

**Midterm Evaluation of Phase III of the Project
Enhancing the Framework for the Development of a Heritage
Economy in the Caribbean
Report**

Final

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Organization of American States

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Executive Summary

This report presents the mid-term evaluation (MTE) of Phase III of the project “Enhancing the Framework for the Development of a Heritage Economy in the Caribbean” (EFDHEC). The MTE’s objectives are to (1) assess the progress and performance of Phase III of the Project and (2) determine to what extent the recommendations and lessons learned from the evaluation of Phase II were taken into account. The principle evaluation questions are based on four general criteria: relevance, efficiency, effectiveness and sustainability.

Overall, the MTE concludes that Phase III of this project continue to completion. It is, however, strongly recommended that the Project be granted a 6-month no-cost extension to account for the 6-month start-up delay and allow the Project to implement its planned timeline and that the OAS more closely and regularly monitor progress being made towards the existing targets and expected results.

Summary conclusions related to each evaluation criterion are as follows:

- **Relevance:** The MTE confirms that the Project remains highly relevant for the Caribbean. Building on and integrating the lessons learned from previous phases, Phase III has further enhanced its relevance by focusing more at the community level and working more directly with governments.
- **Effectiveness:** The MTE found that overall progress made towards results is mixed for the Project. Given the early timing for MTE relative to the period of implementation, however, this was to be expected. As the Project began 6 months behind schedule, many parts of the Project remain behind schedule. For all five Outputs though, the MTE found that the targets for most indicators are likely to be achieved by project end if a 6-month extension is provided.
- **Efficiency:** Findings related to efficiency for the Project are mixed. The MTE finds that overall the Logical Framework and its implicit Theory of Change and chain of results are generally valid; there are, however, a number of revisions that could be made to enhance some indicators moving forward. Despite significant delays, most aspects of project implementation are starting to be on track. The MTE further found the efficiency of coordination with partner institutions to be mixed. Finally, most lessons from previous phases have been learned and incorporated into the design and implementation of this phase.
- **Sustainability:** The MTE finds that prospects for sustainability are mixed overall. Only some of mechanisms designed to ensure sustainability and extension of results after project implementation are in place. On-going support of regional institutions for the Project will be critical to its long-term success.

Key **lessons learned** through the MTE included:

- (1) Where Heritage and Culture are under or with Tourism in the Government structure, the issue is being advanced better and more quickly.
- (2) Working directly with Ministries has built more ownership and sustainability, and they understand OAS and have working relationships. However, Ministries responsible for Culture can often not be the most prioritized or empowered institutionally in governments.

- (3) Greater publicity and awareness raising about the Project and about Cultural Heritage can enhance community involvement in the nomination and identification process and therefore deepen and enrich the data for the inventories/registries.
- (4) The Project has remaining opportunities to further awareness of key decision makers within Culture and Tourism and beyond those to enhance prospects for raising the profile of Cultural Heritage as part of Tourism in the Caribbean.

Finally, to maximize achievement of results in the remaining project period, the following **recommendations** are made:

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| Effectiveness | <ol style="list-style-type: none"> (1) The membership process for CHN should be streamlined. (2) The roles and responsibilities for the CHN and other project activities should be made clearer. (3) The Project should strengthen efforts to deepen awareness of Ministers of Tourism (and Finance and Planning) of the economic potential of Cultural Heritage as part of tourism. (4) The Project should plan to administer surveys in late 2019 to gather data on relevant Output indicators. (5) The Project should closely monitor the progress being made on all Output indicators yet to be achieved, but should in particular monitor some key project components, including: a) the populating of ARCHES registers/inventories; b) the adoption and roll-out of the Endorsement Program; and c) UWI's offering of the online courses for Fall 2019. |
| Efficiency | <ol style="list-style-type: none"> (6) Indicators related to Output 5 should be revised. (7) Indicators related to Output 2 should be revised. (8) Indicators at the Goal level should be revised. (9) Given the condensed timeline, new targets may need to be developed as well as enhanced monitoring of all targets for each quarter for the remainder of the project. (10) Communication and coordination between countries and between the different Outputs of the Project should be improved. (11) The Project should consider involving the Caribbean Tourism Organization (CTO). |
| Sustainability | <ol style="list-style-type: none"> (12) The Project needs to ensure that planned sustainability plans – in particular under Outputs 1, 2, and 3 – are developed and commitment to their implementation ensues. (13) Estimates should be developed so that appropriate resources and fundraising can take place to ensure the continuation of key aspects of the Project after completion. |

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1. Introduction

This Mid-Term Evaluation (MTE) Report is prepared for the General Secretariat of the Organization of American States (OAS) in the context of the MTE of Phase III of the project “Enhancing the Framework for the Development of a Heritage Economy in the Caribbean” (EFDHEC).

The MTE Report’s first section provides background information and an overview of the project. Section 2 briefly describes the evaluation’s scope, objectives, guiding questions and methodology. Section 3 then presents a summary of the findings, broken down by the agreed areas of coverage: project relevance, effectiveness, management and efficiency and sustainability. Section 4 presents the MTE’s key conclusions, lessons learned and recommendations. The evaluation matrix can be found in Annex I while Annex II presents the list of persons met for the MTE. The submission of the Final MTE Report, integrating relevant comments, corrections, and suggestions on this Draft MTE Report, will be the last deliverable of the mandate.

1.1 Background

At the request of the US Permanent Mission, the Department of Planning and Evaluation (DPE) is coordinating an external assessment of the project EFDHEC. This assessment is part of the DPE’s greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS.

Phase I (SID-1213) and II (SID-1403) of EFDHEC had the same goal of contributing to expanding the socio-economic benefits of regional Cultural Heritage as valuable, non-renewable public resources through a new paradigm of public engagement. Phase III is currently being executed, with a budget of over US\$1.9 million (including in-kind contributions).

1.2 Overview and Objectives of Phase III of the Project

Phase III of the Project is to a large extent a continuation of Phase II, extending the capacity building to additional beneficiary countries. The external evaluation carried out at the end of Phase II of the Project revealed that for various reasons not all the targets identified were reached. The evaluation indicated that the regional non-governmental agencies in collaboration with which some components of Phase II had been implemented (i.e. the St Christopher National Trust of St Kitts and the Grenada National Trust) lacked the human, administrative and financial resources and the political authority to effect the change which was needed to achieve the Project’s objectives. Nevertheless, valuable models/templates and Implementation Guidelines were produced that have been built upon in Phase III, as discussed in sections below.

The stated purpose of Phase III is **“to strengthen the human and institutional capacity of participating Member States, with local and community participation, in promoting their Cultural Heritage as a viable economic resource.”** Therefore, using the models and Implementation Guides produced in Phase II, Phase III is being implemented in collaboration with Cultural and Tourism Authorities in four additional Member States, viz. Barbados, Guyana, Jamaica and Saint Lucia. Two components are once again being implemented through the University of the West Indies (UWI).

The five components which were implemented in Phase II are to be further strengthened and implemented as detailed below:

- (1) Strengthening the institutional capacity of the Caribbean Heritage Network (CHN), which is hosted by the UWI Cave Hill Campus, Barbados, offering training in ways to optimize its use as a medium through which Heritage professionals, communities and organizations, both regionally and internationally, can support each other by combining and utilizing their particular skills and resources in complementary ways, and as a tool for the promotion and marketing of Heritage resources.
- (2) Strengthening the capacity of beneficiary countries (Barbados and Jamaica) to promote their Heritage places as an economic resource through the introduction of an efficient system of documentation of these places so that these countries know the location of their Heritage places and have full historical information on them (using ARCHES, an open-source geospatially-enabled software platform for Cultural Heritage inventory and management, developed by the World Monuments Fund and the Getty Conservation Institute), as well as training in good practices in the marketing and promotion of the Heritage places.
- (3) Strengthening the capacity of beneficiary countries (Guyana, Jamaica and Saint Lucia) to enhance the development of Sustainable Heritage Tourism, to enhance their existing Tourism products through the development of authentic Heritage Tourism products and services which are capable of supporting income earning and other economic potentials in the sector.
- (4) Enhancement of Heritage Education curricula through the provision by UWI's Open Campus of two online courses in Heritage – to fill existing gaps in Heritage education curricula in the region and to build regional capacity in the management and marketing of Heritage.
- (5) Promotion of the importance of protecting regional Cultural Heritage – to increase awareness among regional Cultural Authorities of the need to protect the region's Cultural Heritage and of the essential components of effective Heritage protection legislation.

2. Evaluation Overview

2.1 Objective of the MTE

The objective of the MTE is two-fold:

- (1) To **assess the progress and performance** of “Enhancing the Framework for the Development of a Heritage Economy in the Caribbean” Phase III in the beneficiary countries in the context of Phases I and II, by reviewing its advances to date and comparing them to those established in the project objectives; and
- (2) To determine to what **extent the recommendations and lessons learned from the evaluation of Phase II were taken into account** in the design and execution of Phase III.

This evaluation provides a general assessment of the achievements to date of Phase III of the EFDHEC. To achieve the objective the MTE aims to:

- Conduct a formative evaluation in order to assess the Project’s progress in achieving its objectives.
- Determine the relevance of the Project per the OAS mandates and the priorities of the countries benefitting from the interventions.
- Make recommendations to achieve the expected outcomes for the remainder of the Project based on the evaluation’s findings.
- Determine, to the extent possible, the effectiveness of the Project as best reflected in the available results to date.
- Critically analyze the formulation, design, implementation and management of the Project and make recommendations as needed.
- Assess the institutional and financial sustainability of the interventions financed by the Project.
- Document lessons learned related to the formulation, design, implementation, management and sustainability.
- Make recommendations, as appropriate, to improve the formulation, design and implementation for future similar interventions.
- Assess if and how the Project addressed the crosscutting issue of gender perspective and with what results.

2.2 MTE Questions

In relation to the aforementioned objectives, the main evaluation questions are based on four general criteria: Relevance, Efficiency, Effectiveness and Sustainability. A general introduction to each of these along with some sample core questions are presented below:

- (1) **Relevance:** What is the relevance of Project as per the priorities of the countries benefitting from the interventions? What is the relevance of the Project per the OAS mandate and priorities?
- (2) **Efficiency:** Were the project activities implemented as planned? Was the timeline respected? Have the financial resources to implement the project been sufficient and were they managed appropriately and cost-effectively? Did project management adapt to an evolving context adequately?

- (3) Effectiveness:** Have the activities and initiatives undertaken during the project led to the expected results? Have expected short- and medium-term results been achieved – both in terms of environmental objectives and development objectives? What progress has been made? What changes are visible or measurable? Where results have not been achieved, what challenges were experienced?
- (4) Sustainability:** Is there any indication whether project advances and achieved results can/will be sustained after the project has ended? Have some of the necessary steps been taken during the project to ensure buy-in from stakeholders and beneficiaries? What has been done to ensure long term financial sustainability and to address longer-term institutional viability at this stage? Have capacities been sufficiently built thus far?

With the above, the MTE also included consideration of the following performance questions:

- (1) Was the Project's implicit Theory of Change valid?
- (2) Are the outcome indicators the appropriate measurement of success?
- (3) Are the Project's indicators S.M.A.R.T.?
- (4) Did the Project team apply results-based management principles from its inception to date?
- (5) Was the process for the selection of beneficiaries done based on pre-established criteria, and were the criteria appropriate?
- (6) Were best practices and recommendations from the previous evaluation taken into account during the design and applied during the implementation, and if not why?
- (7) Were lessons learnt from Phases I and II taken into account during the design and applied during the implementation of Phase III?
- (8) Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of the Project's actions?

