of the fifteen projects were selected as 'focus projects' by UNESCO and the Government of Flanders for detailed evaluation. For each these projects, this involved 'virtual' online focus groups with the project partners and beneficiaries, and a survey of project beneficiaries. The findings of these activities, the desktop review and interviews were consolidated, and, on this basis, a series of evaluation recommendations were developed. The draft recommendations were presented to Government of Flanders and UNESCO representatives in a participatory workshop prior to finalisation of the Evaluation.

The UNESCO/Flanders cooperation has been found to be effective in delivering positive outcomes for the conservation and safeguarding of cultural and natural heritage, in all its forms, including tangible, intangible and marine heritage. The outcomes reflect, and are reinforced by, the positive and effective working relationships and the high level of trust that have developed between staff from the Government of Flanders and UNESCO over a number of years. The Agreement meets the overall objectives of the Government of Flanders and has served to support Government priorities as well as raising the profile and visibility of the Government of Flanders.

The FUT provides an opportunity for the Government of Flanders to build technical relationships and partnerships with relevant technical staff at UNESCO that can assist in the joint development of programmes that can address the needs and priorities of both the Government of Flanders and UNESCO. The long-term nature and flexibility of the Agreement are key strengths, as is the ability to use the relatively modest FUT funding to leverage support from other donors and partners. Consistent and long-term funding from the Government of Flanders is very important for UNESCO.

The focus of the UNESCO-Flanders cooperation is defined in a series of general statements under Article 1 of the Agreement. The Evaluation assesses the project portfolio in relation to the statements in Article 1.

Overall, the portfolio of projects funded by the FUT is in alignment with the thematic focus of the Agreement on cultural and natural heritage and the geographic focus on Africa, with an emphasis on Southern African countries. Implementation of the projects has, on the whole, been effective and most projects were successful in achieving, or surpassing, their objectives. The Evaluation concludes the FUT project portfolio is relevant and coherent.

The Evaluation notes the majority of FUT projects were effectively planned and implemented, with all completed FUT projects achieving their aims. FUT project documents, final reports, interviews, focus groups and surveys together indicate a high level of achievement of project outcomes. A small number of projects were either discontinued or did not implement all planned activities. However, this was not the norm, and such findings are secondary to high-level findings that the majority of FUT projects were effectively planned and implemented.

The majority of projects involved effective partnerships and cooperation with the project's implementing partners and several were able to catalyse significant additional funding and support.

The majority of the projects were found to have had impacts at a regional and/or international level. Several projects also had significant impacts at the local level through activities targeted towards building community capacity to safeguard and/or to conserve heritage.

Several projects achieved aims not anticipated in the project design or were catalysts for further projects and outcomes. This was confirmed in interviews with programme specialists and project officers, and in the focus groups and surveys of project beneficiaries, for the focus projects

The Evaluation notes a number of FUT projects had sustainable outcomes and established mechanisms to ensure sustainability and replication elsewhere. Elements which encouraged

sustainability included: (i) institutionalising project activities within relevant government partner agencies and initiatives; (ii) working with and empowering local communities and institutions; and (iii) building the capacity of key people and institutions through focussed training.

Each of the projects in the portfolio and the FUT overall has made a contribution towards achieving the goals of specific Sustainable Development Goals (SDGs) and Agenda 2030 overall. The Evaluation Team also notes a high visibility of the FUT and the Government of Flanders in most of the projects assessed. Many efforts were made to communicate the outcomes of projects under the FUT, using a range of approaches.

The overall findings of the Evaluation are positive. The Evaluation identifies several areas in which there is potential to further enhance the focus of the UNESCO/Government of Flanders cooperation and the impact of the activities funded by the FUT. Key recommendations include the following:

- In future phases of the FUT Agreement it is suggested to include high-level objectives that reflect, promote and support the best attributes of the existing cooperation;
- A more strategic, programmatic focus for the FUT could be considered, including the a broadening of the current geographic emphasis of the FUT on Southern Africa, to include projects in other African countries
- It is also recommended to encourage projects which are developed jointly with, and between different sections within UNESCO, where such synergy adds value to heritage conservation outcomes.

All recommendations of the Evaluation are outlined in Part 5.1 of this report. Recommendations relevant to each of the fifteen projects are included within the detailed review of each project, which is included in Appendices D and E.

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# 1. Introduction

This report details the outcomes of an Evaluation of the Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Heritage (hereafter 'FUT') for the period 2014–2020.

The Evaluation examines the relevance, effectiveness, and, where possible, the impact of the activities undertaken under the current Agreement between the Government of Flanders and UNESCO during the period April 2014 and April 2020 ('the Evaluation period'). During the Evaluation period, the Government of Flanders, through the FUT, provided a total of \$US2,462,122 to support the activities of fifteen projects.

The primary purpose of the Evaluation is to provide advice to the Flemish Government and UNESCO concerning the future directions of cooperation under the Trust Fund.

More specifically, the purpose of the Evaluation is to:

- examine whether the project portfolio was in line with the objectives of the FUT agreement;
- examine whether the supported projects have met or are meeting their objectives and expected results;
- examine and assess the effectiveness of the governing mechanism of the projects over the reporting period (until April 2020); and
- develop a forward-looking perspective on how the collaboration between the Flemish Government and UNESCO can be further strengthened and improved within the framework of the trust fund.

The Evaluation responds directly to the questions posed in the Evaluation Terms of Reference, and has reviewed:

- the relevance and coherence of the portfolio of projects funded by the FUT during the evaluation period;
- the efficiency of the implementation of the projects;
- the effectiveness of the projects and signs of their impact in the short and longer term; and
- the sustainability of outcomes of projects and the visibility of projects for the Government of Flanders and UNESCO.

The findings of the Evaluation in relation to each one of these issues are discussed in Part 2.

## 1.1 Background

The FUT commenced in 2002 as the 'Flanders UNESCO Trust Fund for the Support of UNESCO's Other Activities' and was renewed in 2007 and 2010. Initially of broader scope, the FUT's focus was later narrowed to the conservation and safeguarding of cultural and natural heritage, and a geographic focus on Southern African Development Community members. By concentrating on discrete thematic and geographic areas, the Flemish Government intended to build a long-term approach into its program and thus strengthen its position as an effective and reliable donor. The FUT has financed a wide range of activities related to cultural and natural heritage, including under the 1972 (World Heritage), 2001 (Underwater Cultural Heritage), and 2003 (Intangible Cultural Heritage) conventions.

An external evaluation was undertaken in 2014 to assess the achievements and challenges reflected in the activities supported by the FUT, as well as the cooperation mechanism between UNESCO and the relevant services of the Flemish Government. A report with a set of recommendations was delivered to UNESCO and submitted to the Flemish Government. In 2016, the FUT agreement was then renewed, allowing the continuation of cooperation. Article 7 of this agreement requires a further external evaluation to assess the activities implemented under the Trust Fund to be undertaken within five years of the signing of the renewal. This most recent evaluation was the second external evaluation of the FUT, consistent with the five-year review cycle.

## 1.2 Evaluation methodology

The Evaluation proceeded through the following four stages. Stages one and two involved a review of all FUT projects undertaken in the Evaluation period, based on a desktop review and interviews with UNESCO project officers and programme specialists, in headquarters and field offices, project experts, and Government of Flanders officials. Stages three and four involved a more in-depth review of five (5) focus projects selected by UNESCO and the Government of Flanders and included focus groups involving key stakeholders and surveys of project beneficiaries. A summary of the data sources, collection methods and sample sizes is outlined below (see Table 1.1).

Table 1.1. Summary of data sources, collection methods and sample sizes

Document review	Interviews	Focus groups	Surveys
FUT cooperation documents including the Agreement and Steering Committee rules, Government of Flanders policy	Interviews with three (3) Flanders Government officials regarding FUT cooperation	Six (6) focus groups with 10 project beneficiaries / partners for Marine World Heritage focus projects	32 survey responses for Marine World Heritage focus projects
FUT Steering Committee minutes	Interviews with four (4) UNESCO officials regarding FUT cooperation	Two (2) focus groups with 10 project beneficiaries/partners for Intangible Cultural Heritage focus projects	11 survey responses for Intangible Cultural Heritage (ICH) focus projects
Project documents and reports for all 15 FUT projects during the Evaluation period	Interviews with 21 UNESCO Programme Specialists/Project Officers regarding all 15 FUT projects during the Evaluation period	One (1) focus group with four (4) project beneficiaries / partners for Underwater World Heritage focus project	Eight (8) survey responses for Underwater Cultural Heritage focus project
Documents (including video) produced as project outcomes	Interviews with two (2) Flanders experts in relation to focus projects	n/a	n/a

Due to the Covid-19 pandemic, the Evaluation Team was not able to conduct data collection in person. All interviews and focus groups were undertaken via video and teleconferencing.

## Stage 1: Evaluation project inception and desktop study

### *Project inception*

An inception meeting took place on 25 June 2020 via videoconference. Participants included the Evaluation Team, the project reference group, and a number of project and programme officers. An inception report, including a project plan, was submitted on 30 June 2020.

### *Desktop study*

The Evaluation Team completed a desktop study of reports and other material related to the following fifteen (15) projects implemented through the FUT within the period under evaluation. These are listed below in Table 1.2.

Table 1.2. FUT projects reviewed in the Evaluation

Project title and code	Budget
<i>Database website for projects and activities in and around the World Heritage Site of Preah Vihear (513CMB4000)</i>	\$US12,430
<i>Jardines de la Reina National Park: Technical support to strengthen management and possible future World Heritage nomination file preparation (513CUB4000)</i>	\$US49,720
<i>Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014)</i>	\$US250,000
<i>#Unite4Heritage: Cultural Diversity: Target for Conflicts Source of Peace (513GLO4015)</i>	\$US170,711
<i>Protecting UNESCO Marine World Heritage in a changing climate 2019–2020 (513GFLO4016)</i>	\$US149,330
<i>Protection of religious heritage as a tool for reconciliation (513IRQ4000)</i>	\$US250,000
<i>Testing the how-to guides in the designation management field in four African nature sites (513RAF4007)</i>	\$US200,000
<i>Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (part two) (513RAF4009)</i>	\$US250,000
<i>Engaging local communities in the conservation and management of the World Heritage sites in Africa (513RAF4010)</i>	\$US149,814
<i>Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (2018) (513RAF4011)</i>	\$US117,467
<i>Improving the representation of African sites on the World Heritage List: upstream support for natural heritage (513RAF4012)</i>	\$US250,000
<i>Culture public spaces and sustainable cities in Southern Africa (513RAF4013)</i>	\$US250,000
<i>Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014)</i>	\$US92,650
<i>Rallying the international community to safeguard Syria's cultural heritage (513SYR4000)</i>	\$US170,000
<i>Implementation of the World Heritage Committee decisions for the site of Palmyra (513SYR4001)</i>	\$US100,000

A table summarising information on these projects is at Appendix A, and a list of all documents reviewed is at Appendix B.

## Stage 2: Semi-structured interviews

Using videoconferencing facilities, the Evaluation Team conducted semi-structured interviews with the following groups of people:

### *Representatives of the Government of Flanders*

One interview with three representatives of the Government of Flanders

### *UNESCO Programme Specialists and Project Officers in headquarters and field offices, as identified by the Project Reference Group.*

Sixteen interviews were conducted with UNESCO program specialists and the project officers responsible for managing each of the 15 projects.

### *Experts including academics and representatives of government and non-government organisations.*

Two experts from Flanders were interviewed in relation to their involvement in the projects *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa* (513RAF4014) and *Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (part two)* (513RAF4009).

Individual interviews were conducted with five representatives of government and non-government organisations in relation to the projects: *Scaling-Up Conservation Of Marine Sites On UNESCO's World Heritage List* (513GLO4014) and *Protecting UNESCO Marine World Heritage in a Changing Climate 2019–2020* (513GFLO4016)

A list of all interviewees is at Appendix C.

A table listing the details and an overview of the desktop review for each project is at Appendix A. A summary of the Evaluation findings for the projects not included as focus projects ('other projects') is at Appendix E.

A summary of the reviews for each of the five focus projects is included in Part 3, below. Further detail of the findings of focus groups and surveys for each of the focus projects is included at Appendix D.

## Stage 3: Review of focus projects

The Evaluation includes a detailed review of five (5) focus projects under three programme topics selected by UNESCO and the Government of Flanders. These are:

1. *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014; budget \$US250,000);
2. *Protecting UNESCO Marine World Heritage in a Changing Climate, 2019–2020* (513GLO4016; budget \$US149,330);

3. *Strengthening Sub-Regional Cooperation and National Capacities In Seven Southern African Countries For Implementing The 2003 Convention For The Safeguarding Of The Intangible Cultural Heritage (Part Two)* (513RAF4009; budget \$US250,000);
4. *Strengthening Sub-Regional Cooperation and National Capacities in Seven Southern African Countries for Implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (2018)* (513RAF4011; budget \$US117,467); and
5. *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa* (513RAF4014; budget \$US92,650).

A summary of the reviews for each of the five focus projects is included in Part 3, below. Further detail of the findings of the surveys for each of the focus projects is included at Appendix F.

Evaluation of the five focus projects involved:

#### *Survey/questionnaire*

The Evaluation Team, in consultation with the project reference group: identified a sample of invited participants for three surveys; prepared questions tailored to the focus projects, and implemented the survey, with support from UNESCO. The survey participants for each project were selected from project beneficiaries, namely the participants in the workshops or capacity building activities that were a major activity in the project. The survey was delivered using 'SurveyMonkey', an online survey platform. The survey questions were designed to investigate the effectiveness and impact of the projects from the perspective of beneficiaries. The surveys were anonymous. Survey participants received an email invitation to participate in the survey, which included a link to the survey on SurveyMonkey. The email also contained the survey in an attached word document to facilitate responses from participants who did not have access to the internet to complete the survey online. In this case, participants responded by attaching the completed word document to return email. The Evaluation Team then added these survey responses to SurveyMonkey.

The questions and responses for each of the following surveys are at Appendix F.

#### *Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014) and Protecting UNESCO Marine World Heritage in a changing climate, 2019–2020 (513GLO4016)*

A single survey was conducted for both the Marine World Heritage projects given their similar objectives and also that most of the potential participants were the same for both projects. The surveys targeted participants in workshops held during the project.

A total of seventy (70) people were invited to participate in this survey, Thirty-two responses were received giving a response rate of 46 per cent.

#### *Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (part two) (513RAF4009) and Strengthening sub-regional cooperation and national*

*capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (2018) (513RAF4011)*

A single survey was conducted for both the Intangible Cultural Heritage projects in Southern Africa given their similar issues and also that most of the potential participants were the same for both projects.

The survey targeted members of the National Intangible Cultural Heritage Committees and trainees who had completed the Train the Trainer programme delivered as part of these projects in each of the seven Southern African countries.

A total of sixty-one (61) people were invited to participate in the survey, eleven responses were received giving a response rate of 18 per cent.

*Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014)*

The survey conducted for the Underwater Cultural Heritage project in Mozambique focused on the ten participants in the training workshop which was the primary activity in the project. Eight (8) responses were received, giving a response rate of 80 per cent.

Table 1.3. Focus projects survey response rate

Project/s	Number of invited survey participants	Number of responses	Response rate
<i>Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014), and Protecting UNESCO Marine World Heritage in a changing climate, 2019–2020 (513GLO4016)</i>	20	32	46%
<i>Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (part two) (513RAF4009), and Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (2018) (513RAF4011)</i>	61	11	18%
<i>Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014)</i>	10	8	80%

The results of the survey contributed to the Evaluation findings for each of the five focus projects that are detailed at Appendix D.

### Virtual 'field-visit' focus groups

The Evaluation Team, in liaison with UNESCO, identified participants, finalised tailored sets of questions, and arranged and conducted virtual 'field visit' focus group workshops or interviews with project partners and beneficiaries.

The number of focus groups and participant in each are listed below.

Table 2.1. Summary of data sources, collection methods and sample sizes

Project	Focus Group	Number of Participants
<i>Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014)</i>	1	2
	2	2
<i>Protecting UNESCO Marine World Heritage in a changing climate, 2019–2020 (513GLO4016)</i>	1	4
<i>Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (part two) (513RAF4009), and Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (2018) (513RAF4011)</i>	1	3
	2	7
<i>Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014)</i>	1	4

The names and affiliations of participants for each focus group are listed in Appendix C.

## Stage 4: Validating and reporting findings of the Evaluation

### Participatory workshop

An online participatory workshop was held on 29 September 2020 with representatives from the Government of Flanders and UNESCO programme specialists and project officers to discuss the draft findings and recommendations of the Evaluation, prior to finalising the draft Evaluation Report. A briefing note was circulated to participants prior to the report. The briefing note and workshop presentation are included in Appendix G. Feedback received from workshop participants was incorporated into the findings and recommendations of the draft Evaluation Report.

## Draft Evaluation Report

A draft Evaluation Report was submitted to UNESCO on 9 October 2020.

The Evaluation team received comments on the draft report from the Project Steering Committee on 23 October 2020.

## Final Evaluation Report

This final draft Evaluation Report, incorporating the Project Steering Committee comments on the previous draft of the report, was submitted to UNESCO on 6 November 2020.

### 1.3 Limitations of the methodology

Field visits to meet with beneficiaries of the projects, including partner organisations and local communities, were not possible during the Evaluation due to Covid-19 restrictions. Online focus groups replaced in-country discussion with partners and beneficiaries. The information and opinions garnered through this process were informative and valuable and contributed directly to the Evaluation findings and recommendations, however this 'virtual' method did not permit the independent verification of outcomes or questioning of beneficiaries by the Evaluation Team that would have benefitted from first hand, on-ground observation. Focus group and survey questions were designed to interrogate specific aspects of the implementation and effectiveness of the project for the beneficiaries in relation to the responses to similar questions addressed to UNESCO staff.

The survey response rate for the Intangible Cultural Heritage projects in Southern Africa was very low at 18 per cent. The reasons for this may have included issues in language and literacy as the survey was distributed only in English and this may have posed challenges for some intended participants. Surveys invitations were delivered via email and the survey itself was online and therefore required access to internet. Participants were provided with the survey as a Word document rather than complete the survey online. This option was taken up by only a small number of survey participants. The surveys received represented three of seven African countries involved in the project. The responses were highly consistent with the exception of a single respondent who had not completed the training that was the focus of the surveys. While the survey sample is small the consistency of the responses provided some clear indicators of the value of the training.

## 2. Findings of the Evaluation

The Flanders-UNESCO cooperation is an effective instrument which has delivered a number of positive outcomes for cultural and natural heritage safeguarding and conservation, as well as for UNESCO and for the Government of Flanders. Those consulted for this Evaluation (through the focus groups, interviews, and surveys) were appreciative of the FUT and gave very detailed and wide-ranging feedback about the FUT in general and about FUT projects in particular. All considered that the FUT should continue and that future funding should be at the same or an increased level of funding.

The FUT projects align well with overall UNESCO priorities, noting that many projects respond to the decisions of the governing bodies of relevant Conventions of UNESCO and thus address identified priorities. The current FUT is narrower in focus than previous FUT agreements, and currently supports natural and cultural heritage safeguarding and conservation, focusing on projects in Africa and in Southern Africa in particular. A clear focus on natural and cultural heritage safeguarding and conservation within a defined area, and the openness and commitment of the Government of Flanders, were noted by UNESCO staff as important strengths of the FUT. Those consulted for this Evaluation commended this focus and noted that, by concentrating on discrete thematic and geographic areas, the Government of Flanders is better placed to build a long-term strategic program, and thus strengthen its position as an effective and reliable donor.

Consultations with representatives of the Government of Flanders indicate the agreement meets their overall political objectives and has served to support government priorities and to raise the government's profile and visibility. The cooperation has an element of political partnership with UNESCO which has proven useful and effective for the Government of Flanders. The FUT helps to put Flanders 'on the map' within UNESCO and thus develop and build the profile of the government. UNESCO is a global organisation which can give the Government of Flanders visibility not only in Paris, but globally. The FUT programme also provides a positive example of how the Government of Flanders can contribute to UNESCO, as well as to other international programmes and agreements.

Key strengths of the Government of Flanders cooperation with UNESCO were identified as being its long-term nature and its flexibility relative to many other comparable funding mechanisms which provide support to UNESCO. UNESCO staff noted that Flanders has been a reliable and long-term donor, and also that they have been flexible and more open to considering a range of projects, as reflected in the funding of short-term projects and the ability to re-allocate funds at short notice, and this is considered a strength of the agreement. Further, it was considered that Flanders has not imposed their own priorities and directions on UNESCO and this has been appreciated.

Many consulted for this Evaluation noted the benefits of having a donor (Government of Flanders) which is committed for the 'long haul', and that this provides the basis for effective partnership and achieving strategic long-term outcomes.

The Evaluation notes many donors are attracted to heritage. However, few support procedural aspects such as statutory reporting, so this support from Flanders is appreciated within UNESCO. UNESCO staff noted the support from Flanders provides invaluable support for ‘nuts-and-bolts’ statutory aspects such as State of Conservation reporting for the UNESCO World Heritage Convention. For example, the FUT project *Protecting UNESCO Marine World Heritage in a Changing Climate 2019–2020* (513GLO4016) provides technical support to the Evaluation and monitoring of World Heritage marine sites that are subject to review by the World Heritage Committee.

The above strengths reflect, and are reinforced by, the positive and effective working relationships and the high level of trust developed between staff from Flanders and UNESCO, over the period of the agreement.

The FUT also provides an entry-point and opportunity for Flanders to build technical relationships and partnerships with relevant technical staff at UNESCO that can assist in the joint development of programmes addressing the priorities of both the Government of Flanders and UNESCO. For example, a representative of Flanders noted: ‘An overall strength of the FUT is to provide access to a lot of people in UNESCO. It gives us contacts and establishes relationships.’ There is an awareness amongst many UNESCO staff of the strong technical expertise in Flanders and that this can usefully contribute to the achievement of FUT objectives at the project level.

Respondents from Flanders noted the importance of good personal relations with UNESCO as an important ingredient of the effectiveness of the FUT. They have worked with UNESCO staff for a number of years and have a high level of trust in their professional competence. This is an important factor when Flanders considers whether to continue the FUT and whether to allocate large projects to UNESCO under the FUT. Where there is a high level of confidence in the relevant UNESCO staff, they are more likely to consider investing in this way.

These close and effective relationships are also important in relation to communication on project issues. For example, if a particular project faces challenges or issues then it is more likely that the problems will be discussed immediately rather than waiting for the annual Steering Committee meeting to bring them up. Both UNESCO and Flanders respondents noted the open and clear communication existing between them, particularly between project managers. This is cited as another reason why FUT has been successful.

## 2.1 The FUT project portfolio (2014–2020)

The FUT project portfolio that is the subject of this Evaluation includes fifteen projects, consisting of five (5) focus projects evaluated in detail and ten (10) other projects. All projects were the subject of a desk top review of project documentation and interviews with relevant UNESCO project officers. The detailed Evaluation and findings of each of the five focus projects, including the outcomes of focus groups and surveys, is presented at Appendix D and in summary in Part 3, below. The Evaluation findings for each of ten other projects are presented at Appendix E. Names of interviewees and focus group participants are at Appendix C.

Details of the fifteen projects of this Evaluation period and the findings of the desktop review for each project are presented in Appendix A.

A total of \$US 2,462,122 of funding was provided by the FUT for projects during the period 2014–2020. Twelve of the fifteen projects received more than \$US100,000 in funding.

#### *Large projects (\$US100,000–\$US250,000)*

Five projects received \$US250,000, the highest amount of funding during the Evaluation period.

These projects are:

- *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List (513GLO 4014);*
- *Protection of Religious Heritage as a Tool for Reconciliation (513IRQ4000);*
- *Strengthening Sub-regional Cooperation and National Capacities in Eleven Southern African Countries for Implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (513RAF4009);*
- *Improving the Representation of African Sites on the World Heritage List (513RAF4012);*  
and
- *Culture, Public Spaces and Sustainable Cities (513RAF4013).*

Seven projects received funding of between \$US100,000 and \$US250,000.

These projects are:

- *#Unite4Heritage Cultural Diversity: Targets for Conflicts, Source of Peace (513GLO4015);*
- *Testing the How-To Guides in the Destination Management field in Four Africa Nature Sites (513RAF4007);*
- *Rallying the International Community to Safeguard Syria's Cultural Heritage (513SYR4000);*  
and
- *Emergency Safeguarding of the Site of Palmyra: Implementation of World Heritage Committee Decisions (513SYR4001).*

#### *Small projects (< \$US150,000)*

Six projects received funding of less than \$US150,000.

These projects are:

- *Database Websites and Activities In and Around the World Heritage Site of Preah Vihear (513CMB4000);*

- *Jardines de la Reina National Park Technical Support for Future World Heritage Nomination (513CUB4000);*
- *Protecting UNESCO's Marine World Heritage in a Changing Climate (513GLO4016);*
- *Strengthening Sub-Regional Cooperation and National Capacities in Seven Southern African Countries for Implementing 2003 Convention (2018), (513RAF4011);*
- *Engaging Local Communities in the Conservation and Management of World Heritage Sites in Africa (513RF4010); and*
- *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014).*

#### *Projects responding to emergency situations*

Four projects responded to emergency situations. These projects are: *#Unite4Heritage Cultural Diversity: Targets for Conflicts, Source of Peace (513GLO4016); Protection of Heritage of Religious Interest as a Tool for Reconciliation (513IRQ4000); Rallying the International Community to Safeguard Syria's Cultural Heritage (513SYR4000); and Emergency Safeguarding of the Site of Palmyra: Implementation of World Heritage Committee Decisions (513SYR4001).*

Together these four projects received \$US690,711 or 28 per cent of the FUT funding for the period 2014–2020.

#### *Geographic region for the projects*

Table 2.2 below lists the number of FUT projects undertaken in each of the UNESCO regions during the Evaluation period.

Table 2.2. The number of FUT projects in each UNESCO region

UNESCO region	Number of projects
Asia Pacific	1
Latin America and the Caribbean	1
Africa	7
Arab States	3
Global	3
<b>TOTAL</b>	<b>15</b>

## 2.2 Relevance and coherence of project portfolio

The focus of the UNESCO–Flanders cooperation is defined in a series of general statements under Article 1 of the Agreement. The Evaluation assesses the relevance and coherence of the project portfolio in relation to the statements in Article 1 and concludes the FUT project portfolio is relevant and coherent. However, it is noted that the Agreement does not however specify criteria or measures against which the level of alignment of the portfolio with the focus of the Agreement may be evaluated.

Article 1.2 of the Agreement states that *'joint activities will be developed within UNESCO's Major Programme on Culture, with specific attention for cultural and natural heritage. In the context of cooperation, the importance of Priority Africa, gender equality and respect for human rights will be underlined.'*

### 2.2.1 Thematic focus on culture (Article 1.2)

All projects that were the subject of this Evaluation were developed within UNESCO's major programme on culture (Article 1.2) and therefore align with the thematic focus of the Agreement. The portfolio of projects includes six projects in natural heritage and nine projects in cultural heritage.

Article 1.2 of the agreement notes the importance of Priority Africa, gender equality and respect for human rights in the activities supported by the FUT.

### 2.2.2 Priority Africa (Article 1.2)

Seven of the fifteen projects support Priority Africa. Three of these projects have a specific geographic focus of Southern Africa. Southern Africa was identified in interviews with representatives of Flanders and UNESCO as the preferred geographic focus for activities funded by the FUT. Projects supporting Priority Africa received less than half of the total funding of \$US2,462,122 for projects during the Evaluation period.

The two marine World Heritage projects *Scaling-up conservation of marine sites on UNESCO's World Heritage List* (513GLO4014) and *Protecting UNESCO Marine World Heritage in a Changing Climate* (513GLO4016), have a global focus although they also involve, and have benefitted, marine heritage conservation in Southern African countries.

Conversely, some FUT projects implemented in Southern Africa have provided wider heritage conservation benefits and lessons, at regional and international levels. For example, the FUT project: *Testing the How-To Guides in the Destination Management field in Four Africa Nature Sites* (513RAF4007) developed guides for the management of tourism in WH sites which were applied in Asia, as well as in Francophone African countries.

The Evaluation notes that, although the FUT has a geographic focus on Africa, and in particular Southern Africa, the Agreement does not specify an allocation of FUT funding to be directed towards projects in the focus area. It is therefore difficult to conclude whether the current portfolio aligns with the FUT agreement. However, at a general level, projects in the FUT

agreement clearly focus strongly on, and address, relevant heritage conservation issues in Africa.

Some respondents noted the current emphasis on Southern African countries can be both a strength but also a weakness of the FUT—a strength, as it enables Flanders and UNESCO to focus efforts within a defined area and maximize the chance of successful outcomes, but a weakness in that a focus on a specific geographic area often precludes action on issues in other geographic areas that may have higher priority. For example, the geographic focus on Southern Africa doesn't match the overall priority for natural World Heritage for Africa as a whole.

### 2.2.3 Gender equality and human rights (Article 1.2)

The detailed assessment of the FUT project portfolio indicates that gender equality and human rights have been considered within the FUT Agreement and that there has been particular consideration of the needs of disadvantaged groups, including indigenous peoples.

The majority of projects reviewed have aimed to ensure balanced gender representation in project activities, including through balanced participation of men and women at conferences, workshops, and training activities. However, several project officers noted that although efforts are made to encourage gender equality in such activities, participants are generally selected by beneficiary countries or organisations and it is thus not always possible for UNESCO officers to ensure gender equality.

In reference to the FUT projects, UNESCO Programme specialists noted there is still considerable progress to be made in addressing gender equality and human rights in the design and implementation of projects in general, but noted also in relation to the FUT projects that UNESCO staff designing and implementing projects are not specialists in gender and human rights issues. For this reason, staff can find it difficult to translate gender and human rights objectives into project activities. Some interviewees considered the reporting on the mainstreaming of gender equality and human rights in the project reports to be 'box-ticking' and that further awareness and capacity of building of project staff in this area may be required.

Human rights issues are relevant for many of the World Heritage sites involved in the FUT project portfolio, including World Heritage sites in Africa, Cambodia and Syria, and religious sites in the Iraq, with local communities often living in and around these sites. A number of FUT projects have been implemented closely with communities living in and around WH sites and have tried to address these issues. For example, the FUT project *Engaging Local Communities in the conservation and management of WH sites in Africa* (513RAF4010) has supported local communities living in and around the Okavango WH site in Botswana to support co-management of the site to establish a programme for demand-driven small grants for community based organisations, complemented by capacity building, exchange, and networking activities.

Programme specialists noted that human rights are complicated and can be very difficult to address in the design and implementation of FUT projects, especially in beneficiary countries that have diverse ideas and attitudes towards human rights.

The Evaluation considers the Government of Flanders and UNESCO should continue to support projects that explicitly include and address gender equality and respect for human rights and recommends these aspects be considered in the design of projects, working closely with organisations in beneficiary countries.

## 2.2.4 Capacity-building activities (Article 1.3)

Article 1.3 states a *preference will be given to capacity building* in projects funded by the FUT. Of the thirteen completed projects, capacity-building was a focus of activities in twelve. This included training for communities and site managers, regional workshops, and the establishment of national and regional networks and international training workshops.

In general, capacity building activities were identified by UNESCO project officers and beneficiaries (in the five focus projects) as very successful. These included:

- *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa* (513RAF4014);
- *Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage* (513RAF4009, 513RAF4011);
- *Scaling-up Conservation for Marine World Heritage Sites* (513GLO4014), where global conferences for Marine World Heritage site managers led to establishment of a global expert network;
- *Testing the how-to guides in the destination management field in four African nature sites* (513RAF4007), which included capacity-building for tourism operators and park managers; and
- *Engaging local communities in the conservation and management of WH sites in Africa* (513RAF4010), which included capacity-building for local communities.

Capacity-building was a key element in ensuring sustainability of all of these projects, through the development of skills, ownership and practical skills such as in project development and fundraising.

The Evaluation notes that these projects included capacity building activities at regional, national and local levels. In particular, these activities strengthened the ability of local communities to design and implement projects, reducing their reliance on external consultants and thus contributed to longer term and sustainable outcomes.

In a number of these projects, capacity-building activities led to the establishment of regional and international expert networks. The Intangible Cultural Heritage projects in Southern Africa (313RAF4009/513RAF4011) supported a regional network of National ICH Committees that were established in an earlier FUT project. Members of this network exchanged information to support each other in the implementation of their national action plans for safeguarding

intangible cultural heritage. This network is also cooperating to develop and submit multinational nominations for the Representative List to recognise that some intangible cultural heritage is shared across the borders of the seven countries included in the projects. The trainees in the project *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa* (513RAF4014) have established a network, that includes their trainers, to support each other to implement the skills and knowledge they acquired during the capacity building workshop in their own countries. The FUT project: *Protecting UNESCO Marine World Heritage in a changing climate* (513GLO4016), as well as other FUT marine projects, stimulated the development of the World Heritage marine managers network, which has enhanced exchange of information and capacity building between World Heritage marine sites.

## 2.2.5 Partnerships between UNESCO, Flemish institutions, and beneficiary countries (Article 1.5)

Article 1.5 of the Agreement states that *priority will be given to such activities that represent a true partnership between UNESCO, Flemish Institutions and beneficiary countries. Where possible the Trust Fund will seek to reinforce the partnership between UNESCO, the Government and the European Union Institutions.*

Flemish experts contributed to three projects in the Evaluation period. Professor Marc Jacobs from the Flemish Institution of FARO contributed to the implementation of the two projects building capacity for safeguarding *Intangible Cultural Heritage in Southern Africa* (513RAF4009/513RAF4011). Through FARO, Professor Jacobs, who is internationally recognised as an expert in the implementation of the 2003 Convention, was invited to be a facilitator and trainer during the projects. He considered that having experts involved, although not necessarily Flemish experts, was of benefit from a strategic perspective and for building the networks of African countries wishing to have a greater role in the implementation of the Convention at the international level.

Dr Marnix Pieters, Research Director of Archaeology at the Flemish Heritage Agency was invited to be a trainer in the project *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa* (513RAF4014). Dr Pieters noted that it was a great advantage to have experts, including himself and others, as trainers in the small ‘hands on’ workshop in Mozambique because there was sufficient time to pay close attention to all the students. Dr Pieters is a member of the network established by the trainees and continues to regularly provide technical advice and support to the trainees. Through the project, a collaborative research project has been established between the Flemish Heritage Agency and the Universidade Eduardo Mondlane, the partner university implementing the project, to analyse archaeological material from Mozambique Island.

Both financial and in-kind support from partners has been very important in supporting the implementation of projects under this Agreement, broadening the expertise available, and supporting capacity building.

As noted above, FUT has provided an opportunity for the Government of Flanders to build technical relationships and partnerships with relevant technical staff at UNESCO that can assist

in the joint development of programmes addressing the priorities of both organisations. There is an awareness amongst many UNESCO staff of the strong technical expertise in Flanders and that this can usefully contribute to the achievement of FUT objectives at the project level.

Respondents from Flanders noted the importance of good personal relations with UNESCO as an important ingredient of the effectiveness of the FUT. They have worked with UNESCO staff for a number of years and have a high level of trust in their professional competence. These close and effective relationships are also important in relation to communication on project issues. Both UNESCO and Flanders respondents noted the open and clear communication existing between them, particularly between project managers.

## 2.3 Efficiency in the implementation of projects

The Evaluation notes the majority of FUT projects were effectively planned and implemented, with all completed FUT projects achieving their aims. FUT project documents, final reports, interviews, focus groups and surveys together indicate a high level of achievement of project outcomes. A small number of projects were either discontinued or did not implement all planned activities. However, this was not the norm, and this finding is secondary to high-level findings that the majority of FUT projects were effectively planned and implemented.

