

Training in Action (TiNA)

Impact Evaluation

Report for the British Council and the Department for Digital, Culture, Media & Sport

Prepared by Impact Stories

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1. Executive Summary

Introduction

- This document is a report on an evaluation of the Training in Action Programme (TiNA) which aimed to assess the ongoing impact of the programme up to five years after its conclusion.
- Training in Action was an extensive, applied training programme implemented in Libya and Tunisia in 2017-2019 for the benefit of heritage professionals and institutions in the countries.
- Both Tunisia and Libya face a wide range of social and economic challenges, including high youth unemployment. Libya has been wracked by civil war since the overthrow of President Gaddafi in 2011 and is currently divided, with two rival governments in the West and East of the country and several other areas, including large parts of the south of the country, under the effective control of rival groups.
- Cultural heritage within both countries is threatened by a number of common challenges including looting, trafficking, neglect, uncontrolled construction, agricultural expansion and climate change. Heritage in Libya is also threatened directly by conflict.
- The TiNA programme was developed after consultation about sector needs with the relevant heritage ministries for each country and implemented following discussions between the Department of Archaeology, Durham University (UK) and key in-country partners: the Department of Antiquities (DoA) (East and West), Libya and the National Heritage Institute (INP), Tunisia.
- TiNA was part of the first-phase project portfolio of the Cultural Protection Fund (CPF) established in 2016 with the aim of protecting cultural heritage at risk, especially in conflict-affected zones.
- The Fund is financed by the UK's Department for Culture Media and Sport (DCMS) and implemented by the British Council.

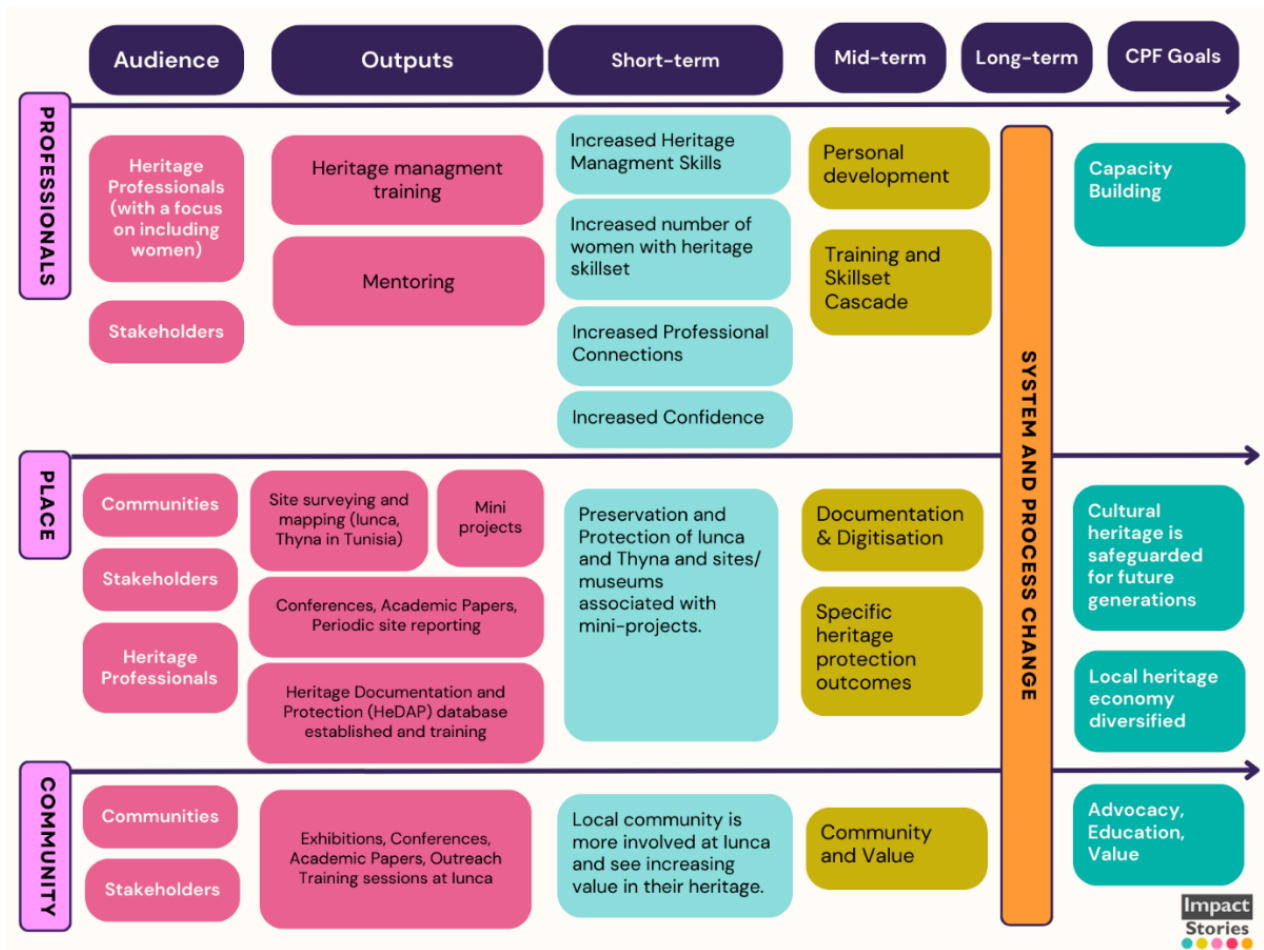
Training in Action

- Training in Action was designed to take an integrated approach to capacity building that responded to the specific needs of Libyan and Tunisian heritage organisations and professionals.
- In practice, the programme involved 26 weeks of professional heritage training sessions.
 - A total of 72 heritage professionals and 4 border police staff were trained, with 27 heritage professionals going on to receive more advanced and specific training,
 - Advanced trainees went on to implement mini projects in their respective areas of heritage interest, supported by relevant training and mentorship. A total of 33 mini projects were carried out throughout the TiNA programme.
- Training took place at the site of Iunca, located 45 km from Sfax on the southern coast of Tunisia.

Research and Methodology

- A Theory of Change (ToC) and Impact Framework for The Training in Action programme was designed to inform and structure the evaluation (Chart 1).
- The Theory of Change and Impact Framework illustrate the causal chain of impact through TiNA and identify the types of outcomes expected to be realised through the programme

- The evaluation research was a mix of secondary, documentation research and primary research using online surveys and interviews with advanced trainees of the programme and a wider group of stakeholders in the two countries. Survey responses were received from 26 of 27 advanced trainees. Interviews were undertaken with 8 of these advanced trainees and 7 wider stakeholders.



Training in Action: Theory of Change and Impact Framework

Impact: Personal Development

- All 26 advanced trainees who responded to the survey (out of the 27 who actually undertook the advanced training) are still working in the heritage field.
- 17 of 26 respondent trainees (65%) have advanced to a more senior or influential position within the heritage sector since completing their training, which means that the next generation of heritage leaders and administrators in the two countries are likely to have benefited from the learning and experience delivered through TiNA.
- Almost all of these trainees (16 out of 17) believe that the TiNA training and experience has directly contributed to their career advancement.
- Increased confidence is highlighted by almost all trainees as a key benefit of TiNA.
- Feedback suggests that the areas of skills development through TiNA which are most beneficial and are being most widely used by advanced trainees in their current professional practice cover both heritage-specific and general skills areas.
- Within general skills areas, learning and experience around team working, monitoring and evaluation, leadership, effective communication and project management are considered to have been especially valuable.
- In terms of heritage specific skills, the ones most widely used by advanced trainees after completion of TiNA have been those of documentation and digitisation, field survey techniques (GPS), Community outreach, Geographical Information Systems (GIS), Site mapping and Photogrammetry.
- New technology is at the heart of most of these skills areas and for this reason learning and experience in foundational IT skills was also impactful for a large share of advanced trainees.
- The opportunity to communicate and connect better with other heritage professionals in their country and region is also seen as having been a major benefit of TiNA, with 23 of 26 advanced trainee respondents (88%) saying that this facilitation of networking was a positive impact.
- A specific aim of the TiNA programme was to include women in the heritage sector in the training. 25 (out of 72) trainees within the wider TiNA programme were women (35%) and among the 27 advanced trainees, 6 were women (22%).

Impact: Training and skillset cascade

- A significant impact of the TiNA programme model was that it gave skills and confidence to a group of professionals who to a large extent became trainers themselves, so multiplying the impacts of TiNA within the wider heritage sector in both countries and supporting capacity building over the longer term.
- TiNA advanced trainees are estimated to have cascaded elements of their training to c256 further heritage professionals and to have shared training materials with c125 further heritage professionals within the two countries.

Impact: Documentation and Digitisation

- Training in documentation and digitisation, including use of the Heritage Documentation and Protection (HeDAP) application for efficient digital museum collection and artifact recording, is viewed by advanced trainees as being the most valuable area of heritage skills development within TiNA for current working practices.
- HeDAP has the potential to create very significant systemic impact in Libya because the platform has been adopted as the national museum database, a national inventory of museums and a reference source for fighting against the illicit trafficking of antiquities.
- 12 of the advanced trainees, primarily in Libya, report that they currently use and/or upload documentation to the HeDAP platform.
- Over half of advanced trainees (14 out of 26) say they have also trained others on how to use and upload to the HeDAP platform. In total, these trainees report that they have trained c143 further heritage professionals since the TiNA programme training which points to the sustainability of the training model and relevance of HeDAP.
- The tangible outputs of documentation and digitisation training include over 6,000 objects recorded, documented, and digitised.
- Work within TiNA resulted in the development of a Management Plan for the lunca site (Leone et al 2019) and the definition of the buffer zone which will be used to protect the site from encroachment and future development. The plan and buffer zone were accepted by INP and the work at lunca through Training in Action was formally recognised in a letter from the Director of INP in 2020.
- Work at lunca and the increased attention brought to it among both the public and government officials also made a contribution to the award of tourist municipality status to the local town of Mahares. TiNA training in the municipality brought short-term economic benefits for the town but the promotion of the town as a tourist destination (as part of a coastal trail of cultural heritage sites) has the potential to bring longer-term economic benefits.
- The 33 mini projects undertaken by advanced trainees expanded the impact of specific heritage protection outcomes to a number of other important sites around Tunisia and Libya.
- Since participating in TiNA, the majority of respondent advanced trainees (22 - 85%) say they have been involved in or initiated, new projects, outreach programmes or activities in heritage protection.
- Even where advanced trainees have not initiated projects themselves, they have often applied knowledge and learning gained through TiNA to work in other projects in which they have been involved since the completion of TiNA.

Impact: Specific Heritage Protection Outcomes

- lunca, the site of the training in Tunisia, was a direct beneficiary of the application of the training.

Impact: Community and Value

- Potentially one of the most significant longer-term impacts of TiNA has been its transformation of understanding among heritage professionals and stakeholders of the importance of community engagement and outreach around the value of the countries' cultural heritage.
- Community outreach is now regarded as one of the three most important areas of learning and skills development gained through TiNA for improving the effectiveness of heritage protection in the future. Community outreach is also one of the top 5 TiNA skills areas that advanced trainees report using and benefiting from in their current work and role and an area which many feel has had a significant impact on their heritage practice.
- Key stakeholders in the region also emphasise the changing understanding of the value of heritage outreach supported by training and experience through TiNA:
- 21 of 26 (81%) advanced trainees say they have seen an increase in the importance attached to community engagement with heritage protection by government organisations (DoA or INP).
- 13 out of 26 (50%) advanced trainees responding to the survey say they are currently undertaking community focused activities or programmes and there has been a particular focus on outreach to schools and children.

System and Process Change: The Overall Legacy of TiNA

- The holistic nature of the TiNA training gave advanced trainees a broader and deeper skillset along with increased confidence to practise effectively.
- Equally importantly for the future of heritage protection, a large majority of advanced trainees also appear to have undergone a significant change in their understanding of the value and requirements of heritage protection in their country and in their motivation to make a difference.
- The technological upskilling through the programme of staff in the two key institutions – DoA and INP - is recognised as a particularly important aspect which both trainees and stakeholders anticipate will have lasting positive impacts.
- Through a mixture of increased skills and organisational confidence, TiNA has also contributed to a change in mindset at an institutional level which embraces a greater ability to think and act holistically and strategically.
- TiNA's very deliberate policy of bringing together heritage professionals with some members of the police and border force was also important both in terms of developing skills among a wider set of professionals with an interest in heritage protection and in facilitating the building of connections and relationships between these different institutional groups.