Based on the analysis of the preceding aspects presented, the evaluation will provide relevant lessons learned drawn from the experience of the Project and its achievements to date, and key recommendations on improving implementation (efficiency), effectiveness and sustainability for the remainder of the operational phase.

2.3 Evaluation Approach and Methodology

The MTE was conducted on the basis of planned and achieved project component results to date, as well as planned and delivered products, as identified in the project Results Framework. The two main data gathering methods for the evaluation are document review and interviews with key stakeholders, as well as field mission.

Document Review

As mentioned in the TORs, among other sources, the Consultant reviewed all project documents, progress implementation reports, the Logical Framework Matrix, all products derived from the implementation of the Project and means of verification in Phase III, and other documents deemed relevant by stakeholders met. The document review was the first step in the mandate after the approval of the Work Plan and allowed for the preparation for interviews and the field visit.

Interviews

Stakeholders interviewed (either in-person or through telephone/Skype interviews) were selected from the preliminary list sent from the OAS. The list of persons interviewed is presented in **Annex II**. It was agreed that the interviewees in Barbados would be met in person through a field visit in May 2019, while others would be interviewed through telephone or Skype discussions at a distance in May and June 2019.

The main categories of key stakeholders interviewed (as mentioned in the TORs) included: the project team or manager at the OAS, representation from the participating countries, local and national counterparts, the key donors (i.e. the US State Department), the Departments of Planning and Evaluation at the OAS and some beneficiaries.

With the endorsement of OAS representatives, the consultant began to contact some respondents in late April/early May, following submission of the Work Plan in April. The selection of individuals interviewed included in a list of pre-mission telephone interviews that were sent by email shortly following approval of the Work Plan. The pre-mission interviews helped in further defining key aspects before the field visit, so as to use the limited time in the field more effectively.

The evaluation matrix presented in **Annex I** served as the basic guiding tool and point of reference for all interviews and for analyzing data gathered through the documentation review and interviews. In order to ensure that information collected and crosschecked by a variety of informants, data triangulation (i.e. confirmation from multiple sources) served as a key aspect of the methodology to verify and confirm the information on hand. The various data collection methods were used in a complementary manner during the analysis and reporting phase followed the mission to the field.

2.3 Evaluation Scope and Limitations

The MTE can be considered fairly limited in scope with some notable key challenges. The main issues are listed below. All of these contributed to a generally low level of available data to be collected and analyzed for the MTE, which subsequently resulted in slim lessons learned and recommendations, as presented in this Draft MTE Report.

- Limited advance of the Project: The engagement of the executing unit, Coherit, was delayed by 6 months as the agreement with the unit was moved from an MOU to a contract. The delay also impacted the achievement of planned results by the time of the MTE (approximately halfway).
- Few stakeholders with extensive knowledge of the Project overall: Most stakeholders interviewed only knew about the workshop(s) they attended or the small part of the Project they may have modestly participated in. Almost all stakeholders were not aware of what was going in other Project components or in other countries.
- Limited resources for the MTE: The MTE provided for only one short mission to one participating country. However, it is not clear whether additional resources would have allowed for further depth of findings and analysis to emerge.

3. Evaluation Findings

This section summarizes of the main findings related to each area and evaluations criteria, namely: relevance, effectiveness, efficiency (and management) and sustainability.

3.1 Project Relevance

- **The MTE confirms that the Project remains highly relevant for the Caribbean. This is a view supported by all stakeholders in the region, by project management at the OAS and donor partners.**

Relevance to the region

The Caribbean remains a priority region for the OAS and the US State Department. Economic development also remains a high priority, as does addressing cultural heritage and diversity in the region. As the Project Document notes, “the Tourism industry has become one of the main drivers of economic activity in OAS Caribbean Member States. However, these countries have come to acknowledge in recent years that there is a need to diversify their vulnerable national economies, to invest in the development of non-traditional areas and to explore the development of niche markets in order to counteract growing international competition and combat the leakage of Tourism revenues. The growing niches of Cultural and Heritage Tourism are promising areas for investment and growth, as they help destinations to distinguish themselves in a crowded marketplace and also provide opportunities for local entrepreneurs to market their authentic cultural assets and contribute to growth in local economies.” Beyond this, Caribbean Member States themselves have indicated that they recognize and seek to take advantage of the economic potential of the Culture sector and that they welcome support for its development. Proof of this recognition can be seen at both the regional and the national levels. At the regional level, priority area one of CARICOM’s Strategic Priorities 2015-2019 is “Building Economic Resilience - Stabilization and Sustainable Economic Growth and Development,” with tourism as a pillar. CARICOM Member States, in their National Cultural Policies, have also acknowledged the potential of cultural and creative industries to contribute significantly to tourism and their national economies, and to facilitate diversification. At the national level, Member States have indicated that they recognize the economic potential of the Culture sector and that they welcome support for its development, noting so in their National Cultural Policies (as examples of this, see the National Cultural Policies of Barbados, Jamaica, and Saint Lucia, as well as the CARICOM Regional Cultural Policy which serves as a guide for Members States in the draft of their respective National Policies).

Relevance to the OAS

The Project is relevant to the comprehensive Strategic Plan of the OAS for the period 2016 to 2020 (OEA/Ser. G GT/VE-31/16 May 2 2016), in which the Strategic Objectives of the Development Pillar are to help the member states to achieve their economic, social and cultural development goals in a comprehensive, inclusive and sustainable manner, taking into account the provisions of the OAS Charter, the Social Charter of the Americas, the Strategic Plan for Partnership for Integral Development and other inter-American instruments. Under Strategic Line 1, promoting inclusive and competitive economies, the document identifies the need to support member states in building capacities that foster the participation of MSMEs in job creation and inclusive economic activities in sectors like sustainable tourism and creative industries.

The Project also clearly falls under and contributes to the OAS Charter (chapters I, IV and VII), the Inter-American charter (Articles 9 and 13) and the Social Charter of the Americas (Chapter IV on Cultural Diversity and Pluralism). It further supports the Summit of the Americas, Inter-American Meetings of Ministers of Culture and Highest Appropriate Authorities, and the Inter-American Congress of Ministers and High-Level Authorities of Tourism.

Relevance of Raising the Profile of Cultural Heritage in the Caribbean

Beyond the relevant need to increase the focus on cultural heritage in the Caribbean more generally, as the Project Document noted, the growing niches of cultural and heritage tourism are promising areas for investment and growth, as they help destinations to distinguish themselves in a crowded marketplace while at the same time providing opportunities for local entrepreneurs to market their authentic cultural assets and contribute to local economies.¹ There is not an abundance of efforts in the region focusing particularly on this niche. Some stakeholders note that this is the first and therefore extremely relevant. This is the case in particular as the tourism sector is traditionally seen and understood as being about ‘sand and sea’ in the Caribbean, and therefore not tapping into the potential of the region’s cultural heritage for economic development, as part of the tourism portfolio offering of countries. Cultural heritage tourism may exist modestly in some countries (and perhaps more developed in some countries like Saint Lucia or Jamaica) but is not valued enough as a potential contributor to the economic development powerhouse that is the tourism sector in the region. Though this section does not speak to whether this is being achieved, the ‘expected’ result of raising the profile of cultural heritage as part of the tourism mix in countries and the shifting the mindset of tourism authorities in countries is laudable and very relevant goal to strive towards.

While the above was the case for Phases I and II of the Project, Phase III in particular, building on and integrating the lessons learned from previous phases, focuses more at the community level (via Component 2) and working more directly with governments (i.e. Tourism authorities), both of which directly enhances relevance further. On the former, getting communities to either be able to understand how to value their cultural heritage or to have an enhanced participation and voice in this valuation is of critical relevance, if this aspect of tourism is developed further.

3.2 Project Effectiveness

- **The MTE found that overall progress made towards results is mixed for the Project. All stakeholders met would support this conclusion.**

As described briefly below, some results are being achieved and some progress is being made, but overall the Project began 6 months behind schedule and therefore many parts of the Project remain behind schedule.

¹ Please see Shore (2010) Cultural and Heritage Tourism – International; Richards (2014) Tourism trends: The convergence of culture and tourism; Compete Caribbean (2014) Improving Competitiveness in the Caribbean Tourism Sector through ICT-based Innovations. Please see **Annex IV** for additional resources.

Progress Towards Outputs

➤ Output 1: Strengthening the institutional capacity of the Caribbean Heritage Network (CHN)

This Output is focused on strengthening the institutional capacity of the Caribbean Heritage Network (CHN), primarily through promoting greater efficiency in its management and facilitating the undertaking of research to expand the network's Information Portal. A summary of the corresponding indicators, their baselines, targets and reported progress is found in the table below.

Outputs	Indicators at level of Outputs	Baselines	Targets	Data from last Report (Feb-19)	MTE Data
Strengthening the institutional capacity of the Caribbean Heritage Network (CHN)	CHN Membership increased by at least 20 % by the month 15 of Project execution and by 60% by the end of Project execution.	74	118	95	134 (148% increase in Phase III)
	At least three (3) CHN Interest Groups operational by the month 15 of Project execution and five (5) by the end of Project execution.	0	8	0	6 OAS to monitor whether these are fully operational or not for next reporting period.
	Officials from at least six (6) participating countries who were trained in the potential of the Caribbean Heritage Network for building a sustainable Craft Sector begin meetings with Craftspeople in their respective countries within three (3) months of completion of the workshop.	0	6	0	Officials from 11 countries have reported that they have reached out to their communities since the Craft Development Workshop in May 2019. However, actual meetings to be verified by OAS for next reporting period.
	Drafting of a proposal for sustaining the Caribbean Heritage Network after the end of the Project is started by month 15 of Project execution.	0	1	0	Coherit is in the process of drafting the Proposal at the time of the MTE.
	Proposal for sustaining the Caribbean Heritage Network after the end of Project execution is approved by the University of the West Indies by the end of Project execution	0	1	0	

The MTE validated the findings of the most recent Verification Report and could also verify progress on four out of five indicators, in particular that membership of the CHN increased by 27% by February 2019 and then is up to a total increase of 148% by June 2019, adding 60 new active members, and that six Interest Groups

were created. Data suggests that moderators have now been appointed to the 6 Interest Groups which include: 1. Sustainable Heritage Tourism; 2. Heritage Education and Professional Development; 3. Heritage Legislation and Fiscal Incentives; 4. Inventories and Monitoring; 5. Socio-economic Impacts of Heritage, and; 6. Traditional Crafts and Artisans. The relatively new CHN Director confirmed that they are not still fully functional, however, this needs to be monitoring through the next reporting period by OAS. Data collected from stakeholders in Barbados, Guyana, Jamaica and Saint Lucia suggests that overall, the CHN is a good place for sharing and collaboration in the sector. However, membership needs to be streamlined.