### 2.3.1 Timely and effective delivery of project outcomes

The Evaluation notes the majority of projects were not completed on schedule. Two projects (513RAF4012 and 513IRQ4000), remain ongoing with final activities being delayed due to Covid-19. One project, *Jardines de la Reina National Park: Technical Support to Strengthen Management and Possible Future World Heritage Nomination File Preparation* (513CUB4000), has been rescheduled. No-cost extensions were sought and approved for seven of the projects.

The high number of projects that required extensions was noted as an issue by Flanders representatives. UNESCO staff indicated that in most cases delays in project implementation were due to challenging and changing circumstances in the countries or regions in which the projects are implemented, rather than due to poor project design or lack of effective implementation by UNESCO. For example, in the project *Implementation of the World Heritage Committee Decisions for the Site of Palmyra* (513SYR4001), the armed conflict in Syria made a technical mission to Palmyra impossible. Overall, the Evaluation finds that the no-cost extensions granted to many of the projects were warranted and enable the objectives of the project to be successfully completed.

A small number of projects were either discontinued or did not implement all planned activities. However, this was not the norm, and such findings are secondary to high-level findings that the majority of FUT projects were effectively planned and implemented. In some cases (particularly projects implemented in emergency/conflict situations) these occurrences were unavoidable due to external factors. The Government of Flanders took the decision to discontinue the project *Culture, Public Spaces and Sustainable Cities* (513RAF4013) in April 2020 due to a lack of progress in, and significant departures from, planned activities. This is discussed further below.

### 2.3.2 Governance and management of projects

The Evaluation finds that the processes and procedures associated with the FUT are effective and have been satisfactorily implemented. These include, but are not limited to, project selection, monitoring and evaluation, communications, and (where necessary) project extension.

The governance, coordination and management structures of the project activities were generally very efficient from the perspective of achievement of outcomes. With the exception of the project *Culture, Public Spaces and Sustainable Cities* (513RAF4013), no issues in governance or management of projects were raised during interviews or focus groups, nor in the surveys of project beneficiaries. UNESCO staff in the regional offices in Harare, Maputo, Khartoum, Amman, Bamako, Baghdad, Beirut, Havana, Brussels, and Phnom Penh all demonstrated a high level of dedication and effort in ensuring that projects were effectively implemented and also that communication with partners and beneficiaries was as efficient and effective as possible.

The final reports for each of the completed projects, and interviews with partners and beneficiaries, did not suggest anything other than efficient use of human and financial resources. However, a number of specific challenges in the implementation of FUT projects were raised by people consulted for this project and these are outlined in Part 2.4.3 of this report.

Partnerships between UNESCO and government agencies, universities, or non-government organisations were established or strengthened in the implementation of thirteen of the projects. Partnerships have been effective in building institutional capacity in beneficiary countries such as Cambodia, Iraq, and Syria, and in Southern African countries. The above two Marine World Heritage projects (513GLO4016 and 513GLO4014), catalysed a number of key partnerships which have proved very important in the delivery of project outcomes, ensuring project sustainability and stimulating additional investment. For example, the FUT project *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014) stimulated many partnerships which generated significant additional income, over and above the funding provided by Flanders (\$US250,000). The FUT support provided the catalyst for encouraging support from other donors. A total amount of about \$US1.3 million was raised over the duration of this FUT project from several partners, including the governments of France and Monaco, the Annenberg Foundation, the Great Barrier Reef Foundation and high-net-worth individuals.

All projects implemented under the FUT agreement have undertaken evaluations as an element of project management within UNESCO. Each UNESCO project under \$US500,000 has a requirement for self-evaluation which has been applied for all FUT projects. The Evaluation notes the value of self-assessment but also notes that such assessments are usually pre-disposed to positive results and that, where possible, some external persons should also be involved, even if in a relatively minor way.

The Evaluation notes that the application of monitoring and evaluation is increasing, and that attitudes to monitoring and evaluation of programme staff are changing: it is now seen less as a chore, or merely a box to be ticked, and a number of UNESCO staff interviewed noted

monitoring and evaluation is increasingly seen as a useful and effective part of good project management.

Flanders officials noted they were not familiar with the internal evaluation processes of UNESCO. Increased communication regarding these evaluations may be useful, particularly when issues are identified that require attention and joint action.

## 2.4 Effectiveness of the projects and signs of impact

There were a number of positive achievements from FUT projects and these are outlined in the detailed review of these projects in Appendices D and E. Some highlights are noted below. The majority of projects involved effective partnerships and cooperation with implementing partners and a number were able to catalyse significant additional funding and support. The majority of the projects were found to have had impacts at a regional and/or international level. Most projects also have had substantial impact at the local, community level, either directly through capacity building activities at the local level such as the Intangible Cultural Heritage projects in Southern African countries (513RAF4009 and 513RAF4011) or indirectly through activities that have a ‘trickle down’ effect, supporting communities associated with sites that were the focus of project activities, for example the project *Safeguarding Syria’s Cultural Heritage* (513SYR4000).

Several projects achieved aims not anticipated in the project design, or were catalysts for further projects and outcomes. This was confirmed in interviews with programme specialists and project officers, and in the focus groups and surveys of project beneficiaries, for the focus projects.

### 2.4.1 Major successes or key achievements of the projects

#### 2.4.1.1 Focus projects

The projects *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014) and *Protecting UNESCO Marine World Heritage in a Changing Climate* (513GLO4016) were noted as landmark projects for the world’s Marine World Heritage sites by all persons consulted through this Evaluation. These projects achieved multiple objectives, were well planned and implemented, and were communicated widely and effectively. The major items of significance arising from these projects included the global World Heritage marine managers conferences, and related training and workshops, which led to the globally significant Marine World Heritage Marine Managers Network.

A key achievement of the two projects for *Strengthening Sub-Regional Cooperation and National Capacities in Seven Southern African Countries for Implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (ICH)* (513RAF4009/513RAF4011) has been to build awareness of the significance of intangible cultural heritage and the need for safeguarding of this heritage across all seven participating Southern African countries at community, national and regional levels. The projects have been highly successful in supporting and consolidating a regional network of National ICH Committees and trainers that support communities in inventorying their intangible cultural heritage. The projects have also supported the SAICH platform at Chinhoyi University of Technology, Zimbabwe to facilitate and coordinate the regional network and host the management system for inventoried elements of intangible

cultural heritage for all seven countries. More than 100 elements of intangible cultural heritage have been inventoried.

#### 2.4.1.2 Other projects

- *#Unite4Heritage* (513GLO4015) was particularly effective in raising awareness of the destruction of cultural heritage in Iraq and Syria, especially within the EU through the Brussels conference, which had a very high profile overall and for Flanders. The conference was the catalyst for further action within the EU and the development of a Strategy for the *Reinforcement of UNESCO's Actions for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict*.
- *Protection of Heritage of Religious Interest as a Tool for Reconciliation* (513IRQ4000) achieved the remarkable feat of building the capacity of members of three religious endowments to survey nearly 300 religious buildings in a challenging post-conflict security environment in less than two months.
- *Rallying the International Community to Safeguard Syria's Cultural Heritage* (513SYR4000) delivered a high-profile three-day international experts' conference (including both the Syrian government and expatriate experts) in a challenging political and diplomatic environment, followed by a number of heritage 'first aid' workshops in Syria that began the post-conflict revitalisation of traditional trades and catalysed additional follow-up projects from another donor.
- *Testing the How-to Guides in the Destination Management field in Four African Nature Sites* (513RAF4007) resulted in the development of a tourism strategy for the Maloti-Drakensberg Park in South Africa, which followed on directly from the 'how-to' guides developed through this project. The guides were also applied in WH sites in addition to those covered by the project, for example in WH sites in the Comoros, Francophone African countries, and Asia.
- *Improving the Representation of African Sites on the World Heritage List: Upstream Support for Natural Heritage* (513RAF4012) encouraged and stimulated transboundary cooperation between Namibia, Angola, and Botswana in relation to the Okavango Delta WH site, including through the establishment of a committee comprising high-level representatives from each country. This FUT project was also an important catalyst for the engagement of other donors and NGO partners, including the FZS and African Wildlife Foundation. This has been an indirect but important outcome from this project. It is also positive to see the current strong institutional backing from the Government of Botswana for the Okavango transboundary nomination, as this is essential for project sustainability. As one interviewee noted: 'it is important to move to a situation where FUT is no longer the glue needed to hold the nomination process together.'

## 2.4.2 Aspects of the project design and implementation that contributed to their success

### 2.4.2.1 Focus projects

The projects *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014) and *Protecting UNESCO Marine World Heritage in a Changing Climate* (513GLO4016) were noted as being effectively designed and implemented. Key elements that contributed to this success included: (i) involvement of partners and stakeholders in the design and implementation of the projects; (ii) sequential planning, with each project building on the lessons from previous projects; (iii) use of these FUT projects in a catalytic manner that stimulated the generation of additional funding to support project aims.

The projects *Strengthening Sub-regional Cooperation and National Capacities in Seven Southern African Countries for Implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage* (513RAF4009/513RAF4011) were the final two stages of a sequence of projects funded by Flanders, beginning in 2009. Each of the projects has been designed to build on and consolidate the outcomes of the previous projects with the long-term goal of building sustainable capacity for safeguarding intangible cultural heritage at the regional level. This funding of sequential stages for over a decade, each of which is designed to support a long-term vision, is a highly successful model for capacity building for heritage safeguarding and conservation in Africa where sustained long-term support is needed to build community and institutional capacity.

Likewise, the project *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa* (513RAF4014) was designed with a long-term vision, as an incremental step toward increasing the recognition and improving the protection of underwater cultural heritage in Africa. The design of the project was effective in having short term aims, that is, building the skills and knowledge of trainees from eight African nations, each of whom is in a position to implement the training in their own country, and in contributing to a sustainable longer term goal of building awareness of this heritage in the community, as well as establishing a regional and research training centre.

### 2.4.2.2 Other projects

- *#Unite4Heritage* (513GLO4015) was very effectively designed: to raise the international profile of attacks on cultural heritage during conflict; to mobilise action; and to act as a catalyst for further projects and funding. The planning for the Brussel's Conference, the key activity of the project, was strategic in combining very-high level speakers and the associated media activity with the technical conference. The conference was very effective in raising international awareness of the destruction of cultural heritage in Iraq and Syria and the conference outcomes supported finalizing an *Action Plan for the UNESCO Strategy for the protection of cultural heritage and promotion of cultural pluralism*.
- *Rallying the International Community to Safeguard Syria's Cultural Heritage* (513SYR4000) enabled project officers to respond flexibly to advice on the ground and to changing circumstances to arrange workshops in a challenging post-conflict situation.

- *Protection of Heritage of Religious Interest as a Tool for Reconciliation* (513IRQ4000) built the capacity of members of Iraq's religious endowments to carry out surveys in a security situation that would have precluded on-ground survey activity by UNESCO or foreign experts, enabling urgent action in a challenging post-conflict environment.
- *Engaging Local Communities in the Conservation and Management of World Heritage Sites in Africa* (513RAF4010) linked project design and implementation with ongoing government processes, specifically the development of the management plan for the Okavango Delta WH site. This is an important initiative which provides synergies with the FUT project, particularly as both the baseline survey under the FUT project and the updating of the management plan are being undertaken by the one (respected) local institution, the Okavango Research Institute.

**The Evaluation recommends that Government of Flanders consider prioritising projects that have the potential for support from the FUT to be leveraged, through co- or joint funding with other donors upon advice by the UNESCO secretariat on such opportunities.**

### 2.4.3 Challenges in the implementation of projects

A number of the FUT projects faced unforeseen challenges. In most cases relevant staff were able to respond in an effective manner. A small number of projects were either discontinued or activities were not fully implemented. In some cases (particularly projects implemented in emergency/conflict situations) these occurrences were unavoidable due to external factors.

- *Jardines de la Reina National Park: Technical Support to Strengthen Management and Possible Future World Heritage Nomination File Preparation* (513CUB4000) was delayed for a number of reasons, including the fact that the relevant Cuban Government agency, the National Centre for Protected Areas, was not involved in drafting the original project document, as well as concerns about the original budget. The project was thus revised, and a project extension was approved. This project underlines the importance of full and effective consultation with relevant government agencies at an early stage of project design.
- Serious impacts from Covid-19 started in March 2020 and are thus not relevant for an evaluation for the period April 2014 to April 2020. However, it was noted by a number of persons interviewed for this Evaluation as a major issue affecting ongoing and new projects, as well as providing the opportunity of stimulating new ways of working. The implications for specific FUT projects is noted in Appendices D and E, specifically in relation to *Engaging Local Communities in the Conservation and Management of World Heritage Sites in Africa* (513RAF4010) and *Jardines de la Reina National Park* (513CUB4000).
- Implementation of *Improving the Representation of African Sites on the World Heritage List: Upstream Support for Natural Heritage* (513RAF4012) has been variable between the project countries, reflecting differing capacity levels. For example, progress has been slower in Ethiopia, reflecting capacity issues and also the 2019 wildfires in Mbale and Simien. However, activities have accelerated since the signing of a partnership agreement with the Frankfurt Zoological Society (ZSL) in 2019 to support the Ethiopian Wildlife Conservation

Authority (EWCA) in preparing the nomination dossier for Mbale Mountains National Park and reviewing the boundary extension to the Simien Mountains WH site.

- *Culture, Public Spaces and Sustainable Cities* (513RAF4013) faced a number of challenges in its implementation. The first stage of the project, a desktop study, was delayed due to difficulties in findings experts willing to undertake the study. Changes in personnel in the UNESCO Office in Harare and UNESCO Headquarters, Paris, may have contributed to the delay in commissioning the study. Changes to the project plan initiated by UNESCO appear to have not been adequately communicated to Flanders. This breakdown in communication was due in part to the changes in UNESCO staff and organisational arrangements. The delays in the implementation of the project were further exacerbated by Covid-19 which meant the project case studies could not go ahead as planned. The project was discontinued in April 2020.

#### 2.4.4 Opportunities to develop potential synergies with relevant networks and partners

The most successful FUT projects involved working closely with relevant networks and partners. This approach served to amplify project aims and developed a broader constituency of support. For example, the project *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List*, was instrumental in establishing the Marine World Heritage Marine Managers Network which proved very effective in improving communication between site managers and, in turn, improving the management of Marine World Heritage sites.

The FUT project *Engaging Local Communities in in the conservation and management of WH sites in Africa* (513RAF4010) amplified its impact through partnership and synergy with the COMPACT (Community Management of Protected Areas for Conservation) initiative, supported by the Global Environment Facility (GEF) and implemented by UNDP. This synergy has enhanced and strengthened the development of mechanisms in the Okavango WH site for co-management with local communities, establishing demand-driven small grants for community based organisations, and implementing capacity building activities.

Key lessons regarding FUT projects developing synergies with relevant networks and partners include the need to:

- have clear and effective communication with partners at an early stage of project development;
- look for win-win options and solutions, working closely with partners;
- work with partners that share common objectives; and
- have a clear focus on relevant objectives and outcomes.

### 2.4.5 The catalytic effect of projects and activities under the FUT

A number of FUT projects, such as the marine World Heritage projects, have had a catalytic effect and have stimulated and encouraged support from many other donors and partners.

For example, FUT funding played an important catalytic role in the \$US 9 million Reef Resilience Initiative launched in 2018 and supported by a consortium of international partners. This initiative supports a common, future oriented strategy for 5 marine World Heritage sites. Overall, what has been important about the support from the Government of Flanders is that it has been long term and has provided support in a consistent and reliable manner. This is particularly important in the light of climate change and the need to work cooperatively with local communities living and around each World Heritage site.

The project #Unite4Heritage provided a substantive output in directly contributing to the *Action Plan for the implementation of the Strategy for the Reinforcement of UNESCO's Actions for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict*. In turn, the project *Rallying the International Community to Safeguard Syria's Cultural Heritage* (513SYR4001) provided an opportunity to test the outcomes of the *UNESCO Strategy for the protection of cultural heritage and promotion of cultural pluralism* and the associated Action Plan. The outcomes of the project led to additional activities, including: (i) development of an open-access forum discussion on the Directorate General for International Cooperation and Development's platform; (ii) collection of resources for the UNESCO capacity4dev blog and the production of additional advocacy materials including publication of the conference proceedings and brochure *Cultural Heritage under Attack: Protecting Heritage for Peace*; and (iii) a brochure for participants of the project events informing them of UNESCO's actions to safeguard cultural heritage and the partnership between the European Union and the Government of Flanders.

## 2.5 Sustainability and visibility of project outcomes

The Evaluation notes a number of FUT projects had sustainable outcomes and established mechanisms to ensure sustainability and replication elsewhere. Elements which encouraged sustainability included: (i) institutionalising project activities within relevant government partner agencies and initiatives; (ii) working with and empowering local communities and institutions; and (iii) building capacity of key people and institutions through focussed training. Examples are provided below.

The Evaluation notes a high visibility of the FUT and the Government of Flanders in most of the projects assessed. Many efforts were made to communicate the outcomes of projects under the FUT, using a range of approaches.

### 2.5.1 Sustainable outcomes of the projects

A number of FUT projects have had long term impacts and have proved to be sustainable. Key elements which have encouraged sustainability have included:

- Institutionalising project activities within relevant government partner agencies and initiatives. For example, the FUT project: *Engaging Local Communities in the*

*conservation and management of WH sites in Africa* (513RAF4010) linked activities with an important and on-going government initiative: the development of a Management Plan for the Okavango Delta WH site: this has proved important for project sustainability. A key activity of the project *Database website for projects and activities in and around the World Heritage Site of Preah Vihear* (513CMB4000) was to build the capacity of the national officials of the National Authority for Preah Vihear (NAPV) to develop and manage a central digital database for the Preah Vihear World Heritage site, contributing to the long term objective of building a website, to facilitate information sharing amongst the different stakeholders in Preah Vihear and Angkor Wat World Heritage sites.

- Working with and empowering local communities and institutions. The above project supported, and worked closely with, a respected local institution, the Okavango Research Institute. The long-term involvement of this institute is an important element of project sustainability. The *Intangible Cultural Heritage projects in Southern Africa* (513RAF4009/513RAF4011) applied the community-based capacity-building approach and methodology of the 2003 Convention throughout the project.
- Building capacity of key people and institutions through focussed training. The FUT project *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014) has supported the global World Heritage marine managers conferences and related training and workshops. These activities have strengthened the capacity of WH marine managers at local, national, regional and international levels. The establishment of the World Heritage network played a key role in ensuring the sustainability of Marine World Heritage conservation outcomes, arising from the FUT project. The *Intangible Cultural Heritage projects in Southern Africa* (513RAF4009/513RAF4011) supported, and strengthened the capacity of, National Intangible Cultural Heritage Committees in all seven beneficiary countries to develop and implement their National Action Plans.

## 2.5.2 Contribution of the projects to the 2030 Agenda

Each of the projects in the portfolio and the FUT overall made a contribution towards achieving the goals of specific SDGs and Agenda 2030 overall.

The UN Sustainable Development Goals (SDGs) directly supported by FUT project activities are listed in the table below. For recent projects, the SDGs addressed by the project are specified in the project document. For projects developed prior to the introduction of UNESCO's current project template, the Evaluation assigned the most appropriate SDG/s.

Table 2.3. UN Sustainable Development Goals supported by FUT project activities

Sustainable development goal		Number of projects
1	Poverty	2
4 (4.7)	Quality Education	2

11 (11.4, 11.7)	Sustainable Cities and Communities	8
13	Climate Action	1
14 (14.5, 14.7)	Life Below Water	4
15	Life on Land	5
16 (16.8)	Peace, justice and strong institutions	2

The SDG that is most frequently supported by the FUT during the period of this Evaluation is SDG11, *'Make cities and human settlements inclusive, safe, resilient and sustainable'*, and in particular, target 11.4, *'Strengthen efforts to protect and safeguard the world's cultural and natural heritage'*.

Four projects support SDG14 (*'Conserve and sustainably use the oceans, seas and marine resources for sustainable development'*) and specifically targets 14.5 (*'By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information'*) and 14.7 (*'By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism'*).

The projects *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014) and *Protecting UNESCO Marine World Heritage in a Changing Climate* (513GLO4016) are directly relevant to SDG 14. They contributed directly to the conservation of Marine World Heritage sites, which serve as flagships for marine protection under SDG target 14.5 and contributed to projects demonstrating the sustainable management of marine resources, such as through Marine Spatial Planning.

The two *Intangible Cultural Heritage Projects in Southern African Countries* (513RAF4009 and 513RAF4011) contribute directly to SDG2: (*'Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all'*) and specifically to target 4.7 (*'By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development'*). The projects have supported the community safeguarding of intangible cultural heritage in seven Southern African countries through capacity building for inventorying of ICH elements and their safeguarding through inclusion in the southern African ICH Platform established at Chinhoyi University of Technology, Zimbabwe and reinforced during the project.

The four projects that were a response to emergency situations (*#Unite4Heritage Cultural Diversity: Targets for Conflicts, Source of Peace* (513GLO4016); *Protection of heritage of*

*religious interest as a tool for reconciliation (513IRQ4000); Rallying the International Community to Safeguard Syria's Cultural Heritage (513SYR4000); Emergency Safeguarding of the Site of Palmyra: Implementation of World Heritage Committee Decisions (513SYR4001)) all supported SDG16 ('Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels').*

In the absence of clear indicators, it has not been possible to evaluate the *extent* to which the FUT contributes to achieving the SDG targets. At a qualitative level, the Evaluation notes that FUT projects were directly relevant, and made a useful contribution, to SDG targets and Agenda 2030 overall.

### 2.5.3 The visibility of selected projects for Flanders and UNESCO

The Evaluation notes many efforts to communicate the outcomes of projects under the FUT and the FUT agreement as a whole, including through the preparation of brochures such as *Cultural Diversity Under Attack: Protecting Heritage for Peace* (513GLO4015) produced during the project #Unite4Heritage and other publications including the *Damage Assessment Report* of the project *Protection of Heritage of Religious Interest as a Tool for Reconciliation* (513CMB4000). The Evaluation notes a high visibility of the FUT and the Government of Flanders in most of the projects assessed. As one focus group participant noted: 'Yes, we are well aware of the support from Flanders and are extremely grateful for how it strengthens the programme. The logo of Flanders was everywhere at the Glacier Bay conference.'

Many respondents noted the effectiveness of web-based approaches to promoting the FUT and its activities, for example as part of the #Unite4Heritage project, with particular attention to linking with the UNESCO World Heritage website, which is highly visible and the most popular web site within the UNESCO family. Other websites are being developed, including one by the Flemish Commission for UNESCO, which will include all FUT projects.

Respondents from Flanders suggested that FUT and project outcomes could be better communicated within Flanders, including to the public and to other government agencies, particularly through translating and communicating project documents and outcomes into concrete, understandable, and appealing messages.

Involvement of local experts from Flanders in the planning and implementing of FUT projects is also an effective means of building awareness of FUT within the Flemish administration and this should be encouraged. For example, the Intangible Cultural Heritage (ICH) projects incorporated expertise from the FARO, the Flemish Interface Centre for Cultural Heritage, an accredited NGO of the 2003 Convention, and this proved useful in improving the effectiveness of the projects and the visibility of activities in Flanders.

FUT projects provide opportunities for raising awareness and profile through events associated with projects, such as launching of activities or promoting outcomes. Of particular note in the regard are the very high-profile events associated with #Unite4Heritage. The Evaluation notes that all FUT Projects have key milestones, such as delivery of a report or running a workshop, and these provide excellent opportunities for strategic communication.

Where possible, such events and activities should involve the press and representatives of Flanders and/or Belgium, such as staff at relevant Permanent Delegations, who should be invited to participate. Events related to FUT have also been held at UNESCO headquarters in Paris and these have been useful and positive in raising awareness of FUT and Flanders, particularly within the diplomatic community.

A positive feature of communication for many FUT projects has been the translation of materials into languages other than English. For example, the basic texts of the 2003 ICH Convention have been translated into seven Southern African languages. Documents from a number of FUT projects have been translated into a number of languages, further amplifying the impact of the FUT programme. As an example, translation of the Marine World Heritage Guidelines into Arabic greatly assisted the application of this important tool by Marine World Heritage managers in Arabic speaking countries.<sup>1</sup>

Communication efforts under the FUT are very important and should involve a range of mechanisms, including having Flanders logos on all project documents as a compulsory requirement, as well as using a range of publication materials and web-based systems of communication. The Evaluation notes that communication efforts have often been constrained by limited funding, as communication activities have often been allocated small amounts within FUT project budgets.

**The Evaluation recommends that UNESCO further investigate opportunities for communicating the activities and outcomes of projects funded by the Government of Flanders through publications, the internet, social media, and other means, to enhance the visibility of Flanders Funds in Trust and UNESCO.**

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<sup>1</sup> Key documents from this and previous projects, such as the *Best Practice Guide on Marine World Heritage Sites* have been translated into a number of languages, including Indonesian, French, and Spanish.

### 3. Evaluation of focus projects

Appendix D includes the detailed evaluations for the five focus projects. The review of these projects involved:

- virtual 'field-visit' focus groups, consisting of workshops and interviews with project partners and beneficiaries, the results of which are listed in Appendix C; and
- a survey covering issues relevant to each of the five focus projects, the full results of which are included in Appendix F.

#### 3.1 General findings

##### 3.1.1 Outcomes achieved measured against the project aims

Outcomes are assessed against project aims for each of the five focus projects in the detailed evaluations of each project. At a general level, outcomes matched original project aims, and in some cases the outcomes were exceeded. For example, for the project *Strengthening Sub-regional Cooperation and National Capacities in Seven Southern African Countries for Implementing the 2003 Convention for the Safeguarding of Intangible Cultural Heritage* (513RAF4011), the outcomes included the establishment of a regional network of ICH experts, facilitators and researchers. The project outcomes of *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* (513GLO4014), exceeded original project aims, reflecting: (i) a clear project focus; (ii) the professionalism of staff in the WH Marine programme; and (iii) the successful mobilisation of additional funding to support the implementation of the project.

##### 3.1.2 Aspects of the project design and implementation that contributed to the success of the projects

Aspects of project design and implementation that contributed to the success of the projects included:

- professionalism of staff involved in project design and implementation;
- a sharp and clear project focus;
- mobilisation of additional financial and human resources;
- development of expert networks that support and amplify the achievement of project aims; and
- building on the successes and achievements of previous projects.

For example, the success of the project *Protecting UNESCO Marine World Heritage in a Changing Climate* (513GLO4016) reflected the development of the global WH marine managers

network, which amplified project outcomes and objectives, as well as the fact that this project built directly on the achievements of previous WH marine projects supported by the Government of Flanders.

The long-term vision that framed the sequential projects in *Intangible Cultural Heritage in Southern Africa* (513RAF4009 and 513RAF4011) enabled the achievement of short-term objectives through activities in each project such as the community-based inventorying of Intangible Cultural Heritage elements and sustainable long-term capacity building in Intangible Cultural Heritage at a regional level.

The Undewater Cultural Heritage project in Africa was strategically planned as a first step with the long-term objective of regional capacity-building and was effective in combining short term successful training outcomes with establishment of a regional network.

### 3.1.3 Scaling-up Conservation of marine sites on UNESCO's World Heritage List (513GLO4014; budget \$US250,000)

The project *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List*, supported by the Flanders Fund in Trust, had a global focus covering forty-nine Marine World Heritage sites in thirty-seven countries. The project builds on the results and outcomes of previous Flanders Funds-in-Trust (FFIT) agreements in support of Marine World Heritage. It was followed up by the project *Protecting Marine World Heritage in a Changing Climate* (513GLO4016).

All consulted through this Evaluation noted that the project had been a landmark project for the world's Marine World Heritage sites. All noted the project had achieved many objectives, been very well planned and implemented, and had been communicated widely and effectively. The major items of significance arising from the project were noted to be the global World Heritage marine managers conferences and related training and workshops. Key findings included:

- The project has been enormously productive and has been extremely well received by all persons interviewed;
- Conferences and training programmes implemented under this project were considered to be of great relevance and applicability for participants;
- The Marine World Heritage Marine Managers Network has been very effective in improving communication between site managers and, in turn, improving the management of Marine World Heritage sites;
- The project has improved the conservation and management of a number of Marine World Heritage sites;
- The project has been a catalyst for developing tools for the planning and management of Marine World Heritage sites, such as in relation to marine spatial planning (MSP) and illegal fishing;

- The project has catalysed significant additional resources for the conservation and management of Marine World Heritage sites;
- The support from Flanders for this project is visible and appreciated; and
- Leadership from the UNESCO World Heritage Marine Programme has been an essential aspect of the success of this project.

Specific recommendations in relation to this project are at Appendix D.

### 3.1.4 *Protecting UNESCO Marine World Heritage in a Changing Climate* (513GLO4016; budget \$US149,330, 2019–2020, ongoing)

The project *Protecting Marine World Heritage in a Changing Climate*, builds on the results and outcomes of the project *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List*. All consulted through this Evaluation noted that this project and the previous *Scaling-Up* project have been landmark projects for the world's Marine World Heritage sites. This project is seen as highly relevant, very well planned and implemented, and communicated widely and effectively. The major item of significance arising from this project was noted to be the fourth Marine World Heritage managers' conference. Key findings included:

- The project has built on previous Marine World Heritage projects and has made a major contribution to the management of Marine World Heritage sites around the world;
- The fourth Marine World Heritage managers' conference in September 2019 was a landmark event for Marine World Heritage sites around the world and, for marine conservation in general;
- The World Heritage Marine Managers Network was strengthened at the fourth Marine World Heritage managers' conference, and this network is deeply appreciated by Marine World Heritage managers;
- The project has supported South-South cooperation between Marine World Heritage sites on management and conservation issues, and also other forms of cooperation;
- The project has contributed to the better management of Marine World Heritage site management through use of WH Convention processes, including State of Conservation (SOC) reporting;
- The project has been widely and effectively communicated, and there has been a high visibility of the Government of Flanders in this project;
- Climate change has been a major focus of this project and this focus should continue in any future support from Flanders for the Marine World Heritage programme;
- The support from Flanders has been essential in ensuring the success of the project. It has played a catalytic role in generating additional funding for Marine World Heritage sites; and

- Covid-19 is posing many challenges for Marine World Heritage sites.

Specific recommendations in relation to this project are at Appendix D

### 3.1.5 Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (513RAF4009; budget \$US250,000) (513RAF4011; budget \$US117,467)

These two sequential projects, each eighteen months in duration, have been evaluated together as the final stages in a sequence of ICH projects in Southern Africa that have been funded by Flanders, beginning in 2009, including 513RAF4005, considered in the 2014 FUT Evaluation. The projects were developed within the framework of UNESCO's global capacity-building programme for strengthening national safeguarding capacities, which was established in 2009 to respond to the needs of the States Parties endeavouring to implement the 2003 Convention. The seven beneficiary countries are Zambia, Botswana, Malawi, Namibia, Zimbabwe, Lesotho, and Eswatini.

The representatives of the beneficiary countries, regional ICH specialists and academic staff from Chinhoyi University of Technology, where the Southern African Intangible Cultural Heritage (SAICH) platform is hosted, all noted that the projects have been a success at the regional level. This was measured in the awareness of ICH in communities, universities, and national governments. This success is attributed to the staged, long-term funding that has enabled awareness-raising and capacity-building activities of these two projects to build on outcomes of previous projects. Key findings included:

- The projects have been very effective in their implementation and outcomes and all were very appreciative of the Flanders funding;
- The projects are considered by UNESCO officers to be exemplary as the first projects on the implementation of the 2003 Convention in the Southern African region. The community-based capacity-building approach and methodology of the 2003 Convention was applied throughout the project activities;
- The long-term planning and sequential funding of the projects are a great advantage for building regional capacity, because the outcomes of the various connected activities in each project built on those of the previous project;
- The most important outcome of these projects has been the building of awareness of ICH and the need for safeguarding this heritage across communities and governments in all seven participating Southern African countries;
- The Training of Trainers programme was identified in the focus groups and surveys as a very effective method for community level training that is inclusive of women and brings

together old and young people. Respondents who were trained through this programme are continuing to inventory elements of ICH;

- The effectiveness of the projects in training of community members in the inventorying elements of ICH is evidenced by the more than 150 elements that have been added to the IMS system at SAICH, although there is considerable variation in the numbers of elements from each of the seven countries;
- The projects have been very effective in establishing and providing initial support for National ICH Committees in all seven beneficiary countries. The committees are all active and, following the activities in the final stage of the project, have finalised and are implementing their national action plans;
- The support of Flanders is very visible in the project outputs including the SAICH platform website and newsletter, and in the very important translation of key texts of the 2003 Convention into seven Southern African languages;
- A regional research group, SAICHA-Net, has been established through the SAICH platform to support research in ICH;
- The capacity of the beneficiary countries to draft International Assistance requests was also enhanced through the capacity-building workshops supported by the FUT during the projects. Several of the beneficiary countries have been successful in obtaining project funds by requesting International Assistance from the Intangible Cultural Heritage Fund contributing to the sustainability of long term intangible cultural heritage safeguarding efforts in these countries; and
- The sustainability of the project outcomes is also dependent on the continued funding and support for a SAICH regional platform. This will be challenging, and there is a need for the National Intangible Cultural Heritage Committees (NICHCs) to further strengthen and extend their network and engagement with governments and communities. To this end, the NICHCs are planning the development of a Category II Centre for ICH that will be jointly hosted by the SAICH platform and two other Southern African universities.

Specific recommendations in relation to this project are at Appendix D

### 3.1.6 Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014; budget \$US92,650)

This small project consisted of a two-week capacity-building and training workshop in practical technical and management skills for Underwater Cultural Heritage. Ten trainees from eight African countries (Mozambique, Kenya, Cape Verde, Senegal, South Africa, Nigeria, Madagascar, and Namibia) successfully completed the workshop. The project aligns with the 'Underwater Cultural Heritage as priority Africa project' strategy, led by the UNESCO office in Harare. The project was managed by the UNESCO field office in Maputo, Mozambique, and implemented in partnership with the CAIRIM Centre (Centre for Archaeology, Research and

Resources on Mozambique Island), which is affiliated with Eduarde Mondlane University, Maputo.

The project was successful in training the participants to basic or higher level of competence in diving, site recording, and management. An important outcome was the establishment of a network of people in Africa with skills and an interest in Underwater Cultural Heritage. Key findings included:

- This small-capacity building project illustrates the effectiveness of using relatively small 'seed-funding' to support an initial step within a long-term strategy of building sustainable regional capacity;
- The planning for the project was strategic in identifying both short-term, immediate capacity-building outcomes for workshop participants, and in establishing a regional network of young professionals from African countries—local and international experts who are using this network to support their professional work in Underwater Cultural Heritage and to problem-solve;
- The project has demonstrated the potential for CAIRIM on Mozambique Island to become a regional Underwater Cultural Heritage training and research centre, while acknowledging that this will be challenging given the current lack of sustainable funding, the remote location of the island, and the technical and safety requirements of diving;
- The workshop trainers, experts, and participants have established a network and maintain regular contact, sharing information and knowledge about Underwater Cultural Heritage conservation and management;
- Workshop participants expressed their appreciation for the opportunity to have training in Underwater Cultural Heritage especially given that few African universities offer courses in underwater archaeology;
- The success of the project relied on the involvement of local, regional, and international experts who freely gave their time. The people interviewed considered the engagement of experts essential at this early stage in building regional capacity for Underwater Cultural Heritage, and noted the important role these experts are continuing to play in the network of participants established during the project; and
- The project was effective in engaging the local community of Mozambique Island in the workshop activities and in building awareness of Underwater Cultural Heritage in the community. Interviewees noted that awareness of Underwater Cultural Heritage is limited in Africa and while this project has in a small way increased that awareness, building awareness of Underwater Cultural Heritage and its protection is a long-term objective.