- The TiNA model of integrated heritage and management skills training embedded through guided experience has also significantly influenced wider thinking about approaches to training within the region.
- The facilitation of network growth through TiNA has enabled trainees to increase their understanding of shared opportunities and challenges across the heritage sectors in Tunisia and Libya and supported a greater level of cooperation and coordination between different in-country institutions and agencies.
- In terms of long-term systems change, the introduction of HeDAP supported by TiNA has the potential to be transformational within Libya.
- To an extent TiNA has also supported the raising of the profile of heritage in Libya and Tunisia on the world stage.
- Overall, advanced trainees believe that TiNA has left a positive legacy of impact on heritage protection and preservation in their country. All respondent advanced trainees believe that TiNA has had an overall positive impact including 13 of 25 (52%) who believe that it has had '*a very great deal*' of positive impact.
- The successful delivery of TiNA and the positive impacts evidenced through this report reflect positively on UK expertise, especially within the universities of Durham, King's College London and University College London. It also reflects positively on the expertise and regional focus of the British Council.
- The development of HeDAP has now led Durham University to become involved in a Europe-funded project, EUAM Iraq, which has been created by the European community to improve security and reduce illegal trafficking in Iraq. Durham University is also leading further projects funded by CPF in the region.
- More widely, TiNA (as a specific example of CPF) supports perceptions of the UK as a '*Force for Good*' in the world and supports the British Council's aim of building increased trust and understanding through a Cultural Relations approach. The British Council and the Cultural Protection Fund are now better known and regarded within the DoA and INP.
- The facilitation of contacts and networks with UK partners as well as with international practitioners more widely is seen as a positive impact of the programme by participants and stakeholders.

Impact for the UK

- The development of local and institutional capacity through TiNA was supported by fostering and strengthening links and partnerships with world class institutions in the UK.

2. Introduction & Objectives

2.1 Introduction

- This document is a report on an impact evaluation of the Training in Action Programme (TiNA).
- Training in Action was an extensive, applied training programme implemented in Libya and Tunisia in 2017-2019 for the benefit of heritage professionals and institutions in the countries.
- TiNA was part of the first-phase project portfolio of the Cultural Protection Fund (CPF). The Fund is financed by the UK's Department for Culture Media and Sport (DCMS) and implemented by the British Council.
- The evaluation aimed to assess the longer-term impact of the programme with a focus on impact on and through advanced trainees of the programme and key heritage stakeholders in the two countries.
- The evaluation builds on a previous evaluation conducted by the Training in Action team directly post-programme completion (Leone, 2019) which assessed the immediate, short-term outputs of the programme.

2.2 Objectives

- As outlined in the Cultural Protection Fund (CPF) Evaluation Grants Guidance document (Cultural Protection Fund), the objectives for this evaluation were to:

- Measure how well Cultural Protection Fund projects have achieved the fund's outcomes,
- Gather further understanding of how Cultural Protection Fund projects have an impact in the medium-term,
- Strengthen the case for future funding from Government for CPF,
- Strengthen the case for future funding of heritage work and the organisations in this round.
- Thus, the key focus of this evaluation was to identify the ongoing impact of TiNA up to five years after the intervention.

2.3 Report Structure

- This evaluation report is structured around the following headings:
 - Background
 - Evaluation Video
 - Research and Methodology
 - Key Learnings from TiNA Post-completion Evaluation
 - Impact
 - System and Process Change: The Overall Legacy of TiNA
 - Recommendations, Lessons and Learnings
 - Additional appendices and relevant information

3. Training in Action Evaluation Video

- An evaluation video has been developed to bring the programme's impact to life and features the direct impact testimonies of TiNA trainees. The video complements the comprehensive evaluation presented in this report and allows for a more dynamic and creative exploration of the evaluation's findings.



Video by Chris Boyd.

- Please visit <https://www.youtube.com/watch?v=VRhmJHHssY4> to watch the Training in Action Evaluation Video
- Footage taken in in 2017 and 2023 by Chris Boyd with additional fieldwork footage filmed in 2017 by Thomas Wootton.

4. Background

4.1 The Cultural Protection Fund (CPF)

- The Cultural Protection Fund (CPF) was established in 2016 with the aim of protecting cultural heritage at risk in conflict-affected zones. In 2019 the fund expanded its remit to include the protection of cultural heritage at risk because of climate change and natural disasters.
- The fund also aims to help create sustainable opportunities for social and economic development through building capacity to foster, safeguard and promote cultural heritage.
- The fund is managed by the British Council in partnership with the UK Department for Digital, Culture, Media & Sports (DCMS). CPF is financed through UK Official Development Assistance (ODA). During the period covered by this evaluation, £30m was made available to projects in 12 ODA-eligible countries and Territories in the Middle East and North Africa (MENA) region.
- The scope of the fund includes both tangible (physical) heritage: buildings, monuments, artefacts etc. and intangible heritage: languages, traditions, customs, crafts etc.
- Grant applications to the fund are accepted under competitive funding rounds. In the phase which included TiNA, grantees were required to partner with at least one locally based organisation in one or more of 12 target countries and Territories in the Middle East

and North Africa region: Afghanistan, Egypt, Jordan, Lebanon, Libya, Iraq, the Occupied Palestinian Territories, Sudan, Syria, Tunisia, Turkey and Yemen.

- CPF adopts a deliberate bottom-up approach, prioritising engagement with local communities. This approach is almost universally endorsed by other funders and practitioners working in heritage in recognition of the fact that it is inappropriate to be perceived to be doing things to communities rather than with them.
- As well as ethical concerns, this approach reflects experience that shows that engaging with local communities and giving them ownership of heritage increases the likelihood that sustainable impact will achieve.

4.2 The need for Training in Action

- The Training in Action programme emerged as a response to general challenges to the protection of cultural heritage in the MENA region including:
 - Challenging social and political contexts,
 - Difficulty in controlling development, and the destruction of the physical and archaeological landscape,
 - Looting of sites, monuments and museums,
 - Limited access to sites for heritage professionals.

- The programme was instigated after consultation with the relevant heritage ministries for each country and developed following discussions between the Department of Archaeology, Durham University (UK), programme co-instigators and key in-country partners: the Department of Antiquities (DoA) (East and West), Libya and the National Heritage Institute (INP), Tunisia.
- Following consultations with partners, key threats to cultural heritage in Libya and Tunisia to which TiNA aimed to respond were identified as being:
 - The cultural landscapes of both countries are under significant threat from the uncontrolled expansion of urban settlements, illegal development and the occupation of heritage sites,
 - Unrestrained economic activity including farming and quarrying and the impact of environmental factors such as coastal erosion,
 - The risk of damage or destruction to historical sites from armed conflict, deliberate destruction and vandalism,
 - Objects on sites and in museums are under threat from a lack of basic conservation as well as theft and vandalism,
 - Inadequate storage, a lack of inventories and poor management strategies exacerbating the risk of theft, loss and damage.

“An emphasis on the need for a dynamic and fast responding heritage management system to more effectively protect ‘at risk’ heritage whilst reducing costs and improving efficiency was established as a key priority; with Training in Action designed to respond to such needs.” (Leone, 2019, p3)

4.3 Programme Partners

- The key in-country partners for TiNA were the Department of Antiquities (DoA) (East and West), Libya and the National Heritage Institute (L'Institut National du Patrimoine, INP), Tunisia.
- The Libyan **Department of Antiquities (DoA)** is responsible for the preservation, study, and management of the country's rich archaeological heritage, overseeing five UNESCO World Heritage sites and many more significant sites across Libya. Following the 2011 revolution and western military intervention, Libya continues to endure ongoing conflict, exacerbating pre-existing challenges to the protection of the nation's heritage due to the protracted civil war. This significantly impacts the DoA's capacity to safeguard and conserve heritage, as well as enforce regulations to control development in and around sites. Presently, the DoA operates effectively under the authority of both the Eastern and Western de facto governments in the country.

- **L'Institut National du Patrimoine (INP)** in Tunisia is the central government institution tasked with the preservation, study, and management of the country's cultural heritage. Responsible for safeguarding Tunisia's historical legacy and seven UNESCO World Heritage sites, the INP plays a vital role in maintaining its rich tapestry of heritage sites and artifacts. This encompasses a wide array of activities, including archaeological research, conservation efforts, heritage documentation, and public engagement initiatives. Following the 2011 revolution, Tunisia has faced periods of political instability and heightened challenges in protecting its heritage due to increased instability, potential looting, and difficulty enforcing heritage preservation regulations.
- Both countries have a shared cultural heritage and common history, with archaeology of outstanding universal value including prehistoric, classical, medieval and Islamic sites and cities. Access to resources and sustained funding remain challenges for both the DoA and INP.
- Appendices 1 and 2 provide further detail of the cultural heritage context in-country.
- The Durham University Team was composed of **Anna Leone, Marco Nebbia, Patricia Edwards, Tom Fitton, Nadia Khalaf and Mftah Alhddad.**

- Additional UK programme implementation partners were the team from University College London (UCL) with co-investigators **Dr Corisande Fenwick** (UCL) supported by **Gai Jorayev**, and **Guy Hopkinson; Nathalie Gonzalez** and **Christopher Curtis** (from UCL's Archaeology South-East) and the team from King's College London (KCL) with co-investigator **Dr William Wootton**, supported by **Hiba Alkhalaf, Ala Al Abashi, and Hafed Walda.**

4.4 Training in Action

- Training in Action was designed to take an integrated approach to capacity building that responded to the specific needs of Libyan and Tunisian heritage organisations and professionals.
- Its design and implementation reflected many prior years of experience of working in the region alongside key heritage organisations within the Durham, Kings College London and UCL University teams.
- TiNA was the first stand-alone training programme in the two focal countries that aimed to integrate heritage documentation, conservation and site management in its activities model.
- TiNA's integrated focus on community advocacy, education, and management training alongside digital heritage skills is a programme model designed to enhance cultural heritage protection and preservation through capacity building. The programme aimed to emphasise the value of heritage, not only intrinsically but also for its broader societal, social, and economic benefits throughout training.

- The Training in Action (TiNA) programme aligned to key aims of CPF, particularly in promoting effective outreach and inclusion of local communities to ensure sustainable heritage projects and protection. In addition, the project aimed to support career progression for women heritage professionals in the region.
- In practice, the programme involved 26 weeks of professional heritage training sessions:
 - A total of 72 heritage professionals and 4 border police staff were trained, with 27 heritage professionals going on to receive more advanced and specific training.
 - Advanced trainees went on to execute mini projects in their respective areas of heritage interest, supported by relevant training and mentorship. A total of 33 mini projects were carried out throughout the TiNA programme.
- Training took place at the site of Iunca, located 45 km from Sfax on the southern coast of Tunisia. The site has several extant archaeological remains including a large fort and three Christian churches. Iunca was a base throughout the TiNA programme with trainees using the site for integrated skillset training.
- The specific outcomes and outputs of TiNA were:
 - **Capacity Building within the DoA (Libya) and INP (Tunisia).** The programme partners wanted the TiNA training to have ongoing impact by being useful to, and used by, trainees in their everyday heritage work beyond the programme.



Confidence building was also a key objective to be achieved through a programme of training in classroom and in the field as well as through encouraging advanced trainees to present their mini-project work and to liaise with local partners. These actions were designed to build the personal and heritage-specific skillset of the 'next generation' heritage workforce in Tunisia and Libya.

- Immediate programme outputs to build the capacity of heritage professionals included diverse skills training and mentoring.
- **Resource Use and Development:** TiNA aimed to provide training and outreach materials that could be used to cascade learning.