Other areas of progress noted at the activity level included:

- An agreement is concretizing for Open Campus to take over providing web hosting services for the CHN Information Portal, now that the initial twelve-month period is over.
- The new CHN Director has been trained in the management of the CHN Information Portal.
- Content and promotional continues to be produced for the CHN Information Portal to develop it as an information exchange which is attractive to regional Heritage professionals and also contributes to the promotion of regional Heritage assets.
- The OAS continues to work with CHN Director to appoint or re-appoint the members of the CHN Advisory Board from all participating Member States.
- Some moderators for the six Interest Groups on the Information Portal have been put in place and trained.
- Some progress has been made towards the development of a Circle of CHN Ambassadors.
- The short welcome video with instructions on becoming a member of the CHN and use of member features to increase usability of the online Information Portal has been produced.
- A workshop for public officials from all participating Member States on the potential of the CHN for building a sustainable crafts sector took place.
- The first CHN Annual Conference took place in Barbados in May 2019.

The MTE notes that the new CHN Director is making a difference in terms of moving this aspect of the Project forward. However, the OAS may want to develop a diagram to clarify structure, hierarchy, roles and responsibilities for the various players involved in this component. The Director could use more clarity in terms of Project management roles among various stakeholders such as Coherit and the OAS.

- **Overall, the MTE finds that the targets for almost all indicators under this Output have a high likelihood of being achieved by Project end.**

The likelihood of achievement of each is estimated below.

Indicators at level of Outputs for Output 1	Likelihood of Achievement and Method of Verification (MOV)
CHN Membership increased by at least 20 % by the month 15 of Project execution and by 60% by the end of Project execution.	High MOV: CHN website and Director
At least three (3) CHN Interest Groups operational by the month 15 of Project execution and five (5) by the end of Project execution.	Medium to High MOV: CHN Interest Group leads and moderators, CHN Director

Indicators at level of Outputs for Output 1	Likelihood of Achievement and Method of Verification (MOV)
Officials from at least six (6) participating countries who were trained in the potential of the Caribbean Heritage Network for building a sustainable Craft Sector begin meetings with Craftspeople in their respective countries within three (3) months of completion of the workshop.	Medium to High MOV: CHN Director, Craft Sector participants
Drafting of a proposal for sustaining the Caribbean Heritage Network after the end of the Project is started by month 15 of Project execution.	High MOV: The Proposal, COHERIT, CHN Director
Proposal for sustaining the Caribbean Heritage Network after the end of Project execution is approved by the University of the West Indies by the end of Project execution	Medium MOV: UWI, CHN Director

- *Output 2: Promotion of Heritage places in Barbados, Jamaica and The Bahamas as a viable economic resource, involving communities in the process of identifying places of Heritage significance.*

This Output is focused on developing national registries/inventories of Heritage places in Barbados and Jamaica.² It is also aiming to building capacity for and working with local communities in these two countries in the identification of place of Heritage and valuation. A summary of the corresponding indicators, their baselines, targets and reported progress is found in the table below (from Project reporting in 2019).

Outputs	Indicators at level of Outputs	Baselines	Targets	Data from last Report (Feb-19)	MTE Data
Promotion of Heritage places in Barbados and Jamaica as a viable economic resource, involving communities in the process of identifying places of Heritage significance.	National Registers/Inventories of Heritage places established and/or enhanced in the three beneficiary countries (Barbados and Jamaica) by the end of Project execution.	1	2	1	Barbados is functional and being hosted by government department Jamaica selected the Jamaica Information Service for 3 years of hosting of its inventory.
	At least three (3) facilitators from Barbados and Jamaica are trained in how to involve local communities in the process of identifying places of Heritage value and in how to submit places for inclusion in the National Register/Inventory by the end of Project execution.	1	4	1	Training is planned for and confirmed

² Bahamas was originally included as a target country in this Output but exited the Project. As this issue was covered extensively in Project reporting, it will not be expanded upon in this MTE.

Outputs	Indicators at level of Outputs	Baselines	Targets	Data from last Report (Feb-19)	MTE Data
	Awareness of trained officials of new initiatives for promoting Heritage places in their countries as viable economic resources increased by 20% by month 18 and by 25% by end of Project execution.	0	25	0	

The MTE confirmed that some progress has been made under this Output. The ARCHES software system for Heritage inventories and for the promotion of cultural assets have been installed in Barbados and Jamaica. The Government of Barbados is now hosting the registry/inventory directly and in Jamaica, they have just selected the Jamaican Information Service to host it moving forward.

Stakeholders from Barbados, Guyana, Jamaica and Saint Lucia confirmed that the workshops (in Barbados - December 2018, Guyana - August 2018 and Jamaica - September 2018 and January 2019) and corresponding activities aimed at creating or enhancing national registries or inventories were very useful. Coherit (the implementing partner leading these workshops) is noted by all as providing helpful, hands-on expertise and guidance under this Output. Only positive feedback was gathered regarding the ARCHES software being used for the organization and aggregation of data for the registries/inventories and is the first of its kind for some countries in the region like Jamaica. Data from post-workshop surveys across all the workshops showed that 97% of respondents felt that the extent to which workshop objectives³ were achieved were either a 4 or 5 on a scale of 1 to 5 (where 1 was 'not at all' and 5 indicated 'completely'). With these findings also reflected in interviews, the data strongly suggests that skills have been built in establishing or improving existing inventories to expand the range of Heritage offerings and to more effectively monitor their preservation as well as in identifying authentic Heritage values and places of significance. Beneficiaries range from the community level up to Ministries of Tourism or Culture in participating countries.

However, the process can be improved. Barbados in particular was noted for the need for more upfront public awareness and sensitization about the nominating process as this depends on citizens who must be aware of the process and how to get involved.

Other areas of progress noted at the activity level included:

- It was noted during the MTE that the OAS is currently undertaking a review and assessment of the status of the establishment of a National Register/Inventory of Heritage places in the Saint Christopher National Trust of St. Kitts.
- With regards to the development of a proposal for the sustaining of the national registries/inventories of Heritage places in Barbados and Jamaica, both the governments have already committed to host or ensure the hosting of the registry moving forward.

³ Workshop objectives included learning how to improve Heritage inventory models and procedures as well as gaining hands-on experience in three community engagement methods to identify local heritage values which will inform participants' country's sustainable heritage tourism endorsement standard.

The MTE did not obtain any indication that planning had commenced regarding the planned for fact-finding visit for regional Heritage administrators, and/or site managers from Barbados and Jamaica, to a successful Heritage site in the USA to observe strategies for effective marketing and promotion of Heritage sites. In addition, no evidence was found that any training workshop in collaboration with the US National Park Service (USNPS) for trainers of tour guides from Barbados and Jamaica on good practices and techniques for tour guides was being planned for at the time of the MTE.

The MTE suggests that as the ARCHES online system is now being populated in each country, the Project should monitor this closely to ensure that countries are adapting the ARCHES online system to suit the specific needs of each country and to offer personalized guidance on paper and digital inventory systems and their use in Heritage site promotion, ensuring, where appropriate, that the gender perspective is taken into account. In addition, as stakeholders noted, the online security of ARCHES data also needs to remain a priority.

- **Overall, the MTE finds that two of the three targets for the indicators under this Output have a high likelihood to be achieved by Project end.**

The likelihood of achievement of each is estimated below.

Indicators at level of Outputs	Likelihood of Achievement and Method of Verification (MOV)
National Registers/Inventories of Heritage places established and/or enhanced in the three beneficiary countries (including Barbados and Jamaica) by the end of Project execution.	High MOV: Government entities responsible for hosting registries in Barbados and Jamaica
At least three (3) facilitators from Barbados and Jamaica are trained in how to involve local communities in the process of identifying places of Heritage value and in how to submit places for inclusion in the National Register/Inventory by the end of Project execution.	High MOV: Facilitators, COHERIT
Awareness of trained officials of new initiatives for promoting Heritage places in their countries as viable economic resources increased by 20% by month 18 and by 25% by end of Project execution ⁴ .	Low to Med MOV: Trained officials, COHERIT

➤ *Output 3: Establishment of a Sustainable Heritage Tourism Endorsement Program in Guyana, Jamaica and Saint Lucia*

This Output is focused on the establishment of a Sustainable Heritage Tourism Endorsement Program in Guyana, Jamaica and Saint Lucia. This Output is complementary to and also somewhat overlaps with some of the key stakeholders and beneficiaries under Output 2 in the area of capacity building and awareness raising with communities for the identification and valuation of Heritage places. A summary of the corresponding

⁴ As noted, there seems to be a well-known problem with this indicator and target. Project management noted that they are in discussion with OAS on this and this is raised below as an indicator to be revisited. The OAS may want to revise it to measure ‘# or % of officials with increased awareness...’, rather than trying to quantify how much awareness was increased. Surveys will demonstrate some changes in awareness, but this will be a difficult indicator to measure overall, hence the recommendations below.

indicators, their baselines, targets and reported progress is found in the table below (from Project reporting in 2019).

Outputs	Indicators at level of Outputs	Baselines	Targets	Data from last Report (Feb-19)	MTE Data
Establishment of a Sustainable Heritage Tourism Endorsement Program in Guyana, Jamaica and Saint Lucia	At least two (2) Cultural and/or Tourism Authorities from Guyana, Jamaica and Saint Lucia trained in how to engage communities in identifying authentic Heritage values and places of significance start holding meetings with communities in their respective countries by month 15 of Project execution.	0	6	0	Workshops in Guyana and Saint Lucia have already occurred. Workshop in Jamaica is next month
	Sustainability standards to ensure the authenticity of any products or services submitted for endorsement defined and approved by relevant authority in at least two (2) of the beneficiary countries by month 27 of Project execution.	1	3	1	Too early to assess; Workshop confirmed for September
	A total of at least nine (9) businesses among the three (3) beneficiary countries (Guyana, Jamaica and Saint Lucia), approved for enrolment in the Endorsement Program by the end of Project execution.	11	20	11	Too early to assess. This comes after the standards.

The MTE verified project reports that some progress was made towards having Cultural and/or Tourism Authorities from Guyana, Jamaica and Saint Lucia trained in how to engage communities in identifying authentic Heritage values and places of significance start holding meetings with communities. The workshop that took place in Guyana (in August 2018) helped to prepare the three countries in undertaking a Baseline Assessment of their Heritage Economies. Data suggests that this has been completed in Guyana, Jamaica and Saint Lucia. A further workshop is planned for July 2019 in Jamaica in order to move towards endorsement. Project management confirmed that monitoring in all 3 countries is slated for July. The workshop focused on the definition of Sustainability Standards is confirmed for September in Guyana. After the standards are defined and as they are being moved towards endorsement, businesses will be targeted in each of the three countries for enrolment in the Endorsement Program.

The MTE notes that Barbados was the only country not included in this Output and project component and that this was due to financial limitations in the Project. However, the MTE concludes that given the significant overlap with beneficiaries of Project activities and workshops under Output 2, Barbados could conceivably have been included in the Program as well. The MTE recognizes that the workshops around this Output (and the Program) are more focused on encouraging practitioners to buy into the value of Heritage places; however, the efficiencies and economies of scale were such that Barbados could have been included if attendance at a distance to workshops and assistance were considered.