Specific recommendations in relation to this project are at Appendix D.

## 4. The Future of the FUT

### 4.1 Optimizing the potential future impact of the FUT funding mechanism

#### 4.1.1 A future strategic focus for the FUT

The FUT agreement initially funded a small number of relatively isolated areas, funding a ‘bit of this, a bit of that’ as one respondent noted. However, since 2010, there has been a more coordinated approach, with a focus on both natural and cultural heritage safeguarding and conservation, and a geographic focus on Southern Africa. The Evaluation commends this more focused approach and considers it should continue.

However, a number of respondents questioned whether the FUT agreement in its application/implementation is sufficiently focused, noting that it currently includes a number of isolated, small (relatively low-budget) projects.

Views were also expressed that there should be a smaller number of larger projects in the future, rather than a large number of small projects. A number of those interviewed for this Evaluation noted that Flanders is seen as a donor that funds *projects* rather than *programmes*. Respondents suggested there should be a strategic shift from a project-based approach to a programmatic approach in the future.

The Evaluation suggests that both UNESCO and Flanders consider a more strategic, longer-term, and programmatic approach to funding. The Evaluation notes the FUT-funded Marine Programme provides an excellent example of this approach. This is likely to provide more relevant and lasting outcomes for heritage conservation, as well as building greater visibility for Flanders and UNESCO in their role in heritage conservation. A programmatic approach allows for longer term planning and implementation and should encourage and facilitate co-funding from other donors. **The Evaluation recommends that future FUT support should have a more strategic, programmatic focus and should include a smaller number of larger projects, rather than a large number of small projects.**

The Evaluation notes that UNESCO is currently developing its Medium-Term Strategy<sup>2</sup>, covering the period 2022 to 2029. It is understood that environment and climate change will be main priorities for attention. This is significant for the support from Flanders as climate change is an important cross-cutting area with the potential for thematic links with related, sectors addressed under the FUT, such as cultural heritage and marine World Heritage. Such linkages should be encouraged through the Flanders support under FUT. **The Evaluation recommends to continue the current focus of the FUT on heritage safeguarding and conservation, with**

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<sup>2</sup> <http://www.unesco.org/new/en/bureau-of-strategic-planning/strategy/>

**a particular focus on key priorities identified through the UNESCO Medium-Term Strategy, and through the governing bodies of each of the Heritage Conventions.**

The current FUT Agreement does not have high level objectives, thus making it difficult to clarify and assess achievements. The Evaluation suggests that Flanders and UNESCO consider the value of including high-level objectives in future FUT agreements, that establish clear directions which capture the best aspects of the cooperation, including at project level. Such objectives may increase the likelihood that the future selection, design and implementation of projects maintains the existing generally high standard of success and reduce the likelihood of projects that fall outside that mould. **The Evaluation recommends that future phases of FUT agreement include high-level objectives that reflect, promote and support the best attributes of the existing cooperation.**

#### 4.1.2 The geographic focus of the Agreement

Flanders is one of the few donors supporting both heritage and Africa, and as one interviewee noted, 'this is unique and very valuable'.

The FUT agreement has a specific geographic focus on Southern Africa, although it is noted that FUT funds have been allocated outside of this focus area for emergency support and also that training workshops have included participants from areas outside of Southern Africa.

The FUT focus on Southern Africa aligns with the Flanders Development Cooperation priorities of supporting key countries in Southern Africa, including South Africa, Malawi, and Mozambique. The current Flanders Government has decided that there will be no further cooperation support provided to South Africa, as it will be considered as a partner country rather than a recipient of donor funding.

A focus on a specific geographic area, such as Southern Africa, can preclude action on issues that may have higher priority from a heritage conservation perspective. For example, natural World Heritage priorities in Africa are more focused in Francophone Africa, as reflected by the need to support a number of sites from this area that are on the World Heritage in Danger list, including five sites in the Democratic Republic of Congo. However, it is noted that FUT has a focus on Africa with an (informal) preference for Southern Africa, but this does not exclude projects in other African regions or outside Africa, as noted elsewhere in this Evaluation report.

**The Evaluation recommends to consider a broadening of the current geographic emphasis on Southern Africa, to include projects in other African nations.**

#### 4.1.3 A balance between small and larger, longer term projects

Part 4.1.1 (above) suggested FUT should have a more strategic, programmatic focus, including a smaller number of larger projects, rather than a large number of small projects. However, small projects can be valuable when they are designed as catalysts for further activities. Small projects funded by the FUT have been very effective, essentially as 'seed funding', in providing a base from which UNESCO can source further funding/co-funding and attract other donors. e.g., the Marine World Heritage programme and #Unite4Heritage.

Respondents noted projects such as the Underwater Cultural Heritage project in Africa, which is relatively small in size (\$US90,000), but was greatly appreciated by beneficiary countries and communities, have substantial short and longer-term outcomes where they are designed with a long-term vision and as catalysts or stages towards achieving longer term objectives.

The Evaluation also notes that with relatively small funds, the FUT has been effective in achieving long-term, sustainable outcomes through sequential funding for projects. Smaller projects should, where possible, be funded consecutively, building on and following through on the achievements of previous projects. The FUT projects in Marine World Heritage and ICH in Southern Africa demonstrate the benefit of such an approach. These projects have received long-term sequential funding, and project activities are integrated within an integrated programmatic framework.

**The Evaluation recommends continuation of the support of limited number of small projects where these have been developed with a long-term vision, are catalytic and offer opportunities for ‘seed-funding’ for attracting larger/other donors (Part 4.1.4)**

#### 4.1.4 Funding for unforeseen needs and emergencies

The Evaluation notes that up to 20 per cent of total biennial FUT funding can be allocated to projects responding to unforeseen needs and opportunities including for emergency funding. Flanders has a reputation for responding to heritage-related issues in emergency situations, and considers this is important, both for heritage safeguarding and conservation and for the profile and for the reputation of Flanders. The ability to respond quickly and effectively to emergency situations affecting heritage is an important feature of FUT.

The Evaluation believes that the FUT’s ability to respond to unforeseen opportunities should continue. Further, that the amount of 20 per cent is reasonable, and should be retained in any continuation of the FUT. The Evaluation notes that FUT emergency response up to now has largely supported responses in the Middle East and considers that support for emergency situations should not preclude activities in other areas. **The Evaluation recommends to continue the support to a component of the FUT being available for projects that responding to emergency or unforeseen situations**

The Evaluation notes that UNESCO’s Heritage Emergency Fund (HEF), a niche fund that enables rapid dispersal of funds in response to cultural or natural heritage that has been commended for its flexibility and agility. The Fund brings donors together around the table and may provide the Government of Flanders with opportunities for partnerships with donors that increase the impact of the relatively small funds that the FUT provides for emergencies and the rapidity with which the funding can be dispersed when compared to funding provided by the FUT for individual emergency projects. The Evaluation suggests that, in line with the focus of the FUT Agreement on cultural and natural heritage and the modalities of the Agreement that include contributions to UNESCO Special Funds, Flanders consider supporting UNESCO’s Heritage Emergency Fund as the mechanism for responding to emergency situations.

## 4.2 Optimizing the broader framework of cooperation to increase potential impact of the FUT

### 4.2.1 FUT Steering Committee meetings

The Evaluation reviewed the minutes of FUT Steering Committee meetings, and noted they outline decisions rather than report more fully on discussions. Overall, these meetings were seen by representatives of Flanders and UNESCO as useful and effective, particularly to discuss project outcomes, to assess which projects are on track and which are not, and to jointly discuss and agree measures to address any problems. A number of respondents noted it would be useful to increase the emphasis on discussions of broader policy issues of relevance to Flanders and UNESCO. A suggestion was that every alternate year these meetings could be held twice, with the second meeting to focus more on broader policy implications and strategy, rather than the detail of project implementation.

### 4.2.2 Involvement of Flanders experts/organisations

The broader framework of cooperation between the Government of Flanders and UNESCO could be further optimized by identifying opportunities to involve members of the Government of Flanders in activities promoting the outcomes of projects funded by the FUT such as the opening of conferences or workshops and the launching of publications. The involvement of Mr Geert Bourgeois in the opening of the high-profile Brussels conference of the #Unite4Heritage project was widely reported in the media. The use of Errera House, the official residence of the Minister President of the Government of Flanders for a further workshop was part of the same project. Although many project activities take place in locations other than Europe, live streaming may offer significant opportunities for members of the Government of Flanders to participate in such events, increasing the visibility of Flanders and the FUT.

The involvement of Flemish experts in the *Intangible Cultural Heritage projects in Southern Africa* (513RAF4009/513RAF4011) and the *Underwater Cultural Heritage in Africa* (513RAF4014) was greatly appreciated by the project partner organisations and beneficiaries.

In both the above projects, the Flemish experts were approached to participate on the basis of their international reputations in their respective areas of expertise. The participation of Flemish experts in the implementation of FUT projects offers pathways to build partnerships between Flemish experts and organisations and the project partner organisations that promote and share the expertise of Flemish academics. Such partnerships may also contribute to the sustainability of the outcomes of FUT projects. UNESCO must recruit experts for project activities in accordance with its rules and procedures. UNESCO's selection processes may result in a Flemish expert being recruited however to actively increase the participation of Flemish experts in FUT projects, the Government of Flanders could provide parallel funding.

### 4.2.3 Opportunities for cross-sectoral cooperation

A number of respondents noted that UNESCO tends to work in 'silos' and, in particular that there are poor linkages between the cultural conventions. Many noted that a more inter-sectoral

approach would ensure more effective delivery of heritage conservation outcomes. The different conventions are all active and ‘very busy’, and often inter-convention cooperation is not seen as a major priority. This is compounded by different conventions having different objectives, timeframes and work plans. In many cases there is competition for resources within and between UNESCO programmes. **The Evaluation recommends to encourage the consideration under FUT of projects which are developed jointly with, and between, different sections within UNESCO, where such synergy adds value to heritage conservation outcomes.**

The Evaluation notes there are two Flemish Trust Funds, one dealing with the science sector, the Flanders UNESCO Science Trust Fund (FUST), particularly working with the Intergovernmental Oceanographic Commission of UNESCO (IOC), and the other dealing with heritage issues and conventions (FUT), particularly working with the heritage conventions, including the 1972 WH Convention and the 2003 ICH Convention. The Evaluation notes that meetings of the FUT and FUST Steering Committees have been held back-to-back over the last two years, and that this has been important in fostering discussion and communication between the two funding mechanisms. Persons consulted through this Evaluation suggested there could be potential for greater collaboration between FUT and FUST on matters of mutual interest and relevance, such as Marine Spatial Planning.

#### 4.2.4 Five-yearly Evaluation of the FUT

The Evaluation recognises the significance of the five-yearly review, and that the findings of the review are important for both UNESCO and Flanders. For Flanders, it provides an important means of accountability to taxpayers, to ensure that funds are delivering relevant outcomes and ‘value for money’. The Evaluation is also important for UNESCO as a mechanism for reviewing the effectiveness of the support in delivery of heritage objectives and also for reporting to key governing bodies such as the World Heritage Committee and the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage.

The Evaluation reviewed the 2014 Evaluation of the FUT and noted that there is a low-level of awareness of this review within UNESCO and Flanders, and that a number of recommendations have not been effectively followed up. There is thus a need to ensure effective follow-up of the recommendations in the five-yearly review.

Most respondents noted that the time period between major evaluations of the FUT, every five years, is ‘about right’. However, some UNESCO staff noted that major evaluations are costly, both in terms of funding and staff resources. The Evaluation agrees this is an issue but also notes that there are limitations to the self-evaluation which is normally carried out of FUT projects. The costs of evaluations can be minimised, such as by undertaking remote consultation rather than face-to-face consultation, which involve substantial travel costs. However, it is important that measures to reduce costs should not compromise the quality of the evaluation and the quantity and quality of consultations with key stakeholders.

Notwithstanding the above, there is an inherent challenge in undertaking major reviews ‘remotely’ that project respondents will generally provide positive feedback about ‘their’ projects to avoid jeopardising future funding. This positive view has the potential to be exaggerated when

there is no opportunity to observe what is happening on the ground in the beneficiary countries as was the case for this Evaluation as a consequence of the Covid-19 pandemic.

### 4.3 Opportunities offered by the UNESCO Structured Finance Dialogue

The Evaluation did not receive substantial feedback in relation to UNESCO's Structured Financing Dialogue (SFD) during interviews conducted with UNESCO officers or beneficiaries of the projects.

The SFD seeks to integrate individual donor budget discussions and the central strategic budget discussions. The aim is to bring donors together 'around the table', to identify and build partnerships between donors whose portfolios support similar areas and thereby enhance the implementation and effectiveness of UNESCO's programme.

Engagement in the SFD offers the Government of Flanders potential opportunities for multi-stakeholder partnerships that may increase the scope and impact of the relatively small FUT funding for activities that align with the focus of the current FUT Agreement. However, given that the Government of Flanders is a relatively small donor, partnerships with potential large and/or multiple donors may reduce the visibility of the FUT as one of few donors with a focus on heritage and Priority Africa and may limit the flexibility of the FUT to respond to unforeseen needs and small projects.

## 5. Conclusions and recommendations

The Evaluation concludes that the UNESCO/Government of Flanders Cooperation is strong and valued by both parties. The FUT has provided clear and tangible benefits to project beneficiaries in the areas of cultural and natural heritage conservation and safeguarding. FUT has also benefited the Government of Flanders and UNESCO. There is a clear track record of achievement through the FUT programme and it is important to build on this success. The FUT increases the visibility of the Government of Flanders within UNESCO and globally.

Many interviewees noted that the significance of the support from the Government of Flanders has been its long term, reliable, and relatively flexible nature. The Evaluation notes that the cooperation between the Government of Flanders and UNESCO under the FUT Agreement is a model approach in supporting the future activities of UNESCO on heritage safeguarding and conservation.

The Evaluation has found that the portfolio of FUT projects is coherent and closely aligns to the focus of the Cooperation between the Government of Flanders and UNESCO as detailed in the cooperation Agreement. The focus of the Agreement on natural and cultural heritage safeguarding and conservation within a defined area is an important strength of the FUT. The Evaluation notes that by concentrating on discrete thematic area of Culture and Priority Africa, the Government of Flanders is better placed to build a long-term strategic program, and thus strengthen its position as an effective and reliable donor.

Overall, the fifteen FUT projects that are the subject of the current Evaluation have been successful in meeting their objectives noting that some are ongoing, and one project has been discontinued. The projects have had significant impact at local, regional and international levels depending on the scope of activities. Community and/or institutional capacity building had made an important contribution to the sustainable heritage outcomes in a majority of projects. Several activities have strengthened the ability of local communities to design and implement projects, reducing their reliance on external consultants and thus contributed to long term and sustainable outcomes.

The Evaluation finds several factors in the design and implementation of projects contributed to their success:

- the professionalism of UNESCO staff involved in project design and implementation;
- building on the successes and achievements of previous projects;
- the potential of the project to mobilise additional financial and human resources;
- strategic partnerships with organisations implementing the projects in beneficiary countries; and
- the development of networks that support and amplify the achievement of project aims;

## 5.1 Recommendations

### *Future strategic focus of the Government of Flanders/UNESCO cooperation*

- **Recommendation 1:** Continue the FUT, ideally at the current level of funding, should the Government of Flanders be in a position to provide this support. (Part 2)

**Rationale:** FUT has provided clear and tangible benefits to both UNESCO and the Government of Flanders and, importantly, benefits for cultural and heritage conservation. There is a clear track record of achievement through the FUT Programme and it is important to build on this success. All respondents noted the importance of the FUT agreement and its significant outcomes. Many interviewees noted that the significance of the support from Flanders has been its long term, reliable and relatively flexible nature and that this provides the basis for partnership and achieving strategic long term outcomes.

- **Recommendation 2:** Continue the current focus of the FUT on heritage safeguarding and conservation, with a particular focus on key priorities identified through the UNESCO Medium-Term Strategy, and through the governing bodies of each of the Heritage Conventions. (Part 4.1.1)

**Rationale:** The majority of persons consulted through this Evaluation agreed with the focus on heritage safeguarding and conservation and recommended that this focus be continued. The Evaluation notes that UNESCO is currently developing its Medium-Term Strategy (MTS)<sup>3</sup>, covering the period 2022 to 2029, and this could provide a useful overarching framework for any future FUT agreement, should the Government of Flanders wish to continue its support. It is understood that environment and climate change will be main priorities for attention in the MTS. This is significant for any potential future support from the Government of Flanders as climate change is an important cross-cutting area with the potential for thematic links with related sectors addressed under the FUT. Such linkages could be encouraged through any potential future support from the Government of Flanders under FUT.

- **Recommendation 3:** Consider the value of including objectives in future FUT Agreements, against which the effectiveness of the portfolio of FUT projects in meeting the priorities of the Agreement may be evaluated, notably in contributing to sustainable development and in areas of capacity building, gender equality and human rights (Part 4.1.1).

**Rationale:** The current FUT Agreement does not specify objectives against which project outcome or level of alignment of the portfolio with the priorities of the Agreement may be evaluated. The lack of such objectives makes it difficult to evaluate the *extent* to which the FUT has been effective in meeting its priorities notably in contributing to sustainable development and in areas of capacity building, gender equality and human rights. The Evaluation suggests that Flanders and UNESCO consider the value of including objectives in future FUT agreements that support the priorities of the Agreement and inform the selection, design and implementation of FUT projects.

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<sup>3</sup> <http://www.unesco.org/new/en/bureau-of-strategic-planning/strategy/>

### *Future focus of the FUT project portfolio*

- **Recommendation 4:** Consider a more strategic, programmatic focus for the FUT that includes a smaller number of larger projects, rather than a large number of small projects. (Part 4.1.1)

**Rationale:** The Evaluation suggests that Flanders consider a more strategic, longer-term, and programmatic approach to funding. The Evaluation notes the FUT-funded Marine Programme provides an excellent example of this approach. This is likely to provide more relevant and lasting outcomes for heritage conservation, as well as building greater visibility for Flanders and UNESCO in their role in heritage conservation. A programmatic approach allows for longer term planning and implementation and should encourage and facilitate co-funding from other donors.

- **Recommendation 5:** Continue the support of a limited number of small projects where these have been developed with a long term vision, are catalytic and offer opportunities for 'seed-funding' for attracting larger/other donors (Part 4.1.4)

**Rationale:** Small projects can be valuable when they are designed as catalysts for further activities. Small projects funded by the FUT have been very effective, essentially as 'seed funding', in providing a base from which UNESCO can source further funding/co-funding and attract other donors. With relatively small funds, the FUT has been effective in achieving long-term, sustainable outcomes through sequential funding for small projects that follow through on the achievements of previous projects.

The Evaluation affirms the relevance of the importance placed on Priority Africa, gender equality and respect for human rights in the current Agreement.

- **Recommendation 6:** Consider under FUT an additional focus on prioritising projects that have the potential for support from the FUT to be leveraged, through co- or joint funding with other donors (Parts 2.4.2; 2.4.4; 2.4.5).

**Rationale:** The activities of several FUT projects have generated the interest of other donors and provided a base for UNESCO to seek co-funders. Given the relatively modest funding available through the FUT, prioritising projects specifically designed to be catalytic and to attract joint or co-funding offers the potential for increasing the impact and sustainable long term outcomes of FUT projects.

- **Recommendation 7:** The Evaluation recommends the Government of Flanders and UNESCO should continue to support projects that explicitly include and address gender equality and respect for human rights and recommends these aspects be considered in the design of projects, working closely with organisations in beneficiary countries (Part 2.2.3).

**Rationale:** UNESCO Programme specialists noted during interviews that there is still considerable progress to be made in addressing gender equality and human rights in the design and implementation of projects. Staff are not specialists in gender and human rights and this can make it difficult to translate gender and human rights objectives into project activities.

- **Recommendation 8:** Consider a broadening of the current geographic emphasis of the FUT on Southern Africa, to include projects in other African nations. (Part 4.1.3)

**Rationale:** The FUT agreement has a specific geographic focus on Southern Africa, although it is noted that FUT funds have been allocated outside of this focus area for some projects, including for emergency support. The FUT focus on Southern Africa aligns with the Flanders Development Cooperation priorities of supporting key countries in Southern Africa. A focus on a specific geographic area, such as Southern Africa, can preclude action on issues that may have higher priority from a heritage conservation perspective. By extending the geographic focus to Africa in general Flanders aligns directly with the UNESCO priority on Africa as a whole and this would increase the visibility and uniqueness of the FUT - Flanders would be the main donor focussing on heritage in the global priority of Africa. However, this focus should not preclude projects in other regions of the world, noting there are projects in this Evaluation that include beneficiary countries outside Africa.

#### *Opportunities for cross-sectoral cooperation in FUT projects*

- **Recommendation 9:** Encourage projects which are developed jointly with, and between different sections within UNESCO, where such synergy adds value to heritage conservation outcomes. (Part 4.2.2)

**Rationale:** A number of respondents noted a more inter-sectoral approach within UNESCO would ensure more effective delivery of heritage conservation outcomes. The different conventions are all active and ‘very busy’, and often inter-convention cooperation is not seen as a major priority. This is compounded by different conventions having different objectives, timeframes and work plans. However, such cooperation has potential for added value for project implementation.

#### *Funding for unforeseen needs and emergencies*

- **Recommendation 10:** Continue to support a component of the FUT being available for projects that responding to emergency or unforeseen situations (Part 4.1.5)

**Rationale:** The Government of Flanders has a reputation for responding to heritage-related issues in emergency situations, and considers this is important, both for heritage safeguarding and conservation and for the profile and for the reputation of the Government of Flanders. The ability to respond quickly and effectively to emergency situations affecting heritage is an important feature of FUT. The Evaluation believes that the FUT’s ability to respond to unforeseen opportunities should continue.

#### *Visibility of the FUT*

- **Recommendation 11:** UNESCO further investigate opportunities for communicating the activities and outcomes of projects funded by the Government of Flanders through publications, the internet, social media, and other means, to enhance the visibility of the Flanders Funds in Trust and UNESCO (Part 2.5.3).

**Rationale:** There have been many efforts to communicate the outcomes of FUT projects and the Evaluation notes a high visibility of the FUT and the Government of Flanders in most of the

projects assessed. A number of respondents noted that FUT and project outcomes could be even further developed and strengthened, including within the Government of Flanders, and suggested a wide range of communication mechanisms and strategies be applied notably through social media and online publications and through local and international media opportunities for Government of Flanders representatives, celebrating the success of FUT projects, associated with the launch of related activities or publications.

## Appendix A. Project details

Project no	Title	Region	Beneficiary Countries	Dates	UNESCO Officer/s managing the project	UNESCO Office managing the project	UNESCO Programme/ Thematic focus	USD Amount	Implementing Partners	Co-funders	Were the aims of the project achieved?	Was the project completed on schedule? If an extension was granted, were further funds required?	Did the project have regional impact? International impact?	Was the project a catalyst for further activities/projects?	SDG goals addressed by the project	Reviewer	Project Documents
513CMB4000	Database website and activities in and around WH site of Preah Vihear	Asia Pacific	Cambodia	08.2018 - 08.2019	Mr Masanori Nagaoka	Phnom Penh	1972 WH Convention	12,430	National Authority for Preah Vihear	n/a	Yes	Yes - completed ahead of schedule	No	Yes. Related information for a property on Cambodia's Tentative List was included in database.	[SDG11 (11.4)]	Luke	Final Narrative Report, Progress Report, Project Document
513CUB4000	Jardines de la Reina National Park Technical support for future WH nomination	Caribbean	Cuba	15.02.20 -	Ms Tatiana Villegas	Havana	1972 WH Convention	49,720	Cuba Government agencies	n/a	Project is on-going	Project rescheduled from 02.2020 to 12.2020	National impact (Cuba)	Catalyst for increased interest in WH in Cuba	SDG 14 and 15 directly, others indirectly	David	Project Document; Progress Report
513GLO4014	Scaling-up Conservation of Marine Site on UNESCO WHL	Global	Global	05 2016 - 12 2018	Dr Fanny Douvère	Khartoum	1972 WH Convention/ WH Marine Programme	250,000	IOC, IUCN, WH marine managers	Govts. of France and Monaco, the Annenberg Foundation, the Great Barrier Reef Foundation and high-net-worth individuals.	The aims were achieved and a number of other additional outcomes were also achieved	Project extended from 30.04.18 to 31.12.18	Impact at international, regional and local (WH site) levels	Yes	SDG 14 directly, a number of other SDGs indirectly, including 2 and 13	David	Progress Report 2016; Progress Report 2017; Project Document; Final Report
513GLO4015	#Unite4Heritage Cultural Diversity: Targets for Conflicts, Source of Peace	Global	Global	10.05.2016 - 31.10.2016 with extension to 15.07.2017	Ms Sophie Abraham, Mr Oriol Freixa Matalonga, Oriol; Salvatore Mineo (SPC)	Brussels/EU	CLT/HER/EP R	170,711	n/a	n/a	Yes the aims were achieved and a number of additional outcomes were also achieved	No. An no-cost extension enabled further additional activities in communications, advocacy and outreach to be completed	Regional (Europe) and International impact	Yes	SDG11 (11.4; 11.7)	Anita	Project Document; Progress Report; Final Report
513GLO4016	Protecting UNESCO's Marine WH in a changing climate	Global	Global	2019-2020	Dr Fanny Douvère	UNESCO HQ	1972 WH Convention/ WH Marine Programme	149,330	n/a	rench Biodiversity Agency, Kingdom of Saudi Arabia, Great Barrier Reef Foundation, Government of Australia	Project is on-going	Project is ongoing	Impact at international, regional and local (WH site) levels	Yes	SDG 14 and 13 directly, SDG 2 indirectly	David	Project Document, Progress Document
513IRQ4000	Protection of heritage of religious interest as a tool for reconciliation	Asia Pacific	Iraq	06.02.18 - 5.12.2019 with extension to 04.2021 due to Covid-19	Mr Brendan Cassar; Ms Lobna Farahat	Baghdad	1954 Hague Convention; UNSC Resolution 1483	250,000	State Board of Antiquities and Heritage (Ministry of Culture), the 3 religious endowments of Iraq (Shia, Sunni, Christian and other religious minorities)	n/a	In part; project yet to be completed.	No. Two no cost extensions totaling 16 months were approved.	No.	Project yet to be completed.	SDG11 (11.4); SDG16	Luke	Project Document; Progress Report 2018; Progress Report 2019
513RAF4007	Testing the How To Guides in the Destination Management field in 4 Africa Nature Sites	Africa	Lesotho, Malawi, South Africa, Tanzania, Zambia, Zimbabwe	05.2014 - 06.2016	Mr Peter Debrine	UNESCO HQ	1972 WH Convention/ World Heritage and Sustainable Tourism	200,000	African WH Fund, Tourism Ministries in Participating Countries	n/a	Yes, although there were variable levels of achievement between the different project sites	Yes	Yes, international impact -guides were used in Asia and other African countries	Yes, guides have been used in other countries and other tools have been developed.	SDGs 15 and 3	David	Final Report; Project Document; Annex I; Annex ii; Annex iii

Project no	Title	Region	Beneficiary Countries	Dates	UNESCO Officer/s managing the project	UNESCO Office managing the project	UNESCO Programme/ Thematic focus	USD Amount	Implementing Partners	Co-funders	Were the aims of the project achieved?	Was the project completed on schedule? If an extension was granted, were further funds required?	Did the project have regional impact? International impact?	Was the project a catalyst for further activities/projects?	SDG goals addressed by the project	Reviewer	Project Documents
513RAF4009	Strengthening sub-regional cooperation and national capacities in seven Southern African Countries for implementing 2003 Convention	Africa/Southern Africa	Zimbabwe, Namibia, Malwai, Lesotho, Eswatini, Zambia, Botswana	03.03.2016 - 30.11.2017	Mr Damir Dijakovic Mr Rodney Bunhiko Ms Doyun Lee, Mr Chimbidzikai Mapfumo	UNESCO Regional Office for Southern Africa (Harare)	2003 ICH Convention	250,000	SAICH, Chinhoyi University of Technology; Nat Comms for UNESCO; National ICH Committees in 7 Southern African Countries; FARO	n/a	Yes	Yes	Regional impact	Yes	SDG4 (4.7)	Anita	Final Report; Project Document; Progress Report; SAICH News 2016_1
513RAF4010	Engaging Local Communities in the conservation and management of WH sites in Africa	Africa		04.2017 - 04.2020	Mr Edmond Moukala Mr Tales Carvalho Resende Ms Susanna Kari Mr Guy Debonnet	Bamako and HQ	1972 WH Convention	149,814	UNDP GEF Small Grants Programme	UNDP, Government of Norway	Project still on going	No, extension requested to 2021	Regional and site level, international relevance through being part of the COMPACT programme	Yes, particularly those associated with community involvement in WH site management	SDG 1, 3, 15	David	Project Document; Contract UNDP; Contract UNDP Extension; UNDP Consultant Inception Reports (x2); Baseline Assessment report plus Apps I and ii; TORs-GEF SGP_Individual Consultant; Contract UNDP (x3); Progress Reports 2017, 2018, 2019; Adjusted Workplan
513RAF4011	Strengthening sub-regional cooperation and national capacities in seven Southern African Countries for implementing 2003 Convention (2018)	Africa / Southern Africa	Zimbabwe, Namibia, Malwai, Lesotho, Eswatini, Zambia, Botswana	06.05.2018 - 30.10.2019	Mr Rodney Bunhiko Ms Doyun Lee	UNESCO Regional Office for Southern Africa (Harare); UNESCO ICH Section	2003 ICH Convention	117,467	Nat Comms for UNESCO and National ICH Committees in 7 Southern African Countries; SAICH, Chinhoyi University of Technology, FARO	n/a	Yes	No. A no cost extension of 3 months was approved.	Regional impact	Yes	SDG4 (4.7)	Anita	Final Report; Project Document, Progress Report, Annexes x 6
513RAF4012	Improving the representation of African sites on the WH List: upstream support for natural heritage	Africa	Ethiopia, Namibia, Angola, Botswana	11.2018 - 11.2020	Mr Tales Carvalho Resende Ms Susanna Kari Mr Guy Debonnet	UNESCO HQ	1972 WH Convention	250,000	Frankfurt Zoological Society Ethiopian Wildlife Conservation Authority	FZS	Project is on-going	n/a	Regional Impact	Yes, applicable to other WH nominations in Africa. Approach is relevant for other transboundary WH sites	SDG11 SDG15	David	Project Document; Progress Report; Activity Reports x 3 sites

Project no	Title	Region	Beneficiary Countries	Dates	UNESCO Officer/s managing the project	UNESCO Office managing the project	UNESCO Programme/ Thematic focus	USD Amount	Implementing Partners	Co-funders	Were the aims of the project achieved?	Was the project completed on schedule? If an extension was granted, were further funds required?	Did the project have regional impact? International impact?	Was the project a catalyst for further activities/projects?	SDG goals addressed by the project	Reviewer	Project Documents
513RAF4013	Culture, public spaces and sustainable cities	Africa/Southern Africa and global	Zimbabwe, South Africa	16.11.2018 - 05.05.2020	Ms Jyoti Hosagrahar	Harare and HQ	Culture and Development Programme	250,000	University of Cape Town; Africa Centre for Cities; University of Science and Technology, Zimbabwe	n/a	No	No, extension requested to 02.2021. Project discontinued 03.2020. Unspent funds returned to FUT.	No	No	SDG11	Anita	Project Document;; Progress Report
513RAF4014	Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa	Africa	Mozambique, Kenya, Cape Verde, South Africa, Senegal, Madagascar, Tanzania, Nigeria	03.04.2019 - 30.01.2020	Ms Ulrike Guérin, Mr Paul Gomis	Maputo, Mozambique	2001 UCH Convention	92,650	CAIRIM, Universidade Eduardo Mondlane, Mozambique Ministry of Culture, Lisbon University, Flemish Heritage Agency	n/a	Yes	Yes	Regional impact	No	SDG11 (11.4), SDG14 (14.5, 14.7)	Anita	Project Document; Final Narrative Report
513SYR4000	Rallying the International Community to Safeguard Syria's Cultural Heritage	Arab States	Syria	05.05.2014 - 31.02.2017 with extension to 31.12.2017	Ms Cristina Menegazzi	Amman	1954 Hague Convention; 1970 Convention; 1972 WH Convention; UNSC Resolution 2139	170,000	ICCROM; ICOMOS; other institutions concerned with Syrian cultural heritage	European Union, Austria	Yes	No. Two no cost extensions totalling 10 months were approved.	International impact, through involving international experts in threats to Syrian cultural heritage	Yes - vocational training in traditional trades for young people.	[SDG11 (11.4; 11b; 11c)]	Luke	Progress Reports 2014, 2016, 2017; Final Report; Project Document
513SYR4001	Emergency Safeguarding of the Site of Palmyra: Implementation of WH Committee Decisions	Arab States	Syria	06.12.2016- 05.12.2017 with extension to 05.12.2018	Ms Youmna Tabet	Beirut	1954 Hague Convention; 1970 Convention; 1972 WH Convention	100,000	Directorate of Antiquities and Museums of Syria	n/a	In part; Minor boundary modification application completed and approved by WH Committee (41COM); Technical mission to site did not take place.	No. A no cost extensions of 12 months was approved, a request for a no-cost extension of a further 12 months was declined.	No.	No.	[SDG11 (11.4); SDG16 (16.8)]	Luke	Progress Report 2017, 2018; Project Document; Final Report

## Appendix B. Documents reviewed in the Evaluation

### Background and governance documents

Author / Institution	Document title	Date
UNESCO / Government of Flanders	Agreement between UNESCO and the Government of Flanders, Kingdom of Belgium on the UNESCO/Flanders Trust Fund for the support of UNESCO's activities in the field of cultural and natural heritage	14 April 2016
-	Operational procedure for the Steering Committee for the UNESCO/Flanders Trust Fund for the support of UNESCO's activities in the Field of Heritage	1 May 2016
Government of Flanders	Policy paper 2014-2019: Foreign Policy, International enterprise and development cooperation	c. 2014
Government of Flanders	Flemish foreign policy as set out in the Coalition Agreement 2019-2024: Active abroad for a stronger Flanders	1 October 2019
Government of Flanders	Summary of the Coalition Agreement	c. 2019
FUT Steering Committee	UNESCO/Flanders Trust Fund in support of UNESCO's activities: Steering Committee meeting 4 December 2014 at UNESCO Headquarters in Paris	c. Dec 2014
FUT Steering Committee	UNESCO/Flanders Trust Fund in support of UNESCO's activities: Steering Committee meeting 7 May 2015 at UNESCO Headquarters in Paris	c. May 2015
FUT Steering Committee	UNESCO/Flanders Funds-in-Trust Meeting of the Steering Committee UNESCO/ Headquarters Room 5.042 19 January 2016: 10 am – 1 pm	c. Jan 2016
FUT Steering Committee	UNESCO/Flanders Funds-in-Trust Meeting of the Steering Committee UNESCO/ Headquarters Room 5.083 13 December 2017: 10 am – 1 pm	c. Dec 2017
FUT Steering Committee	UNESCO/Flanders Funds-in-Trust Meeting of the Steering Committee UNESCO/ Headquarters Room 5.083 7 December 2018: 10.30 am – 1.30 pm	c. Dec 2018
FUT Steering Committee	UNESCO/Flanders Funds-in-Trust Meeting of the Steering Committee UNESCO/ Headquarters Room 5.083 17 June 2019: 10.00 am – 12.30 pm	c. Jun-19