- The immediate programme outputs included training materials that were available for all trainees to use and refer to on an ongoing basis. Lesson plans and outreach activities were produced for different engagement and education levels. A large number of outreach activities were conducted across mini projects, including events, exhibitions and open days.
- **Increased Collaboration** between the two lead heritage organisations DoA (Libya) and INP (Tunisia) and the heritage professional trainees within and across the two countries.
- The immediate programme outputs included opportunities to network and make connections through training events and mini projects. A post-programme TiNA conference was held in 2019.
- **HeDAP:** the Heritage Documentation and Protection (HeDAP) application and database was developed to create an online database for portable antiquities in Libya and Tunisia, to support the creation of digital catalogues of Museums, storerooms and objects scattered on sites.
- Training in the use of HeDAP was an important deliverable within the TiNA programme with a large number of objects (over 6,000) recorded throughout the training and the mini projects.
- **Improve Protection and Preservation of cultural heritage sites**, monuments and artifacts, allowing for the better preservation and protection of heritage in the region.
- The immediate programme outputs included documentation and conservation planning at the case study sites of Iunca (Tunisia) and across Libya and Tunisia through mini projects. Documentation and digitisation of heritage across case study sites and museums, archives and ministries included site surveying and mapping, 3D modelling, geophysics. Further outputs included conferences, academic papers and periodic site reporting.
- TiNA received initial funding of £657K through CPF to cover activities from 2017 to March 2019.
- The programme was extended with a second round of funding until December 2019 (£295,000). This second round of funding enabled activities that mainly focused on the expansion and development of the HeDAP platform, further training on GIS predictive modelling, geophysics, condition assessment and engagement with local communities.

5. Research and Methodology

5.1 Evaluation framework

- A Theory of Change (ToC) and Impact Framework for The Training in Action programme was designed to inform and structure the evaluation, with mid and long-term outcomes the areas of impact researched (Chart 1).
- The Theory of Change and Impact Framework illustrate the causal chain of impact through TiNA and identify the types of outcomes expected to be realised through the programme.
- The ToC was itself informed by the analysis undertaken in 2019 immediately following the completion of TiNA and through discussions with the programme team. It was also aligned to the target outcomes of the Cultural Protection Fund.
- Within CPF, funded projects have been expected to deliver against a mandatory cultural heritage protection goal and one or both Capacity-building and Advocacy/Education goals.
- **Cultural heritage protection goal** - Cultural heritage under threat is researched, documented, conserved and/or restored to safeguard against permanent loss,
- **Capacity-building goal** - Local professionals have sufficient business or specialist skills to be able to manage and promote cultural assets which [will] benefit the local economy and society,
- **Advocacy/Education goal** - Local people are able to identify and value their cultural heritage and have a good understanding of what can be done to protect their cultural heritage and the role it plays in society and the economy.
- These goals are reflected in the long-term goals of the TiNA programme represented on the far right of the TiNA ToC and Impact Framework for evaluation.
- Within this evaluation, the mid to longer-term impact of the TiNA programme has been reviewed against five mid-term outcomes and an overarching legacy outcome of System and Process change
 - Personal Development
 - Training and Skillset Cascade
 - Documentation and Digitisation (including HeDAP)
 - Specific Heritage Protection Outcomes
 - Community and Value
 - System and Process Change: The Overall Legacy of Training in Action.

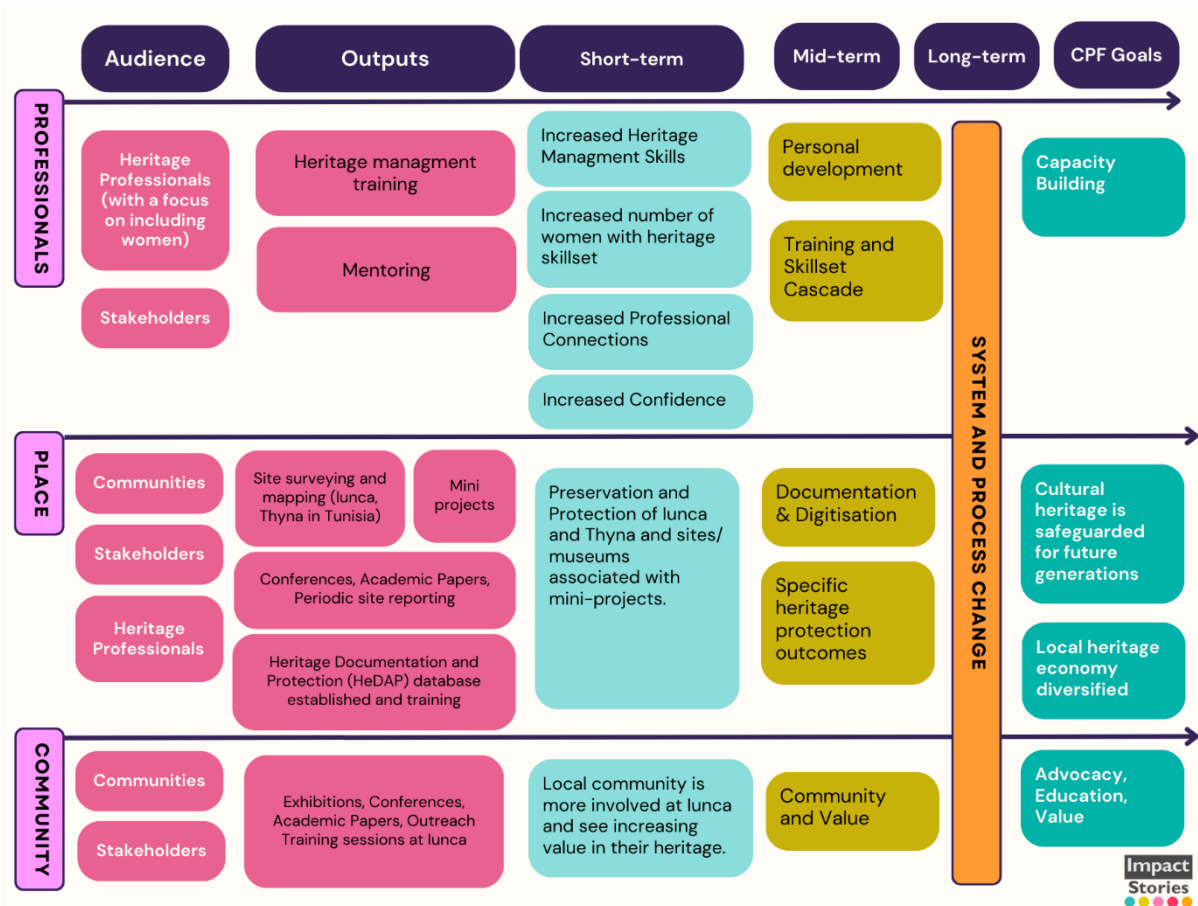


Chart 1, Training in Action Theory of Change and Impact Framework.

5.2 Research Methodology

- The evaluation to assess impact is based on a mixture of primary and secondary research activities:
 - **Analysis of secondary data:** A review was conducted of documentation on TiNA to help inform and frame subsequent stages.
 - Programme documentation around TiNA,
 - Post-programme evaluation report,
 - Research conducted by Training in Action programme team,
 - Digital / social media provided by Training in Action programme and local partners,
 - Audience numbers shared by Training in Action programme and local partners,
 - Academic articles related to heritage protection in Tunisia, Libya and/or conflict zones, and/ or referencing Training in Action programme.
- Primary data collection was undertaken with two main audiences:
 1. **Advanced Trainees within Training in Action:** Participants of the TiNA programme who received advanced training, designed and developed a mini project with the programme and received extended training and outcomes of Training in Action were the key audience for assessing longer term impact.
 - Selection of advanced trainees for surveying and in-depth interviews was a result of their extensive participation in the

programme and their in-depth familiarity with TiNA. In comparison, first round trainees did not receive mentorship,

- Advanced trainees were mostly still working within the heritage profession in Tunisia and Libya and thus were relevant for a follow up evaluation..

2. Wider Stakeholders of the programme:

These key stakeholders all knew of and/or are engaged with Training in Action and/or HeDAP but did not themselves receive any training from programme. They work for a range of relevant organisations in the two countries, including UNESCO, the DoA, INP, the Environment and Sustainable Development Association.

- The two primary data collection activities were:

1. **Online quantitative survey:** an online survey was distributed (via local partners) to advanced Training in Action Trainees. This was translated into Arabic by a local partner and disseminated to trainees through Libyan and Tunisian partners.

- Survey responses were received from 26 of 27 advanced trainees (14 in Libya and 12 in Tunisia).

2. **Structured in-depth interviews:** 8 structured interviews (5 in Libya and 3 in Tunisia) were conducted with heritage professionals who undertook advanced training within the Training in Action programme. 7 interviews were conducted with wider stakeholders (4 in Libya and 3 in Tunisia).

- Interviews were arranged directly or via programme partners to reflect local relationships and protocols. Interviews were conducted in the local language if the interviewees preferred. Interviews were recorded and the findings summarised.



6. Learnings from TiNA Post-completion Evaluation

- The first evaluation of TiNA (Leone, 2019) included a series of surveys aiming to measure immediate feedback on the training.
- Engagement, satisfaction and perceived relevance are commonly regarded as initial indicators of the effectiveness and long-term potential of training programmes in line with Kirkpatrick's foundational model for the evaluation of training programmes (Kirkpatrick D. and Kirkpatrick J., 2006).
- **Engagement:** Over 76 participants (72 heritage professionals and 4 border police) took part in the basic level TiNA training activities. Participants were chosen in consultation with DoA and INP. Of these, 27 trainees were selected for advanced training based on a range of criteria including their level of engagement, existing skills and motivation.
- The level of engagement among advanced trainees was monitored as they were expected to present and discuss their mini project work at regular meetings. A total of 33 mini projects were conducted in partnership with local museums and organisations such as the Dejrba museum, archaeological sites at Sfax, Thyna, Cyrene, Sousa, Qasr Libya, Beyda, Tocra, Ptolemais, the Acholla Spring Festival during the celebration of Tunisian Heritage Month, and the Prince Claus Foundation.
- **Satisfaction:** Feedback through the surveys showed that participants were generally satisfied with course materials and the scope and delivery of training.
- **Relevance:** Feedback given directly after the programme identified that participants considered the teaching to be widely relevant to their work. Mini projects were designed by advanced trainees to reflect their areas of heritage interest and expertise which participants considered relevant to their job and everyday tasks.

7. Impact: Personal Development

7.1 Increased professional confidence

- Impact through personal development focuses on the personal and professional outcomes of the programme for the individual. It encompasses outcomes for the individual of increased confidence, specific skills development, career progression, the growth of professional networks and specific capacity building of female trainees.
- Increased confidence is highlighted by trainees as a key benefit of TiNA. 24 out of 26 advanced trainees (92%) who responded to the online survey reported that their training and experience with TiNA had had a large positive impact (responses 3,4 on a 0-4 scale) on their confidence to work as a heritage professional. Supporting heritage professionals to lead their own teams, conceive and carry-out projects and to take initiative to address specific heritage and site needs is important in helping to build long-term capacity and develop a network of capable heritage professionals in Tunisia and Libya.

“The programme increased my self-confidence in working independently. It encouraged me to form and lead teams and work in the field.”
(Advanced Trainee, Libya)

- Trainees have grown in confidence because TiNA invested in them as professionals. Their participation in the programme reinforced both their self-esteem and their understanding of the value of the role they are playing in their country.

“In the DoA, I think that the program contributed to the preparation of staff and enabled them to do useful work. They began to feel that they are playing important roles and are proud of themselves, and they became more important before they received this training and tried to develop themselves and develop work in their departments.” (Stakeholder, Libya)

- The increased confidence also underpinned the ability of trainees to implement and use the specific heritage skills they acquired during the training programme.