The MTE obtained an update regarding the following activities:

- As noted above, the recruitment of local business mentors in Guyana, Jamaica and Saint Lucia to provide business mentorship for businesses applying for endorsement Has not yet occurred but is slated to begin after the Sustainability Standards have been defined.
- The undertaking monitoring missions to Guyana, Jamaica and Saint Lucia to monitor the progress of business mentorship to endorsement applicants by suitably qualified business organizations or individuals Is planned for July.
- The review and assessment of the implementation of Phase II Component 4 - Development of a Sustainable Heritage Endorsement Program in Grenada Is planned for starting in the next 2-3 months.
- The development of a proposal for the sustaining of the Sustainable Heritage Tourism Endorsement Program in Guyana, Jamaica and Saint Lucia Has not yet begun. No evidence of planning was found.
- **Overall, the MTE finds that most of the targets for all indicators under this Output have a medium to high probability of being achieved by Project end.**

The likelihood of achievement of each is estimated below.

Indicators at level of Outputs	Likelihood of Achievement and Method of Verification (MOV)
At least two (2) Cultural and/or Tourism Authorities from Guyana, Jamaica and Saint Lucia trained in how to engage communities in identifying authentic Heritage values and places of significance start holding meetings with communities in their respective countries by month 15 of Project execution.	High (though likely not by month 15) MOV: Facilitators, COHERIT
Sustainability standards to ensure the authenticity of any products or services submitted for endorsement defined and approved by relevant authority in at least two (2) of the beneficiary countries by month 27 of Project execution.	Medium to High MOV: Relevant Government authorities in Guyana, Jamaica and Saint Lucia, COHERIT
A total of at least nine (9) businesses among the three (3) beneficiary countries (Guyana, Jamaica and Saint Lucia), approved for enrolment in the Endorsement Program by the end of Project execution.	Medium MOV: Relevant business representatives in Guyana, Jamaica and Saint Lucia, COHERIT

➤ **Output 4: Enhancement of Regional Heritage Education Curricula**

This Output builds on one of the main successes of previous Phases of the Project wherein curricula for two courses were developed: one on Museum Management and the other on-Site Management. In Phase III, the plan is to improve these courses and to offer them online via UWI's Open Campus. A summary of the corresponding indicators, their baselines, targets and reported progress is found in the table below (from Project reporting in 2019).

Outputs	Indicators at level of Outputs	Baselines	Targets	Data from last Report (Feb-19)	MTE Data
Enhancement of Regional Heritage Education Curricula	Two (2) online courses in Heritage (offered in Phase 2 of Project) reviewed and improved by month 15 of Project execution.	0	2	0	2
	Positive average increase in knowledge of course content by course participants by end of Project execution.	Course participants have no knowledge or limited knowledge of the content of courses.	Students all increase their knowledge of the content of both courses by the end of course delivery.	0	Too early to assess

The MTE confirmed project reports noting that no progress had yet been made for this Output in terms of the offering of the online course by UWI's Open Campus by the time of the MTE. However, the courses have now been reviewed and enhancements have been suggested by June 2019, as there was an ongoing consultancy occurring in parallel to the MTE wherein two consultants (from Jamaica and Belize) were mandated to review and provide recommendations for improvement to the courses. The findings and recommendations were made available around the time of the submission of this MTE Report (mid-June 2019) and are therefore going to lead to the recommended curricula improvements. The MTE found that Project management and implementing partners rated the Site Management course as excellent and will be improved based on recommendations made. The review of the Museum course was found to be less useful and further work is going to be required.

However, all stakeholders agree that the second indicator regarding the actual offering and implementation of the course is notably behind schedule. The suffered delay in finalizing an MOU with UWI's Open Campus obliged postponement of the online course, originally scheduled for January 2019, to September 2019.

- **Overall, the MTE finds that most of the targets for all indicators under this Output have a high likelihood of being achieved by Project end.**

The likelihood of achievement of each is estimated below. The second indicator can only be estimated as even if the course is offered in the Fall, increased awareness cannot be guaranteed.

Indicators at level of Outputs	Likelihood of Achievement and Method of Verification (MOV)
Two (2) online courses in Heritage (offered in Phase 2 of Project) reviewed and improved by month 15 of Project execution.	High MOV: UWI, Managers of online course, COHERIT

Indicators at level of Outputs	Likelihood of Achievement and Method of Verification (MOV)
Positive average increase in knowledge of course content by course participants by end of Project execution.	Medium to High MOV: Students who take the course

- *Output 5: Enhancing the awareness of regional Cultural Authorities of the critical importance of protecting the region's Heritage, of the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation*

The development of a 'model' or 'guide' for the development or improvement of relevant legislation was a successful late component in Phase II that Phase III seeks to build upon. This Output is focused on improving the awareness of Cultural Authorities in participating countries regarding the importance of protecting cultural Heritage and legislation to address this issue. A summary of the corresponding indicators, their baselines, targets and reported progress is found in the table below (from Project reporting in 2019).

Outputs	Indicators at level of Outputs	Baselines	Targets	Data from last Report (Feb-19)	MTE Data
Enhancing the awareness of regional Cultural Authorities of the critical importance of protecting the region's Heritage, of the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation.	Positive average increase in knowledge and awareness of regional Cultural Authorities of the importance of protecting regional Heritage, the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation by end of Project execution ⁵ .	Workshop participants have no knowledge of limited knowledge of importance of Heritage protection legislation.	Increase in the knowledge of workshop participants of the importance of Heritage protection legislation.	0	Too early to assess. Workshop planned for August.

At present, no real progress has been reported on this Output. Data suggests that the guidelines developed in the previous Phase do not seem to be well known or used extensively at this juncture. However, the workshop is now scheduled for August 30th, 2019 in Washington DC and at the time of this MTE, seven (7) countries – Antigua and Barbuda, Barbados, Guyana, Jamaica, Saint Lucia, The Bahamas and Trinidad and Tobago – have confirmed their attendance. In preparation for the development of an appropriate workshop

⁵ Project management noted that they raised issues before about this indicator as well, similarly to above. The OAS may want to revise it to measure '# or % of officials with increased awareness...', rather than trying to quantify how much awareness was increased.

format, a questionnaire was circulated to determine which Member States were in the process of revising or drafting new Heritage laws and who were interested in participating in the Output activities.

The MTE suggests that the gathering in Washington ensure that the economic case for Cultural Heritage being part of the Tourism portfolio offering for each country and the region be emphasized and clearly explained. The World Tourism Organization (WTO) has recognized the value of cultural tourism and research suggests that cultural tourists do stay at their destination longer. Moreover, most stakeholders in the Caribbean would agree in principle that there is value to Cultural Heritage in the region and potential in adding it to the tourism offering in their country. However, raising further awareness of this among decision makers is one element missing from the design of the Project and will assist in moving national ownership of and commitment to the issue move forward. The workshop in Washington could increase the value of the gathering by adding this element.

An opportunity in Barbados should be noted as well, wherein the government (and more specifically Town and Country Planning) are or will be reviewing relevant planning legislation and so there is an opportunity for information from the Project to inform the review with a view to better protection (and then promotion) of Cultural Heritage sites.

- **Overall, the MTE finds that the target for the indicator under this Output has a high likelihood of being achieved by Project end.**

Progress Towards the Purpose and Goal

The overall Goal of the Project is to “contribute to the development of a Heritage Economy in selected Caribbean Member States through the enhancement of economic opportunities and the derivation of benefits from the region’s Cultural Heritage resources”. The MTE noted that the indicator for the Goal level was not optimal and is not likely to be achieved. This is discussed more in Section 3.3 below. The Purpose of the Project is to “strengthen human and institutional capacity of participating Member States, with local community participation, in promoting their Cultural Heritage as a viable economic resource”. From the brief summary findings above, it is evident that some direct and measurable progress is being made towards the Purposes of the Project and it is likely that most of the indicators at the Purpose level will be achieved by the end of the Project. The likelihood of achievement of the indicators associated with each is estimated below.

Indicators at level of Goal and Purpose Level;	Likelihood of Achievement and Method of Verification (MOV)
Goal Level: At least two (2) of the beneficiary countries define and adopt policies aimed at the development of the social and economic potential of their Cultural Heritage ⁶ .	Low MOV: Beneficiary country policies
Purpose Level: 1. Sustainable Heritage Tourism Endorsement Programs developed and functioning in at least two (2) of the three beneficiary	High (for Program being Developed) MOV: Endorsement Program

⁶ The OAS might want to consider revising this indicator/target. It might be more feasible (and also more directly linked to the Project) to measure general population involvement or participation in cultural heritage rather than ‘policies’, which the Project does not really address.

Indicators at level of Goal and Purpose Level;	Likelihood of Achievement and Method of Verification (MOV)
countries by the end of Project execution	Low (for Program Functioning) MOV: Relevant government authorities in beneficiary countries
2. At least two (2) countries identify and approve appropriate strategies to ensure that the Project is sustained after the end of Project execution.	High MOV: Relevant government authorities in beneficiary countries

Management, Monitoring and Evaluation

Briefly, data suggests that all Project reporting has been submitted on time thus far and the execution of this MTE is evidence that evaluation is being prioritized as well. This element also included the indicator and target of having at least two MOUs signed with three of the beneficiary countries before the MTE and this was achieved as well. MOUs were signed with Barbados, Guyana, Jamaica, and Saint Lucia.

Incorporation of Gender

Briefly, the MTE did not find specific evidence of incorporation of a gender perspective approach in Project design or in execution. There was no evidence of a specific attempt to capture gender disaggregated data either. However, some stakeholders did note that at the community level an attempt was made to ensure that both men and women participated in project workshops and activities. It is important to remember the context in the Caribbean wherein it is often the boys that are being left behind (from academia, good employment, etc) and this is not unknown to project managers and their implementing partners.

Overall Challenges

The Project has experienced a number of key setbacks thus far in its implementation. Some of these are highlighted below in summary fashion:

- Extensive delays in the signing of the agreement with the key project implementer Coherit. This resulted in significant and avoidable delays in project execution and a preventable expedited timeline that puts some aspects of the Project at risk unless an extension is granted, allowing the Project to maintain its original time span. This delay is one of the main reason for the delays in measurable progress by May 2019; the Project effectively only started in June 2018 and therefore this MTE took place effectively originally at month 10 or 11 of implementation (though the MTE now also included progress made in month 12).
- Even though the Project Manager was the same for Phase III, there were extensive delays bringing them formally into the Project as well.
- Communication among countries and even within countries but among stakeholders involved in the different Outputs (or components) of the Project has been less than ideal. The MTE found evidence that stakeholders in particular countries and/or only involved in certain Project 'components' were unaware of what was happening in other countries and with other Project components.
- Awareness raising and sensitization of communities for participation in the development or enhancement of national registries/inventories was less than sufficient in some places, like Barbados. The Project seems to have not done enough awareness raising of activities around the development

of registries/inventories in Barbados. This may have limited the number/variety of cultural heritage locations to be brought forward and the number of persons/communities included in the process.

- More clarity could have been provided among project stakeholders regarding the planning and implementation for activities under Output 1 (i.e. the CHN).
- There has not been enough of a focus on making the economic case for inclusion of Cultural Heritage as being part of the tourism offering for countries and the region as a whole. Ministers of Tourism and Finance (for example) need clear succinct case made for the economic benefits of pursuing and supporting this area and this would therefore strengthen the prospects for Output 5.
- Though this Phase was improved in that the project team worked directly with Ministries, it is noted that such Ministries typically struggle to have a strong voice at the government table (such as Culture and Tourism).
- Ministries involved were kind with their signing of MOUs for involvement and their in-kind contributions, but their involvement often stretched them thin.