FUT Steering Committee	UNESCO/Flanders Funds-in-Trust Meeting of the Steering Committee UNESCO/ Headquarters Room 5.083 24 February 2020: 10.00 am – 5.30 pm	c.Feb-20
Angélica Arbulú	Inception report: Evaluation of UNESCO-Flanders cooperation in the field of heritage	May 2014
Angélica Arbulú	Evaluation of UNESCO-Flanders cooperation in the field of heritage: Draft report [sic]	July 2014

## Project documents

Project number	Project title	Documents
513CMB4000	Database website and activities in and around WH site of Preah Vihear	Final Narrative Report, Progress Report, Project Document
513CUB4000	Jardines de la Reina National Park Technical support for future WH nomination	Project Document; Progress Report
513GLO4014	Scaling-up Conservation of Marine Site on UNESCO WHL	Progress Report 2016; Progress Report 2017; Project Document; Final Report
513GLO4015	#Unite4Heritage Cultural Diversity: Targets for Conflicts, Source of Peace	Project Document; Progress Report; Final Report
513GLO4016	Protecting UNESCO's Marine World Heritage in a changing climate	Project Document, Progress Document
513IRQ4000	Protection of heritage of religious interest as a tool for reconciliation	Project Document; Progress Report 2018; Progress Report 2019
513RAF4007	Testing the How To Guides in the Destination Management field in 4 Africa Nature Sites	Final Report; Project Document; Annex I; Annex ii; Annex iii
513RAF4009	Strengthening sub-regional cooperation and national capacities in seven Southern African Countries for implementing 2003 Convention . .	Final Report; Project Document; Progress Report; SAICH News 2016_1
513RAF4010	Engaging Local Communities in the conservation and management of WH sites in Africa	Project Document; Contract UNDP; Contract UNDP Extension; UNDP Consultant Inception Reports (x2); Baseline Assessment report plus Apps I and ii; TORs-GEF SGP_Individual Consultant; Contract UNDP (x3); Progress

Project number	Project title	Documents
		Reports 2017, 2018, 2019; Adjusted Workplan
513RAF4011	Strengthening sub-regional cooperation and national capacities in seven Southern African Countries for implementing 2003 Convention (2018)	Final Report; Project Document, Progress Report, Annexes x 6
513RAF4012	Improving the representation of African sites on the WH List: upstream support for natural heritage	Project Document; Progress Report; Activity Reports x 3 sites
513RAF4013	Culture, public spaces and sustainable cities	Project Document; Progress Report
513RAF4014	Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa	Project Document; Final Narrative Report
513SYR4000	Rallying the International Community to Safeguard Syria's Cultural Heritage	Progress Reports 2014, 2016, 2017; Final Report; Project Document
513SYR4001	Emergency Safeguarding of the Site of Palmyra: Implementation of WH Committee Decisions	Progress Report 2017, 2018; Project Document; Final Report

## Appendix C. Interviewees and focus group participants

Project	Semi-structured interviews	Focus groups	Surveys
<p><b>Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List (513GLO4014)</b></p>	<p>Fanny Douvère , Coordinator World Heritage Marine Programme</p> <p><u>with</u></p> <p>Mr Roosevelt Blades Secretary General, Belize National Commission for UNESCO</p> <p>Nadia Blood (Belize - Marine Scientist at World Wildlife Fund)</p> <p>Maria Panggur (Indonesia - biodiversity specialist in the Komodo National Park</p>	<p>Salwa Abdelhameed (Sudan-Sudanese National Commission for UNESCO) and Sizo Sibiya_(South Africa-iSimangaliso Wetland Authority).</p> <p>Daniel Pauly, (Canada - Professor &amp; Principal Investigator) and Valentina Ruiz (Communications Specialist), University of British Columbia.</p>	<p>Workshop participants</p>
<p><b>Protecting UNESCO Marine World Heritage in a Changing Climate (2019–2020) (513GLO4016)</b></p>	<p>Fanny Douvère , Coordinator World Heritage Marine Programme</p> <p>Mr Pavel Kroupkine, Head of UNESCO Office in Khartoum</p> <p><u>and</u></p> <p>Mr Abdelgadir Salih National Professional Officer, UNESCO Office in Khartoum</p>	<p>Phénia Marras-Ait Razouk, focal point at the French Biodiversity Agency for the partnership with the UNESCO World Heritage Marine Programme and Harald Marenic, Deputy Executive Secretary of the Common Wadden Sea Secretariat and Peter Barnes, Marine Manager of the Ningaloo Coast World Heritage site (Australia); and Frauke Fleischer-Dogley, Chief Executive Officer, Seychelles Islands Foundation</p>	<p>Workshop participants</p>

Project	Semi-structured interviews	Focus groups	Surveys
	<p>Nadia Blood, World Wildlife Fund, Belize</p> <p>Scott Gende, United States National Parks Service</p> <p>Katrin Blomvik Bakken, Geirangerfjord World Heritage Foundation</p>		
<i>Jardines de la Reina National Park: Technical support to strengthen management &amp; possible future World Heritage nomination file preparation (513CUB4000)</i>	Ms Tatiana Villegas, UNESCO Office Havana		
<i>#Unite4Heritage – Cultural Diversity: Target for Conflicts, Source of Peace (513GLO4015)</i>	Mr Oriol Freixa Matalonga UNESCO Brussels		
<i>Rallying the international Community to Safeguard Syria's Cultural Heritage (513SYR4000)</i>	Ms Cristina Menegazzi, UNESCO Field Office, Amman		
<i>Implementation of the World Heritage Committee Decisions for the Site of Palmyra (513SYR4001)</i>	Ms Youmna Tabet, UNESCO Field Office, Amman		
<i>Protection of Religious Heritage as a Tool for Reconciliation (513IRQ4000)</i>	Ms Lobna Farahat, UNESCO Field Office, Baghdad		
<i>Testing the How to Guides in the designation management field in Four African Nature sites (513RAF4007)</i>	Mr Edmond Moukala Mr Tales Resende		

Project	Semi-structured interviews	Focus groups	Surveys
<i>Engaging local communities in the conservation and management of the World Heritage sites in Africa (513RAF4010)</i>	Ms Susanna Kari, World Heritage Centre, UNESCO		
<i>Improving the representation of African sites on the World Heritage List: upstream support for natural heritage (513RAF4012)</i>			
<i>Database website for projects and activities in and around the World Heritage Site of Preah Vihear (513CMB4000)</i>	Dr Masanori Nagaoka, UNESCO Field Office, Phnom Penh		
<i>Culture, public spaces and sustainable cities – Southern Africa (513RAF4013; currently on hold)</i>	Jyoti Hosagrahar, Deputy Director, UNESCO World Heritage Centre		
<b><i>Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (part two) (513RAF4009)</i></b>	Doyun Lee, Regional Officer for Africa, Living Heritage Entity <u>with</u> Mr Damir Dijakovic, Former Culture Programme Specialist and main Coordinator, UNESCO Regional Office for South Africa in Harare <u>and</u>	Prof. Herbert Chimhundu, Coordinator of the Southern Africa Intangible Culture Heritage Platform (SAICH), Chinhoyi University of Technology, Zimbabwe and  Prof. Jacob Mapara, Chairperson, Centre for Indigenous Knowledge and Living Heritage, Chinhoyi University of Technology, Zimbabwe and	National ICH experts trained within the framework of the Training of Trainers programme  Representatives of National ICH Committees
<b><i>Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (2018) (513RAF4011)</i></b>	Mr Rodney Bunhiko, Culture Programme Associate / Project Officer, UNESCO Regional Office for South Africa in Harare <u>and</u>	Dr Olga Kupika. Assistant Coordinator, of the Southern Africa Intangible Culture Heritage Platform (SAICH), Chinhoyi University of Technology, Zimbabwe	

Project	Semi-structured interviews	Focus groups	Surveys
	<p>Chimbidzikai Mapfumo - Project Officer, UNESCO Office in Harare</p> <p>Prof. Marc Jacobs, Flemish ICH Expert, Professor of Critical Heritage Studies, Vrije Universiteit Brussel, Belgium</p>	<p>Dr Biggie Samwanda Focal Point for the 2003 Convention/Director for Arts, Culture Promotion and Development, Ministry of Youth, Sports, Arts and Recreation, Zimbabwe and</p> <p>Ms Freda Tawana, Senior Culture Officer, Ministry of Education Arts and Culture, Namibia and</p> <p>Ms Tokelo Mapena, Heritage Officer, Ministry of Tourism, Environment and Culture, Lesotho and</p> <p>Mr Lovemore Mazibuko, UNESCO Facilitator, Deputy Director for Culture, Ministry Civic Education and Culture, Malawi, and</p> <p>Mr Chris Magomelo, Culture Officer, Malawi National Commission for UNESCO, Malawi and</p> <p>Prof. Munukayumbwa Munyima, Research Fellow, Institute of Economic and Social Research, University of Zambia and</p> <p>Nakiso Kubanji, Ministry of Youth, Empowerment, Sport and Culture Development, Botswana</p>	
<b><i>Building Capacity for Protecting Underwater Cultural Heritage for</i></b>	Ulrike Guérin, Programme Specialist (2001 Convention on the Protection of the Underwater		10 Trainees who participated in the workshop

Project	Semi-structured interviews	Focus groups	Surveys
<b><i>Sustainable Development in Africa (513RAF4014)</i></b>	<p>Cultural Heritage), Culture Sector</p> <p>Mr Paul Gomis, Head of UNESCO Office in Maputo</p> <p>Ms Ofelia Da Silva National Culture Programme Officer, UNESCO Office Maputo</p> <p>Mr Marnix Pieters, Research Director Archaeology at Flanders Heritage Agency, Belgium</p>	<p>Prof. Ricardo Duarte, Director of the Centre for Archaeology, Research and Resources (CAIRIM), Eduardo Mondlane University, Mozambique</p> <p>Ms Yolanda Duarte, Head of Logistics, CAIRIM, Eduardo Mondlane University, Mozambique</p> <p>Archaeologist, Eduardo Mondlane University, Mozambique</p> <p>Director of Heritage, Ministry of Culture, Mozambique</p> <p>Prof. Alexandra Monteiro, Professor of Underwater Archaeology, Lisbon Nova University, Portugal</p>	

## Appendix D. Evaluation of focus projects

### ‘Scaling-up conservation of marine sites on UNESCO's World Heritage List’ (513GLO4014)

#### Introduction

The project *Scaling-up conservation of marine sites on UNESCO's World Heritage List*<sup>4</sup>, supported by the Flanders Fund in Trust, had a global focus covering 49 marine World Heritage sites in thirty-seven countries. The project budget was \$US250,000 and it was implemented between May 2016 and December 2018.

The project builds on the results and outcomes established through the previous Flanders Funds-in-Trust (FFIT) agreements in support of marine World Heritage. It was followed up by the project: *Protecting Marine World Heritage in a Changing Climate* (513GLO4016). Both projects are closely related although they are evaluated separately through this review.

#### Aims of the project

The overall purpose of this project was to strengthen the conservation of marine sites on UNESCO's World Heritage List and through that catalyze the conservation of other marine protected areas around the world. The project objectives aimed at further improving on-the-ground decision-making through a stronger use of the mechanisms of the World Heritage Convention. The project also aimed to attract additional partners, either to continue the work initiated in cooperation with the Government of Flanders or to replicate the work and results obtained through this project in other marine World Heritage sites.

#### Evaluation approach

The evaluation of this project was based on the following sources:

- Desktop review of project documents and reports provided by UNESCO.
- Interviews with UNESCO officers:
  - Fanny Douvere (UNESCO HQ),
  - Pavel Kroupkine and Abdelgadir Salih (UNESCO Office in Khartoum).

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<sup>4</sup> Hereafter referred to as the project

- Interviews with external experts:
  - Nadia Blood (Belize - Marine Scientist at World Wildlife Fund)
  - Maria Panggur (Indonesia - biodiversity specialist in the Komodo National Park)
- Focus Groups involving:
  - Salwa Abdelhameed (Sudan-Sudanese National Commission for UNESCO) and Sizo Sibiya (South Africa-iSimangaliso Wetland Authority). It was originally proposed to include Ms Blood and Ms Panggur in this Focus Group, however this was not possible due to logistical and other reasons: they were thus interviewed separately.
  - Daniel Pauly, (Canada - Professor & Principal Investigator) and Valentina Ruiz (Communications Specialist), University of British Columbia.

A survey was sent to seventy people who attended one or more of the Global Marine World Heritage Conferences and/or training workshops. As at 23 September, thirty-one people had responded, representing a 44 per cent response rate. This survey is applicable to both projects under review: Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014) and Protecting Marine World Heritage in a Changing Climate (513GLO4016). The survey results are thus presented in both reviews.

## Significance of the project identified by interviewees, focus groups and survey respondents

All consulted through this Evaluation noted that has been a landmark project for the world's Marine World Heritage sites. All noted the project has achieved many objectives, been very well planned and implemented, and has been communicated widely and effectively. The major items of significance arising from the project was noted as the global World Heritage marine managers conferences and related training and workshops. The World Heritage network, established as a result of the global conferences, was seen as particularly relevant and useful in connecting Marine World Heritage site managers around the world and in raising the standard of management of WH marine sites. These, and other, outcomes are outlined in greater detail below.

## Major successes and outcomes of the project

*The project has been enormously productive and has been extremely well received by all persons interviewed.*

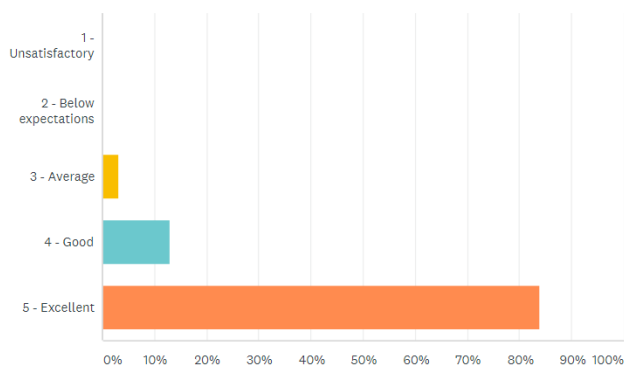
All interviewed for this review noted the project has been very important for supporting work on Marine World Heritage. All noted the significance of the long-term nature of the project and that its global reach has enabled both the exchange of views and concrete actions which have enhanced and improved the establishment and management of Marine World Heritage sites world-wide.

*Conferences and training programmes implemented under this project were considered to be of great relevance and applicability for participants*

All interviewed noted the high value of the World Heritage marine managers conferences, training programmes and specialist workshops implemented through this project. These were seen as relevant, well organised and extremely useful for the work of managers of World Heritage marine sites. Survey results underlined that the conferences and training courses were seen as extremely well organised and effective, and also very useful for the work of participants, as underlined by the survey results below.

How would you describe the planning and implementation of this Conference/Training Course?

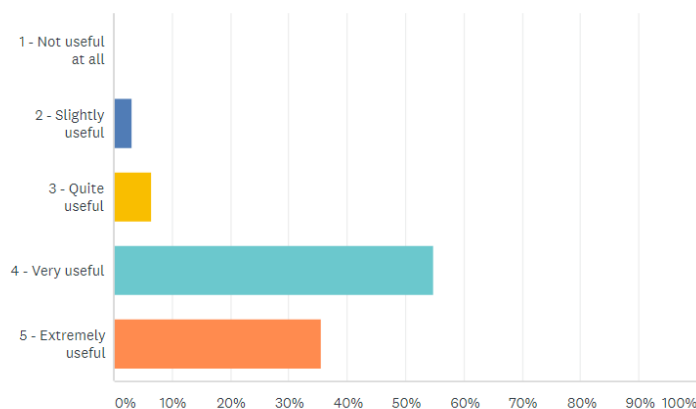
Answered: 31 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ 1 - Unsatisfactory	0.00%	0
▼ 2 - Below expectations	0.00%	0
▼ 3 - Average	3.23%	1
▼ 4 - Good	12.90%	4
▼ 5 - Excellent	83.87%	26
<b>TOTAL</b>		<b>31</b>

## How useful was this Conference/Training Course for your work?

Answered: 31 Skipped: 0



ANSWER CHOICES	RESPONSES	
1 - Not useful at all	0.00%	0
2 - Slightly useful	3.23%	1
3 - Quite useful	6.45%	2
4 - Very useful	54.84%	17
5 - Extremely useful	35.48%	11
<b>TOTAL</b>		<b>31</b>

## A range of comments from respondents include:

‘any training is good, but this was exceptional’

‘The conference in Sudan is very useful and the participants and leaders were very experienced. Programme was of great benefit. It is hard for Sudan people to go outside Sudan and this was very effective.’

‘I was lucky to be able to join the WHS marine litter workshop in 2018, in Norderney Germany. This experience gave me new insights about the challenges and solutions encountered at various WHS marine sites that could be replicated to Komodo National Park. Discussions with other WHS marine site managers and experts helped me understand more about the problems at our marine site and the potential solutions that could be taken to improve the management actions in Komodo NP.’

Persons interviewed noted the particular value of training in a number of areas, including:

- preparation of WH nomination documents;
- the management/conservation requirements related to the marine World Heritage status;
- marine zoning and Marine Spatial Planning; and
- waste management from off-shore activities, including marine litter.

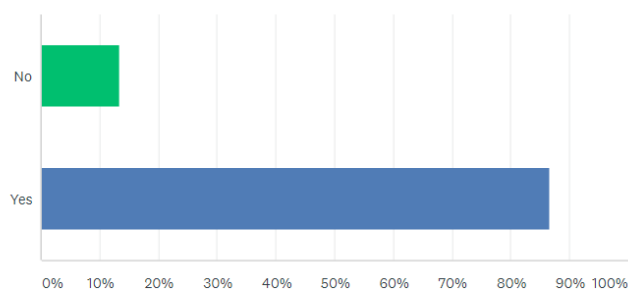
- Suggestions for more emphasis in future training programmes included:
- training on economic and social issues, related to Marine World Heritage sites;
- mechanisms for community involvement; and business planning and sustainable financing of Marine World Heritage sites; and
- application of science to practical issues and problems associated with the management of Marine World Heritage sites.

*The Marine World Heritage Marine Managers Network has been very effective in improving communication between site managers and, in turn, improving the management of Marine World Heritage sites*

The WH marine managers network has been one important outcome from the Global marine manager conferences and is seen as particularly relevant and valued. This network has enabled contact between participants on technical issues and has put participants in touch with other experts, to assist in addressing issues at their own marine World Heritage sites. Survey results (below) indicated that the majority of survey participants are still in contact with other participants from the conference/training course they attended; additional comments from the survey indicate that the WH marine managers network provides an important means for enabling this contact.

Are you still in contact with other participants from the Conference/Training Course you attended?

Answered: 30 Skipped: 1



ANSWER CHOICES	RESPONSES
No	13.33% 4
Yes	86.67% 26
<b>TOTAL</b>	<b>30</b>

[Comments \(27\)](#)

Comments from interviewees include:

‘the WH Marine Managers Network is better than Google’

‘The WH Network is really working well, and it really helps to stay connected in these COVID shut down times’

‘It has really helped me to make connections with key people working on marine World Heritage and to help address issues at my own site’

There have been a number of concrete examples of how cooperation, both through the conferences and through the WH managers network, has resulted in the improved management of Marine World Heritage sites. For example:

- The iSimangaliso Wetland Authority, South Africa has cooperated with Marine World Heritage sites in Australia<sup>5</sup> and Australian MPAs to assist the monitoring of shipping and fisheries in off-shore areas of the Marine World Heritage site.
- Sudan have developed a Management Plan for the and the preparation of this plan has drawn on the expertise of persons in the Marine World Heritage network, and in the UNESCO WH marine Programme.
- In the Komodo WH site there were a number of concrete actions following up training supported by this project (2018 WH marine litter workshop in Germany), which included: working with the local community in clean-up activities inside the park to reduce marine litter; banning single use plastic inside the park (following up a success story in Brazil, from the workshop); and supporting the local community through awareness and education programs.

*The project has improved the conservation and management of a number of Marine World Heritage sites*

The project has supported the conservation status of a number of Marine World Heritage sites, including through the provision of technical advice in the State of Conservation reports for ten marine World Heritage sites. These reports identified key issues and strategic solutions to these issues and have led to a number of tangible conservation success stories.

For example, technical support from FUT supported development of a Desired State of Conservation (DSOC) for Removal of the Belize Site from the WH in Danger List. This provided a ‘Road map’ the Government of Belize, and partners such as WWF Belize, to address threats to the property, including through a permanent oil moratorium in the offshore waters of Belize and the adoption of new regulations for mangrove protection. These actions resulted in the removal of the site from the Danger List in 2017. The UNESCO Marine World Heritage Programme, with support from FUT played a key role in this process, particularly through developing the key indicators in the DSOC, as noted by a key partner interviewed for this project: ‘*The Scaling-Up project provided major support for the work of the Government of Belize, and NGOs such as WWF, in their efforts to have the Belize site taken off the List of WH in Danger.*’

*The Project has been a catalyst for developing tools for the planning and management of Marine World Heritage sites, such as in relation to Marine Spatial Planning (MSP) and illegal fishing*

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<sup>5</sup> Ningaloo Reef and Great Barrier Reef Marine World Heritage site

The project has provided a platform for the development of tools to improve and enhance the management of Marine World Heritage sites. Two specific aspects were addressed through this project: Marine Spatial Planning and addressing illegal fishing in Marine World Heritage sites.

Marine Spatial Planning<sup>6</sup> is an increasingly well recognized tool for supporting the effective management of marine protected areas. The application of MSP to Marine World Heritage sites was one element of this project and built on the concept developed by the International Oceanographic Commission (IOC)<sup>7</sup>. Marine Spatial Planning has provided a useful framework for improving management capacity at World Heritage sites, and is a key element of the landmark Best Practice Guide on Marine World Heritage Sites<sup>8</sup>. Significantly, this guide has been translated into a number of languages, including Indonesian, Arabic, French and Spanish which has greatly assisted the application of MSP across World Heritage marine sites around the world.

MSP assists site managers to plan for, and achieve, differing environmental, social, and economic objectives to better protect and safeguard the outstanding universal value of Marine World Heritage sites. MSP was a focus of on-site capacity training, including in Indonesia's Komodo National Park. Interviewees noted that the application of MSP through this project was very effective. MSP was seen as a very useful conceptual tool for planning for marine World Heritage sites and other, more specific observations included:

'The capacity of WH marine sites around the world varies greatly and the application of Marine Spatial Planning needs to be tailored to the site specific requirements and circumstances of each WH marine site.'

'There is high potential for sharing "lessons learnt" between WH marine sites on MSP.'

'The need for MSP to be linked with and followed up by specific marine management guidelines which covers issues related to marine research, fisheries, tourism and local community involvement.'

'The need for MSP to openly and fully address conflicts of interest regarding uses of the Marine World Heritage site by different stakeholder groups.'

MSP is also a priority within IOC and additional funding to support this work has been secured through the European Union. Work on this within IOC is focused at a broader ocean level while the work within the WH Marine Programme is more focused on MSP within the WH context. Noting the Government of Flanders supports both FUT (through the WH Centre) and FUST (through IOC) it would appear logical to explore future joint work on MSP. It is recommended that consideration be given to developing a cooperative programme between IOC and the WH

<sup>6</sup>

[https://en.wikipedia.org/wiki/Marine\\_spatial\\_planning#:~:text=Marine%20spatial%20planning%20\(MSP\)%20is,to%20use%20marine%20resources%20sustainably.](https://en.wikipedia.org/wiki/Marine_spatial_planning#:~:text=Marine%20spatial%20planning%20(MSP)%20is,to%20use%20marine%20resources%20sustainably.)

<sup>7</sup> <http://ioc-unesco.org/>

<sup>8</sup> <https://whc.unesco.org/en/activities/868/>

marine programme on MSP, building on work undertaken through the Scaling-Up Marine World Heritage project.

Illegal fishing in Marine World Heritage sites was another key component of the project and an internal technical study on illegal, unreported and unregulated fisheries in and adjacent to Marine World Heritage sites. The study, undertaken by Dr Daniel Pauly, one of the world's most respected fisheries scientists, outlined a systematic approach to quantify the legal and illegal fisheries in selected World Heritage marine sites, based on a pilot test case in the Coiba National Park and its Special Zone of Marine Protection World Heritage site in Panama. This exercise underlined the challenges of obtaining fisheries data from the relevant authorities and also highlighted the potential of other means of addressing this issue in Marine World Heritage sites, particularly through the application of satellite technology to quantify the level of fishing that occurring in and around World Heritage marine sites.

The review of this project included a Focus Group with Dr Pauly and Dr Ruiz which noted the approach used in Coiba could be easily and usefully applied more widely to all, or a sample of, marine World Heritage sites. Dr Pauly noted that the report prepared by his team was not followed up and he noted his willingness to work with the WH Marine Programme, which he holds in the highest regard, to ensure further action on this important area. It is recommended that the WH Marine Programme follow up the issue of illegal fishing in Marine World Heritage sites with Dr Pauly with a view to developing a proposal for submission to a third party donor.

*The project has catalyzed significant additional resources for the conservation and management of Marine World Heritage sites*

The WH marine programme has generated significant additional income, over and above the funding provided by Flanders. In many cases the FUT support has provided the catalyst for encouraging support from other donors. A total amount of about \$US1.3 million was raised over the duration of this FIT agreement from several partners including the governments of France and Monaco, the Annenberg Foundation, the Great Barrier Reef Foundation and high-net-worth individuals. Additional new agreements with the Prince Albert II of Monaco Foundation and the Government of Australia were in the final stages of negotiation at the end of the Scaling-Up project.

The FUT programme has also stimulated additional in-kind support from partners, for example, WWF partnered with the WH marine programme, and used their strengths in advocacy and campaigning to support a global and national campaign to ban off shore oil including adjacent to Belize Barrier Reef. These efforts contributed to the Government of Belize putting an indefinite moratorium in place which was a contributing factor to the removal of the site from the WH in Danger List.

## Issues and challenges in implementing the project

*The support from Flanders for this project is visible and appreciated*

The Project has been very successful and has resulted in significant outcomes for the management and protection of Marine World Heritage sites. Many of the project activities were in fact funded by Flanders as well as other donors however the support from Flanders has

been pivotal. As one interviewee<sup>9</sup> noted: *‘The Flanders support is excellent but there are too many issues to cover for the management of Marine World Heritage sites, thus additional support will always be necessary. However, the support from Flanders has been very appreciated and welcome.’*

What has been particularly important about the support from Flanders is that it has been both long term and relatively flexible to accommodate issues that arose throughout the project. Importantly, the Government of Flanders is seen as reliable, and that they: *‘don’t change the goalposts mid-term, they agree and they follow through.’*

The majority of those interviewed for this review (although not all) were aware of the support from Flanders and found that there was a reasonable level of visibility in project related activities, such as in conferences and meetings.

*Leadership from the UNESCO WH Marine Programme has been an essential aspect of the success of this project*

Many interviewees noted the pivotal role of the UNESCO WH Marine Programme, in particularly Fanny Douvere and Robbert Casier, in ensuring the success of the project. As noted by respondents:

‘The contribution of Fanny has been outstanding, she has always been very focused and positive, and her role has been a major contributor to the success of the Flanders project.’

‘The UNESCO WH Marine Programme is the glue that holds it all together. I can write anytime to Fanny and Robbert and they will get back to me very quickly, often immediately.’

‘Collaboration with the Marine World Heritage Programme has been very useful to shape a comprehensive understanding of the WHS marine site of Komodo NP. Through this collaboration there has been an exchange of information, advice from experts, capacity building for Komodo staff and policy support at higher levels of Indonesian government. All these things are beneficial for the management of the Komodo National Park area.’

Some interviewees noted that this may indicate a potential challenge if Fanny and/or Robbert were ever to leave the programme, as they consider a large part of the success of the programme rests on their outstanding efforts. It is thus considered that efforts should be taken to continue to strengthen the capacity of the UNESCO WH marine programme.

*Sustainable financing is a key challenge for Marine World Heritage sites*

The tasks involved, and funding required, to ensure effective and sustainable management of Marine World Heritage sites are immense and additional funding, over and above the support from Flanders, will always be required. As noted above, there have been significant efforts and achievements in this area through this project and these are to be commended. The implications for the FUT programme are that funds for Marine World Heritage must be targeted and strategic and they should focus on a number of key areas, such as support for the Global

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<sup>9</sup>Salwa Abdelhameed

WH marine managers network. Future support for aspects which encourage sustainability, such as training in, and support for, sustainable financing initiatives should be considered.

*A number of other challenges were noted by interviewees*

A number of other issues and challenges were noted by interviewees, including:

‘the importance of ensuring adequate interpretation and translation of materials associated with conferences, training and exchange programmes’<sup>10</sup>

‘the importance of building the capacity of marine managers in working with, and through, local communities’

‘the need for additional training in business planning and sustainable financing for Marine World Heritage sites’

## **Conclusions and recommendations**

The Scaling-UP marine World Heritage Project was a very successful project with many positive outcomes benefitting Marine World Heritage sites around the world. As one interviewee noted: ‘This is the programme which is globalizing the issue of marine World Heritage sites.’ In many respects this can be considered as a model project for UNESCO as a whole. Key elements of the success of this project included:

- Leadership, particularly through the UNESCO Marine World Heritage programme;
- The continuity provided through the support from Flanders was very important for project success
- This project built on previous projects support through the Government of Flanders and was also followed up by the Protecting UNESCO Marine World Heritage in a changing climate. The long-term nature of the support from Flanders for Marine World Heritage and its relatively flexible approach has been very important elements of the success of the project;
- Focus on continuing support for the very successful WH marine managers conferences and the associated marine managers network following up on the conference; and
- The way in which the funds provided through Flanders provided leverage and support for the generation of significant funding from additional donors. This project provides a very successful case study in successful resource mobilisation.

The project covered a number of areas, however, the main achievement, as noted by all persons consulted through this project (through interviews, Focus Groups and the survey) was the enhanced cooperation between WH marine managers, in particular through the WH marine managers network, flowing from and linked to the Global WH marine managers

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<sup>10</sup> However, it is noted that there was a significant effort to translate a number of key documents arising from this project

conferences. The importance of this cooperation is underlined in the survey questions regarding the main applications by participants at conferences and trainings.

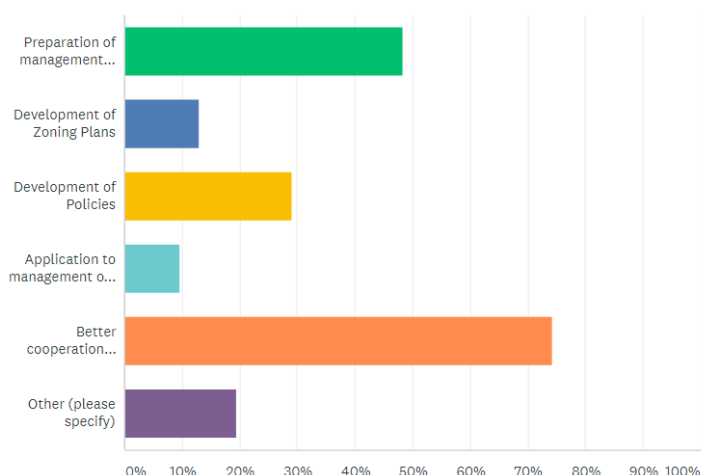
Specific recommendations in relation to this project are as follows:

- **The Evaluation recommends that consideration be given to developing a cooperative programme between IOC and the Marine World Heritage programme on Marine Spatial Planning (MSP), building on work undertaken through the *Scaling-up Conservation of Marine Sites on UNESCO's World Heritage List* project.**

**Rationale: MSP is a priority area within IOC and also is one of the key issues addressed through this WH Marine Project. The Evaluation considers there are clear and obvious opportunities for increased collaboration on this area.**

What aspects from this Conference/Training Course did you apply or follow up in your own WH site or organisation? (Choose any that apply, up to three maximum)

Answered: 31 Skipped: 0



#### ANSWER CHOICES

▼ Preparation of management plans or site plans

48.39% 15

▼ Development of Zoning Plans

12.90% 4

▼ Development of Policies

29.03% 9

▼ Application to management of human and/or financial resources

9.68% 3

▼ Better cooperation with WH marine managers in other countries

74.19% 23

▼ Other (please specify)

Responses 19.35% 6

**Total Respondents: 31**

The programme also provides a case study in successful resource mobilisation. Again the support from Flanders has played an important role in underpinning the programme, in attracting additional support as the WH marine staff could point to this existing support when approaching additional donors for support.

A number of recommendations are noted above and are summarized below:

‘It is recommended that consideration be given to developing a cooperative programme between IOC and the WH marine programme on MSP, building on work undertaken through the Scaling-Up Marine World Heritage project.’

‘It is recommended that the WH Marine Programme follow up the issue of illegal fishing in Marine World Heritage sites with Dr Pauly with a view to developing a proposal for submission to a third party donor.’

In summary, it is important to build on success and it is positive that the project was followed up by the project: Protecting Marine World Heritage in a changing climate. The issue of sustainability is critical: in the longer term it is very important that the support from the Government of Flanders continue their commitment to marine World Heritage, to build on the excellent work undertaken. However, other stakeholders must also ‘step-up’, including States Parties, donors, and partners.

## ‘Protecting UNESCO Marine World Heritage in a changing climate’ (513GLO4016)

### Introduction

The project: *Protecting Marine World Heritage in a Changing Climate*<sup>11</sup>, supported by the Flanders Fund in Trust, has a global focus and a budget was \$US149,330. The project started in 2019 and is on-going. It builds on the results and outcomes established through the previous Flanders Funds-in-Trust (FFIT) agreements in support of marine World Heritage and, in particular, follows up the project *Scaling-up conservation of marine sites on UNESCO's World Heritage List*<sup>12</sup> which was implemented between May 2016 and December 2018. Both projects are closely related although they are evaluated separately through this review.

### Aims of the project

The overall purpose of this project is to strengthen the conservation of the UNESCO marine World Heritage sites in a changing climate through two activities. **First**, by strengthening south-south cooperation across marine sites in Africa (with focus on South Africa and Sudan) to improve conservation of the sites' Outstanding Universal Value while leveraging their World Heritage status for jobs and income generation. **Second**, by improving capacity of the World Heritage Marine Programme to increase delivery of measurable results for ocean conservation through the provision of technical support to the Evaluation and monitoring of World Heritage marine sites that are subject to review by the World Heritage Committee.

### Evaluation approach

The evaluation of this project was based on the following sources:

- Desktop review of all project documents and reports provided by UNESCO.
- Interviews with UNESCO officers:
  - Fanny Douvere (UNESCO HQ), and
  - Pavel Kroupkine and Abdelgadir Salih (UNESCO Office in Khartoum).
- Interviews with external experts:
  - Nadia Blood, Marine Scientist at World Wildlife Fund, Belize
  - Scott Gende, United States National Parks Service, and

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<sup>11</sup> Project number 513GLO4016, hereafter referred to as ‘the project’

<sup>12</sup> Project number 513GLO4014

- Katrin Blomvik Bakken, Managing Director, Geirangerfjord World Heritage Foundation; and
- a focus group involving:
  - Phénia Marras-Ait Razouk, focal point at the French Biodiversity Agency for the partnership with the UNESCO World Heritage Marine Programme;
  - Harald Marenic, Deputy Executive Secretary of the Common Wadden Sea Secretariat;
  - Peter Barnes, Marine Manager of the Ningaloo Coast World Heritage site (Australia); and
  - Frauke Fleischer-Dogley, Chief Executive Officer, Seychelles Islands Foundation.