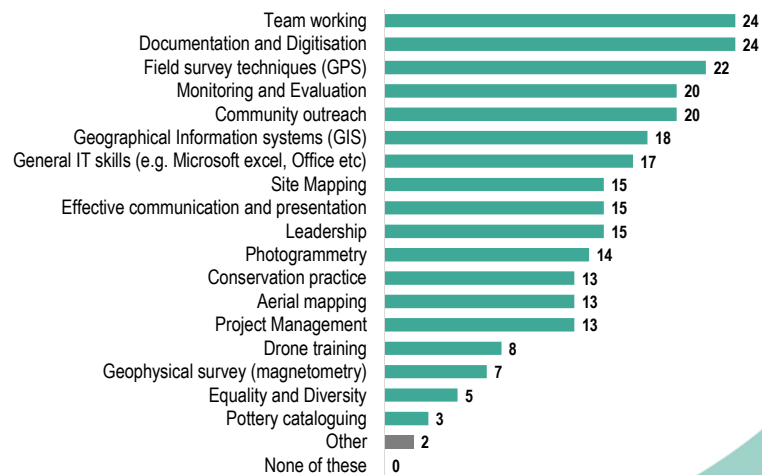
“Among the most important long-term results of this project is the creation of confidence among the trainees in carrying out surveys, documentation, registration, and evaluation of archaeological sites with professionalism and competence.” (Stakeholder, Libya)

7.2 Professional Skills

- The core aim of TiNA was to equip heritage professionals with a wider range and a higher level of skills relevant to their work and to ensure that their skills and knowledge were more closely aligned to contemporary international good practice in heritage management.
- TiNA provided training and experience in domain-specific heritage skills areas such as photogrammetry and field survey techniques but also in general management practice including leadership, team working and project management.
- The data of Chart 2 suggest that taking this broad approach was the right one because among advanced trainees the areas of skills development through TiNA which are being most widely used cover both heritage-specific and general skills areas. Training in skills areas which are not strictly heritage specific,

Team working, documentation/digitisation skills and field survey techniques are among the skills developed through TiNA being most widely used by heritage professionals

Which, if any, of the following areas of learning and skills development gained through TiNA do you use, benefit from or apply in your current work and role...? Please select all that apply.



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (26)

Training in Action Project Evaluation

Chart 2, Beneficial areas of skills development through TiNA

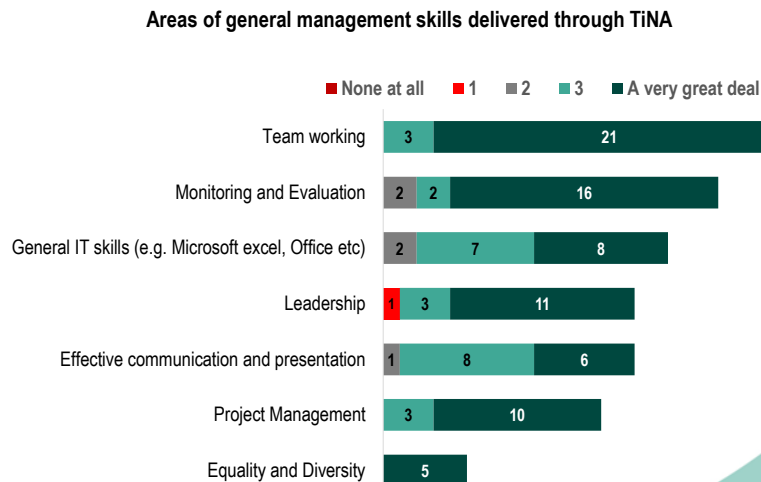
- such as management and communication skills, are increasingly understood to be vital to individual and organisational capacity building in heritage protection.
- Importantly, all 26 advanced trainees who responded to the survey (out of the 27 who actually undertook the advanced training) are still working in the heritage field.
 - In terms of general management skills:
 - 24 out of 26 advanced trainees (92%) say they are benefiting in their current role from their learning through TiNA around team working,
 - 20 of 26 (77%) from their learning around project monitoring and evaluation,
 - 15 of 26 (58%) around each of effective communication/presentation and leadership.
 - Significantly, advanced trainees also see their learning and experience around team working as having had the greatest impact on their work (Chart 3). 21 of the 24 advanced trainees who believe they are benefiting in their current role from their learning around team working say that it has had a 'very great deal' of impact on their ability to work as an effective heritage management professional. 16 of 20 say the same about their learning and experience around monitoring and evaluation, 11 out of 15 about their learning and experience around leadership and 10 of 13 about their learning and experience around project management.

Training in team working, monitoring and evaluation and leadership have had an especially large impact on advanced trainees' ability to work as an effective heritage management professional

How much impact have the following areas of learning and skills development gained through TiNA had on your ability to work as an effective heritage management professional?



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (26)
Data shows all respondents who use, benefit from or apply the area of learning or skills development in their current work and role



Training in Action Project Evaluation

Chart 3, Impact of general management skills developed through TiNA

- The data of Charts 2 and 3 also show that learning and experience in foundational IT skills – especially the use of Microsoft Office – was important and impactful for a large share of advanced trainees. This foundational digital training improves the capacity of heritage organisations and also facilitates more effective working practices. It ensured that trainees were able to engage more effectively with heritage-specific technologies such as GPS and systems for digital documentation.
- Indeed, one of the learnings from TiNA was that many heritage professionals in the two countries lack foundational IT skills which are considered relatively routine in western Europe. This deficiency goes alongside a significant lack of up-to-date IT hardware (laptops) and software within the key institutions.
- Within TiNA, one of the key differentiators between trainees who were able to go forward to follow the advance programme and those who were not was their possession of sufficient foundational IT skills. Many of the individuals who followed only the wider training were assessed as having insufficient IT skills to get the necessary benefit out of the advanced programme, especially when it came to using new technology such as GPS and photogrammetry.
- In terms of heritage specific skills, Chart 2 shows that the skills most widely used by advanced trainees after completion of TiNA have been those around documentation and digitisation, field survey techniques (GPS), Community outreach, Geographical Information Systems (GIS), Site mapping and Photogrammetry. New technology is at the heart of a majority of these skills areas and they have often provided a new dimension to the capabilities of the participating heritage professionals and potentially to the capacity of heritage management in the two countries.

- Chart 4 shows that training in documentation and digitisation, GPS, Community outreach, GIS and site mapping have had an especially large impact on trainees’ ability to work as an effective heritage management professional by significantly expanding existing capabilities.
- The impact of up-skilling in digitisation and documentation and in community outreach is discussed more fully in chapters 8 and 10.
- 17 of 26 respondent trainees (65%) have advanced to a more senior or influential position within the heritage sector since completing their training which means that the next generation of heritage leaders and administrators in the two countries are likely to have benefited from the learning and experience delivered through TiNA.
- Almost all of these trainees (16 out of 17) believe that the TiNA training and experience has directly contributed to their career advancement through a combination of enhanced skills and enhanced confidence.

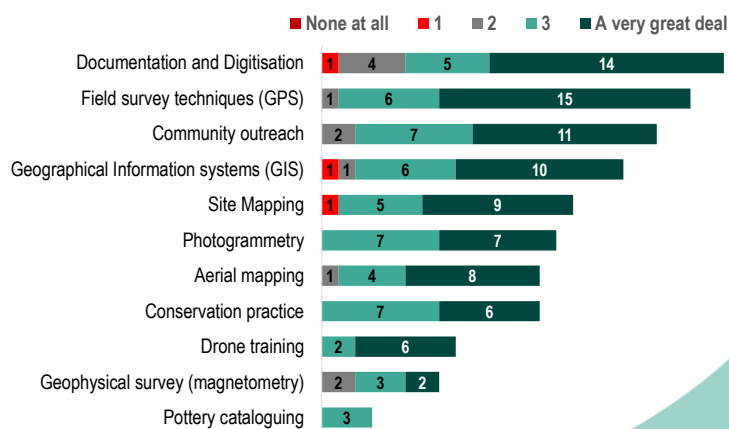
7.3 Career Progression

- It was noted above that all 26 advanced trainees who completed the survey (out of a total of 27 TiNA advanced trainees) are still working in the heritage sector.
- Feedback through the survey and interviews (Chart 5) suggests that participation and learning through TiNA has helped a majority of these advanced trainees in their career progression.

Training in documentation and digitisation, GPS, community outreach and GIS have had an especially large impact on trainees’ ability to work as effective heritage management professionals

How much impact have the following areas of learning and skills development gained through TiNA had on your ability to work as an effective heritage management professional?

Areas of specific heritage management skills delivered through TiNA



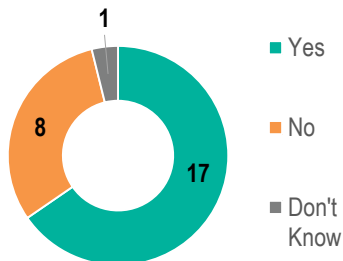
Source: Training in Action (TiNA) Questionnaire: For Trainees survey
 Base: Advanced Trainees of Training in Action Project (26)
 Data shows all respondents who use, benefit from or apply the area of learning or skills development in their current work and role

Training in Action Project Evaluation

Chart 4, Impact of heritage-specific skills developed through TiNA.

A majority of advanced trainees have progressed in their career and attribute at least some of that career progression to training and experience received through TiNA

Are you now in a more senior or influential position within the heritage sector than you were at the time of the TiNA training?



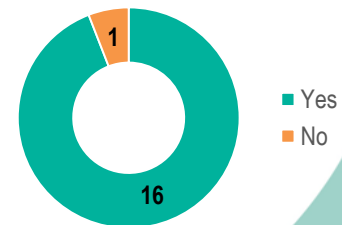
■ Yes
■ No
■ Don't Know

A majority of trainees (17/26) are now in a more senior or influential position within the heritage sector

Of those respondents who said yes...

Of these trainees, 16 out of 17 believe TiNA has directly contributed to their career progression

Do you feel that the TiNA training and experience contributed at all to this career advancement?



■ Yes
■ No



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (26)

Training in Action Project Evaluation

Chart 5, Advanced trainees' career advancement since participation in TiNA.

7.4 Growth in professional networks

- Bringing together leading professionals in the two countries for a significant period of time around a focused programme of training and practice helped to forge stronger personal and professional relationships. The opportunity to communicate and connect better with other heritage professionals in their country and region is seen as having been a major benefit of TiNA, with 23 of 26 advanced trainee respondents (88%) saying that this facilitation of networking was a positive impact.
- The expansion and strengthening of heritage professionals' networks allows for increased sharing of expertise and knowledge and offers access to more diverse expertise and opportunities for collaboration. In particular, it has the potential to bring together professionals with different but complementary roles and skills.

"There is now communication with all the trainees of the project. The trainees are from different disciplines that complement each other" (Advanced Trainee, Tunisia)

- Importantly, TiNA's support for heritage connections has also encouraged the development of wider networks, linking focused heritage professionals with a wider group of stakeholders, whose perspectives, authority and resources are important in facilitating more effective heritage protection at a societal level.

"The program allowed me to get to know several colleagues at the INP. We have exchanged ideas and experiences in our field as well as cooperation in the application of new technologies. We have also favoured working with all relevant stakeholders since TiNA, including: local authorities, administrations, associations and universities." (Advanced Trainee, Tunisia)

- These wider professional networks within country and across the region may also be valuable in enabling quicker response during emergencies requiring a heritage protection response.

7.7 Focus on Capacity Building of Women Trainees

- A specific aim of the TiNA programme was to include women in the heritage sector in the training and to build their skills and knowledge on an equal basis to their male peers.



- The programme was conceived and developed in part to give women in the region a safe space in which to receive training. This is notable in its own right given that this is traditionally a male dominated sector within the region.
- As an example of the challenges (practical and cultural) faced by women working in the sector, no female staff members were sent from the DoA in Libya, despite funding allowances being made available for female Libyan trainees to be accompanied by a male relative.
- Once the training had started, it was also observed that two Libyan (male) advanced trainees were displaying disrespectful behaviour towards their female counterparts. As a result, the decision was made to withdraw these trainees from the program, and they were subsequently replaced with two additional participants from Libya.
- 25 (out of 72) trainees within the wider TiNA programme were women (35%) and among the 27 advanced trainees, 6 were women (22%).
- This relative drop-off in participation among advanced trainees reflects the reality that women are currently less well represented at more senior levels and have fewer opportunities to acquire the foundational skills, for example in IT, necessary to benefit from the advanced training.

- The structure of the TiNA programme ensured that all trainees had to participate equally and, for example, to give presentations and to lead discussions periodically. By providing avenues for skills enhancement and by providing an equal platform for women, TiNA both increased the skills and confidence of female trainees and also contributed to the ‘normalisation’ of female participation in the sector, especially at more senior levels.