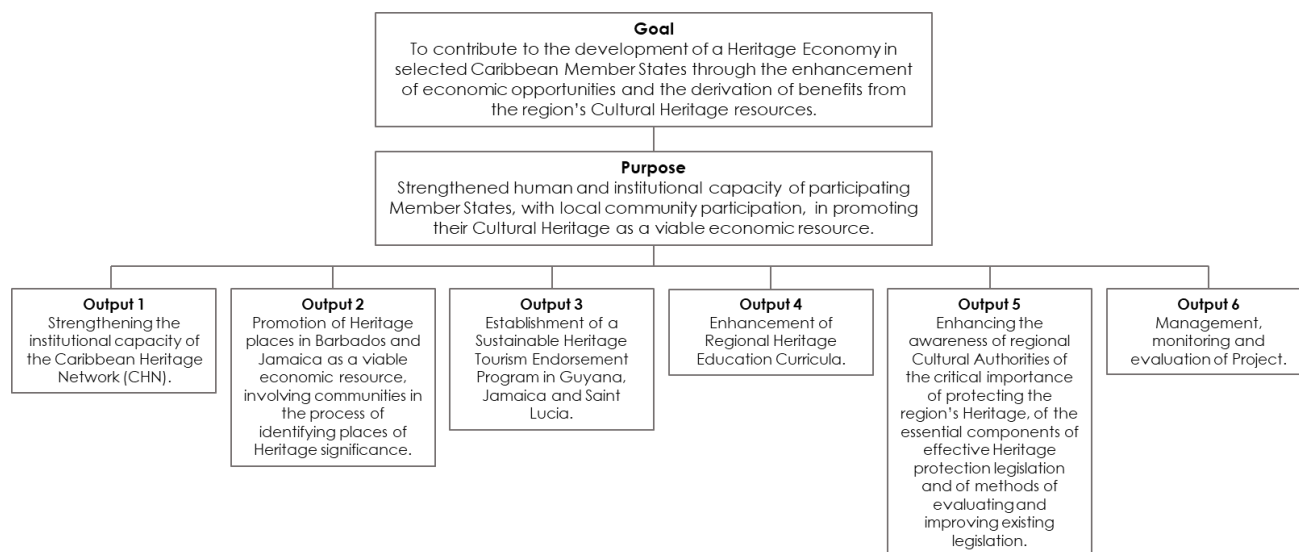
3.3 Management and Efficiency of the Project

- Overall, findings under the element of Efficiency for the Project are mixed.

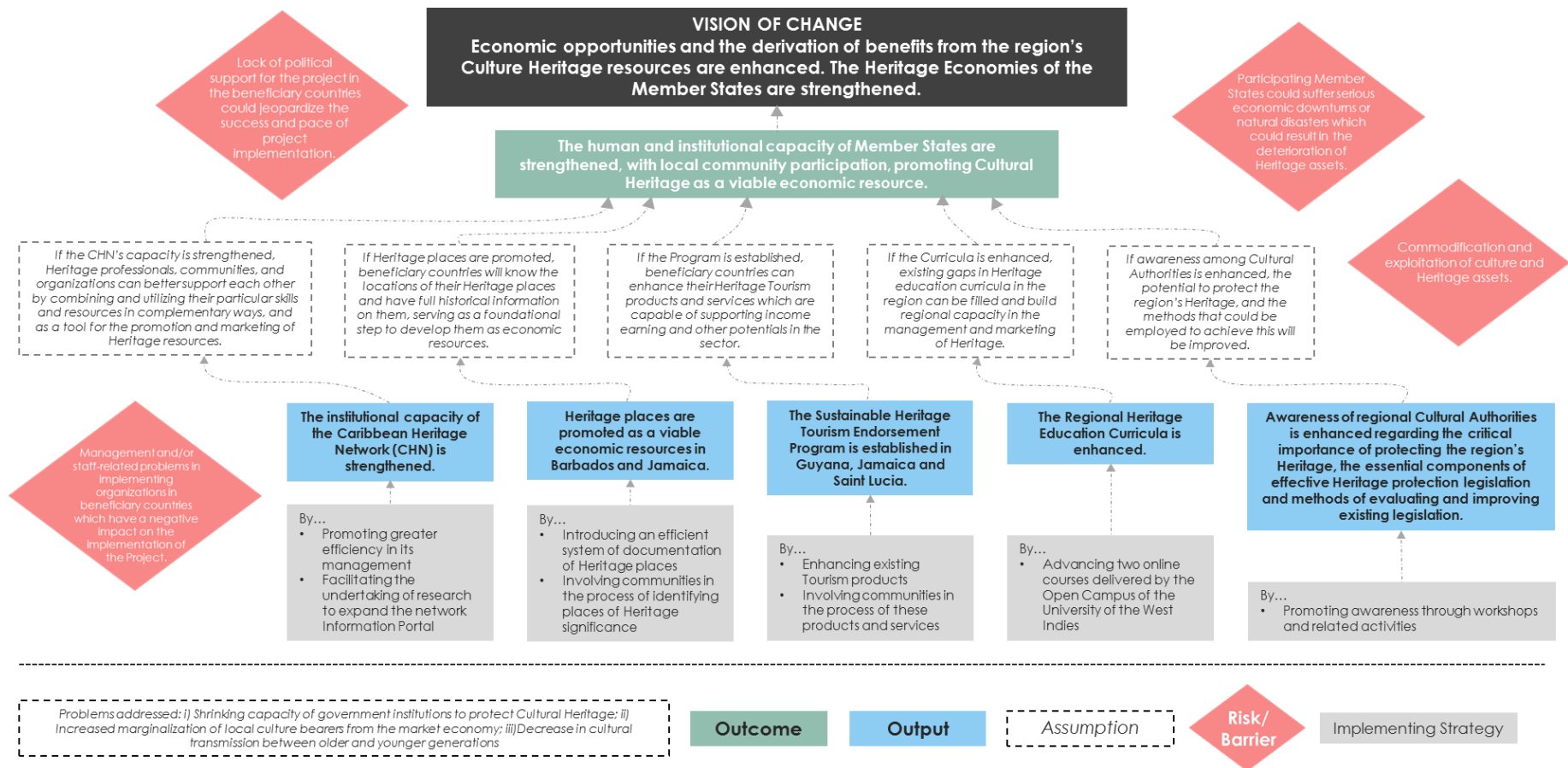
The key elements briefly assessed include: the logical framework, overall efficiency of project execution and adaptive management, lesson learning from previous phases, coordination with partner institutions, risk management and, very briefly, the management of financial resources.

The Logical Framework, Theory of Change, Results and Indicators

The following is a visual overview of the Logical Framework.



Based on a review of project documents, an elaboration of the Theory of Change is provided on the page that follows.



The MTE found that overall the Logical Framework and its Theory of Change and chain of results are for the most part valid. However, as noted above, the MTE found some issues with certain indicators. While the majority of results and indicators themselves are considered adequate, there are a few indicators which could be revised and enhanced to be more feasibly measurable and/or to better reflect the focus of the Project and its activities and intentions. In addition, interestingly, a number of key areas that fall under ‘activities’ are not measured at the Output level with indicators and targets at all. This helps to explain why the assessment above on Effectiveness allowed the MTE to often note lack of progress on key elements of the Project but yet still state that the probability of achieving key Outputs was ‘High’.

However, one of the areas of the project’s Logical Framework that could have been improved falls under Output 5. The indicator here for the Output, “Enhancing the awareness of regional Cultural Authorities of the critical importance of protecting the region’s Heritage, of the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation,” refers to *“Positive average increase in knowledge and awareness of regional Cultural Authorities of the importance of protecting regional Heritage, the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation by end of Project execution.”* There are a number of areas that this indicator could have been improved, notably the following:

- (1) The achievement and measurement of a result related to ‘awareness’ is extremely important, especially for this Project. However, it is also here bundled together with ‘legislation.’ The MTE considers this coupling of areas under both indicators and in the expected result itself less than ideal. As noted above under ‘effectiveness,’ the enhancing of the awareness of Cultural Authorities of the importance of protecting national Heritage is ambitious and difficult enough, but it is critical. The MTE suggests that there are ways to improve the potential for raising this awareness, but the indicator also proposes to measure their awareness of legislation for and how to improve this. First, this indicator is too complex and doesn’t lend to clear measurement. Further, it is not S.M.A.R.T.

The MTE suggests splitting this indicator into at least two indicators: one focused on measuring levels of ‘awareness’ on the issue more generally and then another looking at issues related to ‘legislation.’ This split would allow project management to measure changes in levels of ‘awareness’ on the issue separately from awareness on ‘legislation’ specifically, which is being targeted by the Project.

- (2) The MTE suggests that the Project may want to raise and then measure not just awareness of the importance of ‘protecting’ Heritage, but also to go further and raise and then measure awareness of the economic development potential of including Heritage more directly in the Tourism offering mix of countries, and the region as a whole. The MTE suggest that additional or revised activities would assist in the realization of this expected result, and then the indicators here could be revised accordingly to ensure this potential change as well.
- (3) One further enhancement to both the result and the indicator under Output 5 would be to widen who the Project is attempting to raise the awareness of within each country. While ‘Cultural Authorities’ are indeed central, the MTE suggests revising and expanding the list of stakeholders to include other Ministries and national decision makers. Ministries of Tourism, Economic Planning, and Finance are

among that could be considered and therefore invited to said awareness raising activities that might aim to make the ‘economic case’ for the inclusion of Heritage in the Tourism mix in the country and region.

- (4) Lastly with regards to Output 5, it is worth asking whether the Project wants to measure anything with regards to actual revisions in legislation. At the Goal level, the indicator aims to measure changes in the number of *“beneficiary countries who define and adopt policies aimed at the development of the social and economic potential of their Cultural Heritage.”* If the Theory of Change of the Project sees this happening at the Goal level, would it be relevant to measure any changes in legislation at perhaps the Purpose level (as this would usually not be appropriate measurement for the Output level)? The MTE posits this question for consideration and is linked to the last issue noted below.

Linked to the last point above on Output 5, the indicator at the Goal level is about measuring (and achieving) *“at least two (2) of the beneficiary countries define and adopt policies aimed at the development of the social and economic potential of their Cultural Heritage.”* The MTE notes that this may be inconsistent with the awareness raising at the Output level that is expected. Even if the Output level (or perhaps the Purpose level, as suggested in point 4 above) were more focused on actually measuring legislation – which it currently is not – this will not necessarily lead to changes in ‘policy’ per se. The MTE is, therefore, noting that in this instance the Theory of change does not fully align. The MTE suggests that a better indicator might propose to measure the ‘general population’s involvement or participation in Cultural Heritage activities (identification, promotion, protection)’.