Survey sent to seventy people who attended one or more of the Global Marine World Heritage Conferences and/or training workshops. As at 23 September, thirty-one people had responded, representing a 44 per cent response rate. This survey is applicable to both projects under review: Protecting Marine World Heritage in a Changing Climate (513GLO4016) Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014) and survey results are thus presented in both reviews.

## Significance of the project identified by interviewees, focus groups and survey respondents

All consulted through this Evaluation noted that this project and the previous Scaling-Up project have been landmark projects for the world's Marine World Heritage sites. This, and previous, project is seen as highly relevant, very well planned and implemented, and communicated widely and effectively. The major item of significance arising from this project was noted as the 4th World Heritage marine managers conference, which was viewed as extremely successful by all consulted through this Evaluation and led to a number of concrete outcomes supporting better management of Marine World Heritage sites, including those noted below.

## Major successes and outcomes of the project

*The project has built on previous Marine World Heritage projects and has made a major contribution to the management of Marine World Heritage sites around the world*

All interviewed for this Evaluation noted the project has been very important for supporting work on Marine World Heritage, both directly and indirectly. All noted the significance of the long-term nature of the project and that its global reach has enabled both the exchange of views and concrete actions which have enhanced and improved the establishment and management of Marine World Heritage sites world-wide. This has included cooperation on

specific issues such as the management of cruise ships in Marine World Heritage sites and continued support for initiatives such as the Reef Resilience Initiative<sup>13</sup>.

*The 4th World Heritage marine managers conference in September 2019 was a landmark event for Marine World Heritage sites around the world and for marine conservation in general*

All consulted for this Evaluation noted the fourth marine World Heritage managers conference held in the Glacier Bay National Park and Preserve (USA) from 4 - 9 September 2019 was very successful, with major outcomes and implications for the future management of Marine World Heritage sites. Direct quotes from persons consulted through this Evaluation include:

‘The World Heritage Marine Managers conference in Glacier Bay was very useful and most effective. Educational and inspirational.’

‘Glacier Bay was my first WH managers conference. The networking and connections made were fantastic, building personal trust is very important from these conferences.’

Catalytic funding through FUT stimulated and generated co-financing for this conference from a wide range of partners and donors. The conference was attended by thirty-nine managers from thirty-six different WH marine sites and outcomes included:

- increased capacity among managers; including through a strengthened WH marine managers network and several ideas to strengthen the network over coming years;
- identification of possible new site-to-site cooperative agreements aiming to support conservation activities in Marine World Heritage sites; and
- alignment of strategic future priorities across sites; and identification of new funding mechanisms to support more effective and long-term conservation of World Heritage marine sites.

The Marine World Heritage managers conferences are a flagship product for UNESCO and the Government of Flanders: future FUT funding should continue to support the planning and implementation of these conferences. Some persons consulted through this Evaluation thought the interval between global conferences was too long and that mechanisms for inter-sessional communication, including through on-line meetings, and joint work, should be explored.

*The World Heritage Marine Managers Network was strengthened at the 4th World Heritage marine managers conference and this network is deeply appreciated by WH marine managers.*

Everybody consulted for this Evaluation placed great value on the World Heritage Marine Managers Network. This network was energized and revitalized at the fourth global conference and led to concrete actions on key issues related to the conservation and management of

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<sup>13</sup> The Reef Resilience Initiative was launched in 2018 and is a major outcome from this and previous WH marine projects, supported by FUT, <https://whc.unesco.org/en/reefresilience>

Marine World Heritage sites. One example is the agreement relating to cruise ship tourism between the Glacier Bay National Park in the US and the West Norwegian Fjords WH site in Norway, as outlined below. Positive comments regarding the WH marine managers network included:

‘The network provides the chance to learn from managers around the world, particularly those facing the same challenges, threats and issues. It provides the chance to improve management at our own site. Personally I have learned a lot from colleagues around the world and personal bonds have been created.’

‘For us it has been a true love story, where we have been invited to learn from the best World Heritage Marine Managers in the world. Friends and bonds for life have been connected, lessons learned and great inspirations have been absorbed.’

‘Personally, it has been important for me to see the global network in reality, to build relationships and to put my own problems in perspective. It has been very inspirational.’

This network makes a significant difference for Marine World Heritage sites globally: it is valued and should continue. Respondents also provided suggestions for strengthening the network, including:

- Greater involvement of WH sites and agencies in leading on aspects of the network, such as financing Marine World Heritage sites, for example.
- Expanding ways for working and networking virtually, building of remote communication required through COVID.
- Examining options for the involvement of staff from Marine World Heritage site agencies, particularly from developed countries, in supporting the WH Marine Managers Network and the WH Marine Programme, including through secondments and volunteers.
- Establishing of thematic groups within the WH Managers network, with managers from different Marine World Heritage sites involved in the coordination of these groups. Share thematic experience rather than by site.

*The project has supported South-South cooperation between Marine World Heritage sites on management and conservation issues, and also other forms of cooperation.*

The project has directly and indirectly supported cooperation activities between many World Heritage marine sites, including through the WH managers network, mentioned above. The original aim of this project was to encourage South-South cooperation and since this project commenced in 2019 activities have included:

- interaction and cooperation between relevant countries from the ‘South’, including a session at the fourth global conference regarding the use of World Heritage designation for poverty reduction and share best practice examples from African marine World Heritage sites: This included exchanges between managers from Aldabra Atoll

(Seychelles) and Sanganeb Marine National Park and Dugonab Bay – Mukkawar Island Marine National Park (Sudan); and

- [lanning for ‘South-South’ twinning agreements between World Heritage marine sites in Africa, including between the Dugonab Bay – Mukkawar Island Marine National Park in Sudan and iSimangaliso Wetland Park in South Africa, to facilitate the exchange of ideas and experience between African WH marine sites, including on strategies to mobilise resources for site management.

The Evaluation notes that exchanges have not been limited to ‘South-South’ exchanges and considers that there are also many benefits from Marine World Heritage sites, from ‘South-North’ and ‘North-North’ collaboration. For example, marine park managers from Sanganeb Marine National Park benefited from the exchange of knowledge and experience from participation at the fourth global WH marine conference, thus demonstrating South-North cooperation.

An example of ‘North-North’ cooperation was established after the fourth Marine World Heritage managers conference between the West Norwegian Fjords (Norway) and the Glacier Bay World Heritage site (USA). This involved visits to each site by staff from both WH sites, the exchange of information on key issues such as cruise ship policies, interpretation programmes and the development of a Fjord Ranger Programme. COVID 19 has impacted on this cooperation, however both WH sites are currently exploring options for virtual training and exchange of information. Another example is the cooperation, established after the 4<sup>th</sup> global Marine World Heritage managers conference, is between the French MPA agency, French WH site managers and Mediterranean WH sites and managers.

*The project has contributed to the better management of WH marine site management through use of WH Convention processes, including SOC<sup>14</sup>*

Under this project, the World Heritage Marine Programme provided expertise and technical advice for the state of conservation of 10 marine sites<sup>15</sup> evaluated during the 2019 World Heritage Committee. These supported clear and effective outcomes at specific Marine World Heritage sites, such as recommendations to protect and better manage the critically endangered vaquita<sup>16</sup> species in the Islands and Protected areas of the Gulf of California WH site in Mexico. The project assisted the Aldabra WH site in preparation of a management plan which improved site management as well as monitoring and reporting. Funding for this was a direct outcome from one of the global Marine World Heritage managers conferences.

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<sup>14</sup> State of Conservation reporting on World Heritage sites

<sup>15</sup> Socotra Archipelago (Yemen), the Islands and Protected areas of the Gulf of California (Mexico), The Sundarbans (Bangladesh), Coiba National Park and its Special Zone of Marine Protection (Panama), Everglades National Park (USA), East Rennell (Solomon Islands), Belize Barrier Reef Reserve System (Belize), Shiretoko (Japan), Natural System of Wrangel Island Reserve (Russian Federation), Area de Conservacion Guanacaste (Costa Rica).

<sup>16</sup> <https://en.wikipedia.org/wiki/Vaquita>

## Issues and challenges in implementing the project

*The project has been widely and effectively communicated and there has been a high visibility of the Government of Flanders in this project.*

The project has been well communicated and promoted. This has included high visibility of Flanders. The majority of those consulted for this project were aware of the support from Flanders, particularly through support for the 4<sup>th</sup> global WH marine managers conference. The following comments from Focus Group participants underline this point:

‘Yes we are aware of the support from Flanders and are extremely grateful for strengthening the programme.’

‘The logo of Flanders was everywhere at the Glacier Bay conference.’

The products and key activities supported by this project were well communicated, through press releases, launches, events and films. This has been an important aspect of the success of this project. There has been effective communication about the elements of this project and there has also been considerable wider communication about the importance of marine conservation efforts and the need for the world to scale up attention and funding<sup>17</sup>.

A positive feature of communication through this, and previous FUT projects which supported Marine World Heritage sites, has been the translation of materials into languages other than English. For example, policy frameworks arising from this and previous projects were translated into Arabic which has greatly assisted the application of tools arising from this project by Marine World Heritage managers in Arabic speaking countries.<sup>18</sup>

*Climate Change has been a major focus of this project and this focus should continue in any future support from Flanders for the WH marine programme*

This project has been oriented towards Marine World Heritage sites in the context of climate change. This is an important aspect and reflects the important impacts of climate change on the marine environment, including coral bleaching and ocean acidification. Under a business-as-usual scenario, nearly 90 per cent of the twenty-nine World Heritage-listed coral reefs are expected to severely bleach twice-per-decade by 2040<sup>19</sup>. This emphasis on climate change, particularly building resilience and adaptation for Marine World Heritage sites, should continue in future support from the FUT to the WH Marine Programme. The Reef Resilience Initiative, outlined below, is a positive step however significant additional resources will need to be generated to ensure the success and wider application of this specific initiative. However, it is also important that any future funding from Flanders for the WH Marine program should also

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<sup>17</sup> For example, see <https://www.nature.com/news/conservation-the-seas-cannot-be-saved-on-a-budget-of-breadcrumbs-1.19991>

<sup>18</sup> Key documents from this and previous projects, such as the Best Practice Guide on Marine World Heritage Sites have been translated into a number of languages, including Indonesian, French and Spanish.

<sup>19</sup> <https://whc.unesco.org/en/reefresilience/>

continue to be support flagship products, such as the global conferences of WH marine managers and the WH Marine Managers Network.

It is recommended that future FUT funding for Marine World Heritage has a strong emphasis on climate change, particularly building resilience and adaptation for Marine World Heritage sites, while also continuing to support flagship products, such as the global conferences of WH marine managers.

*The support from Flanders has been essential in ensuring the success of the project. It has played a catalytic role in generating additional funding for Marine World Heritage sites.*

FUT support provided important funding for the fourth global WH marine managers conference, although Flanders was not the only donor for this conference. FUT funding stimulated and encouraged support from many other donors and partners: it thus had an important catalytic role. Overall, what has been important about the support from Flanders is that it has been long term and has provided support in a consistent and reliable manner. Support from Flanders also played an important catalytic role in the \$US9 million Reef Resilience Initiative<sup>20</sup> launched in 2018 and supported by a consortium of international partners. This initiative supports a common, future oriented strategy for five marine World Heritage sites<sup>21</sup> in the light of climate change and the need to work cooperatively with local communities living and around each WH site.

*Leadership from the WH Marine Programme has been an essential aspect of the success of this project, however this programme is constrained by a lack of core funding.*

As noted in the review of the Scaling-Up project<sup>22</sup> the key role of Fanny and her team has been an integral element of the success of the project, as noted by persons interviewed for this project:

‘The contribution of Fanny has been outstanding, she has always been very focused and positive, and her role has been a major contributor to the success of the Flanders project.’

‘I would never have had the opportunity to develop solid cooperation with other Marine World Heritage sites around the world without the help from Fanny and her excellent team.’

However, there are two potential challenges. First, the success of the programme rests largely on the outstanding efforts of Fanny and Robbert if either of them were ever to leave the programme, there would potentially be significant impacts on the success and indeed the viability of the programme. Options to strengthen the staff capacity of the UNESCO WH marine programme, in addition to Fanny and Robert, should be identified and explored. As one Focus Group participants noted:

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<sup>20</sup> <https://whc.unesco.org/en/reefresilience>

<sup>21</sup> World-Heritage listed coral reefs in Palau, Belize, France and Australia. It is planned to expand this initiative to additional WH marine sites in the future.

<sup>22</sup> Scaling-UP conservation of marine sites on UNESCO’s World Heritage List (513GLO4014, reviewed separately

‘Having a dependence on Fanny is a challenge, more structural funding from UNESCO for the WH Marine programme is needed. The network would continue if Fanny left but she has done a fantastic job, and would be extremely hard to replace.’

A second challenge is that there is no core budget available from UNESCO for the UNESCO WH Marine Programme, it is totally funded through extra-budgetary sources. This makes the programme very vulnerable and dictates that a considerable amount of the time of programme staff must be allocated to fund raising, thus constraining the time available for establishing and pursuing strategic outcomes. As one interviewee noted:

‘Solid and long-term finance for the WH marine team would be great, so they can use more of their time to follow-up issues and challenges at Marine World Heritage sites, and less on funding work and reporting.’

It is recommended that UNESCO increases the level of core funding available to the WH Marine Programme and that options to strengthen the staff capacity of the UNESCO WH marine programme, in addition to Fanny and Robert, should be identified and explored.

Such support would supplement and support funding from extra-budgetary sources. Some persons interviewed suggested a donor’s conference for Marine World Heritage to look at gaps and future challenges and to examine options for a Trust Fund to support the global WH marine managers network. This could also include support for the WH Marine Programme.

### *Covid-19 is posing many challenges*

All persons consulted for this Evaluation noted that Covid-19 poses many challenges for Marine World Heritage sites and for WH sites in general. Most WH sites have a high dependence on user fees to generate money for site management: with the advent of COVID tourism income has generally dropped to zero for most WH sites. For example, the West Norwegian Fjords (Norway) has lost over 90 per cent of its commercial income from tourism due to COVID and this has significantly affected the organisation. The iSimangaliso Wetland Park WH site in South Africa has experienced a 100 per cent drop in revenue, causing a major impact on WH site management and also local communities which are heavily dependent on WH site revenues for their survival.

Loss of income due to Covid-19 has created significant challenges for the management and the viability of many Marine World Heritage sites, as well as for the livelihoods of communities living in and around the WH sites. In many cases staff have had to be retrenched and operational budgets have disappeared.

It is recommended that the UNESCO WH Centre initiate a dialogue, using networks, such as the WH marine managers network, to inform the development of a strategy on Covid-19 and WH sites.

## Conclusions and recommendations

This project is still underway and is anticipated that all objectives will be achieved by the project completion date (December 2020). A highlight of the project has been the successful implementation of the fourth marine World Heritage managers conference in Glacier Bay, US

in 2019. This successful conference was also able to achieve and/or accelerate a number of other objectives of the project, including south-south<sup>23</sup> cooperation between Marine World Heritage sites, and improving the conservation status of the World Heritage marine sites across the globe.

The FUT project on Marine World Heritage continues to be a flagship project for UNESCO and the Government of Flanders and it brings great credit to both organisations. The long term nature of the support from Flanders and its relatively flexible approach has been very important. This project built on the outcomes from previous Flanders Funds-in-Trust (FFIT) agreements in support of marine World Heritage and, in turn was followed up by the project Marine World Heritage in a Changing Climate. This proved important in continuing the momentum achieved through the project Scaling Up Marine World Heritage. It is important to build on success and it is recommended that the Government of Flanders continue to support the WH Marine Programme through at least at existing, and preferably at increased, levels of funding.

A number of recommendations are noted above and are summarized below:

- future FUT funding for Marine World Heritage should have a strong emphasis on climate change, particularly building resilience and adaptation for Marine World Heritage sites, while also continuing to support flagship products, such as the global conferences of WH marine managers;
- it is recommended that the UNESCO WH Centre initiate a dialogue, using networks, such as the WH marine managers network, to inform the development of a strategy on COVID and WH sites;
- UNESCO should increase the level of core funding available to the WH Marine Programme and that options to strengthen the staff capacity of the UNESCO WH marine programme, in addition to Fanny and Robert, should be identified and explored; and
- the Government of Flanders should continue to support the WH Marine Programme through at least at existing, and preferably at increased, levels of funding.

In summary, it is important to build on success and the long-term support from Flanders has been greatly valued by all who were consulted for this evaluation and has delivered many positive outcomes for Marine World Heritage sites around the world. The issue of sustainability is critical: in the longer term it is very important that the support from the Government of Flanders continue their commitment to marine World Heritage, to build on the excellent work undertaken.

Specific recommendations in relation to this project are as follows:

- The Evaluation recommends that the Government of Flanders consider future FUT projects in the area of Marine World Heritage that have a strong emphasis on climate change, particularly building resilience and adaptation for Marine World Heritage sites,

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<sup>23</sup> As well as South-North, and North-North cooperation

while also continuing to support flagship products, such as the global conferences of WH marine managers.

- The Evaluation recommends that the UNESCO WH Centre initiates a dialogue, using networks such as the Marine World Heritage managers' network, to inform the development of a strategy on Covid-19 and WH sites.
- The Evaluation recommends that the Government of Flanders consider further support for projects under the Marine World Heritage programme.

## ‘Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of Intangible Cultural Heritage’ (513RAF4009 and 513RAF4011)

### Introduction

These two sequential projects, each of eighteen months duration have been evaluated together as the final stages in a sequence of ICH projects in Southern Africa that have been funded by Flanders, beginning in 2009. Both projects were coordinated and managed by the UNESCO Regional Office in Harare in coordination with the UNESCO Living Heritage Entity, Paris.

The projects were developed within the framework of UNESCO’s global capacity-building programme for strengthening national safeguarding capacities, which was established in 2009 to respond to the needs of the States Parties endeavoring to implement the 2003 Convention. The seven beneficiary countries are Zambia, Botswana, Malawi, Namibia, Zimbabwe, Lesotho and Eswatini.

Projects 513RAF4009 and 513RAF4011 extended and consolidated the outcomes of 513RAF4005 ‘Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the safeguarding of Intangible Cultural Heritage’, completed in 2015. 513RAF4005 was considered in the previous Evaluation of the UNESCO-Flanders FUT. The key outcomes of this project included the training of participants from the seven countries through the ICH ‘Training of Trainers’ programme; establishment of the SAICH (Southern African ICH) platform at Chinhoyi University of Technology, Zimbabwe, and National ICH Committees (NICHCs) in all seven beneficiary countries; inventorying of ICH elements across the seven countries and the development of nomination files.

### Aims of the project

Project 513RAF4011 and 513RAF4009 reinforced sub-regional cooperation and national capacities established in the previous projects. Specifically, the Projects aimed to:

513RAF4009

strengthen and support the NICHCs to accomplish their mandate and be recognized as part of the national structures

finalize the National Action Plans and their efficient implementation

reinforce the SAICH platform to provide technical support on Intangible Cultural Heritage (ICH)

promote better visibility of intangible cultural heritage and awareness of its significance

513RAF4011

strengthen the SAICH platform so that it can effectively support a sustainable and continuous ICH safeguarding process in the seven participating countries.

guide the NICHs and the SAICH Platform in their strategic planning towards self-sustainable functioning

strengthen the seven countries' human and institutional capacities in ICH

## Evaluation approach

### *Desktop review of project documents and reports.*

Interviews with UNESCO officers who managed the projects (Doyun Lee, Regional Officer for Africa, Living Heritage Entity; Mr Damir Dijakovic, Former Culture Programme Specialist and main Coordinator, UNESCO Regional Office for South Africa in Harare; Mr Rodney Bunhiko, Culture Programme Associate / Project Officer, UNESCO Regional Office for South Africa in Harare; Mr Chimbidzikai Mapfumo - Project Officer, UNESCO Office in Harare)

Interview with Professor Marc Jacobs of FARO who assisted in the development of SAICH

Focus Group with the coordinators of the SAICH Platform, Chinhoyi University, Zimbabwe

Focus Group with NICH Committee representatives of six Southern Africa countries

Survey of National ICH experts who were trained through the 'Training of Trainers' program

### *Surveys*

Forty-two invitations to participate in the survey were sent to National ICH Experts identified by UNESCO as having received training in the 'Training of Trainers' program. A total of 11 responses to the survey were received from three of the seven countries – Lesotho, Zambia and Zimbabwe. Four of the responses were received from women. The full results of the survey are at Appendix E.

### *Significance of the project identified by interviewees and focus groups*

This project is considered by UNESCO officers to be exemplary, as the first project on ICH Convention in the Southern African region. The community-based capacity-building approach and methodology of the 2003 Convention was applied throughout the project activities

The project has built awareness of ICH and the need for safeguarding this heritage across the seven participating Southern African countries at community, national and regional levels. 'ICH is intrinsic to Africa but these projects brought it to the front of people's minds, people have become aware of the importance of ICH in culture and development. ICH should be considered in any economic plan.'

*'The major impact is now we talk of ICH in Southern Africa. We were able to strengthen and build local implementation especially safeguarding and inventorying.'* The training of community members using the 'Training of Trainers' model is considered especially effective in engaging communities in the process of community-based inventorying. The communities were able to say, *'what is our list of priorities for safeguarding?'*

The projects were significant for establishing a network across the region, from communities to governments, facilitated by SAICH. *'This model of a regional coordination platform, National ICH Committees and a regional IMS database system for storing data on inventoried elements is very important because it engaged all the countries and now we can problem-solve together.'*

*'Academia now understands it is important to develop curriculum that incorporates ICH. We are now talking about a regional program that is ICH oriented.'*

The long-term planning and sequential projects had the advantage that *'we were able to develop various activities and do things that were connected one after the other. With a one-off activity – we see you and then you disappear.'*

## Strategic Issues identified in interviews and focus groups

### *Major successes and outcomes of the project*

**The successes of the project were an outcome of a carefully planned and long-term commitment from Flanders to building sustainable sub-regional capacity to implement the 2003 Convention.**

The projects were highly effective as the final stages in sequential ICH in Southern Africa projects funded by Flanders. The major outcomes of the projects are building awareness and establishing networks at local, national and regional levels; building capacity for ICH safeguarding at the local and national levels and in the region through the strengthening of the SAICH platform; and the inventorying of a large number of elements of ICH.

A key aim of earlier Flanders-funded ICH projects in Southern Africa, was to build local and regional awareness of ICH to provide a strong basis on which to developing a regional approach to safeguarding ICH through training the trainer programme and the establishment of SAICH. This was consolidated in the final two projects with support for the SAICH platform to fulfil its regional coordinating role and to assist NICHCs in implementing their national action plans. All seven beneficiary countries are now implementing their national action plans. Members of the NICHCs noted that their governments and policy makers were now aware of the need for safeguarding ICH. The engagement of local communities was identified by NICHC members as the most significant aspect of the projects. Several beneficiary countries have now established heritage associations at the local level to assist in ongoing community inventorying. For example, in Botswana local communities come up with a local ICH committee structure and the district councils then provide resources to the committees.

**The sustainability of the SAICH platform hosted by Chinhoyi University, Zimbabwe, is key to the continuity and effectiveness of the regional ICH network.**

A representative of a National ICH Committee noted during the focus group that:

‘SAICH has shared knowledge and hosted the regional inventory of ICH elements. Before SAICH we didn’t really have a way of safeguarding our elements but now that we have the platform we can get expertise and training to get inventorying done.’

The SAICH platform provides the focus for current initiatives to develop multinational nominations for the Representative List to recognize that some ICH is shared across the borders of the seven countries. Members of the SAICH platform noted that through the Flanders projects and ongoing engagement with the UNESCO field office in Harare, SAICH and the NICHCs are now connected with people and organisations outside the region working in ICH such as the Category II Centre ICHCAP – the International Information and Networking Centre for Intangible Cultural Heritage in the Asia and Pacific Region under the auspices of UNESCO – based in the Republic of Korea.

SAICHA-NET was established under the auspices of SAICH during the final project, 513RAF4011, as a network of tertiary institutions and academics, the aim of which is to raise awareness of, and provide opportunities for research in ICH, and to establish a regional pool of researchers. Members of SAICH and the NICHCs identified research in ICH as crucial to regional safeguarding of ICH and in need of strengthening to provide the framework for a future Category II Centre (see below). Malawi University of Science and Technology (MUST), University of Zambia (UNZA) and Chinhoyi University of Technology (CUT) are current members of SAICHA-NET.

### **The ‘training of trainers’ program was highly effective an inclusive and engaging capacity building strategy for communities**

Interviewees and focus groups identified the greatest impact of the projects as being the training of community members in the work of inventorying through the ‘training of trainers’ programme. The participatory approach of the ‘Training of Trainers’ programme is considered both appropriate to, and successful for fully involving communities to achieve inventorying. By the end of 2019 more than one hundred elements across the seven countries had been inventoried and are now stored in the IMS at Chinhoyi University and reflect the systematic use of online registration of inventoried ICH elements.

‘The ‘train the trainer’ model is very successful in communities because it brings old and young together and within communities, the local language can be used - this is essential for ICH. It is a hands-on model and so with the communities we trained, they were taken straight into the field to practice.’

Many people learnt from technical down to operational level and we have the establishment and operationalization of a pool of regional ICH experts and resource persons.

‘The training has been quite inspirational. When people are trained they go into the field. The trainees are a link between the committees and the communities. So once these people are sent they can connect us very well with the communities.’

Survey respondents who participated in the ‘Training of Trainers’ program identified the following aspects of the training as being more useful to them:

Completing the [inventorying] forms

involvement of community

Inventorying

Understanding of the 2003 Convention

Applying for International Assistance

The project outcomes included the strengthening of NICHCs. All now identify themselves as fully operational in all seven countries. A UNESCO Field Officer commented on the importance of having local experts: *'through continuous work of NICH committees we have continuous training of experts that understand local context and can speak to local communities. We have facilitators at local level coupled with international facilitator. This fits perfectly for African countries and it is better to have someone who can speak the language of local people is essential.'*

#### *Issues and challenges in implementing the projects*

Overall, the implementation of the projects was very effective and only a few challenges were noted:

The UNESCO Field Officers and the beneficiaries noted that some countries required greater technical support from the UNESCO Regional Office for Southern Africa to deliver what was expected from them.

A shortage of adequate equipment to undertake the community-based inventorying exercises in some communities was mitigated through the use of personal cell phones to supplement the project's equipment when it was deemed feasible.

The training and inventorying of ICH elements in local languages posed some challenges for community level capacity building. To an extent this was mitigated by the translation of key texts of the 2003 Convention into the language of the each of the seven beneficiary countries during 513RAF4011.

Members of SAICH identified that meeting UNESCO's reporting timeframes was a challenge because there was not sufficient time to achieve required outcomes within the reporting period and noted that all the SAICH members have full time academic positions.

A further challenge for SAICH as secretariat of the regional ICH network is that not all countries work at the same pace and the inventorying was taking place at different rates but SAICH does not have the authority to push people in their own countries to achieve outcomes.

An NICH representative and a UNESCO ICH facilitator both commented that explaining the different UNESCO Conventions in local communities can be a challenge. *'When it comes to implementation on the ground it is not for the communities to distinguish between Conventions and programs. People in the communities want interlinkages and we need to capitalise on*

*these. Let's talk about culture in development and the impact of what we are doing rather than the Conventions.'*

## Sustainability of project outcomes

An approach of long term and strategic planning has framed the sequential projects in ICH funded by Flanders. The strategy, with an initial focus on building regional awareness of ICH; a continuing emphasis on community engagement and capacity building; and the development of national and regional networks and a regional coordination platform for ICH activities has resulted in strong and sustainable project outcomes being achieved in all seven beneficiary countries. The projects have also been a catalyst for other independent community inventorying projects and students doing higher degrees in ICH.

Professor Chimhundu, Director of the SAICH platform, noted that:

*'throughout the projects, along with their specific aims, there has been training, cooperating, building capacity, institutionalizing. All these processes revolve around a project – growing and benefitting from the project.'*

Members of SAICH and NICHs agree that the long-term sustainability of the project outcomes is dependent on continuation of the SAICH platform and its regional coordination role. SAICH is considered essential for maintaining the network of NICHs and communities in the seven countries; for ongoing capacity building, and for safeguarding inventoried ICH elements in the IMS hosted by Chinhoyi University.

*'The SAICH platform is fulfilling its role of maintaining the involvement of respective countries beyond the project termination. Through this project beneficiary countries now have a shared responsibility in safeguarding ICH in the region.'*

The sustainability of SAICH is dependent on the ongoing support of Chinhoyi University of Technology. At the same time beneficiaries consider that the activities of SAICH will need to expand by reaching out to people and institutions outside the region; by introducing a Masters program in ICH, currently under consideration by the university; and by expanding academic networks and research in ICH through SAICH-NET. Olga Kupika, Assistant Director of SAICH, stressed that in future further achievements hinge on having more women participating and more women involved in research through SAICH-NET *'so that they can then reach out to local communities to expand the number of women in ICH inventorying women. Those women who are already involved can be ambassadors and champions to raise awareness.'*

SAICH and the NICHs are currently developing a framework for a regional Category II Centre for ICH that will broaden university involvement across the region. The framework is being developed around existing higher education institutions. Chinhoyi University of Technology will take responsibility for information and networking; Malawi University will take responsibility for research and regional programs and Lesotho National University will take responsibility for training and capacity building. The Centre is identified as a mechanism for sustaining the regional cooperation and safeguarding, reducing the dependence of the network on a single

institution, and expanding the awareness and engagement of governments and communities in ICH activities.

SAICH staff and NICHCs all emphasize the need to continue to build awareness of the importance of the ICH not just as heritage but as part of sustainable development for Africa.

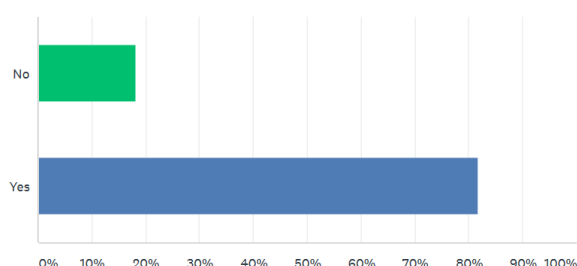
‘Flanders may wish refocusing their attention on how culture positions itself in terms of sustainable development. We need to start responding to the communities in political and economic terms. Culture in sustainable development – everyone says it and nobody knows what it means.’

The beneficiaries and UNESCO field officers agree that funding is a significant challenge to sustainability of the project outcomes both in directly supporting further activities at community and national levels and, indirectly, in maintaining a continuity of activities. NICHC members consider that it would not be difficult to continue the inventorying without relying on funding from Flanders because they have built the capacity and they know who to contact in different communities through the networks.

This is supported by survey responses. Ten of the eleven respondents are in regular contact with their National ICH Committee

Do you have regular contact with your National ICH Committee?

Answered: 11 Skipped: 0

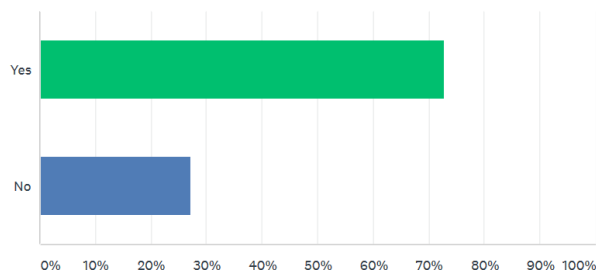


ANSWER CHOICES	RESPONSES
No	18.18%
Yes	81.82%
TOTAL	11

Importantly, the survey results also indicate inventorying and training in communities is continuing following the end of the Flanders project. All bar one of those who responded have continued to undertake community-based inventorying and ten of the eleven respondents are continuing to train community members in inventorying. However, all survey respondents answered that Covid-19 has limited inventorying in 2020.

Have you continued to undertake community-based inventorying of Intangible Cultural Heritage since the end of the UNESCO project in March 2020?

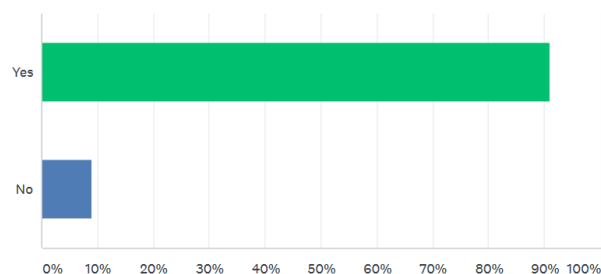
Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	72.73%	8
No	27.27%	3
TOTAL		11

Are you continuing to train community members in the inventorying of elements of Intangible Cultural Heritage?

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	90.91%	10
No	9.09%	1
TOTAL		11

Many of the seven beneficiary countries have successfully applied for International Assistance funds. These provide for further cooperation, training and inventorying in the process of developing nomination and illustrate to governments the significance afforded to ICH at the international level. Some of the beneficiary countries are exploring alternative sources of funding to ensure the sustainability of the project's outputs and results including engagement of the private sector. In some countries notably Zimbabwe and Botswana, the governments continue to support the inventorying by communities but situation is not clear in other countries.

The continuity of inventorying in is also dependent on access to the technology required for inventorying. Although the NICH members of the focal group noted that community members are using their phones to inventory ICH elements, A large majority of the survey participants responded that they do not have access to the required technology.

UNESCO Field officers highlighted that the continuity in the Flanders projects was important for maintaining momentum, especially at the community level. *‘Continuity was important in these projects – continuity in supervision, planning, cooperation and people.’*

UNESCO ICH Facilitator, Lovemore Mazibuko, identifies a major challenge as being that those trained in inventorying often end up in jobs in other sectors because of a lack of ongoing opportunities in ICH. Currently there are few government positions in ICH. *There is no way to follow up on whether those who participate in the train the trainer program are still using the skills they have learnt in the training. An issue with this type of training is that once people are trained there needs to be a plan of action for how each trainee is going to use apply the skills immediately following the training. Otherwise people lose interest and the skills they have learnt.*

## Conclusions and recommendations

The Flanders funding for the ICH in Southern Africa project is unique for its continuity. It has been strategic for Flanders to have a targeted niche focus on ICH in Southern Africa. A UNESCO Project Officer commented in interview that:

*‘the openness of Flanders and desire to achieve outcomes at every step of the project guaranteed we came to the point that we got to in 2019. Commitment of Flanders is biggest strength – very open cooperation in Paris and in Pretoria. Great to the point that when you speak about ICH in South Africa its connected to Flanders involvement.’*

The sub-regional and geographic focus of the project has contributed to the success of the project because this focus enables a strong and unified network to be established. The NICHC representatives noted in the focus group that countries involved have a shared history and broad language group which they consider to be a priority for ICH.

The NICHC and SAICH participants in the focus groups stressed that sequential funding of the projects as *‘has given us the space and capacity to reach out to people in academia and in communities so people come to appreciate the value of ICH.’* The sequential funding also developed a sense of obligation among the implementors to see the ICH project grow and develop and to ensure that the projects are implemented.

*‘The funding was like a building block following activities that give a tangible result. The way this was arranged was systematic moving from one step to another and so had the foundation. This will build resources and give communities access.’*

Professor Jacob Mapara Associate Coordinator of the SAICH Platform further noted that the sustainability of the project outcomes is due not only the sequential long-term funding that the projects have received but also to the continuity in planning and staff in the UNESCO Office in Harare who have also contributed to the high visibility of the project across the region. He thanked the UNESCO for being very good partners throughout the projects.