“TiNA participated in the capacity building of the institute’s executives (men and women). The presence of women on an equal footing with men in projects aimed at heritage” (Advanced trainee, Tunisia)

“Creating opportunities for trainees to develop their skills, it has also helped support women in the heritage sector, as most interns are women” (Stakeholder, Tunisia)

- The data of Chart 2 shows that training in Equality and Diversity was not, overall, the most impactful area of TiNA but 3 of the 5 advanced trainees who do believe it has been very impactful subsequently, were women.

- Due to instability in Libya, training sessions originally intended to take place in the country were moved to Tunisia and as discussed above, this contributed to an absence of female participants from DoA. However, in making a determined effort to include women TiNA has set an important precedent for future initiatives if and when the situation in Libya stabilises sufficiently.

“A good number of women work for the DoA, and they show a lot of enthusiasm to work on such projects [TiNA] and I hope in the future they can participate in such training courses. The other aspect that I would like to talk about is that we hope that projects such as TiNA will be held in Libya in the future. We are aware of the reasons behind holding training courses outside Libya, there are political and security reasons, but with the improvement of conditions in general in the country, we hope in the future to see such courses in Libya which will provide an opportunity for a larger number, especially women, to participate” (Stakeholder, Libya)



8. Impact: Training and skillset cascade

8.1 Training Cascade

- The advanced module of TiNA aimed to equip trainees to become independent heritage professionals in their own right. Independent professionals who would also go on to initiate heritage preservation activities, to lead independent projects and to train others.
- Both trainees and key stakeholders noted an increase in confidence of trainees to lead and train others.

“Also, through the training I received from this project, I can say that I have now become a trainer who has transferred his experiences and skills to others. We are taking important decisions to protect the cultural heritage. This project gave me some independence and I took decisions with confidence, and I have more ability and confidence in conducting work in this field.” (Advanced Trainee, Libya)

“It enhanced the abilities of our trainees in different aspects, I can say that now we have a skilled team who can effectively and confidently conduct cultural heritage-related projects. Moreover, they become able to train others on the modern techniques of cultural heritage management, protection, and presentation.” (Stakeholder, Libya)

- A majority of advanced trainees (21 – 81%) report that they have trained others in aspects of heritage protection since completing the TiNA training. This group of TiNA advanced trainees is estimated to have cascaded elements of their training to c256 further heritage professionals.
- This is a significant longer-term impact of the TiNA programme model. TiNA gave skills and confidence to a group of professionals who to a large extent became trainers themselves, so multiplying the impacts of TiNA within the wider heritage sector in both countries and supporting capacity building over the longer term (Chart 6).

The majority of advanced trainees have subsequently taken an active role in training others

Have you yourself trained anybody in aspects of heritage protection since completing the TiNA training?

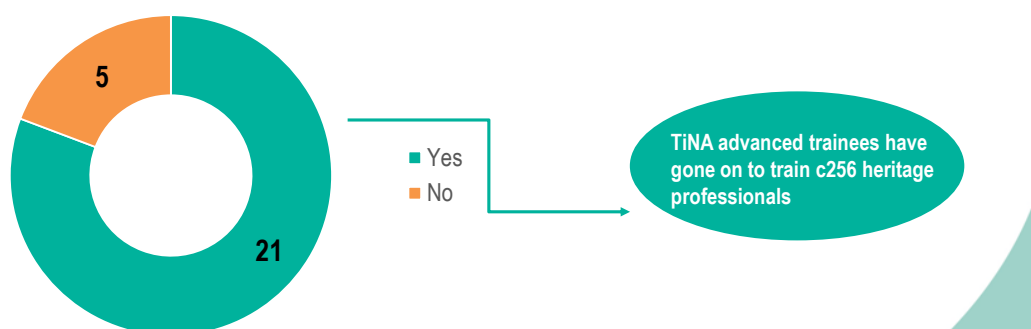


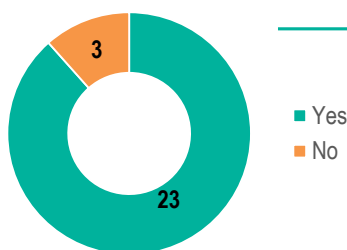
Chart 6, Many trainees have cascaded training to other heritage professionals

8.2 Learning Resources Cascade

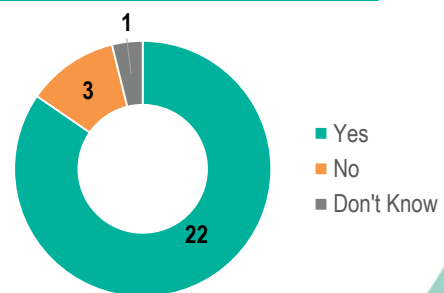
- Training materials and resources developed within TiNA continue to be used as live resources within the heritage sector in Libya and Tunisia four years after its completion.
- The majority of TiNA advanced trainees (23 – 88%) report that they still refer to materials made available through the Training in Action programme. Such resources include example management plans, YouTube training videos and evaluation meetings.
- A majority of advanced trainees (85% - 22) also report having shared TiNA training materials and resources with others for training purposes. It is estimated that TiNA advanced trainees have shared materials with c125 further heritage professionals within the two countries (Chart 7).

TiNA training materials continue to be used as live resources and have been shared widely

Do you still refer to the training/ learning materials and resources (e.g. example management plans, YouTube training videos, evaluation meetings) made available throughout the Training in Action programme?



Have you shared any materials and resources from TiNA with anyone else for training purposes?



Learning materials and resources shared in TiNA training have been shared to c125 further heritage professionals



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (26)

Training in Action Project Evaluation

Chart 7, TiNA Training materials continue to be used and widely shared

9. Impact: Documentation and Digitisation

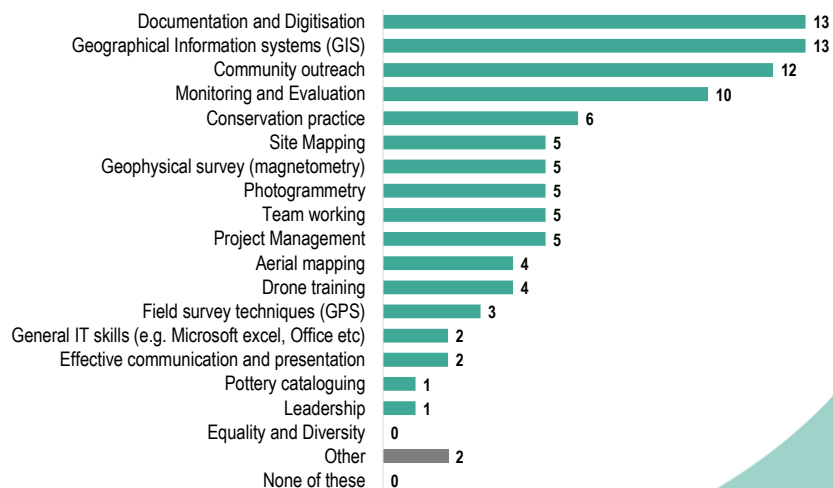
9.1 The value of documentation and digitisation skills

- TINA training provided advanced trainees with skills in a wide range of digital heritage areas but the impact has been especially evident in the sphere of heritage documentation and digitisation.
- In the context of heritage protection and preservation, documentation and digitisation go hand-in-hand. Detailed documentation provides the necessary information about an artifact, monument or site, while digitisation ensures that this information is stored and made accessible in a digital format. Documentation and digitisation here refer to the process of best practice heritage management, systematically recording, describing, and preserving information about heritage assets and ensuring that monitoring and records are safeguarded digitally.

- As shown in chart 2, training in documentation and digitisation is viewed by advanced trainees as being the most valuable area of heritage skills development within TiNA for current working practices. 24 out of 26 respondent advanced trainees (92%) say they are benefiting in their current work and role from training in this area and 19 of these 24 believe it is having a significant impact on their work (Chart 4).
- Feedback from the advanced trainees (Chart 8) also shows that upskilling in Documentation and Digitisation along with Geographical Information Systems (GIS) is viewed as being the most important for improving the effectiveness of heritage protection in the two countries in the future.

Skills in documentation and digitisation and GIS are seen to be the most important for improving the effectiveness of heritage protection in the two countries

And which THREE of the following areas of learning and skills development gained through TiNA do you think are the most important for improving the effectiveness of heritage protection in your country in the future? Please select THREE options.



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (26)

Training in Action Project Evaluation

Chart 8, Important skills for improving the effectiveness of heritage protection

9.2 Heritage Documentation and Protection (HeDAP)

- HeDAP, the Heritage Documentation and Protection (HeDAP) application and database, was developed to create a digital catalogue of museums and storerooms.
- Of 26 out of 27 advanced trainees responding to the survey, 19 received HeDAP training during the TiNA training and 3 of the 7 not trained on the HeDAP platform during the TiNA programme have gone on to receive cascade training in HeDAP from other trainees. 12 of the advanced trainees, primarily in Libya, report that they currently use and/or upload documentation to the HeDAP platform.
- In Libya, prior to TiNA's development of HeDAP, all documentation of objects and artifacts in museums was undertaken using paper records.
- HeDAP has the potential to create very significant systemic impact in Libya because the platform has been adopted as the national museum database, a national inventory of museums and a reference source for fighting against the illicit trafficking of antiquities. Records were previously scattered and inconsistently collected, so creating a central system for documentation could have enormous positive impact.

"In my opinion, documentation is one of the most important needs for the heritage sector [in Libya], documenting sites and artifacts in museums and stores would help protect them." (Stakeholder, Libya)

- One Libyan trainee noted the transformational impact of the training through TiNA.

"TiNA gave me a positive outcome, as I gained digital documentation skills (where in the past, the process of documenting objects was done only using paper), and I did not have prior knowledge of the digital documentation of objects before."

(Advanced Trainee, Libya)

- The first evaluation undertaken on completion of TiNA identified the wide range of data collected as a result of the 33 mini-projects, many including object recording for the HeDAP platform.
- The tangible outputs of documentation and digitisation training include over 6,000 objects recorded, documented, and digitised. These objects have been added to national databases that discourage and prevent looting, illicit trading and vandalism of portable cultural heritage. Other documentation work from advanced trainees has, since TiNA, been included in compulsory site reporting to UNESCO. These outputs include management plans and Statements of Significance for site reporting.
- Over half of advanced trainees (14 out of 26) say they have also trained others on how to use and upload to the HeDAP platform. In total, these trainees report that they have trained c143 further heritage professionals since the TiNA programme training which points to the sustainability of the training model and relevance of HeDAP. Three advanced trainees who did not receive HeDAP training directly through TiNA have themselves gone on to receive training from this peer group.

“Yes, I did GIS courses for some of my colleagues in Benghazi at the end of 2020 and during 2021. I also supervised a 5-day course in HeDAP to introduce the application and how to use it in recording artifacts. This training, funded by DoA, targeted archaeologists from Benghazi, Tobra, Shahat, and Tobruk. These new trainees are working today to use the application in their regions. male and female students from the Department of Archaeology at the University of Benghazi also participated in this course. A similar course was also held at the same time in the west of the country.”
(Advanced trainee, Libya)

- Another indicator of HeDAP’s relevance to heritage protection and preservation capacity building in Libya is the wider engagement with the platform. Eleven of the advanced trainees say that they have written articles or blogs or given talks or presentations about HeDAP. The platform has been promoted and shared through outreach in a number of ways including articles, blogs, talks and presentations.

“...a number of students participated in a course and workshop about the HeDAP recently held by the Department of Antiquities.”
(Advanced trainee, Libya)

“...we gave several lectures [about HeDAP] to a number of schools (we visited 7 schools in the city of Tripoli) during the year 2019.”
(Advanced trainee, Libya)

- Stakeholders consider that HeDAP is already having a positive impact on deterring the illicit antiquities trade:

“Our storerooms are full of important artifacts from different eras. Many of them are unregistered and undocumented. By registering them using the HeDAP application, we contribute to protecting them and preventing their smuggling. When antiquities smugglers know that the piece they might be considering stealing and smuggling is registered, this will discourage them from doing so. We seek to share some information about the artifacts with local and international law enforcement agencies after completing the documentation work and entering the data in the database.”
(Stakeholder, Libya)

- Yet, digitising paper records for the whole country is a huge undertaking due to the large number of rich archaeological sites, monuments and artifacts to be documented. Despite considerable progress to date, this process is still very much ongoing.