Other indicators from the Logical Framework that are sub-optimal and could be enhanced include the following:

- Indicator 3 for Output 2 aims speaks to” “awareness of trained officials of new initiatives for promoting Heritage places in their countries as viable economic resources increased by 20% by month 18 and by 25% by end of Project execution”. There seems to be a well-known problem with this indicator and target and Project management noted that they are in discussion with OAS on revising this. The MTE supports this revision. Whilst surveys could potentially demonstrate some changes in awareness, this will be a difficult indicator to measure overall as currently written. The MTE suggests that the OAS consider measuring instead the ‘# and/or % of trained officials with improved knowledge/awareness of new initiatives promoting heritage places in their countries as viable economic resources’ (and appropriate targets can be set). This would allow Project management to avoid trying to quantify how much awareness was increased
- A similar issue lies with the indicator for Output 5, which speaks about a “positive average increase in knowledge and awareness of regional Cultural Authorities of the importance of protecting regional Heritage, the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation by end of Project execution”. In addition to the issues shared in the numbered list of comments above, the MTE finds some similar difficulties here with quantifying the measurement of awareness, and therefore may want to revise the indicator to instead measure the ‘# or % of officials with increased awareness...’.

- At the Goal level instead of “At least two (2) of the beneficiary countries define and adopt policies aimed at the development of the social and economic potential of their Cultural Heritage”, the OAS might want to consider measuring general population involvement or participation in cultural Heritage rather than ‘policies’, which the Project does not really address. It might be more feasible and also more directly linked to the Project to make this revision.

Efficiency of Project Execution and Adaptive Management

Timeliness

As noted above and in all project reports, the MOU with the key implementing partner was only in place after six months (in June 2018) and so project execution began by being delayed extensively, a period wherein no execution took place. As noted above, most aspects of project implementation are starting to be on track; however, the delivery of the online courses via UWI’s Open campus remain significantly behind schedule. Where the Project has been behind schedule (e.g. Output 5), plans have been made now to move these forward (i.e. the Workshops in Washington DC this summer).

Some stakeholders noted that they could feel the Project was a bit rushed. Given the 6-month delay in project implementation and the short project timeline overall, this is not unusual. However, Project management will need to make a concerted effort to respect the (now condensed) timeline moving forward and to ensure that project stakeholders and beneficiaries do not feel things are being ‘rushed’. Given the condensed timeline, new targets may need to be developed for each quarter for the remainder of the project. Alternatively, as the MTE suggests, a 6-month no-cost time extension could be considered to give the Project the agreed amount of time to achieve expected results.

Adaptive management

Notwithstanding the above, there is some evidence that project management has adapted to a challenged context. For example, it is important to mention that on October 2018, the project team requested an adjustment to the Project Document and the Budget. In particular, it was proposed to eliminate the Bahamas as a beneficiary country, as per the decision of the Government not to participate in the project activities. The savings derived from these changes were redistributed to organize two additional workshops in Barbados and in Jamaica. The Project adapted well to this challenge and built on other areas of potential success to use resources more effectively. In addition, data suggests that countries were added to the Project after the Project had been fully designed (and resources spoken for). The Project had to adapt to this and was able to stretch resources to ensure all planned activities for all planned beneficiaries would remain.

Lesson Learning and Incorporating Recommendations from Previous Phases

The table that follows provides an overview of the degree to which recommendations from Phase II have been addressed.

Lessons Learned and Recommendations from Phase II	Findings from Phase III
Country buy-in, through an identified alignment of project activities with national-level priority areas is required to inform project design and subsequent implementation	Lesson has been addressed

The OAS/DPE, in collaboration with the US Mission, should decide whether it will continue to invest resources in ESPECH Phase II to enable the project to achieve its target objectives as outlined in the logical framework matrix.	Recommendation seems to have been addressed, as Phase III moved forward
If the project is to be continued, the OAS (Programme) should revise project design and update the budget (component by component).	Recommendation seems to have been addressed as project was redesigned.
Conduct a gap analysis to enable the project to achieve expected results.	Degree of incorporation unclear
Establish and invest in a realistic level of effort to achieve expected results (outputs and outcomes).	Level of effort is realistic for the achievement of most results
Establish a realistic timeline for the completion of project components.	Originally envisioned timespan for the Project is sufficient
The OAS should review (and improve) its approach to ensuring Quality at Entry and quality project management throughout the project cycle	Degree of incorporation unclear

Overall, Phases I and II together shed light on areas that might be successful to address the issue of the protection and promotion of Cultural Heritage in the Caribbean that are now being capitalized on in Phase III. Phase II identified innovative techniques and Phase III is field testing the proof of concept in selected countries, so these action areas are becoming more practical and less academic.

One of the key findings and conclusions from the Final Evaluation of Phase II was with regards to the lack of achievement of tangible results and the issue of sustainability. The MTE agrees that Phase III must demonstrate tangible results but also notes that often there are ‘soft’ elements of the Project that do not lend themselves to tangible measurable results all the way through implementation. However, despite the challenges and lack of result achievement in Phase II, the MTE observed decent progress on the expected results and indicators of Phase III, which is thus far demonstrating that some measurable results are being achieved and that some elements of sustainability are starting to be addressed (though this is the subject of section 3.4 below specifically). This is noteworthy as the MTE took place only at month 10 or 11 of Project implementation, well before the expected target date of 16 months for most indicators of relevance.

One of the Recommendations of the Phase II Final Evaluation was that this Phase (if it materialized) should “Establish a realistic timeline for the completion of project components”. The MTE finds that the originally envisioned timespan for the Project is sufficient. Project management and implementers concur with this conclusion. However, with 6 months lost due to the delays already discussed, the Project would need a no-cost 6-month extension to be able to have the original amount of time envisioned for achievement of expected results. Another one of the Recommendations of the Phase II Final Evaluation was that this Phase (if it materialized) should “Establish and invest in a realistic level of effort to achieve expected results”. The MTE finds that the level of effort is realistic for the achievement of most results. Project management and implementers concur with this conclusion as well; however, they did not that countries were added to the Project by the donor after the Project had been fully designed (and resources spoken for), so in that sense, perhaps the Project was a bit stretched. Thus far, the Project has adapted well to this, as mentioned above.

One of the key lessons learned in the process of the Phase II Final evaluation was that “country buy-in, through an identified alignment of project activities with national-level priority areas is required to inform project design and subsequent implementation. In spite of the extensiveness of the needs assessment process, it is

insufficient to seek endorsement at the sector-specific level only and forego initial collaboration with relevant government Ministries/Departments.” It is evident that this lesson was integrated into the design and implementation of Phase III, wherein the Project is not only working directly with Government Ministries concerned with Culture and Cultural Heritage in participating countries, but in fact local project coordinators are embedded within these Ministries.

Late in Phase II, it became increasingly a priority to integrate the reality that to adequately address the issue of Cultural Heritage, corresponding legislation regarding its protection would need to be targeted more directly as well. This has now been embedded more directly in the Project (in Output 5). As noted above, no demonstrable progress has yet been made but the main activities under this Output are now planned for.

Lastly, the MTE cannot conclusively state whether or not the following lessons and Recommendations from the Final Evaluation of Phase II had been learned in the design and implementation of Phase III:

1. “The OAS should review (and improve) its approach to ensuring Quality at Entry and quality project management throughout the project cycle.”, and;
2. “The Project should conduct a gap analysis to enable the project to achieve expected results”. Though Project design does suggest that this latter one has been addressed.

Efficiency of coordination with partner institutions and other relevant stakeholders

The MTE found the efficiency of coordination with partner institutions to be mixed overall. As noted above, there is certainly stronger coordination at the Government level with Ministries. With local coordinators embedded in the Ministries, the OAS and Government Ministries in Barbados, Guyana, Jamaica and Saint Lucia are partners in the implementation of this project. Though more effort could be expended in this direction, it is clear that the Project has an aim to foster some further communication if not collaboration between Ministries of Culture and Tourism. However, this could go much further, and the efficiency of coordination could be enhanced with more communication between countries and between the different ‘components’ or Outputs of the Project.

With the CHN Coordinator from and housed in UWI, coordination is efficient with the Open Campus. However, as discussed below, the sustainability of this position is not assured.

The MTE also found that some opportunities have been missed in terms of working with key relevant stakeholders and institutions, even among OAS projects themselves:

- It is not clear why the Caribbean Tourism Organization (CTO) is not involved in this project. Just as Ministries of Tourism need to be made more aware of the potential for Cultural Tourism as part of the Tourism offering nationally and regionally, CTO is a key player and stakeholder who must also embrace this potential and can be a key partner in further developing it. The MTE finds their lack of participation in key workshops and the Project overall as a missed opportunity. However, it is not too late; the MTE recommends inviting and involving CTO for the remainder of the Project to see if their Tourism programming and work with Ministries of Tourism can be brought to bear on enhancing the potential of Cultural Tourism across the region. It is not too late to add them into the mix.

- The OAS has another regional project, Project SID1505 – The Establishment of Small Business Development Centers (SBDCs) in CARICOM Member States. The development of the economic potential of Heritage is intended to result in the creation of opportunities for the emergence small Cultural Heritage-related enterprises. The Small Business Centers in participating countries would be helpful in providing such enterprises with relevant advice and expertise. Given the potential for diversifying tourism opportunities with increasing cultural tourism within each country in the region, the MTE suggests pursuing some synergy between the two regional Caribbean OAS projects, as planned, which thus far has not taken place.
- The MTE was made aware of a very large Inter-American Development Bank (IDB) Project in Barbados in a similar thematic space (i.e. Tourism). The Government is well aware of and quite involved with that much larger (US \$20 Million) program, and data suggests that this much smaller OAS Project is seen as a lower priority. It is evident that there is little to no collaboration or coordination with this much larger Program in Barbados and this means opportunities are being missed for the OAS Project.

Efficiency of Risk Analysis and Management

The Project Document lists out in detail some sensible risks and mitigation strategies for their potential manifestation. As it turns out, one particular risk did emerge that the Project had to manage: the election in the Bahamas and the subsequent loss of the new Government's interest in the Project. The Project adapted to this and shifted resources to more useful areas of programming even as such risks cannot really be avoided.

However, the extensive and detrimental delays in reaching and signing agreement with the main implementing partner was not identified as key risks, and these have manifested in the most detrimental aspects of project management, delaying the Project 6 months. There is no evident strong reason for this delay, and if this was a potential risk, it should have been identified as such with a corresponding mitigation strategy proposed.

Financial Management

The MTE cannot comment extensively on financial management of the Project overall. The delays have been noted and are well documented and confirmed by the MTE. The shift in use of resources after the removal of the Bahamas from the Project was also verified, as well as the additional inclusion of some countries in Project activities.

The MTE also cannot comment on whether the financial resources to implement the Project have been sufficient, as this is relative. The MTE understands that this may be the largest OAS Project in the Caribbean, and it seems that even in this context, resources were constrained as resource limitations were given as the reason why Barbados was not part of the Endorsement Program. The MTE did not find substantial evidence that Barbados could not also have been included in this component of the Project (Output 3).

In assessing the broader economic feasibility of the project, a full cost-benefit analysis may be considered and a modest assessment was undertaken for the MTE. The literature very much supports evidence of the high potential economic return of strengthening heritage economies. Of note, recent studies by the World Bank and the Inter-American Development Bank highlight the importance of cultural heritage in sustainable

development and the potential role of cultural heritage in the economic regeneration of historic urban centers. These studies further demonstrate a strong link between economic growth and the exploitation of cultural heritage sites for tourism, as in many cases, tourism is considered an important source of revenue that provides significant economic payoffs.⁷

Weighing out these potential benefits requires close consideration of the cultural value of a given asset, and the different dimensions of that value, be it historical, artistic, scientific, recreational, educational, and so on. The challenge arises in that quantifying this value is not always easy. Traditional measurements may not be capable of representing the full range and complexity of the cultural worth of an asset.