Specific recommendations in relation to this project are as follows:

- **The Evaluation notes that the Government of Flanders funding for the ICH in Southern Africa project is unique for its continuity and the projects are exemplary**

in design, in particular the participatory approach of the ‘Training of Trainers’ programme is both appropriate for, and successful in fully involving communities.

- The Evaluation notes the relevance of current research in ICH and gender and ICH and the environment by members of the SAICH platform and the wider SAICHA-NET and the potential for such research to inform inter-sectorial approaches to project design and implementation by UNESCO, notably in the context of the focus of the mid-term strategy on environment, biodiversity and climate change.
- The Evaluation recommends that the Government of Flanders consider prioritising heritage projects in Africa that are strategically and explicitly planned to deliver long term regional capacity building through sequential projects that each demonstrably contribute to long term objectives as exemplified by the ICH projects in Southern Africa.

## ‘Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa’ (513RAF4014)

### Introduction

This is the second project funded by the FUT in the Underwater Cultural Heritage programme, the first being the Submerged Sites of World War I.

This was a small project (\$US92,650) managed by the UNESCO Field Office in Maputo, Mozambique, and consisted of a two-week capacity building and training workshop in practical technical and management skills Underwater Cultural Heritage for representatives of African nations. The project aligns with the ‘Underwater Cultural Heritage as priority Africa project’ strategy, led by the UNESCO office in Harare.

The workshop took place on Mozambique Island from 1–13 December 2019. Mozambique Island is a World Heritage site in the north of the country where a large number of easily accessible wrecks are located. The project was implemented in partnership with CAIRIM Centre (Centre for Archaeology, Research and Resources on Mozambique Island, affiliated with Eduarde Mondlane University); Universidade Eduardo Mondlane, Maputo; and the Ministry of Culture, Mozambique. Trainers included staff from CAIRIM (Professor Ricardo Duarte and Yolande Duarte), and the Universidade Eduardo Mondlane (Cezar Mahumane ) and experts from Lisbon Nova University (Professor Alexandra Monteiro), the University of Antwerp (Professor Marnix Pieters, former Research Director Archaeology at Flanders Heritage Agency) and South Africa (Nancy Child, Conservation). The local community provided support with boats and equipment and were involved in cultural activities associated with the project.

### Aims of the project:

To build technical capacity for Underwater Cultural Heritage in Africa by providing basic skills in underwater cultural heritage, recording and evaluation techniques, methodology for its study and tools for technical and legal protection

- to raise awareness of Underwater Cultural Heritage in Africa;
- to establish a network of African professionals with knowledge of and training in Underwater Cultural Heritage;
- to strengthen the position of CAIRIM as a potential, regional training centre for Underwater Cultural Heritage in the region; and
- raise awareness of the Underwater Cultural Heritage of Mozambique Island in the local community of the value of this heritage and the importance of protecting it.

Ten trainees from eight African countries (Mozambique, Kenya, Cape Verde, Senegal, South Africa, Nigeria, Madagascar and Namibia) successfully completed the workshop. The training combined theoretical and practical classes on land and underwater, following the scientific

standards set out by UNESCO in the 2001 *Convention on the Protection of the Underwater Cultural Heritage*.

## Evaluation approach

Desktop review of all project documents and reports provided by UNESCO.

Interviews with UNESCO officers (Ulrike Guerin (UNESCO HQ), Paul Gomis and Ofelia da Silva (UNESCO Office in Maputo).

Interview with Professor Marnix Pieters (University of Antwerp)

Focus Group with Professor Ricardo Duarte and Yolande Duarte (CAIRIM), Cezar Mahumane (Eduardo Mondlane University) and Professor Alexandra Monteiro (Lisbon Nova University)

Survey of ten workshop trainees from eight African countries.

## Survey

All ten of the workshop participants were invited to complete the survey. Eight responses were received from participants in six countries. Only one or the two women who participated in the training responded to the survey. The full results of the survey are in Appendix E.

### *Significance of the project identified by interviewees and focus groups*

In Africa the level of awareness of Underwater Cultural Heritage and skills in underwater archaeology is very low despite 11 African countries having ratified the UNESCO 2001 Convention. Training professionals is essential to achieve an improvement of Underwater Cultural Heritage protection in the region and to reduce the current reliance on experts from outside the region.

The maritime history of Mozambique Island and its enormous concentration of wrecks is very important. These wrecks have recently suffered from looting and illegal salvage. Raising awareness of this heritage in the local community is very important for its protection.

CAIRIM (Centre for Archaeology, Research and Resources) is located in the World Heritage listed fort on Mozambique Island. CAIRIM aims to become a regional centre for diving, Underwater Cultural Heritage and research in underwater archaeology for the African countries. Together with the Underwater Cultural Heritage and the marine biodiversity, the World Heritage site needs to be protected and is very sensitive.

The project was undertaken in the context of sustainable development. Underwater Cultural Heritage has the potential to make a strong contribution to the sustainable development of local communities in Africa through tourism. To achieve this aim, greater awareness of the importance of Underwater Cultural Heritage is needed in the region and the region needs to have its own experts in Underwater Cultural Heritage.

## Strategic Issues identified in interviews and focus groups

## Major successes and outcomes of the project

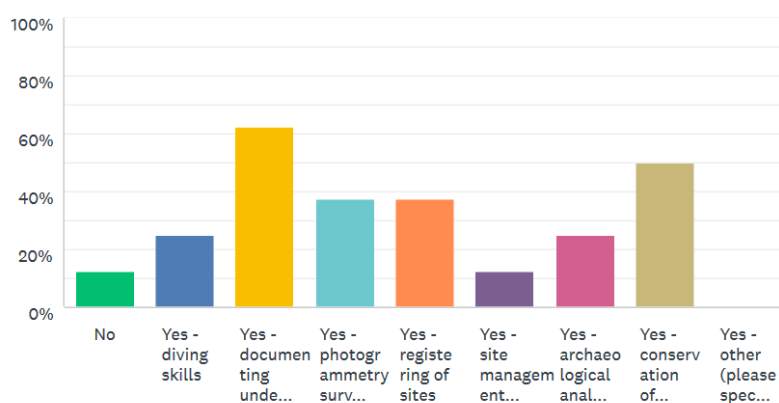
**The project was effective in achieving its aims.**

**The project was successful in training the participants to basic or higher level of competence in diving, site recording and management.**

Although there were different levels of expertise in the trainees, they all developed skills which are now exported to their countries. It was a good experience for the students because the training was practical and they learnt diving and recording of sites.

In the survey, trainees were asked whether they have had opportunities to use the skills they learnt during the workshop. All are using at least some of the skills as indicated below.

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
▼ No	12.50%
▼ Yes - diving skills	25.00%
▼ Yes - documenting underwater cultural heritage	62.50%
▼ Yes - photogrammetry survey skills	37.50%
▼ Yes - registering of sites	37.50%
▼ Yes - site management planning	12.50%
▼ Yes - archaeological analysis	25.00%
▼ Yes - conservation of artefacts	50.00%
▼ Yes - other (please specify below)	Responses 0.00%
Total Respondents: 8	

The benefits of having the workshop on Mozambique Island was to provide training in a safe diving environment and to build the reputation of CAIRIM as a regional and international Centre. The training connected the CAIRIM to a whole community of people working in Underwater Cultural Heritage in Africa.

**The project established a network of people in Africa with skills and an interest in Underwater Cultural Heritage.**

The participants were selected by their national government and all hold positions that will allow them to share knowledge of and to advocate for the protection of Underwater Cultural Heritage, notably with policy makers. They returned to their countries with capacity to communicate importance of heritage at a technical level to the politicians.

The training provided the opportunity for people to talk to each other about what they are doing in their own countries regarding the projects they are working on. The workshop trainers, experts and participants have established a WhatsApp group and maintain regular contact sharing information and knowledge.

All survey participants responded that they are continuing to share information with other trainees from the Mozambique workshop. *'Continuing to share and network after the workshop keeps the people involved in Underwater Cultural Heritage in Africa in contact. This has built a network that extends beyond Africa'.*

### **Local people were involved in the project and saw the potential for diving to increase tourism**

Some local people were trainers and provided their boats and crew, immediately generating income for the local community and demonstrating the potential for Underwater Cultural Heritage to create further employment opportunities. Community members were actively involved in cultural activities during the training.

Good cooperation was noted between the UNESCO Field Office and project partners, CAIRIM and Eduardo Mondlane University.

### *Issues and challenges in implementing the project*

The project faced logistical challenges in holding the workshop on Mozambique Island which is relatively remote, namely in organizing equipment and safety for divers. These challenges were overcome through the efforts of CAIRIM staff and resourceful local community members.

There was a big disparity in skills of participants. All trainees were required to have previous diving experience, only two were experienced divers which required the trainers to place greater emphasis on safety during the workshop. This underlined the need for further training opportunities and the establishing of CAIRIM as a regional training centre that can continue to build this capacity.

Ensuring women participated in the training was a challenge because the national governments selected the participants rather than UNESCO or partner organisations. Three of the trainees and two of the trainers were women. Professor Duarte noted that 'the more we promote women and engagement in this kind of training the more opportunity we have for sustainability. However, if there are no opportunities for work in this area in Africa, then the women will continue to drop out. This is an investment and sustainability issue'.

UNESCO staff in Maputo, CAIRIM members and experts identified the following challenges for implementing the 2001 Underwater Cultural Heritage Convention in Africa:

- lack of awareness of the Underwater Cultural Heritage due in part to the lack of visibility of the heritage itself ‘We can bring to attention what is under the water. We need to have it in our development plans. Need to have it in education plan’;
- an association of maritime heritage with Africa’s colonial past and the need to change this narrative to a shared African history;
- lack of human capacity and funding for training and awareness raising ; and
- lack of critical mass of African experts.

## Sustainability of project outcomes

Having a regional centre such as CAIRIM that functions as a training centre and a research centre was identified as crucial to having sustainable outcomes from short term workshop style training. Although CAIRIM presents challenges due to its remoteness, Mozambique Island also significant opportunities for a regional centre because it is a World Heritage site with a large number of easily shipwrecks that are easily accessible for training purposes.

Interviewees noted that although there have already been eleven regional Underwater Cultural Heritage meetings and other trainings in Africa the capacity for protection of Underwater Cultural Heritage is still low. A regional training centre would provide ongoing rather than *ad hoc* opportunities for training that would build skills over time and research that would promote awareness of Underwater Cultural Heritage at a regional level.

Professor Marnix Pieters noted in his interview that:

It is important to have continuity in training because if you have to start again and again you lose efficiency. Flanders should try to cooperate with other countries in Underwater Cultural Heritage. If you have the centre in Mozambique you have more stability to co-operate with more countries for joint efforts to make this happen. It’s a good place for training but needs continuity and more investment linked with the World Heritage site and to create some local tourism to support local community. The Mozambique project was a good way of increasing the possibilities . . . but cooperation should be increased with other partners inside and outside Mozambique. In this region its best to concentrate on one of two locations like Mozambique Island because its effective.

Currently there is no ongoing support for CAIRIM from the Mozambique government and Eduardo Mondlane University also does not receive much government support. The sustainability of CARIM as a regional centre will depend on support from the Mozambique government. The level of government support will need to increase if CAIRIM is to be sustainable. UNESCO Field Officers noted that medium sized funding from Flanders would now assist in moving towards sustainable and ongoing regional training and research through support for CAIRIM.

Sustainability of CAIRIM and protection for Underwater Cultural Heritage more generally in Africa is also dependent on local community involvement and development. Interviewees noted that there is generally limited awareness of Underwater Cultural Heritage at the community level but focus group participants recognize that *‘local people are the first eyes of*

*our heritage*'. During the workshop local people and their boats were employed and they received training in safety and taking care of the dive equipment. Local people need to receive benefits from projects such as these.

The in-kind contribution of experts was very important in achieving good outcomes from the project. The successful outcome of the project could not have been achieved on the small budget without the partnership of staff associated with Eduardo Mondlane University and the goodwill of Marnix Pieters and Professor Alexandra Monteiro. It will be important to continue to involve outside experts in future capacity building programs for Underwater Cultural Heritage in Africa but with the long term objective of the training developing a pool of African experts will reduce this reliance on outside experts. A further UNESCO training workshop in Kenya was planned for 2020 but has been delayed due to Covid-19. The intention is for the trainees of Flanders project to attend the Kenya workshop to increase their skills but it was noted in the focus group that it is also important to constantly be training new people to increase the pool of experts.

All interviewees and members of the focus group agreed that the project should be seen as the beginning of a long term project that continues to build the skills of a group of professionals and add to that group by including new people. *'You can't be competent in underwater archaeology in two weeks. Building competence in Africa takes time'*. Long term planning is needed even if longer term funding is not available.

UNESCO HQ staff noted that Underwater Cultural Heritage is one of the main cultural domains but there are not many regular donors who are interested in Underwater Cultural Heritage and not many who support cultural heritage conservation in Africa and they would welcome further investment or support from Flanders (FUT) in Underwater Cultural Heritage. *'It could be a niche for Flanders especially given that relatively small projects that are well, planned can have a number of outcomes.'*

Marnix Pieters suggested that capacity building should continue to be a priority for Flanders – *this is the best value for money – the money is not a large sum and it is an efficient way to get results from a limited amount of money.*

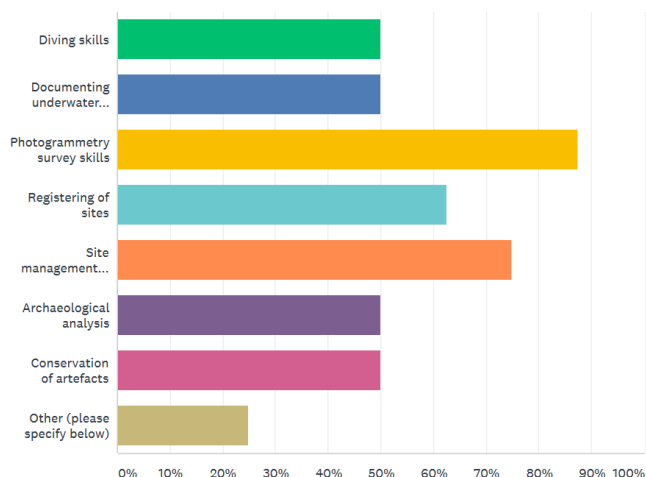
## Conclusions and recommendations

This model of short-term regional workshop training is appropriate for developing Underwater Cultural Heritage in Africa, provided opportunities for training and networking continue. A further advantage of small-scale training projects is that they can be easily managed and attention can be paid to all the trainees.

*The trainees are ambassadors for their countries and the training is giving them the keys in their own hands.*

A regional model of capacity building offers opportunities for short term projects to build capacity immediately through training but also in the medium term through building formal and informal networks for communication and sharing of expertise and information.

The trainees were asked in the survey whether they would prefer national or regional training workshops. All responded that they would prefer regional workshops and were asked to prioritise the areas in which they would like this training:



ANSWER CHOICES	RESPONSES	
▼ Diving skills	50.00%	4
▼ Documenting underwater cultural heritage	50.00%	4
▼ Photogrammetry survey skills	87.50%	7
▼ Registering of sites	62.50%	5
▼ Site management planning	75.00%	6
▼ Archaeological analysis	50.00%	4
▼ Conservation of artefacts	50.00%	4
▼ Other (please specify below)	Responses 25.00%	2
Total Respondents: 8		

The partnerships with academics and their institutions were crucial to the success of the Mozambique workshop. Such partnerships will be essential to future capacity building for Underwater Cultural Heritage in Africa but they cannot be dependent on the largesse of the academics and experts involved. Longer term, more formal partnerships supported by research institutions and/or governments are needed to build a sustainable platform on which to build. CAIRIM has been proposed as a regional Underwater Cultural Heritage Centre and potentially a UNESCO Category II Centre for training and research. To play this important regional role, sustainable funding and support will be needed from the Mozambiquan government as well as donor funding in the short and medium term.

Small capacity building projects provide an effective and efficient way to build capacity with relatively small funding provided that are strategic in being planned as stages that continue to build on each other within a longer-term plan or vision. However, achieving the long term outcomes requires further, sequential funding. Having a stop-start process or hiatus in training activities is likely to mean that building capacity has to begin again from the start in each short-term project.

Training programs such as this are more effective when they involve young people with an interest in the area who will create a network that continues beyond the training and through which they can share experiences and build regional capacity. The training also gives them

the opportunity to get relevant jobs in their own country. Training planned on a regular basis would enable these people to continue to build their skills and further share their experience and continuing to enlarge the group and over time creating a stable pool of African specialists in Underwater Cultural Heritage.

To ensure the sustainability of short-term projects a strategy is needed for building community awareness of Underwater Cultural Heritage in Africa. This could take the form of museum exhibitions, tourism literature or educational materials that explain the importance of Underwater Cultural Heritage as African heritage. Awareness raising activities should be a priority for future funding, as a first step toward establishing a sustainable regional platform similarly to the very successful FUT projects for building regional capacity for ICH in Southern Africa.

Specific recommendations in relation to this project are as follows:

**The Evaluation notes that Underwater Cultural Heritage in Africa is a potential niche area for Flanders that, with relatively small amounts of funding, would give high visibility to Flanders at a regional level.**

**The Evaluation recommends that the Government of Flanders consider further projects in Underwater Cultural Heritage in Africa where these projects are strategically planned to deliver immediate outcomes from targeted regional capacity building activities and**

## Appendix E. Evaluation of other projects

### Database website for projects and activities in and around the World Heritage Site of Preah Vihear (513CMB4000)

#### *Introduction*

This project developed a central digital database, ultimately to be shared via website, to facilitate information sharing amongst the different partners involved in the management of Preah Vihear World Heritage site in Cambodia. The project budget was \$US12,430 and it was implemented between August 2018 and August 2019. The main outcomes from the project was the development of the database, and building capacity of the national officials of the National Authority for Preah Vihear (NAPV). The aim was to avoid duplication of activities, enable smooth interaction between partners and assist with monitoring and evaluation.

#### *Strategic issues*

The project was geographically and thematically disconnected from other FUT projects, and of a much more limited scale.

Being outside the geographic priority of Southern Africa and programmatic priority of Marine World Heritage and emergency contexts, it is difficult to understand the strategic connection of the project with the other FUT projects evaluated. The budget was also comparatively very small, especially considering the reporting required and the 9 per cent overheads UNESCO deducted from the project budget. While the applicability was queried at the steering committee, the project nevertheless proceeded.

The project was a catalyst for improved cooperation between Cambodia's World Heritage sites.

The database created for this project was modelled on initiatives deployed for Cambodia's first and most famous World Heritage site Angkor Wat, and in turn was used to begin to record information for a site currently included in Cambodia's Tentative List (Koh Ker), also managed by NAPV.

#### Impact of Covid-19

The publicising and project partner use of the database appeared to have been predicated on its launch, promotion and official acceptance at the March 2020 ICC meeting, which was cancelled due to Covid-19. This appears to have delayed the full realisation of the potential of the database as a resource to be used by project partners.

#### *Success and effectiveness of the project overall*

Overall, the project was successful, with the database completed ahead of schedule and being continuously added to by staff. There have however been some post-completion

complications, including the stability of the IT system. During the Evaluation, the International Coordinating Committee (ICC) website that would host access to the database was offline and undergoing a 'reconstruction', but was later noted to be operational again. The official launch of the project was scheduled for March 2020 at the ICC meeting (later cancelled), but this has been delayed due to Covid-19. In light of this, it does not seem the database has been used by project partners (as intended) and rather remains an internal resource for the NAPV.

### *Sustainability of project outcomes*

Under the project, UNESCO commissioned a private developer to design and host the database, with the recurrent cost of maintenance to be borne by NAPV out of its budget. NAPV's budget is dependent on the success of proposals to the Cambodian Government Finance Department rather than on revenue from visitation (which goes direct to the Finance Department). The ongoing sustainability therefore would depend on the maintenance of this budget item into the future. We have no reason to believe this is under threat, nor do we have an indication of any ongoing commitment.

### *Monitoring and evaluation*

The project document indicated that NAPV would submit a final evaluation and report, however this was delayed in line with the cancellation of the March 2020 ICC meeting. It is proposed that this would be completed following a reconvened ICC meeting. The project officer continues to informally monitor the project outcomes during regular contact with the NAPV.

### *Gender and human rights*

The project involved the training of seven national officials in the archive department of NAPV, and thus composition could not be influenced. By making information more broadly available, the project is considered to have a positive impact on a culture of information sharing and thus indirectly on a culture of human rights.

### *Communication and visibility*

The support and logo of Flanders is evident on the ICC website (<http://icc-preah-vihear.org/>). Communication of the project outcomes however appears to have been mainly reliant on launch at the ICC meeting at which both Cambodian and Belgian officials were to be present, now delayed.

It would be recommended that this project be considered for extended follow-up to evaluate the visibility and use of the website among project partners, noting it was outside the scope of this Evaluation to do so

## Jardines de la Reina National Park Technical support for future WH nomination (513CUB4000)

### *Introduction*

The project aims to support the Government of Cuba to nominate the Jardines de la Reina National Park, one of the largest and most pristine marine ecosystems in the Caribbean region<sup>24</sup>, as a potential WH site. The project will also support the purchase of equipment for park management and translation of relevant WH materials into Spanish. This one year project was scheduled to start in January 2019 however, this project has been scheduled for the 12 months of 2020. The budget of the project is \$US 49,720.

### *Strategic issues*

#### This project has been delayed but is now underway

The project was delayed for a number of reasons, including the fact that the relevant Cuba agency, the National Centre for Protected Areas, was not involved in drafting the original project document, and also concerns about the original budget<sup>25</sup>. The project was thus revised and a project extension was approved. The key project activity is the implementation of a workshop, proposed for September 2020, focused on the WH nomination process, and also on build the capacity of local staff to support more effective management of the site.

#### There are challenges in implementing this project in Cuba

The U.S. Embargo Against Cuba<sup>26</sup> creates various challenges for implementation of projects such as this, including shortages of gas, and difficulties in travel, including for UNESCO experts to the proposed workshop.

#### COVID poses a challenge to this project and specifically the implementation of the workshop

The workshop proposes to involve international experts, including those from IUCN and UNESCO, and this involvement is a key element of capacity building. However there are travel restrictions associated with COVID and this is a major constraint to the successful implementation of the workshop.

#### The workshop is an important first step but much work remains.

The workshop will be an important first step but there is a lot of work still to be done before the nomination dossier is prepared, including consulting with villages, setting up expert groups, reviewing material arising from these groups, and preparing the document itself. These processes will take time and the commitment of the Government and other key stakeholders will be essential.

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<sup>24</sup> The site is often referred to as the 'Galapagos of the Caribbean' due to its marine biodiversity.

<sup>25</sup> There were concerns that too much of the original project budget was going to consultants.

<sup>26</sup> [https://en.wikipedia.org/wiki/United\\_States\\_embargo\\_against\\_Cuba](https://en.wikipedia.org/wiki/United_States_embargo_against_Cuba)

### *Success and effectiveness of the project overall*

The project is currently underway and it is anticipated the workshop will be successfully implemented. An important element of the project is the translation of relevant WH materials into Spanish, and this is moving forward as anticipated.

### *Sustainability of project outcomes*

It is proposed to support the sustainability of project outcomes through involving key staff in the workshop and ensuring the workshop has a major emphasis on capacity building. Translation of relevant WH materials into Spanish is important for capacity building and is an important element of project sustainability. Having printed (hard-copy) documents is important given the poor computer connectivity in Cuba: this is an important aspect that needs to be considered for this project, and for all other UNESCO projects in Cuba.

Cuba has a low level of staff turn-over and this contributes to a high level of institutional memory. As one interviewee noted: *'I am optimistic regarding sustainability. In Cuba many managers and teams have been the same for fifteen years, people that are trained through this course will be there.'*

Ensuring the full support and engagement of the Cuban Government is essential for follow through to the workshop and, specifically, the preparation of a nomination dossier. Jardines de la Reina National Park is very significant, and there is strong government interest in this site and a wish to have it on the WH List. When Cuba is fully open this site will also be very important for tourism, including for dive tourism, and the area could play an important role in economic development, post COVID.

### *Monitoring and evaluation*

Monitoring and evaluation (M&E) will commence after the workshop monitor when the project starts. As a general comment, M&E is better understood now within UNESCO. Before it was a box to tick, now the benefits are clearer, to all project specialists, and it is seen as an important element of adaptive management.

### *Gender and human rights*

The project is seeking to ensure balance gender representation throughout this project, including at the workshop. All training in Cuba has an aim of gender balance. The Cuba Government is strongly supportive of this issue and has in fact established a Centre for Gender Issues, they are quite advanced on consideration of this issue by comparison with many countries. Women are prominent at all levels in Cuba society.

Human rights issues, in general are important and are considered. The proposed WH Site, Jardines de la Reina National Park, has people living in the property, and all development and associated activities have to involve local communities under the communist system.

### *Communication and visibility*

Communication will be a key element of this project, and the workshop will be widely promoted. UNESCO Cuba has good access to local TV and good coverage is possible, through TV and also through the local press, they will all be involved at the workshop for this project.

## Protection of Heritage of Religious Interest as a Tool for Reconciliation (513IRQ4000)

### *Introduction*

This project involved carrying out a needs/damage assessment (with associated mapping) of religious buildings across the three religious endowments (Shia, Sunni and Christian/other) that may have been damaged during the conflict involving Daesh/ISIL/ISIS in Iraq, and publicising the results to the scientific community. The project budget was \$US250,000 and it was commenced in February 2018 and has been extended to April 2021 (due to Covid-19). The main outcomes from the project was building the capacity of members of the religious endowments to enable a field survey of 294 sites, and the publication of a 'Damage Assessment Report' detailing the results of that survey (still in progress). The aim was to promote inter-community reconciliation through the protection of cultural diversity in Iraq, and more specifically the rehabilitation and preservation of its heritage of religious interest.

### *Strategic issues*

The project's goal of religious reconciliation is difficult to assess, yet some significant achievements.

As part of the training and capacity-building of the members of the three religious endowments were involved in a one day joint training session in Erbil in October 2018, which provided an important opportunity for contact and cooperation in a joint initiative between members of the three religious endowments. However, at the time of evaluation, a hoped-for follow up event drawing members from the different endowments together had not occurred, and it is likely that any further deterioration of the security situation (compounded by the impact of Covid-19) would be a further obstacle to doing so. Nevertheless the publication of the 'Damage Assessment Report' provides an opportunity for understanding and reflection by the endowments about a common concern and jointly implemented approach to addressing that concern.

The project's design represented a successful approach to obtaining on-ground achievements in post-conflict environments.

The survey of 294 sites achieved in under two months is a remarkable achievement, noting that the surveys occurred in 'liberated' areas they nevertheless took place in an uncertain security environment. The training and use of members of the endowments enabled an on-ground presence that might have been impossible for UN personnel (due to security restrictions) and enabled the possibility that the trained members could continue to monitor condition and potentially expand their survey work in the future.

### *Success and effectiveness of the project overall*

Overall, the project has been successful to date, with the survey completed and the report in the process of translation and distribution. The final step of distribution of the report in conjunction with community events has been delayed due to the security situation, and these were planned to stimulate community dialogue and engagement in regard to the restoration and rehabilitation of sites. The goal of contributing to religious reconciliation appeared to rest

largely on these planned activities, yet as noted above the joint training and common (if separate) task of survey collected in the report could be assessed as contributing to this goal.

### *Sustainability of project outcomes*

The training and capacity-building initiative enables the potential for future follow-up or expansion of surveys by members of the endowments potentially without external assistance, which represents a good model for sustainability. However without an opportunity to consult with the endowments the momentum of the project is at risk of faltering, putting at risk steps that could lead to physical reconstruction and rehabilitation of sites.

### *Monitoring and evaluation*

It is noted that no final report was prepared at the time of evaluation as the project period had been extended. The progress reports provide excellent insights into the project progress and challenges, and it is noted that ongoing monitoring is likely to be challenging given the security situation.

### *Gender and human rights*

Only one of thirty-five participants was female (from the Christian minority) despite attempts to prompt for equitable inclusion. However it was felt that this is very unlikely to be achieved, all the more so because of the security situation. Planned events would be held in secure locations, which might be expected to make representation more equitable.

### *Communication and visibility*

The support and logo of Flanders is evident on the 'Damage Assessment Report' and in addition to the events planned to take place in Iraq it is noted that an event was proposed to be held in Flanders to publicise the outcomes of the project among the expert community outside Iraq. However the planned events are yet to take place, and at the time of evaluation the 'Damage Assessment Report' had not been published.

## Testing the How To Guides in the Destination Management field in four Africa Nature Sites (513RAF4007)

### *Introduction*

This project developed tools for improving the management of tourism in 4 WH sites in southern Africa<sup>27</sup>. The project budget was \$US200,000 and it was implemented between May 2014 and June 2016. The main outcomes from the project were the preparation of 'How To' guides for tourism targeted at World Heritage site managers and other key stakeholders, and associated training for WH site managers. The aim was to enable the development of tourism strategies for each site after the completion of the project.

### *Strategic issues*

The 'How To' Guides were useful and were applied in the project sites. They were also applied in other regions/countries outside the project area.

Sustainable planning and management of tourism is one of the most pressing challenges concerning the future of the World Heritage Convention. It is particularly important for the countries and WH sites covered by this project, where there is generally limited staff capacity in, and understanding of, issues associated with tourism and WH site management. The 'How To' guides addressed this lack of knowledge and encouraged a more strategic approach to tourism in WH sites, based on a 'destination management' approach, based on effective stakeholder involvement, particularly of local communities. The guides were applied in the project sites. Other WH sites have used the guides, including in those in Comoros, Francophone African countries, and Asia.

Progress and achievement of project aims was variable between project sites.

Overall the project was implemented effectively, however there were variable levels of achievement in each of the 4 WH sites, reflecting different contexts, capacity levels and engagement in tourism. For example, the Maloti-Drakensberg Park went through the process thoroughly and developed their tourism strategy, after the project was completed, through a comprehensive strategy involving key stakeholders. There was a variable level of application and follow up in the other sites. A general lesson from this project is to allow enough time for effective planning and implementation, in African WH sites, particularly in the light of differing capacity levels.

Tourism in southern African WH sites has to be viewed as a key element of sustainable development and must be developed with and through local communities.

The project aimed to increase the awareness of communities of the value of tourism as an alternative land use, including to agriculture, and to poaching. A clear message from the project was that the benefits of tourism must be clearly identified and communicated to local

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<sup>27</sup> (1) Maloti-Drakensberg Park, South Africa; (2) Mosi-oa-Tunya / Victoria Falls, Zimbabwe and Zambia; (3) Ngorongoro Conservation Area, Tanzania; and (4) Lake Malawi National Park, Malawi

communities. Further, that tourism strategies must be an integral element of national sustainable development strategies: tourism cannot stand in isolation.

The project was important for increasing cooperation between tourism operators and WH site managers

WH site managers and tourism authorities were involved in each site, with the aim of considering sites as tourist destinations, and to generally assist with the preparation of more relevant 'How to' Guides. Having WH site and tourism managers was important and a significant outcome of this project as not all WH sites had an effective and integrated relationship between these parties.

Tourism planning for African WH sites should consider nature and culture

In many WH sites nature and cultural are both very important elements of the tourism experience, particularly for mixed WH sites. This should be considered in an integrated manner for tourism planning, including to diversify the tourism experience, including through story-telling and interpretation.

COVID has enormous implications for African WH sites.

Tourism is a major source of revenue for African WH sites. The COVID virus has virtually stopped tourism to these sites and this has enormous implications for the financial viability of these sites, and for protected areas systems in general. Strategies for WH sites and tourism need to be developed for the post-COVID era, aiming to build resiliency for African WH sites, including through encouraging broader and more diversified approaches to WH site management, beyond a reliance on revenue solely based on tourism.

Clear criteria for the selection of project sites need to be identified and applied.

When selecting sites for projects under FUT it is important to undertake due diligence regarding the overall aims of the project and the likelihood of project success. The selection of sites for this project was based on an internal process in UNESCO, the process could have been developed in a better way, to allow for the differing arrangements and contexts in each site, and the complexity of some sites, such as Ngorongoro.

*Success and effectiveness of the project overall*

Overall the project was successful as the 'How To' Guides were applied in the project sites and were found to be useful by those interviewed in relation to this project. However there were variable levels of achievement, in each of the 4 WH sites, reflecting different contexts, capacity levels and engagement in tourism. The 'How To' Guides addressed a lack of knowledge on tourism management in southern African WH sites and encouraged a more strategic approach to tourism.

*Sustainability of project outcomes*

Tourism in African WH sites will be an important element of post COVID economic recovery in Southern African countries. The How to Guides will assist with a more strategic approach to tourism. Some of the lessons from the FUT tourism project can bring resiliency into the

response to COVID such as the need for a broader and more diversified approach to site management, beyond a narrow reliance on revenue based on tourism.

Fundamental to project sustainability is the involvement of key partners and stakeholders, including the tourism agencies, parks agencies and NGOs. Effective cooperation between these stakeholders is an essential element of the sustainability of the outcomes of this project. Private sector involvement will also play an important role in project sustainability.

### *Monitoring and evaluation*

The project was subject to self-evaluation however there was no formal evaluation of the project. Informal and non-quantifiable assessment has been undertaken since the completion of the project: this has indicated follow-up in some sites, such as in the Maloti-Drakensberg Park in South Africa, where a tourism strategy was published last year, after extensive consultation and government endorsement. This is a direct follow up to the project. In future, monitoring and evaluation for this, and other, FUT projects could be improved by working in a closer and more effective way with the WH Advisory Bodies<sup>28</sup> and their professional networks.

### *Gender and human rights*

The project aimed to address gender and human rights issues in the project sites, particularly given the important role of women from local communities in tourism associated with WH sites involved in this project. Human rights issues were an important aspect of the project as local communities in some of the sites, such as Ngorongoro, considered they were not being listened too, given the perceived 'top down' management structure in Ngorongoro.

### *Communication and visibility*

Project outcomes were communicated through project related material, including through information prepared and press releases. The project team always tried to highlight the role of Flanders and their role was visible. Flanders was one of a number of donors at the project sites, however their support was catalytic and mobilized additional support.

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<sup>28</sup> IUCN, ICOMOS and ICCROM

## Engaging Local Communities in the conservation and management of WH sites in Africa (513RAF4010)

### *Introduction*

This project supports the involvement of indigenous and local communities in conservation and governance of the Okavango Delta World Heritage site, working with and through the COMPACT initiative<sup>29</sup>. The project started in April 2017 and is ongoing<sup>30</sup>. The budget of the project is \$US149,814. The main outcomes from the project are the development of mechanisms in Okavango to support co-management of the site and establishing a programme for demand-driven small grants for community based organisations, complemented by capacity building, exchange and networking activities. This project responds to recommendations of the WH Committee at the time of inscription of this site<sup>31</sup>.

### *Strategic issues*

This project aligns with, and supports, decisions and priorities of the WH Committee

This project supports WHC decisions regarding the 'C for Communities' in the UNESCO WH 5Cs Strategy. COMPACT itself clearly links with UNESCO programme objectives, given its focus on local communities and its relevance to the 5Cs strategy. The WH Committee has asked the Government of Botswana to support Okavango, and the Government has been very supportive and has seen the WH site, and this FUT project, as an opportunity to raise the profile of this important WH site and also the positive profile of the government.

Commencement of the project was delayed although the project is now on track.