“The work is still in the beginning and needs more training and work to benefit from all its capabilities. The relationship is good, but it does not rise to the level from which all specialists in the field of heritage can be benefited and this is due to the way that heritage in Libya is managed.” (Stakeholder, Libya)

10. Impact: Specific Heritage Protection Outcomes

10.1 Direct heritage protection outcomes

- TiNA was a capacity building programme based on applied experience - the concept of training in *Action*. lunca, the site of the training in Tunisia, was a direct beneficiary of the application of the training.
- lunca is an archaeological site on the Mediterranean coast of Tunisia and is located 45 km south of Sfax. The site of lunca extends for many kilometers and within this boundary are numerous upstanding archaeological structures and remains in need of preservation and protection (Leone et al., 2020).
- The most obvious and well-known monument on the lunca site is a large fort of debated date. The fort is still standing, and it was probably reused in the Ottoman period. There are also three important Christian churches, excavated during the French colonial period (in 1920 and in 1950).
- When the TiNA project began, the site was significantly under threat because the full extent of the site's perimeter had not been established. There was no demarcation nor protection of significant monuments within the site. No signage, condition assessments or management plans had been created to preserve the site (Leone, A., Voke, P., Marinato, M. 2020). The size of the lunca site makes it difficult to manage and oversee. Evidence of further risks such as looting of the archaeological monuments are known.
- TiNA training was therefore organised around enhancing the protection of the lunca site. During the training activities a basic element of the methodology set in place by Historical England for the definition of archaeological sites and landscapes was employed. Experiential learning within the main training programme was expanded through some of the mini projects which also took place at lunca.
- Details of all site-specific objectives at lunca are included in the evaluation undertaken on conclusion of TiNA (Leone, 2019). The most significant output of this work was the mapping and understanding of an extended buffer zone around the site. An area of approximately 250 ha was surveyed following a track-walking strategy. The locations of all samples were recorded with the use of hand-held GPS devices. The results of the targeted field survey were used to define a buffer zone for the site while also identifying damage and predicting potential dangers.
- The work resulted in a Management Plan for the lunca site (Leone, A., Voke, P., Marinato, M. 2020). and the definition of the buffer zone which will be used to protect the site from encroachment and future development and will therefore play an important role in its protection, preservation and maintenance in the longer term.
- The plan and buffer zone were accepted by INP and the work at lunca through Training in Action was formally recognised in a letter from the Director of INP in 2020 (Appendix 6)

“This project and initiative have significantly advanced the skills of those involved in heritage protection, but have also improved the implemented protection measures for the internationally important site of lunca, as well as the site presentation to the public.” (Prof. Faouzi Mahfoudh General Director of the Institut National du Patrimoine de Tunisie.) (Appendix 6)

- At lunca, TiNA trainees also cleaned and performed conservation work at church number 3 which was at risk of collapse and threatened by agricultural encroachment through the development of a well and the planting of several olive trees on site.
- Work at lunca and the increased attention brought to it among both the public and government officials also made a contribution to the award of tourist municipality status to the local town of Mahares. This award reflects the importance central government places on collaboration between the state, site and local entities and is a tangible example of how heritage protection can contribute to economic growth in local areas. TiNA training in the municipality brought short-term economic benefits for the town (through spend by trainees and trainers while on-site) but the promotion of the town as a tourist destination (as part of a coastal trail of cultural heritage sites) has the potential to bring longer-term economic benefits.



Chart 9, Location of TiNA mini projects (Leone, 2019).

“The Minister of Tourism, Mr. Mohamed Moez Belhassine, announced the official inclusion of the municipality of Mahares in the list of tourist municipalities, on the occasion of the working visit to the wilaya of Sfax, with the governor of the region, Mr. Fawzi Mourad, and in the presence of the mayor, Salt, representatives of the profession, regional structures and representatives of civil society in Mahares.

On this occasion, the minister stressed that this classification reflects the importance of tourism, natural, cultural and historical elements in Mahares, which would make it a destination for tourism par excellence, as well as it will enable it to enjoy the support of the Fund for the Protection of Tourist Areas to be able to develop its activities and contribute to the completion of various programs aimed at developing tourism in the region and more care for the cleanliness of the surroundings and improving the aesthetics of the city”
(Translated; quoted in elmahrousanews.com, March 19th, 2022).

- The 33 mini projects undertaken by advanced trainees expanded the impact of specific heritage protection outcomes to a number of other important sites around Tunisia and Libya. The mini projects were developed in collaboration with the local partner Institutions and as a result, some mini projects fed into the documentation required for the UNESCO reports as set out in the Libyan UNESCO report WHC/19/43.COM/7A.Add.2, therefore contributing to the DoA’s aim to remove their World Heritage Sites from UNESCO’s in-danger list. Full details of these mini projects are set out in the post-completion evaluation (Leone, 2019). The map of chart 9 shows the location of these mini projects.

10.2 Indirect heritage protection outcomes

- In combining general management training and experience with training and experience in heritage specific skills, an aim of TiNA was to equip the next generation of heritage professionals in the two countries to become leaders and initiators of independent heritage protection projects.
- Since undertaking the training, the majority of respondent advanced trainees (22 -85%) say they have been involved in or initiated, new projects, outreach programmes or activities in heritage protection.
- Even where advanced trainees have not initiated projects themselves, they have often applied knowledge and learning gained through TiNA to work in other projects in which they have been involved since the completion of TiNA.
- Institutional stakeholders have also recognised an increase in the confidence of heritage professionals to work independently and proactively on heritage protection initiatives:

“As a result of this project, we have some specialists who can confidently lead archaeological projects in Libya and even abroad. In the coming days, we intend to carry out a project to survey an area extending west from Tocra for about 40 km to document the state of the archaeological sites. Our staff who have directly or indirectly received survey and documentation skills through the TiNA project will participate in and lead this project.”
(Stakeholder, Libya)

11. Impact: Community and Value

11.1 Understanding the value of community engagement

- Potentially one of the most significant longer-term impacts of TiNA has been its transformation of understanding among heritage professionals and stakeholders of the importance of community engagement and outreach around the value of the countries' cultural heritage.
- Prior to TiNA, the importance of community outreach and engagement was poorly understood and a relatively low priority within the heritage sector in the two countries.

“Part of TiNA focused on communicating with the local community and realizing the importance of the local community's partnership in heritage management. It has impacted how we do outreach...in the past, we believed that by virtue of the law and the authority of our institution (DOA), and that we were the only ones responsible for heritage and it is only us that can protect the heritage. Through TiNA we discovered the importance of the local community. We began to communicate with the local community while carrying out various outreach activities. We have started to communicate the role of DoA and the role of the local community in protecting heritage- building bridges of trust between the DOA and the local community, and thus contributing to the awareness of the community and the protection of heritage.”
(Advanced trainee, Libya)

- The data of Chart 8 shows that community outreach is now regarded as one of the three most important areas of learning and skills development gained through TiNA for improving the effectiveness of heritage protection in the future, closely behind documentation and digitisation and GIS.

- Community outreach is also one of the top 5 TiNA skills areas that advanced trainees report using and benefiting from in their current work and role (Chart 2) and an area which many feel has had a significant impact on their heritage practice (Chart 4).

“TiNA training on outreach included searching for local partners and how to involve the local community in heritage protection. This training has become the first steps we take in all fieldwork we now do. We now understand that there must be awareness and participation with the local community for heritage protection success.” (Advanced trainee, Libya)

“The TiNA training program has had a significant impact on awareness of community involvement and the public's role in heritage protection.” (Advanced trainee, Tunisia)

- Key stakeholders in the region also emphasise the changing understanding of the value of heritage outreach supported by training and experience through TiNA:

“The program highlighted the importance of wider engagement: to raise the profile of heritage and how it is presented to the general public, with recognition of the importance of improving sites and through cleaning, maintenance and preservation” (Stakeholder, Tunisia)

- This change of mindset as a result of the training has been a key success of the programme and an important stepping stone to greater community engagement with heritage. 21 of 26 (81%) advanced trainees say they have seen an increase in the importance attached to community engagement with heritage protection by government organisations (DoA or INP).

- This change in institutional approach and prioritisation of community engagement aligns closely to one of the high level aims of the Cultural Protection Fund which sees community engagement as being not only vital for heritage protection in the future but also a mechanism for economic development in the local area. However, within the two countries it is recognised that there are still many challenges that need to be addressed:

“Perhaps one of the most important training programs in the TiNA project was the training on how to spread awareness among the local community and involve them in protecting archaeological sites. I can say that this has succeeded to some extent, but the challenges in this aspect are still great and a lot of work must be done.” (Stakeholder, Libya)



11.2 Outreach Activities

- Training and experience about community outreach and engagement within TiNA spanned a number of different contexts including archaeological sites, schools and children, universities and students as well as local communities directly. This enabled trainees to understand different approaches, to benefit from examples of best practice and to access outreach materials which could be adapted in their future practice.
- Many trainees have been motivated to embrace outreach as core part of their current heritage practice.

“The training had a large effect. Before, I did not do any outreach, but after the training I now do.” (Advanced trainee, Libya)

- 13 out of 26 (50%) advanced trainees responding to the survey say they are currently undertaking community focused activities or programmes and there has been a particular focus on outreach to schools and children (Chart 10).
- There are some indications that this increased capability and willingness to undertake community outreach and engagement and the increased understanding of its importance is also starting to be reflected in closer relations with local communities. These relations will help to ensure heritage at risk is better valued and protected in future.

“We have the ability to train locals and communicate with the local community. This also led to building bridges of trust between the institution and the local community.” (Advanced Trainee, Libya)

Several advanced trainees have undertaken community outreach and engagement since the end of TiNA

Location	Since undertaking training with TiNA, have you been involved in, or initiated, any new <u>outreach</u> focused projects, programmes or activities in heritage protection?
Tunisia	I organized several awareness activities about the importance and ways of preserving heritage either with civil society or with citizens directly or through some relevant departments.
Tunisia	Awareness programs about the archaeological site, and various activities at the archaeological site of El Jem.
Tunisia	Awareness activities directed at children in the museum
Libya	Outreach in schools about cultural heritage.
Libya	Awareness programs in public and private schools on how to preserve and protect archaeological sites
Libya	Awareness campaign in schools to introduce the importance of antiquities to students



Chart 10, Example community outreach activities undertaken by advanced trainees

12. System and Process Change: The Overall Legacy of TiNA

12.1 Change in understanding and motivation around heritage protection

- The holistic nature of the TiNA training gave advanced trainees a broader and deeper skillset along with increased confidence to practice effectively.

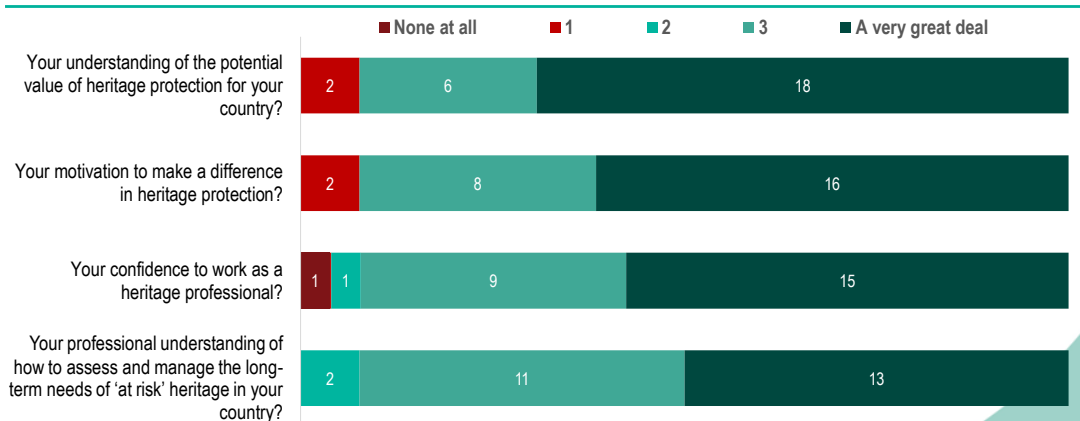
*“All the areas of training are very important and have had an impact on our work”
(Advanced trainee, Libya)*

- Equally importantly for the future of heritage protection, a large majority of advanced trainees also appear to have undergone a significant change in their understanding of the value and requirements of heritage protection in their country and in their motivation to make a difference (Chart 11).
- 24 advanced trainees out of 26 respondents (92%) believe their understanding of the potential value of heritage protection for their country has improved significantly (3,4 on a 0-4 scale) as a result of the training.