In broad terms, however, it may be possible to make estimations based on partial separations of values. For example, in assessing the value of heritage assets, one may distinguish between use and non-use values, that is, between the direct value to consumers of the heritage services as a private good, and the value accruing to those who experience the benefits of the heritage as a public good. Sometimes these effects are referred to as market and non-market values, respectively. A common approach is to closely consider tourism revenues; however, non-market benefits of such assets are likely to be significant component of the economic impacts. A holistic approach must be operationalized, one that considers non-market valuation methods to determine the full cost-benefit of efforts to strengthen heritage economies.⁸

3.4 Sustainability

- **The MTE finds that prospects for sustainability are mixed overall.**

Project documents spoke to a number of mechanisms that were designed to ensure sustainability and extension of results after project implementation. Most importantly was the development of exit strategies for each project component, requiring beneficiary countries to develop proposals for the sustaining of the Project after the end of the execution period. The MTE confirms that some of these are on their way to being drafted, while others are not at all, as noted above under Effectiveness.

Data suggests that national Governments such as in Barbados and Jamaica are supporting the continuation of key project elements such as the hosting of registries/inventories of Cultural Heritage. The Barbados Government in particular benefits from the data produced by Outputs 2 and 3 as part of the Government's strategy for the Creative Economy and data clearly shows that are taking on the hosting responsibility. As noted above, the government of Jamaica has engaged the Jamaican Information Service to host their inventory/registry.

⁷ See Colette. (2007). *Climate Change and World Heritage: Report on Predicting and Managing the Impacts of Climate Change on World Heritage and Strategy to Assist States Parties to Implement Appropriate Management Responses*. UNESCO World Heritage Centre. Also see Licciardi & Amirtahmasebi, eds. (2012). *The Economics of Uniqueness: Investing in Historic City Cores and Cultural Heritage Assets for Sustainable Development*. World Bank: Washington, DC.

⁸ See Alexandrakis et al. (2019). Economic and Societal Impacts on Cultural Heritage Site, Resulting from Natural Effects and Climate Change. *Heritage*, (2).

It is not yet clear to what extent the Endorsement Program started under the Project will continue after project ends, though data suggests that Saint Lucia may be willing to use the program's 'seal' as a way to authenticate and then market real Cultural Heritage sites in the country as part of their tourism offering. This is a component of the Project that will require monitoring with a view to sustainability.

Project documents rightly noted that the on-going support of regional institutions for the Project will, of course, also be critical to its sustainability. The Cave Hill Campus in Barbados has undertaken responsibility for the establishment and maintenance of the CHN and has assigned a member of the teaching staff of the Department of History and Philosophy to be the Director of the CHN. The UWI Open Campus will continue to provide online courses in Heritage, designed to fill critical gaps in the region's Heritage Education curricula. The MTE confirmed that the OAS continues to work with UWI, as planned. However, while UWI seems to have offered to continue hosting the CHN, no agreement has been reached regarding sustaining the coordinator position after project completion.

Project documents suggest that it was proposed to develop dynamic linkages with other key regional organizations, such as the CARICOM Secretariat through its various Councils of Ministers, in order to keep the sustained implementation of the project components on the agendas of their meetings. These councils include the Council on Human and Social Development (COHSOD), the Council for Finance and Planning (COFAP) and the Council on Trade and Development (COTED). Linkages with the Caribbean Development Bank (CDB) and the CTO were supposed to be strengthened, as both organizations have indicated an interest in the Project and in the development of the economic potential of Heritage in the region. However, the MTE did not find any collaboration as planned with either the CDB, the CARICOM Secretariat or any of its Councils, in addition to the missed opportunities with involving CTO.

One aspect of the Project's sustainability plan included the development of synergies with the OAS SBDC Project, as it is envisaged that with the development of the economic potential of the Heritage of the region, new opportunities for business projects in this area will emerge. It is likely that many of these will be at the community level, and the SBDCs in the participating countries would be well placed to offer valuable advice and expertise. However, these synergies have not yet emerged and therefore this aspect of the sustainability has not yet been addressed and an opportunity has thus far been missed. The Project should pursue more opportunities for synergies with the SBDCs during the remainder of the Project.

In terms of remaining risks, the MTE finds that some real risks exist with regards to sustainability and the Project should consider addressing them:

- There is a risk that national fundraising for sustaining certain aspects of the Project may occur (e.g. ambassadors for the CHN) but that fundraising regionally will not, which could lead to an imbalance across the region.
- Though UWI seems to have agreed to host the virtual CHN website, they have not agreed to continue to provide resources for the ongoing coordination of the CHN when the Project ends. The continuity and sustainability of the CHN is therefore currently in question.
- Some stakeholders suggested that the Project has not clearly detailed estimated resources required for moving forward with continuing various aspects of the Project after completion, which poses a

challenge for sustainability. Estimates need to be developed so that appropriate resources and fundraising could take place to continue key aspects of the Project after completion.

4. Conclusions, Lessons Learned and Recommendations

4.1 Conclusions

The MTE concludes that Phase III of this project continue to completion. However, as stated above and below, it is strongly recommended that the Project be granted a 6-month no-cost extension, in order for the Project to have its original and envisioned time to achieve results. In addition, it is recommended that the OAS more closely and regularly monitor progress being made towards the existing targets and expected results.

A summary conclusion related to each evaluation criterion are as follows:

Relevance

The MTE confirms that the Project remains highly relevant for the Caribbean. Building on and integrating the lessons learned from previous phases, Phase III has further enhanced its relevance by focusing more at the community level and working more directly with governments.

Effectiveness

The MTE found that overall progress made towards results is mixed for the Project, though given the early timing for MTE vis-à-vis the period of implementation, this was to be expected. For all five Outputs, however, the MTE found that the targets for most indicators are likely to be achieved by Project end if a 6-month extension is provided. The CHN has expanded and is improving with the relatively new Director in place; Stakeholders have been trained on the ARCHES software, two governments have committed to hosting their national inventories/registries and some are being populated; the Endorsement Program is starting to be launched in the 3 countries; the courses to be offered by UWI's Open Campus in Fall 2019 are being improved, and; a Workshop on addressing awareness and Heritage-related legislation is taking place in Washington in August 2019 . In addition to challenges related to Project start-up delays, it was found that communication among and within countries as well as among stakeholders involved in the different components of the Project has been less than ideal. Though this Phase was improved in that it worked directly with Ministries, more effort could also be placed on enhancing communication between Ministries responsible for Tourism and Culture, and also to raise awareness of decision makers beyond these two Ministries (such as Finance and Planning). Further, it was found there has not been enough of a focus on making the economic case for inclusion of Cultural Heritage as being part of the tourism offering for countries and the region as a whole.

Efficiency

Overall, findings under the element of Efficiency for the Project are mixed. The MTE finds that overall the Logical Framework and its implicit Theory of Change and chain of results are generally valid, though there are a number of important some revisions that could be made to enhance some indicators moving forward. Despite significant delays, most aspects of project implementation are starting to be on track, though the 6-month no-cost extension the MTE recommends will still be needed. The MTE further found the efficiency of coordination with partner institutions to be mixed overall. Lastly, most lessons from previous Phases have been learned and incorporated into the design and implementation of this Phase.

Sustainability

The MTE finds that prospects for sustainability are mixed overall. Only some of mechanisms designed to ensure sustainability and extension of results after project implementation are in place. On-going support of regional institutions for the Project will be critical to its long-term success. Importantly, while UWI seems to have offered to continue hosting the CHN, no agreement has been reached regarding sustaining the coordinator position after project completion.

4.2 Lessons Learned

Some of the key lessons learned through the MTE included:

- (1) Where Heritage and Culture are under or with Tourism in the Government structure, the issue is being advanced better and more quickly.
- (2) Working directly with Ministries has built more ownership and sustainability, and they understand OAS and have working relationships. However, Ministries responsible for Culture can often not be the most prioritized or empowered institutionally in governments.
- (3) Greater publicity and awareness raising about the Project and about Cultural Heritage can enhance community involvement in the nomination and identification process and therefore deepen and enrich the data for the inventories/registries.
- (4) The Project has remaining opportunities to further awareness of key decision makers within Culture and Tourism and beyond those to enhance prospects for raising the profile of Cultural Heritage as part of Tourism in the Caribbean.

4.3 Recommendations

To maximize achievement of results in remaining project period, the following recommendations are made:

Effectiveness

- (1) **The membership process for CHN should be streamlined.** Data collected from stakeholders in Barbados, Guyana, Jamaica and Saint Lucia suggests that overall, the CHN is a good place for sharing and collaboration in the sector. It is, however, recommended that memberships be streamlined.
- (2) **The roles and responsibilities for the CHN and other project activities should be made clearer.** The MTE finds that the new CHN Manager is making a difference in terms of moving this aspect of the Project forward. However, the OAS may want to develop a diagram to clarify structure, hierarchy, roles and responsibilities for the various players involved in this component.
- (3) **The Project should strengthen efforts to deepen awareness of Ministers of Tourism (and Finance and Planning) of the economic potential of Cultural Heritage as part of tourism.** Raising further awareness of this among decision makers is one element missing from the design of the Project. Doing so will enhance prospects for ownership and sustainability. Of note, the Washington DC gathering should emphasize and clearly explain the economic case for Cultural Heritage as being part of the Tourism portfolio for each country and the region.
- (4) **The Project should plan to administer surveys in late 2019 to gather data on relevant Output indicators** and should include a) students who will have taken the online course being offered via

UWI's Open Campus, and; b) Cultural (and other) Authorities who will have attended key workshops focused on awareness raising.

- (5) **The Project should monitor closely the progress being made on all Output indicators yet to be achieved, but should in particular monitor some key project components, including: a) the populating of ARCHES registers/inventories; b) the adoption and roll-out of the Endorsement Program, and; c) UWI's offering of the online courses for Fall 2019.**

Efficiency

- (6) **Indicators related to Output 5 should be revised.** The MTE suggests splitting this indicator into at least two indicators: one focused on measuring levels of 'awareness' and then another looking at issues related to 'legislation.' Additional activities would also assist in the realization of this expected result, and then the indicators here could be revised accordingly to ensure this potential change as well. One further enhancement to both the result and the indicator under Output 5 would be to widen who the Project is attempting to raise the awareness of within each country. Regarding the indicator focused on 'awareness', the Project should consider measuring the '# and/or % of trained officials with increased awareness', rather than seeking to achieve a quantitative target of awareness levels. This would allow Project management to avoid trying to quantify how much awareness was increased and rather how many (and the % of) persons with increased awareness.
- (7) **Indicators related to Output 2 should be revised.** The Project should here also consider measuring the '# and/or % of trained officials with improved knowledge/awareness of new initiatives promoting heritage places in their countries as viable economic resources' (and appropriate targets can be set). This would allow Project management to avoid trying to quantify how much awareness was increased.
- (8) **Indicators at the Goal level should be revised.** Instead of "At least two (2) of the beneficiary countries define and adopt policies aimed at the development of the social and economic potential of their Cultural Heritage", the OAS might want to consider measuring general population involvement or participation in cultural Heritage rather than 'policies', which the Project does not really address .It might be more feasible and also more directly linked to the Project to make this revision.
- (9) **Given the condensed timeline, new targets may need to be developed as well as enhanced monitoring of all targets for each quarter for the remainder of the project.** Project management will need to make a concerted effort to respect the (now condensed) timeline moving forward and to ensure that project stakeholders and beneficiaries do not feel things are being 'rushed.'
- (10) **Communication and coordination between countries and between the different Outputs of the Project should be improved.** Overall, the MTE found the efficiency of coordination with partner institutions to be mixed. The Project has an aim to foster some further communication if not collaboration between Ministries of Culture and Tourism as well **between and among the various implementing partners and countries involved in the Project overall.**
- (11) **The Project should involve the Caribbean Tourism Organization (CTO).** The MTE finds the lack of participation of the CTO in key workshops and the Project overall as a missed opportunity. The MTE recommends inviting and involving CTO for the remainder of the Project to see if their Tourism programming and work with Ministries of Tourism can be brought to bear on enhancing the potential of Cultural Tourism across the region.