The project officially started in April 2017 but there were significant delays due to issues associated within UNDP in Botswana<sup>32</sup>. However, the project has now progressed, with the development of the baseline study<sup>33</sup> and consultation with project beneficiaries<sup>34</sup>. This has built on, and been guided by, the first consultation workshop<sup>35</sup> which developed the approach to the project and established a joint committee for the COMPACT programme for the

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<sup>29</sup> The Community Management of Protected Areas for Conservation (COMPACT) initiative is supported by the Global Environment Facility (GEF) and implemented by UNDP. It has worked with 14 World Heritage sites around the world, notably in Africa, engaging indigenous and local communities in conservation and governance of WH sites.

<sup>30</sup> The project was originally proposed to finish in April 2020 but a project extension has been requested until April 2021. In part this is due to delays with starting the project which were beyond the control of UNESCO.

<sup>31</sup> At the time of inscription in 2014 the WH Committee noted that local and indigenous values, traditions and cultural rights are an integral part of the protection and management requirements of the site and recommended these be protected and supported.

<sup>32</sup> UNESCO's implementation partner for this project. Delays were due to a key UNDP colleague being on maternity leave, caused the loss of a year of implementation. The recent situation with COVID has also caused delays.

<sup>33</sup> The comprehensive baseline survey for this project has involved consultation with local communities, and identified threats and challenges and collated information on communities. It outlines priorities and sites, identified by the communities themselves, for future activities under this project.

<sup>34</sup> A total of 6 stakeholder meetings have been implemented, involving 270 participants.

<sup>35</sup> Held in Maun, Botswana in March 2018.

Okavango Delta WH site. It is anticipated that the first community projects arising from this process will commence by the end of 2020.

The project has been linked to the development of a Management Plan for the Okavango Delta WH site and this is important for project sustainability.

Activities under this project have been linked with the development of a management plan for the Okavango WH site, with co-funding from the WH Fund. Development of the management plan is an important initiative which provides synergies with the FUT project, particularly as both the baseline survey under the FUT project and the updating of the management plan are being undertaken by a respected local institution, the Okavango Research Institute. It is important to involve local communities in the implementation of activities identified in the management plan as well as in its development. These factors will support project sustainability after the FUT project concludes in April 2021.

#### COVID is posing many challenges

Income from the Okavango Delta WH site through tourism has traditionally provided a significant input to WH site operational budgets and to programmes which involve and support local communities. The advent of COVID has significantly reduced tourism income, causing a major impact on WH site management and also local communities living in and around the Okavango Delta WH site. Strategies to address this should be considered through this FUT project and also in the development of the management plan.

#### *Success and effectiveness of the project overall*

The project is addressing a critically important issue: the more effective involvement of local communities in WH sites in Africa, noting that most have local communities living in and around them, which depend on the WH sites for their livelihoods. The project is on track after a delayed start and it is anticipated it will provide lessons and guidance for other African WH sites.

#### *Sustainability of project outcomes*

The project is still on-going however project sustainability will require the meaningful involvement of local communities: local populations must have ownership and 'buy-in' to the WH sites. Communities must be engaged through appropriate projects which support local livelihoods while protecting natural heritage values. Communication of the project, and its benefits for local communities, is important to build local support and thus sustainability. The project also aims to demonstrate that local communities can stay and live in the areas, in and adjacent to the WH site, and can work in conservation related areas. Supporting people to stay in local areas is important and makes a major contribution towards sustainability in the management of the Okavango Delta WH site.

The development of the management plan and the on-going involvement of UNDP, after the project concludes, are also key elements which will support the sustainability of project outcomes. Local communities have been positive about the project, and there is donor interest in on-going support, including from Norway, which should support project sustainability.

### *Monitoring and evaluation (M&E)*

The project has its own monitoring process, involving an internal evaluation by project staff every 6 months, followed by review by UNESCO's senior management. The Okavango Delta WH site is also subject to the SOC<sup>36</sup> process, which provides another mechanism for M&E, which is related to, but much broader, than M&E for the FUT project. Although M&E has been time consuming, it has provided a good 'check' on progress and has generally helped to put this project on a good track. M&E has resulted in changes, for examples, the Work Plan for the Okavango project was revised in response to delays and COVID, UNDP colleagues have been efficient in adapting to change, including through organising virtual meetings with different local communities. The outcomes from M&E for the project have also helped to generate wider interest, for example, the Government of Norway noted it viewed M&E for this project to be at a good level and this was one element in encouraging Norway support for follow up to this project.

The M&E process for FUT projects has been set at the UNESCO HQ level and is generally satisfactory, however it is important to have some flexibility in M&E to allow for unexpected events associated with specific projects, such as challenges responding to COVID in the Okavango WH site, and the need to manage for unexpected issues such as the maternity leave of UNDP colleague, which delayed the start of this project.

### *Gender and human rights*

The integration of gender and human rights issues have been a fundamental aspect of this project, and has been successfully addressed. Gender division and aggregation has ensured the role of gender in all projects, from the drafting to implementation phase, is considered and assessed. Human rights issues for project in the Okavango Delta WH site project are less of an issue than for many other African WH sites, where inadequate consultation on development activities without free, prior and informed consent, have often been raised.

### *Communication and visibility*

There are 2 tracks to communication under this project: (1) to emphasize the added value of FUT, and other, projects, at a broader, macro level eg this includes material produced and communicated through the WHC Web Page<sup>37</sup> which has a web page for all FUT projects with links to sub-pages and specific projects; and (2) They have a number of activities at a more localized level, such as through preparation of local news stories and articles, covering local project outcomes and activities. The limited budget for communication has been a constraint, although local project staff always: '*do the best they can, within the money available*'. The Flanders support has been highlighted in activities under this project, including through inclusion of logos and the invitation of staff from Flanders to attend key events.

The experience from the COMPACT project in general has been widely communicated, including from a lessons-learnt publication<sup>38</sup> and a methodological guidance on community

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<sup>36</sup> State of Conservation reporting process.

<sup>37</sup> The WH Convention web site is regarded as a flagship web site for UNESCO, it has 10 million views per year and has very high visibility.

<sup>38</sup> <http://whc.unesco.org/en/news/1060/>

engagement for World Heritage sites<sup>39</sup> The communication of lessons from this FUT project will also be supported by additional funding from the Government of Norway<sup>40</sup> which will support application of the COMPACT approach in another WH site in Southern Africa<sup>41</sup>. There is a strong link between communication/awareness programmes and project sustainability: building awareness of how project activities benefit both local communities, and conservation efforts, builds support at various levels and thus sustainability.

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<sup>39</sup> <http://whc.unesco.org/en/series/40/>

<sup>40</sup> \$US150,000

<sup>41</sup> The transboundary Maloti-Drakensberg World Heritage site in South Africa/Lesotho

## Improving the representation of African sites on the World Heritage List: upstream support for natural heritage (513RAF4012; budget \$US250,000, ongoing)

### *Introduction*

This project aims to improve the representation of African natural heritage sites on the WH List by providing upstream support to selected States Parties<sup>42</sup> to support the nomination of key natural sites, either as transboundary extensions<sup>43</sup> or as new nominations<sup>44</sup>. The project started in April 2017 and is on-going, with completion expected in November 2020. The budget of the project is \$US 250,000. The main outcomes from the project are expected to be the preparation of nomination dossiers, updating of Tentative Lists and improved management of WH sites involved in this project.

### *Strategic issues*

#### This project aligns with decisions and priorities of the WH Committee

This project supports WHC decisions regarding working 'upstream' with States Parties in general and, specifically, in increasing the representation of natural WH sites in Africa. The project also supports the World Heritage Committee's Global Strategy for a representative, balanced and credible World Heritage List. This project is particularly relevant as the African region remains poorly represented on the World Heritage List with less than nine percent of all World Heritage properties located in this region. The sites covered by this project have also been the subject of WH Committee decisions over many years, for example, the nomination of Mbale and the modification of the boundary of the Simien WH site have been requested by the WH Committee over many years.

#### The project has been progressing satisfactorily, however progress has varied between the participating countries

There has been positive and effective progress with the transboundary extension of the Okavango Delta WH site in Botswana to include relevant sites in Angola and Namibia. In 2019, participating countries established a steering committee to guide the extension process, including identification of potential boundaries and management arrangements. Progress has been slower in Ethiopia, reflecting capacity issues and also the wildfires in Mbale and Simien in 2019. However, activities have accelerated since the signing of a partnership agreement in 2019 with the Frankfurt Zoological Society (ZSL) to support the Ethiopian Wildlife Conservation Authority (EWCA) in preparing the nomination dossier for Mbale Mountains National Park and reviewing the boundary extension to the Simien Mountains WH site.

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<sup>42</sup> Ethiopia, Namibia, Angola, Botswana.

<sup>43</sup> Proposed transboundary extension of the Okavango Delta WH site in Botswana to include adjoining sites in Namibia and Angola

<sup>44</sup> Including the Bale Mountains National Park in Ethiopia and a boundary modification of the Simien WH site, also in Ethiopia

The project is being implemented in close cooperation with key partners and this is essential for project success.

The project is being implemented with and through relevant national government agencies and in close cooperation with UNESCO Field Offices, National Commissions, IUCN<sup>45</sup> and relevant NGOs. In Ethiopia there has been effective cooperation to date between ECWA and the Frankfurt Zoological Society. ECWA has limited capacity and this has made implementation of the project challenging in Ethiopia. The capacity of ECWA needs to be strengthened and the partnership with the FZS should (and will) support this aim. It is also noted that the Africa Wildlife Foundation has a cooperation agreement with Ethiopia regarding conservation of Simien and this should also strengthen local capacity. The involvement of different partners is very positive however it is important that there is close coordination between these partners.

For the Okavango transboundary nomination there has been close cooperation between participating governments and also with the Okavango Basin Commission, which supports sustainable development in the Okavango river basin.

The FUT project has been an important catalyst

The FUT project has been an important catalyst for the engagement of other donors and NGO partners, including the FZS and African Wildlife Foundation. This has been an indirect, but important, outcome from this project.

#### *Success and effectiveness of the project overall*

The project is being successfully implemented although progress has been slower in Ethiopia, reflecting capacity and other issues. Overall reasonable progress has been made with the preparation of nomination dossiers, and it is assumed that the project will be concluded within the existing timeframe.

The Okavango project is progressing well, a major achievement has been stimulating excellent cooperation towards the transboundary WH nomination of the Okavango Delta, between the Governments of Botswana, Namibia, and Angola. This initiation workshop stressed the importance of high level government engagement, and this has occurred. The project is on track, a consultant will now be engaged to prepare the transboundary nomination dossier.

Limited capacity within government agencies in Ethiopia is a challenge to project completion and options to strengthen capacity, including through fund raising for capacity building, should be considered. A consultant has been engaged to support the preparation of the nomination document for Mbale and it is important that local staff are fully involved in this exercise and that it is conducted as a capacity building exercise. Awareness about WH should be strengthened at all levels, including at the site management level.

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<sup>45</sup> The advisory body to the World Heritage Committee on natural heritage.

### *Sustainability of project outcomes*

The involvement of Government agencies will be essential if this project is to be sustainable, and it is very important that cooperation between the Governments of Botswana, Namibia and Angola, supported through the project steering committee, continue after the FUT project concludes. The commitment of all Governments will be essential after the inscription process, as this is where the major work will begin to ensure sites are managed at a level appropriate to their WH status. It is positive to see the current strong institutional backing for the Okavango transboundary nomination and it is essential that this continue after project completion. As one interviewee noted: *'it is important to move to a situation where FUT is no longer the glue needed to hold the nomination process together'*.

The close cooperation with key partners, such as the FZS, has been an important element of the success of the project to date in Ethiopia to date and it is important that this continue after completion of the FUT project. Such partnerships is an important element of the sustainability of project outcomes. For the Okavango transboundary nomination it is important to continue to work closely with and through the Okavango Basin Commission, given their key role in sustainable development in the Okavango river basin.

The continued commitment of ECWA will be essential for the sustainability of project outcomes in Ethiopia, as will the development of strategies to strengthen capacity, as noted above, and the continued involvement of partners including FZS and the AWF.

### *Monitoring and evaluation*

The project has its own monitoring process, involving an internal evaluation by project staff every 6 months, followed by review by UNESCO's senior management. Although M&E has been time consuming, it has provided a good 'check' on progress and has generally helped to assist project implementation and to adjust and adapt to challenges as they have arisen. For example, M&E reporting has led to changes to the project in Ethiopia in response to the delays associated with wildfires and delays in appointing consultants. In the application of M&E it is important to have a balance between careful planning, in relation to project outcomes, and being opportunistic, such as when project funding becomes available quickly.

### *Gender and human rights*

The integration of gender and human rights issues have been important aspects of this project, although there have been some challenges. For example, in Ethiopia men are generally in charge of nature conservation, and there are few women involved, reflecting the culture of the country. However, at the community level, women have played a key role in interviews, particularly in mapping key areas and identifying buffer zones. The latest FUT project reporting template includes aspect relating to gender and human rights and this is important and enables better awareness, and tracking, of this issue.

### *Communication and visibility*

Outcomes from the project have been communicated although overall efforts in this area have been constrained by limited funding for communication. Sites included in this FUT project are included within the WH Reactive Monitoring process, which has also been an important way to raise communication and visibility. The project has increased awareness of the WH

Convention, and the benefits of WH listing, amongst all participating countries. The government of Flanders has been visible through all communication products for this project.

## Rallying the International Community to Safeguard Syria's Cultural Heritage (513SYR4000)

### *Introduction*

This project involved an International Experts Meeting for the Safeguarding of Syrian Cultural Heritage; and emergency technical assistance for protection of cultural heritage in Syria (dubbed 'first aid technical assistance'). The project budget was \$US170,000 (as UNESCO co-financing for the much larger UNESCO-EU funded project 'Emergency Safeguarding of Syrian Cultural Heritage', for which the EU contribution was 2.46m Euros. The project was implemented between May 2014 and December 2017. The main outcomes from the project were a 3 day International Experts Meeting for the Safeguarding of Syrian Cultural Heritage (May 2014), involving more than 20 experts from 22 countries; a follow up international experts meeting, Berlin, June 2016; a 'First Aid Support Meeting: Follow-up to the World Heritage Committee Decision on the Ancient City of Damascus' in Beirut on 14 and 15 November 2016, followed by technical assistance workshop in Damascus (December 2016) and site visit to Damascus (January 2017) and a First Aid Support Meeting: Traditional Building Materials and Techniques in Aleppo, 10-11 August 2017; and two awareness-raising videos (launched on UNESCO's channels).

### *Strategic issues*

#### A multiplier or catalytic effect for further projects

In addition to being the co-financing contribution that unlocked a much larger amount of EU funding, the project led to ongoing support from the Aga Khan Trust for Culture for field training.

#### A high-profile, internationally recognised impact for relatively small project funds.

The FUT contribution enabled the organisation of the high-profile international experts meeting, which involved both Syrian government and expatriate experts in a common focus on technical responses to the impacts to Syrian cultural heritage. The meeting was described by the UNESCO Project Officer as 'the first spark' that set in motion the broader EU-funded project.

#### Flexibility and responsiveness in an emergency context

While the specifics of the two 'Emergency First Aid' meetings were not set down in the project document, the FUT funding allowed for the meetings to be arranged without specific Flemish approval in response to the priorities and feasibilities that emerged in consultation with people both on the ground in Syria and outside. This seems to have played a significant part on its impact, and indeed the Aleppo event was recognised by the city as particularly significant as the first event to take place there since the conflict began.

### *Success and effectiveness of the project overall*

Overall, the project was very successful, implementing its events within a challenging political, diplomatic and security environment.

### *Sustainability of project outcomes*

As noted above, the sustainability of the events on the ground was demonstrated by the continuation by the Aga Khan Trust, and also evidence of revitalisation of traditional crafts that had been at risk of being discontinued as a result of the conflict. The UNESCO Project Officer provided a good example of how a disaster and risk management plan for the World Heritage site of Aleppo was being implemented by a 'cell' of people on the ground and was put into action in response to a fire in the city. However one of the project's aspects, the 'Observatory for Syrian heritage' online platform was more difficult to implement as envisaged due to the sensitive nature of the material being shared, and appears to have been less sustainable.

### *Monitoring and evaluation*

The monitoring and evaluation has been exemplary, both in the project's own right and as part of the broader EU-funded project, with detailed documentation. The UNESCO Project Officer's follow up on the ground in Syria also enabled in depth understanding of the project's impact.

### *Gender and human rights*

Despite significant challenges to achieving equitable participation between men and women, the project took steps such as shortening workshop duration to facilitate close to 50 per cent participation of women in the Syrian workshops.

### *Communication and visibility*

The project was bookended by the high-profile 'International Experts Meeting' and an event in Brussels to publicise its achievements.

## Implementation of the World Heritage Committee decisions for the site of Palmyra (513SYR4001)

### *Introduction*

This project involved the successful implementation of a minor boundary modification for the World Heritage property of Palmyra, but a mission to Palmyra was not carried out due to a resumption of hostilities. The project budget was \$US100,000 and the project was implemented between December 2016 and was closed in December 2018, with an additional request for no-cost extension to 5 December 2019 declined.

### *Strategic issues*

#### Strong implementation of improved World Heritage management measure and capacity building

The support provided to complete a dossier that led to the successful implementation of a minor boundary modification for the site both improved the conservation management of the site, but also helped build capacity of the Syrian Directorate General of Antiquities and Museums (DGAM) to fulfil its World Heritage responsibilities in the future.

#### Challenge of implementation on the ground initiatives in conflict situations, and need to clearly consider alternatives

The second activity of the project was to have been a multidisciplinary technical mission to the site to assess damage and identify ‘first aid’ interventions and technical requirements. This was planned to take place November 2017, but was delayed first due to security conditions, then again due to the February 2018 UN ban on operational activities in Syria beyond emergency life-saving aid. UNESCO met with Flemish delegation to explore activities that might take place outside Syria, but Flanders instead opted to extend project timeframe to allow implementation as initially planned. It is understood that under the auspices of another FUT project (513SYR4000, *Rallying the International Community to Safeguard Syria’s Cultural Heritage*) the FUT had already supported an influential international meeting in regard to Syria’s heritage, however in circumstances where no on ground activity is reasonably possible a degree of further flexibility may be required to identify and clearly consider possible alternatives.

### *Success and effectiveness of the project overall*

Overall, the project was partly successful, implementing the minor boundary alteration but being discontinued before it could achieve its second activity due to the resumption of hostilities.

### *Sustainability of project outcomes*

The minor boundary alteration would represent a sustainable improvement to the management of the World Heritage site, provided it is reflected in on ground management decisions. However the overall security situation and well-known destruction of parts of the site make sustainability a tenuous proposition and subject to outside factors. It is likely too

early to assess the ongoing ability of the DGAM to implement decisions of the World Heritage Committee in relation to Syria, and thus the sustainability of capacity building in this regard.

### *Monitoring and evaluation*

The monitoring and evaluation to the point of the discontinuation of the project was sound, and while it was noted that no final report was produced, no further activities were carried out since the 2018 progress report so that has been taken to be effectively the final report. Ongoing monitoring and evaluation of project outcomes on the ground is challenging, although a further (non-FUT) project used some innovative approaches (including drone footage) to subsequently assess the site.

### *Gender and human rights*

While it was noted that the DGAM has a strong representation of women, this was not reflected in the composition that was involved on the ground in this project, potentially in connection with perceived danger associated with the security situation.

### *Communication and visibility*

During the life of the project, visibility altered significantly. In the early stages, Palmyra garnered significant media attention and the project offered excellent visibility. However the later UN ban on non-humanitarian activities in Syria and subsequent other global conflicts took the attention away, and the eventual discontinuation of the project without the planned mission also hampered visibility of the project.

## #Unite4Heritage—Cultural Diversity: Target for Conflicts, Source of Peace (513GLO4015)

### *Introduction*

The aim of this project was to raise awareness of increasing attacks against cultural heritage in Middle East and Africa through a high-level event and expert meeting in Brussels, followed by a technical conference that would reflect on the way in which culture can contribute to peacebuilding and recovery and to deepen the reflection on the role of culture for social cohesion and reconciliation. The conference ‘#Unite4Heritage. Cultural Diversity under Attack: Protecting Heritage for Peace organized by UNESCO’, took place in Brussels, on 9 and 10 June 2016.

The total budget for the project was \$US170,711. The project ran from 10/05/2016 – 15/07/2017. A no-cost extension was submitted to the Government of Flanders at the end of 2016 and the extension of the project was approved until 15/07/2017.

The main outcomes of the project were to contribute to the *Action Plan for the implementation of the Strategy for the Reinforcement of UNESCO’s Actions for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict*.

There were no significant challenges in the implementation of the project.

A no-cost extension to the project was requested and approved to allow for additional activities including development of an open-access forum discussion on the Directorate General for International Cooperation and Development’s platform; collection of resources for the UNESCO capacity4dev blog and the production of additional advocacy materials including publication of the conference proceedings and brochure Cultural Heritage under Attack: Protecting Heritage for Peace; and a brochure for participants of the project events informing them of UNESCO’s actions to safeguard cultural heritage and the partnership between the European Union and the Government of Flanders.

### *Strategic Issues*

The Brussels conference was highly successful in raising awareness of the issues and resulted in finalizing the Action Plan for the UNESCO Strategy for the protection of cultural heritage and promotion of cultural pluralism

The conference opened the discussion on UNESCO’s cultural emergency response, and how to better integrate this with the work of humanitarian, human rights and security sectors. Results of the discussions allowed to better focus the strategic priorities of UNESCO’s action and contributed to the draft Action Plan for the implementation of the Strategy for the Reinforcement of UNESCO’s Actions for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict (38C/49). The draft Action Plan was presented to the 200th Session of the Executive Board on 14 October 2016 (200 EX/5 Part I(F).ADD)

The Brussels conference was very effective providing a platform for UNESCO to build the support of the EU for implementation of the *Strategy for the Reinforcement of UNESCO’s Actions for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict*

The Brussel's Conference was very effective in raising awareness of the destruction of cultural heritage in Iraq and Syria especially within the EU. The conference highlighted the importance of the destruction of cultural heritage to the EU and gave the opportunity to create a framework for international donors. The conference was a catalyst for a UNESCO partnership with the European External Action Service, which contributed an initial 1,07 million Euros to the implementation of the Strategy, with a particular focus on Iraq, Libya, Syria and Yemen.

*'From 2015 it has been really important for the FUT to enhance engagement of UNESCO with EU. This is important for donors to be able to do and for them to be very specific in the funding results. Now you can see the coordination effort in Brussels with the bodies of the EU to move forward in the same direction, to coordinate in this initiative'*

#### The project was a catalyst for further action

Individual specialists from the conference met afterwards to develop and create a brochure distilling by distilling the key messages of the conference and to strengthen policy advocacy for a better recognition of cultural diversity in strategies for reconstruction and peacebuilding. This fed into the expansion of the UNESCO Director-General's Global Coalition *'#Unite4Heritage'*.

Coinciding with the launch of the brochure *Cultural Diversity under Attack: Protecting Heritage for Peace* UNESCO Brussels, with the support of the Flanders Government held a meeting entitled *Heritage in Danger: UNESCO Actions in Syria* to highlighted UNESCO's actions to protect cultural heritage in danger, with a particular focus on Syria.

The Syrian project (513SYR4001) funded by Flanders provided an opportunity to test the outcomes of the *UNESCO Strategy for the protection of cultural heritage and promotion of cultural pluralism and the associated Action Plan*.

During interview, the UNESCO officer managing the project noted that as an outcome of the four years of this initiative, the EU is now organizing a large online conference on the role of the EU in protection of cultural heritage in conflict situations (planned for November 2020). 'We can say that all this was created through this the [Flanders] project and seized the momentum, from 2016 until now.'

#### The effective engagement of Flanders with UNESCO resulted in successful outcomes and gave a high level of visibility to the FUT and the Government of Flanders

The relatively small amount of funding from the FUT together with the strategic planning of the UNESCO office in Brussels and the very high profile of the speakers gave a high level of visibility to the FUT and to the Flanders Government. This was enhanced by a high media presence, social media and conference website.

### *Success and effectiveness of the project overall*

Overall, the project was highly effective in meeting and exceeding its aims. The planning for the Brussels conference was strategic in combining very-high level speakers and the associated media activity with the technical conference. Together these activities achieved the aim of raising awareness and garnering further support for the UNESCO initiative and provided a substantive output in directly contributing to the *Action Plan for the implementation of the Strategy for the Reinforcement of UNESCO's Actions for the Protection of Culture and the Promotion of Cultural Pluralism in the Event of Armed Conflict*.

### *Sustainability of the project outcomes*

Sustainable because it made an important contribution to subsequent develop recommendations for a better integration and taking into account of culture and its added-value in humanitarian and security sector policies in preparedness and post-conflict phases

### *Monitoring and evaluation*

The project was the subject of internal monitoring and evaluation processes.

### *Gender and human rights*

The conference aimed to have equal participation of men and women as speakers and participants. The final project report does not mention whether this objective was met.

### *Communication and visibility*

The visibility and participation of the Flemish government in the additional activities undertaken was assured through the web site, social media platforms and the organization of the high-level event 'Heritage in Danger' at the Errera House on 27/06/2017. The outcomes of the high-level event and the resulting brochure were sent to all the participants and to the culture mailing contact list of the ULO Brussels.

The additional outreach initiatives during the project extension by the UNESCO Liaison Office Brussels (ULO Brussels) extended the audience for the project outcomes and increased the visibility of the project.

#Unite4Heritage reached 20 million Twitter impressions on June 9<sup>th</sup>, and was sixth trending in Brussels. More than 20 media articles were published in the days following the conference and a conference video was produced and is still available on Youtube.

## 513RAF4013 Culture, Public Spaces and Sustainable Cities

### *Introduction*

The project budget was \$US250,000 and the project had a geographical focus of southern Africa: Zimbabwe and South Africa (\$US125,687) and a Global focus (\$US142,312).

The project was to be implemented between January 2019 and the end of January 2020. An extension of the project until February 2021 was requested by UNESCO. The extension was not approved by Flanders and the project was discontinued in April 2020. Unspent funds were returned to the FUT.

The aim of the project was to explore ways in which culture and creativity can contribute to building more inclusive public spaces - 'New Urban Agenda' – in the context of UNESCO's commitment to advocate for the essential role of culture in achieving sustainable cities. Harare and Cape Town. Cape Town had recently entered the UNESCO Creative Cities Network were initially proposed as case studies for the project. The Zimbabwe case study was subsequently changed to Bulawayo.

### *Strategic Issues*

The project was designed to build on UNESCO's strengths and support the African Urban Agenda 2063

The project built on UNESCO's programmes recognising the role of culture and sustainable cities (World Heritage Cities Programme, 2011 Recommendation on Historical Urban Landscape, the UNESCO Creative Cities Network (UCCN)) and provided an opportunity to support the African Union Agenda 2063. The Agenda recognizes the importance of leveraging opportunities brought about by the urbanization process of the continent, while ensuring that no one is left behind (namely aspiration #5 'An Africa with a strong cultural identity, common heritage, shared values and ethics').

The desktop study 'Culture, Public Spaces and Sustainable Cities' completed as a first stage of the project make a valuable contribution to developing inclusive urban spaces and to UNESCO's programmes in the area

A challenge in the project was the difficulty of identifying experts from the different regions willing to undertake the necessary broad desk study. The desktop study was completed after some delay as the first stage in the project is especially valuable as a global study that includes a large number of case studies of cities that have been using cultural spaces especially where there had been interventions to make the space work well and a successful public place had been created. The learning from these case studies is distilled into a series of guiding principles for culture-based interventions in public spaces.

### *Success and effectiveness of the project overall*

The project was to contribute to further knowledge and guidance in relation to culture and urban spaces specifically how culture contributes to inclusive open spaces. This project design was very ambitious with many steps and outputs but did not include a full description of methodology for case studies.

The project plan was revised several times during the project. Several of the initial objectives that were not completed including a survey through the Creative Cities Network; the local strategies and action plans for the case studies; the communication and advocacy instruments developed on the basis of the case studies; and the planned project web site.

The first stage of the project - a desktop study was completed after significant delays. It appears changes to the UNESCO staff in the Harare Office and a restructuring of the Culture Sector may have contributed to this delay in commissioning of the study and the delay was exacerbated by difficulties in identifying experts willing to complete the study.

Flanders personnel also changed at this time and there were some gaps in communication between UNESCO and Flanders.

The second stage of the project, to test the guidance and recommendations of the desktop study in the two case study cities – Cape Town, SA and Harare, Zimbabwe was also delayed pending completion of the desktop study. The Zimbabwe case study was changed to Bulawayo during the project as it was considered a to present a more appropriate case study given its historic centre. The University of Science and Technology, Department of Land & Urban Design in Bulawayo was considered by UNESCO staff to be more appropriate partner than the university associated with Harare. The planning for the case studies progressed in consultation with universities and other stakeholders.

The delays in the project meant that the case studies, due to commence in 2020, could not then proceed due to Covid-19.

In their Steering Committee meeting in February 2020, Flanders noted the deviations from the original planned activities for the project, decided to put the implementation of the project on hold, with no further costs to be made and requested a new project plan with further explanations of the refinements and changes made in relation to the original project proposal. In April 2020 Flanders made the decision to discontinue the project. Flanders also requested that *‘in future, the prior approval of the donor has to be requested before to implement such important deviations to an approved project.’*

### *Sustainability of the project outcomes*

The desk top study *‘Culture, Public Spaces and Sustainable Cities’* will continue to provide a valuable resource for promoting the role of culture in in sustainable cities and should be promoted and widely accessible.

### *Gender Equality and Human-Rights Based Approach*

Ensuring gender equality in the access to public spaces will be a key principle across the project’s methodological framework

Female experts were explicitly targeted as authors of the desktop study. The study was completed ‘in-house’ by UNESCO

### *Communication and visibility*

Flanders support for the project is clearly visible in the study *Culture, Public Spaces and Sustainable Cities*.

## Appendix F. Survey Results

## Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014)

Q1

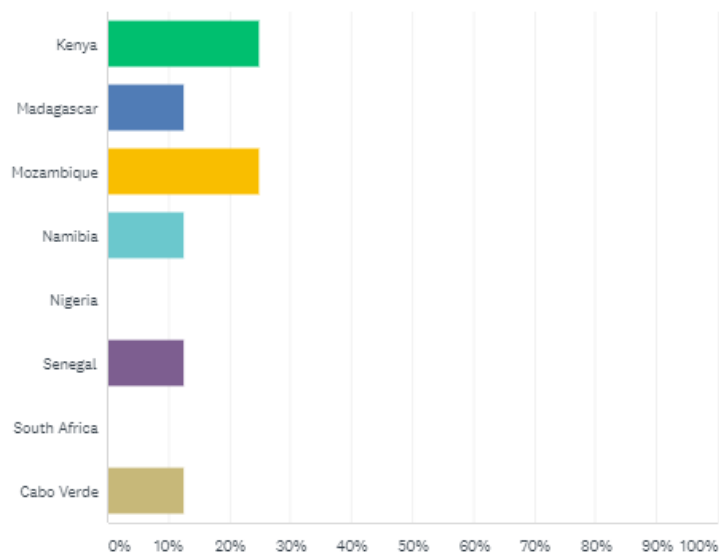


Customize

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Which country are you from?

Answered: 8 Skipped: 0



ANSWER CHOICES ▼	RESPONSES ▼	
▼ Kenya	25.00%	2
▼ Madagascar	12.50%	1
▼ Mozambique	25.00%	2
▼ Namibia	12.50%	1
▼ Nigeria	0.00%	0
▼ Senegal	12.50%	1
▼ South Africa	0.00%	0
▼ Cabo Verde	12.50%	1
<b>TOTAL</b>		<b>8</b>

Q2

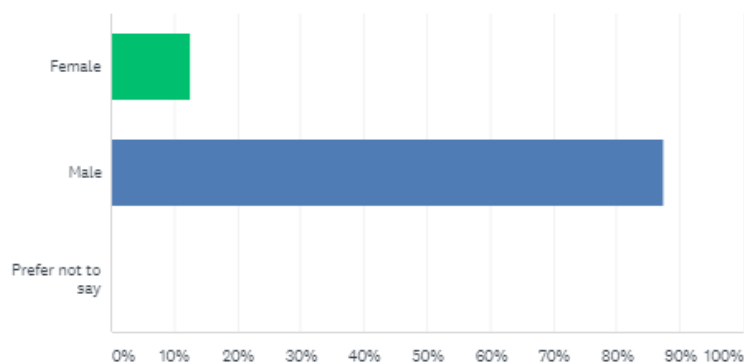


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
## Gender?

Answered: 8 Skipped: 0



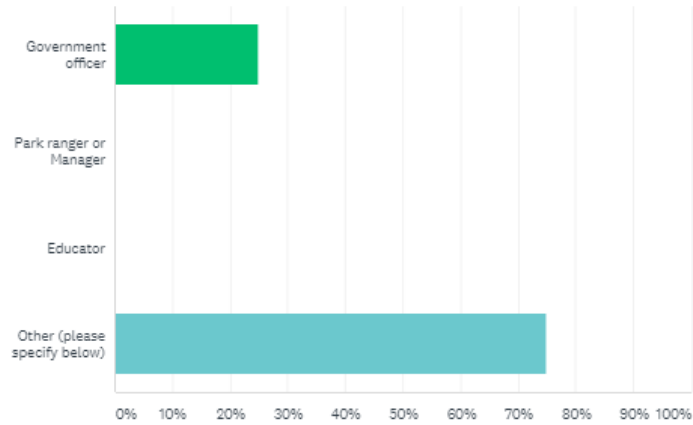
ANSWER CHOICES ▼	RESPONSES ▼	
▼ Female	12.50%	1
▼ Male	87.50%	7
▼ Prefer not to say	0.00%	0
<b>TOTAL</b>		<b>8</b>

Q3

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## What best describes your current position?