- A similar share of advanced trainees believe TiNA training has positively impacted their motivation to make a difference in heritage protection.
- And a similar share again believe TiNA training has positively impacted their professional understanding of how to assess and manage the long-term needs of ‘at risk’ heritage in their country.
- This increased understanding and motivation is reflected in the fact that 22 of 26 advanced trainees (85%) say they have gone on to initiate or to take part in other heritage projects since completion of TiNA (Chart 12) and that learning from TiNA has been incorporated into a number of these projects with potential benefits for heritage protection in the two countries more widely.

Most TiNA trainees have developed a better understanding of the potential value of heritage protection for their country and become more motivated to make a difference

Thinking about your own personal development, has your training and experience with TiNA had any positive impact on the following....



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (26)

Chart 11, Change in understanding of the value of heritage protection through TiNA.

- This enhanced motivation also extends to an increased awareness of the need to keep learning and improving skills. TiNA was comprehensive but techniques, skills and technology move on. 10 of 26 (38%) of respondent advanced trainees say they have undertaken further training since the completion of TiNA.

12.2 Change in institutional capacity

- In seeking to build capacity at an individual level, the programme was also seeking to build institutional capacity in the two countries, primarily by building capacity in the DoA and INP as the two leading heritage focused organisations. The lack of institutional capacity was a critical need identified by both organisations when the programme was originally conceived and addressing it an important mechanism through which TiNA has had a systemic effect with the potential to support long-term improvements in heritage protection.

- The technological upskilling of staff in both institutions through the programme is recognised as a particularly important aspect. Both trainees and stakeholders anticipate this will have lasting positive impacts:

“We are [now] working with the latest methods and techniques in the field of cultural heritage, and we have increased our awareness of ways to protect it, especially its documentation and registration, and the involvement of the local community in that.” (Advanced Trainee, Libya)

“The preliminary results of this program have shown that it serves the objectives of the DoA and helps to develop its members to keep up with modern and developed methods and contributes to the protection and documentation of its heritage.” (Stakeholder, Libya)

“We can say that the program achieved one of the important goals of the Department and for us personally, by putting the Department on the first steps of the digitization era in the field of preserving, protecting and managing cultural heritage.” (Stakeholder, Libya)

Example projects undertaken by advanced trainees after completion of TiNA

Location	Since undertaking training with TiNA, have you been involved in, or initiated, any new projects, programmes or activities in heritage protection?
Tunisia	Two salvage excavations and geophysical prospecting
Tunisia	I documented and studied some landmarks and sites through the use of photogrammetry, GPS or GIS techniques.
Tunisia	Participation in excavations with the use of modern technological techniques, photogrammetry, QIGS, systematic documentation, conducting training courses in the field of photogrammetry
Tunisia	I carried out several geophysical survey projects throughout the country (10 projects), in addition to participating in other projects.
Tunisia	Protecting the archaeological stock in the Ghazi Mustafa Tower through the creation of a small laboratory in the preventive protection, preservation and restoration of the artifacts in the tower's stores as a first stage, as well as documenting the collection of the pieces and sending many awareness projects to protect and preserve the archaeological heritage
Libya	Formation of a full team, training and registration of the large number of artifacts (in more than one place), in addition to its use in rapid intervention to protect the violated and damaged artifacts
Libya	The inventory project was launched by monitoring Benghazi

Chart 12, Example projects undertaken by advanced trainees after completion of TiNA.

A large majority of advanced trainees see TiNA as a replicable training model

Do you think that the training model of TiNA is easily replicable for other heritage professionals in your country?

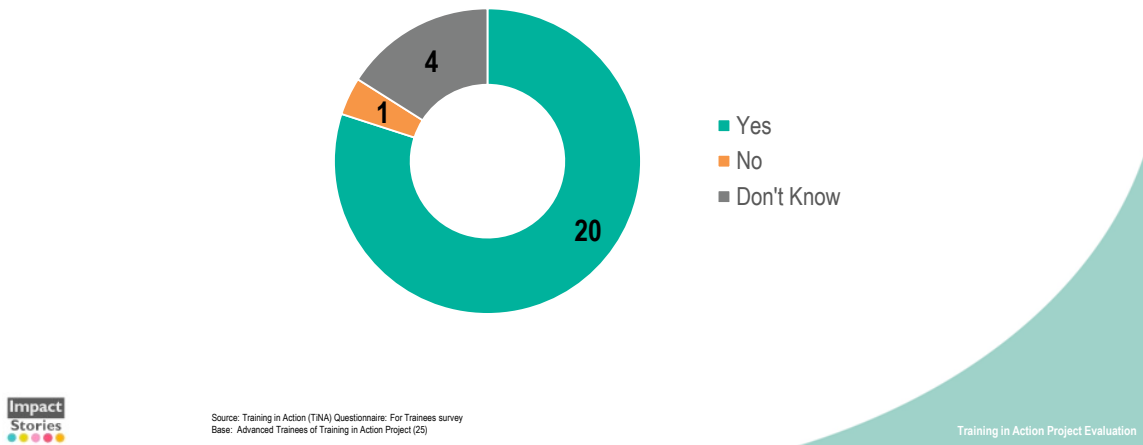


Chart 13, TiNA is viewed as being a replicable training model.

- This upskilling in technology has also helped to overcome some of the sense in the two organisations that their approach to heritage protection has previously been inferior to what would be expected in western countries. However, both organisations continue to suffer from a lack of state-of-the-art hardware and software and a lack of the resources needed to maintain and upgrade the technology which is available.
- Through a mixture of increased skills and organisational confidence, TiNA has also contributed to a change in mindset at an institutional level which embraces a greater ability to think and act holistically and strategically. As one advanced trainee observed:

“The long-term impact of TiNA is witnessed through the ability to think in the long-term when preparing strategies for the future and develop clear methodologies for their implementation, and we became aware of what is required or needed in the implementation of documentation and monitoring work. It is also now possible for us to apply for international support or to convince partners of our future projects.” (Advanced trainee, Libya)

- TiNA’s very deliberate policy of bringing together heritage professionals with some members of the police and border force was also important both in terms of developing skills among a wider set of professionals with an interest in heritage protection and in facilitating the building of connections and relationships between these different institutional groups. The training on HeDAP of members of the border force and police highlighted the need for cross-agency cooperation, a need which is increasingly widely recognised.

12.3 Wider adoption and influence of the TiNA approach

- While TiNA was a specific programme, the TiNA model of integrated heritage and management skills training embedded through guided experience has also significantly influenced wider thinking about approaches to training within the region.
- 20 of 25 respondent advanced trainees (80%) believe that the TiNA model of training is easily replicable for other heritage professionals in their country (Chart 13).
- The influence of TiNA over the longer term is therefore being felt through the ongoing incorporation of at least some of its approaches in other areas. Indeed, 12 of 26 respondent advanced trainees (46%) say they are already aware of other training programmes which they believe have adapted and used TiNA training elements.

12.4 Increased regional and international collaboration

- The facilitation of network growth through TiNA has enabled trainees to increase their understanding of shared opportunities and challenges across the heritage sectors in Tunisia and Libya and supported a greater level of cooperation and coordination between different in-country institutions and agencies.

- A direct outcome of the training programme included an agreement between the INP and the DoA, establishing a cooperative partnership between the Sites of El Jem in Tunisia and Leptis Magna in Libya. This agreement served as the basis for coordinated initiatives, including joint activities conducted in celebration of "International Museum Day". *The formal recognition of collaborative heritage effort of respective departments is a positive step towards ongoing cooperation and coordination regionally.*

"The project helped establish relationships with heritage professionals in Libya. It has also helped to improve the quality of relations with the National Security. It has also contributed to improving relations between heritage professionals in Tunisia (university professors, researchers, tourism and agency). We also sent reports to international heritage organizations on the project" (Stakeholder, Tunisia)

"The project contributed to increasing the exchange of information with law enforcement authorities regarding violations on archaeological sites that were documented through the use of the skills acquired by the trainees through the project. It also increased cooperation with the University of Benghazi in training archaeology students on some of these techniques. The project also contributed to the development of working relationships among the DoA employees and between them and specialists in the field of cultural heritage in universities and other authorities. Indirectly, one of the results of TiNA was cooperation with some international institutions and organizations in joint projects to preserve and protect cultural heritage." (Stakeholder, Libya)

- TiNA training included a focus on how to apply to and report to international heritage

organisations and funders such as UNESCO, ICOM ALIPH and the US Ambassadors Fund for Cultural Preservation. In this respect TiNA training (especially in international reporting, management planning and site assessment) has had a tangible impact on the ability of professionals and institutions in Tunisia and Libya to engage in international collaborations.

- Stakeholders see that enhanced skills and increased confidence gained through TiNA have supported increased international collaboration and engagement of the heritage sectors in Libya and Tunisia,

“TiNA has played a key role in new collaborations. The programme has contributed to the realization of new projects with France and America. The use of new technologies learnt throughout the training helped these collaborations.”
(Stakeholder, Tunisia)

- 11 of 26 (42%) advanced trainees have applied for funding from international partners or been involved in other international projects since the end of TiNA.
- International projects in which advanced trainees have subsequently been involved include:
 - A Tunisian-American project to restore the archaeological amphitheatre in El Jem (Tunisia),
 - Documenting and digitizing the Leptis archives with the support of the Aliph Foundation and the Egyptian Center for Heritage and Conservation (Libya),

- The Mountain Palaces Association project in Bani Khadash (Tunisia),
- Documentation project focusing on the damaged artifacts in the city of Shahat, Cyrene (Libya),
- A French-Tunisian project at the archaeological site of Tabna (Tunisia).



12.4 HeDAP

- In terms of long-term systems change, the introduction of HeDAP supported by TiNA has the potential to be transformational within Libya.
- The potential for all relevant professionals to input and access a national digital database could potentially transform the landscape for heritage protection in the country and support the fight against looting and trafficking.

“In regard to the institution, of course, a change has occurred, especially in the use of the HeDAP. As we started to create an inventory of the museums and the objects in them, and now we also have a database in use, instead of scattered records and papers, the data regarding objects, thanks to the HeDAP, is now collected and inventoried and provides useful information. The HeDAP system has instilled in us enthusiasm and motivation for work.” (Advanced trainee, Libya)

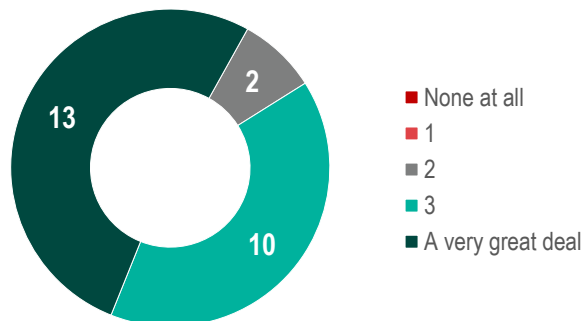
- HeDAP is now also being implemented in Iraq under the The European Union Advisory Mission in Iraq (EUAM Iraq) project. Led by Durham University, HeDAP’s expansion will involve working with the Iraqi State Board of Antiquities and Heritage (SBAH) and relevant police authorities to fight against illicit trafficking.

12.5 Helping to raise the profile of Tunisian and Libyan Heritage on the World Stage

- To an extent TiNA has also supported the raising of the profile of heritage in Libya and Tunisia on the world stage. The fact that TiNA (and CPF) invested in a world class training programme for the heritage sector in the two countries was taken as a symbol internationally of their importance. The end of programme conference in Rome shone a spotlight on heritage in the two countries and gave greater prominence to lunca and other sites where mini projects had taken place.