Sustainability

- (12) **The Project should pursue more opportunities for synergies with the SBDCs** during the remainder of the Project. One aspect of the project's sustainability plan included the development of synergies with the OAS SBDC Project, as it is envisaged that with the development of the economic potential of the Heritage of the region, new opportunities for business projects in this area will emerge. These synergies however have not yet emerged and therefore this aspect of the sustainability has not yet been addressed.
- (13) **The Project needs to ensure that planned sustainability plans – in particular under Outputs 1, 2, and 3 – are developed and commitment to their implementation ensues.**
- (14) **Estimates should be developed so that appropriate resources and fundraising can take place to ensure the continuation of key aspects of the Project after completion.**

Annex I. Evaluation Matrix

EVALUATION QUESTIONS	INDICATORS	DATA COLLECTION METHOD	SOURCE OF INFORMATION
1. Relevance			
What is the relevance of the Project per the OAS mandate and priorities?	<ul style="list-style-type: none"> Degree to which project align with OAS mandate Degree to which project aligns with OAS priorities for the region 	<ul style="list-style-type: none"> Document review Interviews (and/or FGD) Survey 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Department of Planning and Evaluation, OAS. Beneficiaries OAS strategic and programmatic documents Project documents and reports
What is the relevance of Project as per the priorities of the countries benefitting from the interventions?	<ul style="list-style-type: none"> Degree to which project align with country priorities (per country) 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries
What is the relevance of the Project vis-à-vis other interventions in the countries and the region?	<ul style="list-style-type: none"> Degree to which project is complementary to other projects in the region in a similar sector 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Other IDP project/program documents
2. Effectiveness			
What is the effectiveness of the Project overall (as best reflected in the available results to date)?			
Has there been any strengthening of the institutional capacity of the Caribbean Heritage Network (CHN)?	<ul style="list-style-type: none"> CHN Membership increased by at least 20 % by the month 15 of Project execution 	<ul style="list-style-type: none"> Interviews Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Project documents and reports
	<ul style="list-style-type: none"> At least three (3) CHN Interest Groups operational by the month 15 of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports

EVALUATION QUESTIONS	INDICATORS	DATA COLLECTION METHOD	SOURCE OF INFORMATION
	<ul style="list-style-type: none"> Officials from at least 6 participating countries who were trained in the potential of the CHN for building a sustainable Craft Sector begin meetings with Craftspeople in their respective countries within 3 months of completion of the workshop 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
	<ul style="list-style-type: none"> Drafting of a proposal for sustaining the CHN after the end of the Project is started by month 15 of Project execution 	<ul style="list-style-type: none"> Interviews Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Project documents and reports
	<ul style="list-style-type: none"> Proposal for sustaining the CHN after the end of Project execution is approved by the University of the West Indies by the end of Project execution 	<ul style="list-style-type: none"> Interviews Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Project documents and reports
Has there been promotion of Heritage places in Barbados, Jamaica and The Bahamas as a viable economic resource, involving communities in the process of identifying places of Heritage significance?	<ul style="list-style-type: none"> National Registers/Inventories of Heritage places established and/or enhanced in the three beneficiary countries (Barbados, Jamaica, The Bahamas) by the end of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
	<ul style="list-style-type: none"> At least three (3) facilitators from Barbados, Jamaica and The Bahamas trained in how to involve local communities in the process of identifying places of Heritage value and in how to submit places for inclusion in the National Register/Inventory by the end of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
	<ul style="list-style-type: none"> Awareness of trained officials of new initiatives for promoting Heritage places in their countries as 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries

EVALUATION QUESTIONS	INDICATORS	DATA COLLECTION METHOD	SOURCE OF INFORMATION
	viable economic resources increased by 20% by month 18		<ul style="list-style-type: none"> Project documents and reports
Has a Sustainable Heritage Tourism Endorsement Program been established in Guyana, Jamaica and Saint Lucia?	<ul style="list-style-type: none"> At least two (2) Cultural and/or Tourism Authorities from Guyana, Jamaica and Saint Lucia trained in how to engage communities in identifying authentic Heritage values and places of significance start holding meetings with communities in their respective countries by month 15 of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
	<ul style="list-style-type: none"> Sustainability standards to ensure the authenticity of any products or services submitted for endorsement defined and approved by relevant authority in at least two (2) of the beneficiary countries by month 27 of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
	<ul style="list-style-type: none"> A total of at least nine (9) businesses among the three (3) beneficiary countries (Guyana, Jamaica and Saint Lucia), approved for enrolment in the Endorsement Program by the end of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
Has Regional Heritage Education Curricula been enhanced?	<ul style="list-style-type: none"> Two (2) online courses in Heritage (offered in Phase 2 of Project) reviewed and improved by month 15 of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
	<ul style="list-style-type: none"> Positive average increase in knowledge of course content by course participants by end of Project execution 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
Has awareness of regional Cultural Authorities of the critical importance of protecting the region's	<ul style="list-style-type: none"> Positive average increase in knowledge and awareness of 	<ul style="list-style-type: none"> Interviews (and/or FGD) 	<ul style="list-style-type: none"> Project Team Member countries

EVALUATION QUESTIONS	INDICATORS	DATA COLLECTION METHOD	SOURCE OF INFORMATION
Heritage, of the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation been enhanced?	regional Cultural Authorities of the importance of protecting regional Heritage, the essential components of effective Heritage protection legislation and of methods of evaluating and improving existing legislation by end of Project execution	<ul style="list-style-type: none"> Survey Document review 	<ul style="list-style-type: none"> Local and national counterparts Beneficiaries Project documents and reports
Management, Monitoring and Evaluation of Project	<ul style="list-style-type: none"> At least two (2) MOUs signed with the three beneficiary countries by month 8 of Project execution. 	<ul style="list-style-type: none"> Interview Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Project documents and reports
Has the crosscutting issue of gender perspective been addressed in the project? If so, how?	<ul style="list-style-type: none"> Evidence of incorporation of a gender perspective approach in Project design Evidence of incorporation of a gender perspective in Project execution #/type of effects/results of gender perspective approach 	<ul style="list-style-type: none"> Interviews (and/or FGD) Survey Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Beneficiaries Project documents and reports
3. Design and Management			
Was the Project's implicit Theory of Change and chain of results (Logic Model) valid?	<ul style="list-style-type: none"> Degree to which Theory of Change was/is valid for achievement of expected results Degree to which the chain of results was/is valid for achievement of expected results 	<ul style="list-style-type: none"> Interview Document review 	<ul style="list-style-type: none"> Project Team Member countries Local and national counterparts Project documents and reports
Are the Project's indicators S.M.A.R.T.? Are the outcome indicators the appropriate measurement of success?	<ul style="list-style-type: none"> Degree to which Project indicators are S.M.A.R.T. Level of appropriateness of Outcome indicators for measurement 	<ul style="list-style-type: none"> Interview Document review 	<ul style="list-style-type: none"> Project Team Local and national counterparts Project documents and reports
Was the process for the selection of beneficiaries done based on pre-established criteria, and were the criteria appropriate and relevant?	<ul style="list-style-type: none"> Level of appropriateness and relevance of criteria for the selection of beneficiaries 	<ul style="list-style-type: none"> Interview Document review 	<ul style="list-style-type: none"> Project Team Local and national counterparts Project documents and reports

EVALUATION QUESTIONS	INDICATORS	DATA COLLECTION METHOD	SOURCE OF INFORMATION
<p>Were lessons learnt from Phases I and II taken into account during the design and applied during the implementation of Phase III?</p> <p>Were best practices and recommendations from the previous evaluation taken into account during the design and applied during the implementation, and if not why?</p>	<ul style="list-style-type: none"> • Evidence that lessons learnt from Phases I and II taken into account during the design and applied during implementation of Phase III • #/%best practices and recommendations from the previous evaluation taken into account during the design and applied during implementation 	<ul style="list-style-type: none"> • Interview • Document review 	<ul style="list-style-type: none"> • Project Team • Local and national counterparts • Project documents and reports
<p>Did the Project team apply results-based management principles from its inception to date?</p> <p>Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of Project's actions?</p> <p>Were risks analyzed and managed throughout implementation?</p>	<ul style="list-style-type: none"> • Evidence of RBM principles used in management of the Project • Evidence of use of the monitoring mechanism as a tool for follow up and adaptive management • Evidence of risk analysis and management • Perspectives on management and coordination, team management, implementation of the project's institutional arrangements in general 	<ul style="list-style-type: none"> • Interview • Document review 	<ul style="list-style-type: none"> • Project Team • Local and national counterparts • Project documents and reports
<p>How efficient has coordination with partner institutions and other relevant stakeholders been?</p>	<ul style="list-style-type: none"> • Degree of efficiency of coordination with partner institutions and other relevant stakeholders 	<ul style="list-style-type: none"> • Interview • Document review 	<ul style="list-style-type: none"> • Project Team • Member countries • Local and national counterparts • Other relevant stakeholders • Project documents and reports
<p>Has there been any delays in Project implementation? If so, why?</p>	<ul style="list-style-type: none"> • Number and types of delays encountered • Perceptions with regards to timeliness of project implementation 	<ul style="list-style-type: none"> • Interview • Document review 	<ul style="list-style-type: none"> • Project Team • Member countries • Local and national counterparts • Project documents and reports
<p>Have project reports been submitted as planned, on schedule and of high quality?</p>	<ul style="list-style-type: none"> • Preparation and submission of at least 4 semi-annual Progress reports • Quality of projects submitted 	<ul style="list-style-type: none"> • Document review 	<ul style="list-style-type: none"> • Project documents and reports
4. Sustainability			

EVALUATION QUESTIONS	INDICATORS	DATA COLLECTION METHOD	SOURCE OF INFORMATION
What steps have been taken (building blocks) to address the institutional and financial sustainability of the interventions financed by the Project?	<ul style="list-style-type: none"> • #/type of steps taken to address the institutional sustainability of Project interventions • #/type of steps taken to address the financial sustainability of Project interventions • Proposal for sustaining the CHN after the end of Project execution is approved by the University of the West Indies by the end of Project execution 	<ul style="list-style-type: none"> • Interviews • Document review 	<ul style="list-style-type: none"> • Project Team • Member countries • Local and national counterparts • Project documents and reports

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Heritage Legislation, Policy, and Initiatives in the Caribbean Region

http://coherit.com/projectfiles/Appendix_A_HeritageLawSummaries.pdf

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On the Utility of Web-based heritage inventories (Arches in particular)

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