Answered: 8 Skipped: 0



ANSWER CHOICES ▼	RESPONSES ▼	
▼ Government officer	25.00%	2
▼ Park ranger or Manager	0.00%	0
▼ Educator	0.00%	0
▼ Other (please specify below)	75.00%	6
<b>TOTAL</b>		<b>8</b>

[Comments \(5\)](#)

Q4

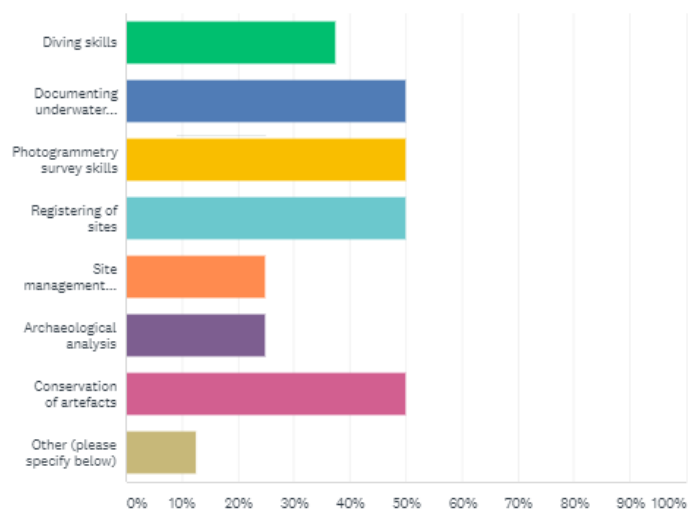


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Which aspects of the Mozambique underwater cultural heritage training did you find most beneficial? (Please select up to three)

Answered: 8 Skipped: 0



ANSWER CHOICES ▼	RESPONSES ▼	
▼ Diving skills	37.50%	3
▼ Documenting underwater cultural heritage	50.00%	4
▼ Photogrammetry survey skills	50.00%	4
▼ Registering of sites	50.00%	4
▼ Site management planning	25.00%	2
▼ Archaeological analysis	25.00%	2
▼ Conservation of artefacts	50.00%	4
▼ Other (please specify below)	<a href="#">Responses</a> 12.50%	1
Total Respondents: 8		

Q5



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In your current position, do you have opportunities to use the knowledge and skills in underwater cultural heritage skills that you learnt in Mozambique? If so which ones (Please select up to three)?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ No	12.50%	1
▼ Yes - diving skills	25.00%	2
▼ Yes - documenting underwater cultural heritage	62.50%	8
▼ Yes - photogrammetry survey skills	37.50%	3
▼ Yes - registering of sites	37.50%	3
▼ Yes - site management planning	12.50%	1
▼ Yes - archaeological analysis	25.00%	2
▼ Yes - conservation of artefacts	50.00%	4
▼ Yes - other (please specify below)	Responses 0.00%	0
Total Respondents: 8		

Q6

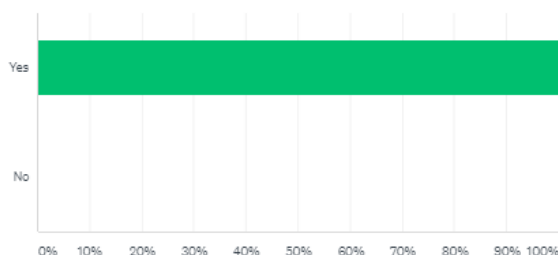


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Have you continued to share information about underwater cultural heritage with the other trainees on the Mozambique workshop?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ Yes	100.00%	8
▼ No	0.00%	0
TOTAL		8

Q7

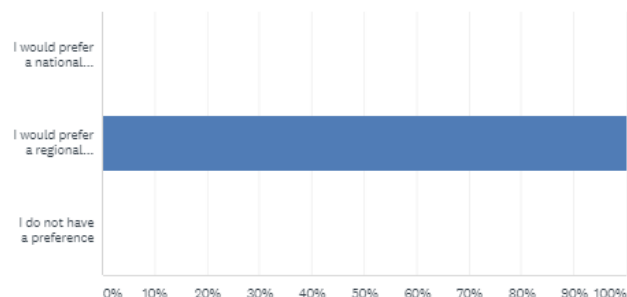


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Do you prefer training to be in a national or a regional workshop?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
I would prefer a national workshop	0.00%	0
I would prefer a regional workshop	100.00%	8
I do not have a preference	0.00%	0
<b>TOTAL</b>		<b>8</b>

[Comments \(8\)](#)

Q8

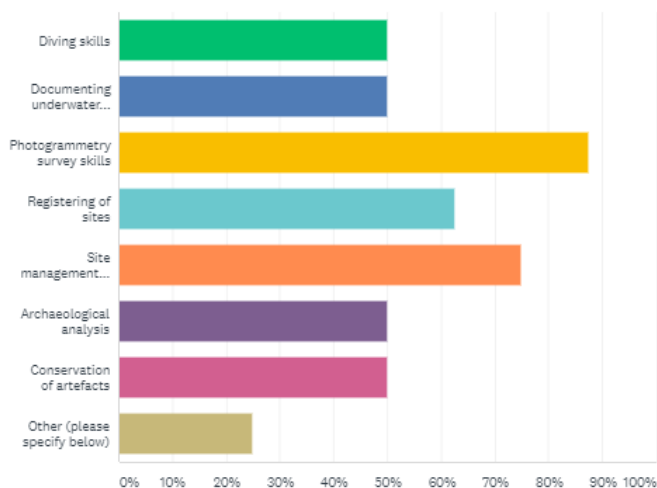


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What further training in underwater cultural heritage would you like to receive (if any)?

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Diving skills	50.00%	4
Documenting underwater cultural heritage	50.00%	4
Photogrammetry survey skills	87.50%	7
Registering of sites	62.50%	5
Site management planning	75.00%	6
Archaeological analysis	50.00%	4
Conservation of artefacts	50.00%	4
Other (please specify below)	<a href="#">Responses</a> 25.00%	2
<b>Total Respondents: 8</b>		

Q9

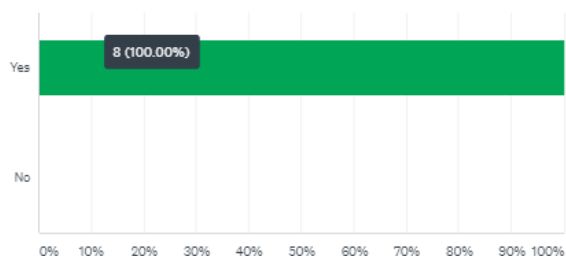


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If a regional training centre for underwater cultural heritage were to be established on Mozambique Island, would it be useful for your government / organisation?

Answered: 8 Skipped: 0



ANSWER CHOICES ▼	RESPONSES ▼	
▼ Yes	100.00%	8
▼ No	0.00%	0
<b>TOTAL</b>		<b>8</b>

[Comments \(8\)](#)

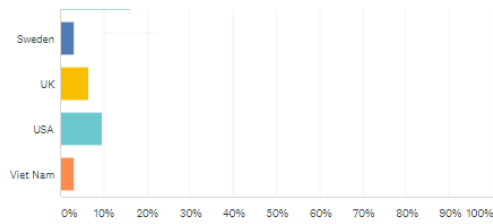
## Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014) / Protecting UNESCO Marine World Heritage in a changing climate, 2019–2020 (513GLO4016)

Q1

Which country are you from?

Answered: 31 Skipped: 1





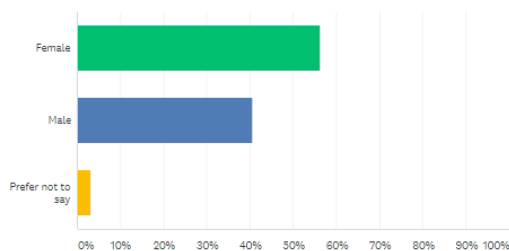
ANSWER CHOICES	RESPONSES
▼ Australia	6.45% 2
▼ Belize	3.23% 1
▼ Costa Rica	6.45% 2
▼ Ecuador	0.00% 0
▼ Finland	3.23% 1
▼ France	6.45% 2
▼ Germany	9.68% 3
▼ Iceland	0.00% 0
▼ India	0.00% 0
▼ Indonesia	3.23% 1
▼ Mauritania	3.23% 1
▼ Mexico	6.45% 2
▼ New Zealand	3.23% 1
▼ Norway	0.00% 0
▼ Palau	3.23% 1
▼ Panama	0.00% 0
▼ Philippines	6.45% 2
▼ Russia	0.00% 0
▼ South Africa	0.00% 0
▼ Spain	0.00% 0
▼ Sudan	16.13% 5
▼ Sweden	3.23% 1
▼ UK	6.45% 2
▼ USA	9.68% 3
▼ Viet Nam	3.23% 1
<b>TOTAL</b>	<b>31</b>

Q2

[Customize](#) [Save as ▼](#)

Gender?

Answered: 32 Skipped: 0



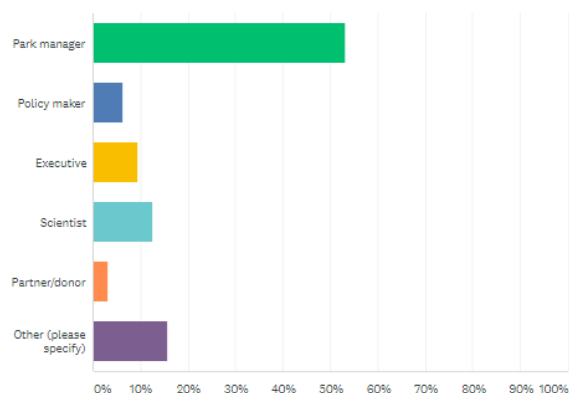
ANSWER CHOICES	RESPONSES
▼ Female	56.25% 18
▼ Male	40.63% 13
▼ Prefer not to say	3.13% 1
<b>TOTAL</b>	<b>32</b>

Q3

[Customize](#) [Save as ▼](#)

Which of the following best describes your position?

Answered: 32 Skipped: 0



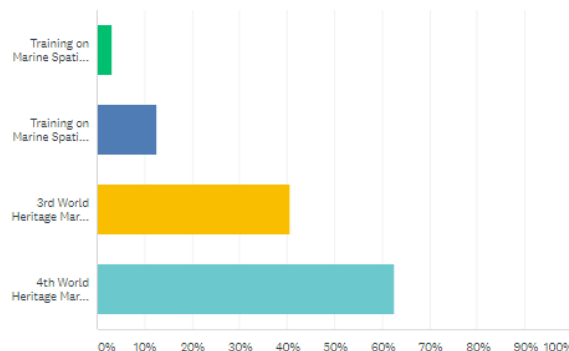
ANSWER CHOICES ▼	RESPONSES ▼	
▼ Park manager	53.13%	17
▼ Policy maker	6.25%	2
▼ Executive	9.38%	3
▼ Scientist	12.50%	4
▼ Partner/donor	3.13%	1
▼ Other (please specify)	Responses 15.63%	5
<b>TOTAL</b>		<b>32</b>

Q4

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Which Marine World Heritage Conference(s)/Training Course(s) did you attend (please tick one or more boxes)?

Answered: 32 Skipped: 0



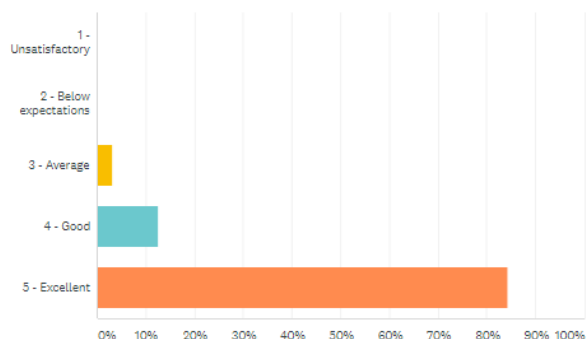
ANSWER CHOICES ▼	RESPONSES ▼	
▼ Training on Marine Spatial Planning (Komodo National Park, Indonesia, December 2017)	3.13%	1
▼ Training on Marine Spatial Planning (Port Sudan, Sudan, October 2018)	12.50%	4
▼ 3rd World Heritage Marine Managers Conference (Galapagos Islands, Ecuador, August 2016)	40.63%	13
▼ 4th World Heritage Marine Managers Conference (Glacier Bay National Park, USA, September 2019)	62.50%	20
Total Respondents: 32		

Q5

[Customize](#) [Save as ▼](#)

How would you describe the planning and implementation of this Conference/Training Course?

Answered: 32 Skipped: 0



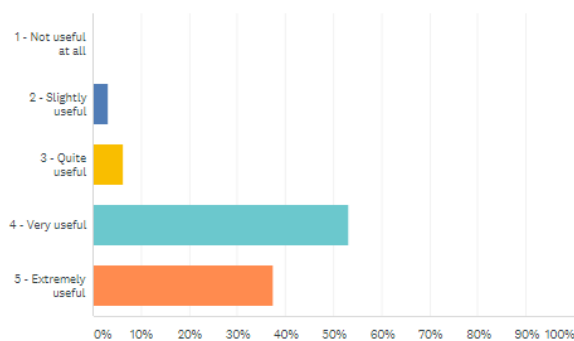
ANSWER CHOICES	RESPONSES	
▼ 1 - Unsatisfactory	0.00%	0
▼ 2 - Below expectations	0.00%	0
▼ 3 - Average	3.13%	1
▼ 4 - Good	12.50%	4
▼ 5 - Excellent	84.38%	27
<b>TOTAL</b>		<b>32</b>

Q6

[Customize](#) [Save as ▼](#)

How useful was this Conference/Training Course for your work?

Answered: 32 Skipped: 0



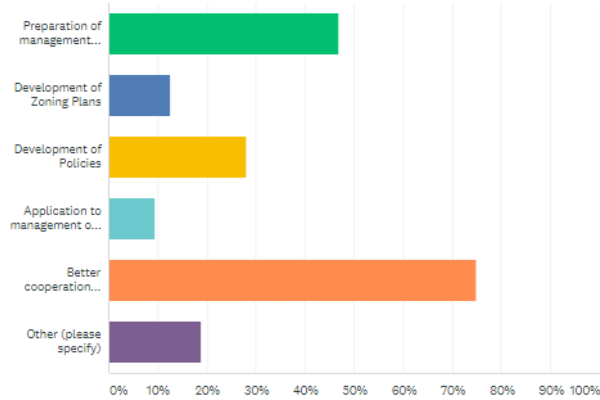
ANSWER CHOICES	RESPONSES	
▼ 1 - Not useful at all	0.00%	0
▼ 2 - Slightly useful	3.13%	1
▼ 3 - Quite useful	6.25%	2
▼ 4 - Very useful	53.13%	17
▼ 5 - Extremely useful	37.50%	12
<b>TOTAL</b>		<b>32</b>

Q7

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What aspects from this Conference/Training Course did you apply or follow up in your own WH site or organisation? (Choose any that apply, up to three maximum)

Answered: 32 Skipped: 0



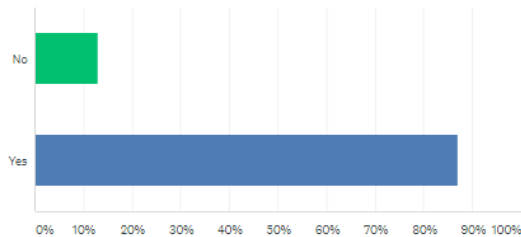
ANSWER CHOICES	RESPONSES
▼ Preparation of management plans or site plans	46.88% 15
▼ Development of Zoning Plans	12.50% 4
▼ Development of Policies	28.13% 9
▼ Application to management of human and/or financial resources	9.38% 3
▼ Better cooperation with WH marine managers in other countries	75.00% 24
▼ Other (please specify) <a href="#">Responses</a>	18.75% 6
Total Respondents: 32	

Q8

[Customize](#) [Save as ▼](#)

Are you still in contact with other participants from the Conference/Training Course you attended?

Answered: 31 Skipped: 1



ANSWER CHOICES	RESPONSES
▼ No	12.90% 4
▼ Yes	87.10% 27
TOTAL	
31	
<a href="#">Comments (28)</a>	

Q9

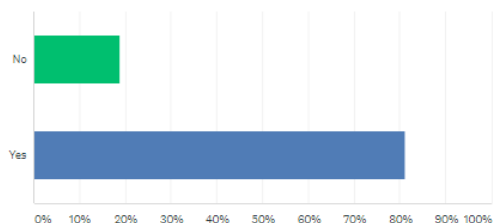


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Was the Conference/Training Course you attended a catalyst for further projects or activities?

Answered: 32 Skipped: 0



ANSWER CHOICES ▼	RESPONSES ▼
▼ No	18.75% 6
▼ Yes	81.25% 26
<b>TOTAL</b>	<b>32</b>

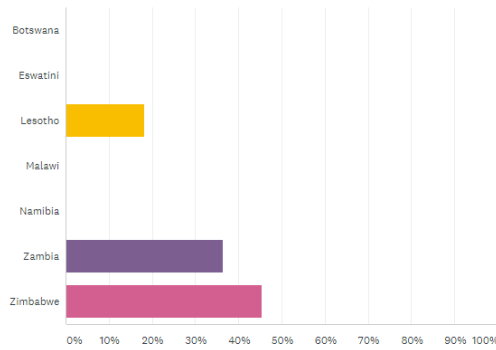
[Comments \(18\)](#)

## Strengthening sub-regional cooperation and national capacities in seven Southern African Countries for implementing 2003 Convention 513RAF4009 & 513RAF4011

Q1

Which country are you from?

Answered: 11 Skipped: 0

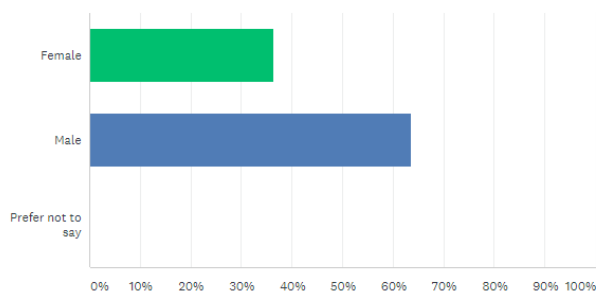


ANSWER CHOICES	RESPONSES
▼ Botswana	0.00% 0
▼ Eswatini	0.00% 0
▼ Lesotho	18.18% 2
▼ Malawi	0.00% 0
▼ Namibia	0.00% 0
▼ Zambia	36.36% 4
▼ Zimbabwe	45.45% 5
<b>TOTAL</b>	<b>11</b>

Q2

Gender?

Answered: 11 Skipped: 0

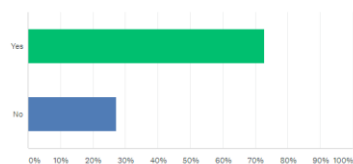


ANSWER CHOICES	RESPONSES
▼ Female	36.36% 4
▼ Male	63.64% 7
▼ Prefer not to say	0.00% 0
<b>TOTAL</b>	<b>11</b>

Q4

Have you continued to undertake community-based inventorying of Intangible Cultural Heritage since the end of the UNESCO project in March 2020?

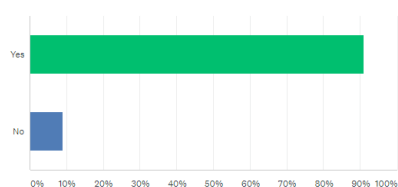
Answered: 11 Skipped: 0



Q5

Are you continuing to train community members in the inventorying of elements of Intangible Cultural Heritage?

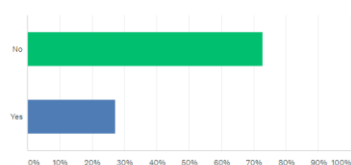
Answered: 11 Skipped: 0



Q6

Do you have access to the technology required for inventorying elements of ICH?

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
No	72.73%	8
Yes	27.27%	3
<b>TOTAL</b>		<b>11</b>

[Comments \(9\)](#)

Q7

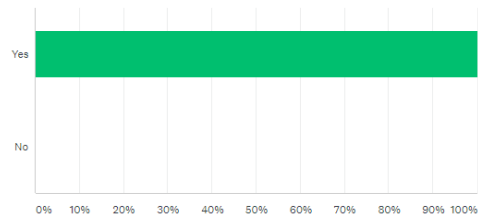


Customize

Save as ▼

Has Covid-19 limited further inventorying of elements of ICH in 2020?

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ Yes	100.00%	11
▼ No	0.00%	0
<b>TOTAL</b>		<b>11</b>

Q8

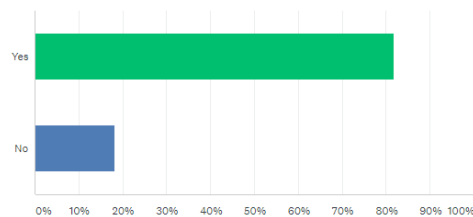


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Have you continued to network and share information with the other trainees in the ICH Train the Trainers programme?

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ Yes	81.82%	9
▼ No	18.18%	2
<b>TOTAL</b>		<b>11</b>

Q9

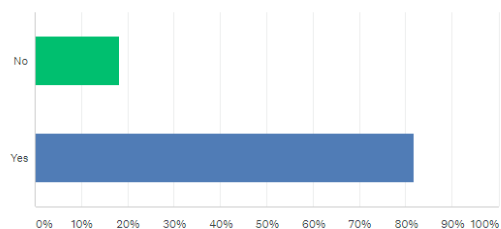


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Do you have regular contact with your National ICH Committee?

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ No	18.18%	2
▼ Yes	81.82%	9
<b>TOTAL</b>		<b>11</b>

## Appendix G. Participatory workshop briefing notes and presentation

# Evaluation of the Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Heritage: Participatory Workshop Briefing Note

## General

This briefing paper summarises the approach taken and the key recommendations of the review of the Flanders/UNESCO Trust Fund for the Support of UNESCO's Activities in the Field of Heritage (hereafter 'FUT'). It is provided as a basis for discussion between the Evaluation Team and Government of Flanders / UNESCO representatives on 29 September 2020 ahead of the full draft Evaluation Report which will be submitted to UNESCO on 9 October 2020.

## Approach to the Evaluation

In accordance with the Technical Proposal and Evaluation Plan, and incorporating feedback from the Project Reference Group on the Inception Report, the Evaluation Team:

- conducted a desktop review of documents related to both FUT cooperation and projects;
- interviewed Government of Flanders representatives, UNESCO officials and project officers (at headquarters and in field offices) and Flemish experts;
- administered online surveys of project beneficiaries; and
- conducted focus groups of project partners and beneficiaries.

A brief summary of data sources, collection methods and sample sizes is set out below.

Document review	Interviews	Focus Groups	Surveys
FUT cooperation documents including Agreement and Steering Committee rules, Government of Flanders policy	Interviews with three (3) Flanders Government officials regarding FUT cooperation	Nine (9) focus groups with 24 project beneficiaries / partners of 5 focal projects in total, including:	51 survey responses from 133 survey invitations (38% response rate), including:
FUT Steering Committee minutes	Interviews with four (4) UNESCO officials regarding FUT cooperation	Six (6) focus groups with 10 project beneficiaries / partners for Marine World Heritage focal projects	32 survey responses for Marine World Heritage focal projects
Project documents and reports for all 15 FUT projects during the Evaluation Period	Interviews with 21 UNESCO Programme Specialists / Project Officers regarding all	Two (2) focus groups with 10 project beneficiaries / partners	11 survey responses for Intangible Cultural Heritage (ICH) focal projects

Document review	Interviews	Focus Groups	Surveys
	15 FUT projects during the Evaluation Period	for Intangible Cultural Heritage focal projects	
Documents (including video) produced as project outcomes	Interviews with two (2) Flanders experts in relation to focal projects	One (1) focus groups with four (4) project beneficiaries / partners for Marine World Heritage focal projects	Eight (8) survey responses for Underwater Cultural Heritage focal project

## Key findings: overall

- The support from Flanders to UNESCO has resulted in a number of positive outcomes for cultural and heritage conservation.
- Participants (through the focus groups, interviews, and surveys) were appreciative of FUT and gave very detailed and wide-ranging feedback about FUT and the case study projects.
- The processes and procedures associated with FUT are effective and have been satisfactorily implemented. These include, but are not limited to: project selection; monitoring and evaluation; integration of gender considerations; and communications and (where necessary) project extension. A number of suggestions for improvement were made by participants, which represent 'fine tuning' and these will be included in the draft Evaluation Report.
- There is a high visibility of FUT and the Government of Flanders in all of the projects assessed by the Evaluation Team.
- A key strength of the Flanders Agreement is its long-term nature and its flexibility relative to many other comparable funding mechanisms that provide support to UNESCO. This reflects the positive and effective working relationships, and a high level of trust, that have developed between staff from Flanders and UNESCO, over the period of cooperation.
- An additional strength of the Agreement is the ability to leverage support from other donors and partners. The role of FUT in supporting and facilitating other donors, such as in Syria and for the World Heritage Marine Programme, has been important and provides good visibility, especially considering relatively low FUT project budgets, for both Flanders and UNESCO.
- Some respondents noted having a geographic focus on Southern Africa can be both a strength and a weakness. A key strength is that it enables Flanders and UNESCO to focus efforts within a defined area and maximise the chance of successful outcomes, a weakness in that a focus on a specific geographic area often precludes action on issues in other geographic areas that may have higher priority.

- In a similar vein, flexibility can also be considered as a strength and a weakness. Having a flexible approach allows FUT to respond quickly, as was the case for emergency support for projects in Syria for example. However, a flexible approach could also potentially imply that projects can be changed at short notice and/or in response to political influence, and this can divert focus from the main aims of FUT. It is thus important to strike the right balance in the planning and implementation of FUT projects.
- A small number of non-focal projects either were discontinued or did not implement all planned activities. In some cases (particularly projects implemented in emergency/conflict situations) these occurrences were unavoidable due to external factors, but others raised particular issues relating to communication, differing expectations between Flanders and UNESCO, and seeming lack of flexibility to adapt project methods in response to changed circumstances (including Covid-19). Further detail will be included in the draft Evaluation Report. However this was not the norm, and such findings are secondary to our positive high-level findings above.

## Key findings: focal projects

*Scaling-up conservation of marine sites on UNESCO's World Heritage List (513GLO4014)*

*Protecting Marine World Heritage in a Changing Climate (513GLO4016).*

- These projects were closely related and key points from both are highlighted here: separate reviews of each project will be included in the draft Evaluation Report.
- The projects have been very productive and has been extremely well received by all persons consulted through this Evaluation.
- Conferences and training programmes implemented under these projects were considered to be of great relevance and applicability for participants.
- The Marine World Heritage Marine Managers Network established through global conferences has been very effective in improving communication between site managers and, in turn, improving the management of marine World Heritage sites.
- The projects have improved the conservation and management of a number of marine World Heritage sites, including through strategic use of the mechanisms of the World Heritage Convention, including State of Conservation (SoC) reporting.
- The projects have been a catalyst for developing tools for the planning and management of marine World Heritage sites, such as in relation to Marine Spatial Planning (MSP) and illegal fishing.
- The support from Flanders for these projects is visible and appreciated. This support has catalysed significant additional resources for the conservation and management of marine World Heritage sites.

- The limited core staff and financial resources available to the World Heritage Marine Programme represent a constraint and a potential risk.

*Strengthening sub-regional cooperation and national capacities in seven Southern African countries for implementing the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage (513RAF4009; 513RAF4011)*

- These projects were sequential in their objectives and funding and were a continuation of 513RAF4005, considered in the 2014 FUT Evaluation. The projects were evaluated together, noting the long-term objectives of both projects were to build local, national and regional capacities for safeguarding ICH.
- The projects have been very effective in their implementation and outcomes and all were very appreciative of the Flanders funding.
- The long-term planning and sequential funding of the projects is a great advantage for building regional capacity because the outcomes of the various, connected activities in each project built on those of the previous project.
- The most important outcome of these projects has been the building of awareness of ICH and the need for safeguarding this heritage across communities and governments in all seven participating Southern African countries.
- The effectiveness of the projects in training of community members in the inventorying elements of ICH is evidenced by the more than 150 elements that have been added to the IMS system at SAICH although there is considerable variation in the numbers of elements from each of the seven countries.
- The projects have been very effective in establishing and providing initial support for National ICH Committees in all seven beneficiary countries. The Committees are all active and, following the activities in the final stage of the project, have finalised and are implementing their National Action Plans.
- The support of Flanders is very visible in the project outputs including the SAICH Platform web site and newsletter and in the very important translation of key texts of 2003 Convention into seven Southern African languages.
- The sustainability of the project outcomes is dependent on the continued funding and support for the SAICH platform. This will be challenging and there is a need for the NICHCs need to further strengthen and extend their network and engagement with governments and communities. To this end, the NICHCs are planning the development of a Category II Centre for ICH that will be jointly hosted by the SAICH platform and two other Southern African Universities.

### *Building Capacity for Protecting Underwater Cultural Heritage for Sustainable Development in Africa (513RAF4014)*

- This small-capacity building project illustrates the effectiveness of using relatively small 'seed-funding' to support an initial step within a long-term strategy of building sustainable regional capacity.
- The planning for the project was strategic in identifying both short-term, immediate capacity building outcomes for workshop participants and in establishing a regional network of young professionals from African countries, local and international experts who are using this network to support their professional work in Underwater Cultural Heritage and to problem-solve.
- The project has demonstrated the potential for CAIRIM on Mozambique Island to become a regional Underwater Cultural Heritage training and research centre while acknowledging that this will be challenging given the current lack of sustainable funding, the remote location of the Island and the technical and safety requirements of diving.
- Workshop participants expressed their appreciation for the opportunity to have training in Underwater Cultural Heritage especially given that few African universities offer courses in Underwater Archaeology.
- The success of the project relied on the involvement of local, regional and international experts who freely gave their time. The persons interviewed consider the engagement of experts essential at this early stage in building regional capacity for Underwater Cultural Heritage and noted the important role these experts are continuing to play in the network of participants established during the project.
- The project was effective in engaging the local community of Mozambique Island in the workshop activities and in building awareness of Underwater Cultural Heritage in the community. Interviewees noted that awareness of Underwater Cultural Heritage is limited in Africa and while this project has in a small way increased that awareness, building awareness of Underwater Cultural Heritage and its protection is a long-term objective.

#### Draft Recommendations

The Evaluation Team proposes the following draft recommendations for consideration:

### **Agreement and cooperation**

#### **1. That Flanders continues to support the FUT programme at existing, or increased, levels**

FUT has provided clear and tangible benefits to both UNESCO and the Government of Flanders and, importantly, benefits for cultural and heritage conservation. There is a clear track record of achievement through the FUT Programme and it is important to build on this success.

Many interviewees noted that the significance of the support from Flanders has been its long term, reliable and relatively flexible nature. Continuation of the support at existing, or increased levels, is strongly recommended by the Evaluation Team.

**2. *That Flanders continues to build and nurture its relationship with UNESCO and continues to engage with UNESCO in FUT funded project design and implementation.***

The Evaluation Team notes that effective working relations between technical staff at UNESCO and Flanders are critically important to the overall success of FUT and recommends that these relationships be developed and nurtured as a priority.

As part of this, and only where relevant and possible, local experts from Flanders could be involved in the planning and implementing of future FUT projects.

**3. *That Flanders and UNESCO consider whether future agreements include high-level objectives that reflect, promote and support the best attributes of the existing cooperation.***

The current FUT Agreement does not have high level objectives, thus making it difficult to clarify and assess achievements. One interviewee noted however, that *‘the lack of formal objectives or clear goals within the agreement is by design – FUT’s overall objective is for Flanders to have ‘a presence’ at UNESCO, which is difficult for a sub-state entity.’*

The Evaluation Team recommends that Flanders and UNESCO consider the value of including high-level objectives in future FUT agreements, that establish clear directions and capture the best aspects of the cooperation, including at project level. Such objectives may increase the likelihood that the future selection, design and implementation of projects maintains the existing generally high standard of success and reduce the likelihood of projects that fall outside that mould.

## Geographic and thematic focus

Flanders is one of the few donors supporting both heritage and Africa, as one interviewee noted: *‘This is unique and very valuable’*.

**4. *That future support under FUT should continue its current focus on heritage conservation, with a particular focus on key priorities identified through the UNESCO Mid-Term Strategy and by the governing bodies of each of the heritage conventions, such as the World Heritage Committee.***

The Evaluation Team recommends that future FUT support continue its focus on natural and cultural heritage conservation. The Team notes that UNESCO is currently developing its Mid-Term strategy<sup>46</sup> with the next strategy covering the period 2022 to 2029. It is understood that ‘environment and climate change’ will be one of the main priorities for attention.

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<sup>46</sup> <http://www.unesco.org/new/en/bureau-of-strategic-planning/strategy/>

This is significant for the future support from Flanders as climate change is an important cross cutting area with the potential for thematic links with related, sectoral areas, addressed under the FUT, such as cultural heritage and marine World Heritage. Such linkages should be encouraged through future Flanders support under the FUT.

**5. *That the FUT should continue the current geographic focus on Africa but should include other parts of Africa, rather than being restricted to Southern Africa.***

A focus on a specific geographic area, such as Southern Africa, can preclude action on issues that may have higher priority from a heritage conservation perspective.

By extending the geographic focus to Africa in general Flanders aligns directly with the UNESCO priority on Africa as a whole and this would increase the visibility and uniqueness of the FUT - Flanders would be the main donor focussing on heritage in the global priority of Africa.

However, this focus should not preclude projects in other regions of the world, noting there are projects in this Evaluation that include beneficiary countries outside Southern Africa e.g., the Underwater Cultural Heritage and the Scaling-Up conservation of marine World Heritage site projects.

## FUT/FUST

**6. *That cooperation be increased between FUST and FUT within UNESCO with a focus on areas of shared interest and endeavour, such as Marine Spatial Planning and Ocean Science.***

There is scope for increasing the level of joint work between FUST and FUT, particularly on Marine Spatial Planning (MSP), which is one of the priority elements within the FUT Project: Scaling up conservation of marine World Heritage sites.

MSP is also a priority within IOC and additional funding to support this work has been secured through the European Union. Work on this within IOC is focused at a broader ocean level while the work within the World Heritage Marine Programme is more focused on MSP within the World Heritage context. Noting the Government of Flanders supports both FUT (through the World Heritage Centre) and FUST (through IOC) it would appear logical to explore future joint work on MSP.

The focus of UNESCO's Mid-Term Strategy on environment and climate change, and the Government of Flanders priorities of ocean science and climate change, underline the relevance of such joint cooperation.

It is suggested that consideration be given to developing a cooperative programme between IOC and the World Heritage marine programme on MSP, building on work undertaken through the Scaling-Up marine World Heritage project.

- 7. That the Steering Committees for FUT and FUST continue to hold back-to-back meetings and, in future, include a regular joint session aimed at exploring opportunities for collaboration between these two Trust Fund instruments of the Flanders Government.**

The Evaluation Team notes that meetings of the Steering Committees for FUT and FUST have been held back-to-back over the last two years and that this has fostered discussion and communication between the two funding mechanisms.

## Evaluation cycle

- 8. That the next major Evaluation of FUT occur in 2025 and that a primary area of focus for this Evaluation should be on the level of implementation of the recommendations in this report. The planning and commissioning of the evaluation should be undertaken early and the timing of the evaluation itself be optimised to allow for full participation of stakeholders.**

## Project design and selection

- 9. That future FUT support should have a more strategic, programmatic focus and should include a smaller number of larger projects, rather than a large number of small projects.**

The Evaluation Team suggests that future Flanders support should be based on a more strategic, longer term and programmatic approach. The Evaluation Team notes the FUT funded World Heritage Marine Programme provides an excellent example of this approach. This is likely to provide more relevant and lasting outcomes for heritage conservation as well as building greater visibility for Flanders and UNESCO in their role in heritage conservation.

A programmatic approach allows for longer term planning and implementation and should encourage and facilitate co-funding from other donors.

- 10. That the FUT continue to support a small number of short-term projects and sequential funding of projects in priority areas**

Notwithstanding the above, the Evaluation Team notes small projects can be valuable when they are designed as catalysts for further activities. Small projects funded by the FUT have been very effective as seed funding and in providing a base from which UNESCO can source further funding/co-funding and attract other donors. e.g. Marine World Heritage programme and #Unite4Heritage.

The Evaluation Team also notes that with relatively small funds, the FUT has been effective in achieving long-term, sustainable outcomes through sequential funding for projects that have a long-term vision and are designed as stages toward achieving long-term objectives. e.g. Underwater Cultural Heritage in Mozambique and ,ICH in southern Africa.

## Emergency funding

### ***11. That the emergency response component of FUT continue but that it should not be limited in geographic scope.***

Flanders has a reputation for responding to heritage related issues in emergency situations and considers this is important, both for heritage conservation and for Flanders itself, in terms of its profile and reputation.

The Evaluation Team notes that current FUT support in response to emergencies has largely supported responses in the Middle East and considers that support for emergency situations should not preclude activities in other areas. While awareness raising for urgent issues is important, support for projects that address ongoing conservation needs after the world's attention has moved on are particularly valuable and otherwise difficult to fund.

### ***12. That Flanders consider supporting UNESCO's Heritage Emergency Fund as the mechanism for responding to emergency situations***

The ability to respond quickly and effectively to emergency situations affecting heritage is an important feature of FUT. The Evaluation Team notes that UNESCO's Heritage Emergency Fund (HEF) has been commended for its flexibility and agility in responding to emergency situations.