Advanced trainees believe TiNA has left a significant positive legacy for the protection and preservation of heritage in Libya and Tunisia

Finally, reflecting on the overall impact and legacy of TiNA, how much positive impact, if any, has TiNA had on the protection and preservation of heritage in your country?



Source: Training in Action (TiNA) Questionnaire: For Trainees survey
Base: Advanced Trainees of Training in Action Project (25)

Chart 14, The perceived positive legacy of TiNA.

*“The TiNA programme allowed Tunisian heritage to raise its profile ‘on a world stage’.”
(Stakeholder, Tunisia)*

- The upskilling and capacity building within DoA and INP has increased their institutional confidence to engage as peers internationally and also supported greater trust among international organisations that the two organisations are capable of providing adequate heritage site reporting to an internationally recognised standard.
- According to one key stakeholder:

*“UNESCO was requesting data. The team that received training from TiNA were able to provide the Department with the needed data. Now, such organisations have gained full confidence in local capabilities to conduct our own studies and the various actions of documenting and condition assessment.”
(Stakeholder, Libya)*

12.6 Overall impact of TiNA on heritage protection in Libya and Tunisia

- Overall, advanced trainees believe that TiNA has left a positive legacy of impact on heritage protection and preservation in their country.
- All respondent advanced trainees believe that TiNA has had an overall positive impact including 13 of 25 (52%) who believe that it has had ‘a very great deal’ of positive impact (Chart 14).

*“The program is a beneficial addition to the heritage sector, for the awareness of civil society. It is a program that has a very important impact on heritage in Tunisia.”
(Stakeholder, Tunisia)*



13. Impact for the UK

- TiNA was very much focused on building the capacity for heritage protection in Libya and Tunisia. In doing so, it supported UK soft power in several ways.
- The development of local and institutional capacity through TiNA was supported by **fostering and strengthening links and partnerships** with world class institutions in the UK.



- Durham University and in particular the programme co-instigator Professor Anna Leone already had extensive relationships and contacts in the country, including with senior stakeholders in DoA and INP, but the success of TiNA has cemented and expanded some of those relationships.

TiNA also supported connections between participants and other UK trainers and institutions including King's College and UCL.

- The facilitation of **contacts and networks with UK partners** as well as with international practitioners more widely is seen as a positive impact of the programme by participants.
- The successful delivery of TiNA and the positive impacts evidenced through this report reflect positively on **UK expertise**, especially within the universities of Durham, King's College London and UCL. It also reflects positively on the expertise and regional focus of the British Council. Durham University is further strengthening this connection with a new CPF funded project, Partnership for Heritage, in the regions of Tataouine (Tunisia) and Nafusa (Libya).
- More widely, TiNA (as a specific example of CPF-funded activity) supports perceptions of the UK as a '*Force for Good*' in the world and supports the British Council's aim of building increased trust and understanding through a Cultural Relations approach. The British Council and the Cultural Protection Fund are now better known and regarded within the DoA and INP.
- The political and social context in both countries remains extremely challenging but at the margin, TiNA has contributed to greater stability and economic prosperity which supports the UK's high-level goals of increased prosperity and security for the region.

14. Conclusions

- From 2016-2019, the Training in Action programme trained 76 participants (72 heritage professionals and 4 border police), the first such programme integrating heritage documentation, conservation, and site management in Tunisia and Libya.
- The programme established the HeDAP platform for the creation of digital museum catalogues.
- The Training in Action programme was funded through the UK's Cultural Protection Fund and emerged as a response to threats to cultural heritage not unique to Tunisia and Libya in the MENA region. These threats include conflict, urban development, agricultural expansion and climate change.
- The programme was developed in consultation with the Libyan Department of Antiquities (DoA) and the Tunisian Institut National du Patrimoine (INP), ensuring its relevance to local cultural heritage needs.
- Four years after its completion, the evidence suggests that the integrated training approach of TiNA, spanning various heritage-specific as well as general management skills embedded through experience within live heritage projects has supported the development of the next generation of independent heritage professionals in Libya and Tunisia.
- Advanced trainees have noted an increased level of technical and digital skills and increased confidence. They believe TiNA has greatly impacted their teamworking, leadership and project management ability.
- A majority of advanced trainees have progressed to more senior positions within the heritage sector, with TiNA training seen as being a contributing factor to their professional development. These professionals will lead and administer heritage protection in Libya and Tunisia over the next twenty-five years.
- Resources and skills developed through TiNA continue to be used and shared four years after the programme ended and many advanced trainees have provided cascade training to other heritage professionals and students in the two countries.
- TiNA has contributed significantly to capacity building within the two key heritage protection organisations, the Department of Antiquities (DoA) in Libya and the Institut National du Patrimoine (INP) in Tunisia. This contribution has been especially notable in areas of new technology and digital working. It has also facilitated a change in mindset and institutional approaches towards the development of heritage protection strategies and longer-term thinking.
- TiNA has fostered stronger communication and networking among heritage professionals within and between the two focal countries and helped to improve connection and engagement of the local heritage sectors with peers and experts internationally.
- The establishment of the HeDAP platform in Libya has addressed the critical need for a national system of digital museum documentation within the country and has the potential for transformational change in heritage protection.

- TiNA's emphasis on community outreach has supported a shift in the mindset of both trainees and the key institutions. Community engagement and outreach has now become incorporated into the standard heritage practice of many advanced trainees.
- TiNA has had a concrete impact on heritage protection at the training site of lunca in Tunisia through the delineation of a buffer zone and development of a comprehensive site management plan. The focus on lunca generated through TiNA has supported the formal award of tourist municipality status to the local town of Mahares as part of a coastal heritage trail aiming to boost economic activity and employment through tourism.
- Through mini projects and further projects undertaken by advanced trainees using their new skills and knowledge, the impact of TiNA has also been seen in a number of other sites in both countries.
- The majority of advanced trainees and stakeholders believe that the impact of TiNA was positive for the heritage sector in the two countries and that it has left a significant legacy. It is seen to be a replicable and appropriate model and many of its elements and approaches have subsequently been incorporated into other training programmes and deployed in other live heritage protection projects.
- Of course, the ongoing impact of the Training in Action programme has to be considered in the very difficult ongoing context for cultural heritage in the two countries:
 - In Libya, despite some improvement in stability, the country remains effectively in a civil war, divided between two rival administrations. This ongoing conflict limits effective capacity building for heritage professionals and within the central Department of Antiquities. A number of recent international initiatives in cultural heritage have involved Italian institutions, perhaps reflecting historical ties between the two countries.
 - A huge natural disaster struck Libya on September 11, 2023. Storm Daniel, caused extensive flooding primarily in eastern Libya and will have a significant negative impact on cultural heritage preservation, protection, and infrastructure in the affected region.
 - Within Tunisia, recent financial and political instability has the potential to impact the progress of capacity building, reduce tourism demand and possibly restrict future support for cultural heritage.
 - The scale of need, the social, cultural and political complexity of the two countries and the fundamental nature of challenges to change embedded in legal, administrative, political and economic systems will remain a drag on systemic improvement.
 - The opportunity for sustained, positive change depends heavily on the continuity of focus and of funding for resources.

15. Lessons Identified: What worked?

<u>What worked?</u>	<u>Learning</u>
<p>Locality – working with relevant organisations ensures that needs are met, and impact sustained.</p>	<p>Trainees and key stakeholders voiced a strong need for ongoing training:</p> <ul style="list-style-type: none"> - Many highlighted the necessity for refresher courses in GIS and other digital heritage skills. This is particularly crucial due to technique and software updates, - To give professional training to new junior heritage professionals and university students - Recognition that programmes and department resources are limited.
<p>Training in Action</p> <ul style="list-style-type: none"> - Applied training works. - Mini projects were successful 	<p>Potential advantages for impact of being able to provide sustained investment.</p>
<p>Integrated training methodology</p> <ul style="list-style-type: none"> - Diverse skills training including a focus on management, outreach and digital skills led to increased capacity among trainees and within organisations 	<p>Covid-19 and the in-country socio-political contexts – Projects need to be adaptable</p>
<p>Larger first round of trainees:</p> <ul style="list-style-type: none"> - Ensured training engagement for advanced training. - Expanded reach to women. 	<p>Larger first round of trainees:</p> <ul style="list-style-type: none"> - Need to choose trainees carefully. - It is possible to overestimate trainees' knowledge: need to plan for foundational skills training.
<p>Advanced trainees have increased the skillset of the wider heritage sector through cascaded learning programmes.</p> <ul style="list-style-type: none"> - Increased employability of trainees 	<p>Opportunity to support post-programme promotion, communication and experience-sharing across projects/ programme and partner organisations within their country (and region).</p>
<p>There is greater confidence in the work undertaken by heritage professionals.</p> <ul style="list-style-type: none"> - Long-term focus of cultural heritage protection and preservation 	<p>Heritage model in MENA region and/or areas of 'at risk' heritage have traditionally relied on external funding. This has often meant that internal heritage bodies do not have a say in where the funding is focused as support comes on a project-by-project basis.</p>
<p>Outreach and value are a new focus for trainees and organisations.</p>	<p>Opportunity to develop specific programmes around outreach and engagement</p>
<p>The TiNA training programme has credibility among heritage professionals and key stakeholders, programme given greater legitimacy by the association with the British Council and UK HEPs.</p>	<p>Collaboration with the British Embassy and British Council has the potential to elevate programme visibility and foster heightened participation from both central and local governmental entities.</p>
<p>HeDAP – platform continues to be used on an ongoing basis and is a country-wide museum database in Libya.</p>	<p>HeDAP – platform needs sustained funding for optimal implementation and use</p>

16. Appendices

Appendix 1, Libya Cultural Heritage and Country Profile

Nestled on the northern coast of Africa, Libya stands as a country of historical richness and complexity. Bordered by the Mediterranean Sea to the north, Libya shares borders with Egypt, Sudan, Chad, Niger, Algeria, and Tunisia. Its strategic location has not only shaped its history but also presented both opportunities and challenges for preserving its diverse heritage.

Libya's heritage is a mosaic of influences from Phoenician, Roman, Islamic, and Ottoman civilisations. The country's landscape is adorned with archaeologically significant sites that trace back to these civilisations. Notable among these is the UNESCO World Heritage site of Leptis Magna, the ancient city of Cyrene, the Old Town of Ghadmès and the Great Mosque of Kairouan in the city of Kufra. While Libya's heritage is rich, it faces numerous challenges. Natural erosion due to the harsh desert environment poses an ongoing threat to ancient structures. The cycle of conflict and political unrest, characterised by decades of instability, has left heritage sites vulnerable to damage, looting and vandalism. Rapid urban development often encroaches upon these sites, straining their preservation. Agricultural expansion and the unregulated growth of Farmland further threaten the integrity of historical areas. Illegal trafficking of artefacts, driven by the conflict economy, has fuelled a vicious cycle of destruction.

Managing Libya's heritage amidst these challenges is no small feat. The Department of Antiquities (DoA) operates within the Ministry of Culture, playing a crucial role in heritage preservation. However, limited resources,

political instability, and fragmented governance structures impede effective management. The division of Libya into three areas (East, West and South) and controlled by two competing governments, creates coordination challenges for implementing cohesive heritage policies.

Libya's socio-political landscape is characterised by deep divisions. Following the fall of the Gaddafi regime in 2011, the nation struggled to find stability, resulting in competing power centres. The Tripoli-based Government of National Accord (GNA) and the Tobruk-based House of Representatives (HoR) represent two separate administrations vying for control. Additionally, the self-declared Libyan National Army (LNA) led by Field Marshal Khalifa Haftar holds sway in the east. This political fragmentation has implications for heritage management, as it impacts resource allocation and creates challenges in implementing cohesive preservation strategies. Libya's geographical location and historical significance underscore its value as a repository of diverse heritage. The country's key archaeological sites weave a tapestry of history from various civilisations.

However, the challenges of conflict, urban development, looting, and political instability threaten this heritage. The Department of Antiquities, operating within a complex socio-political context, faces obstacles in preserving and managing these treasures. While Libya's heritage remains a testament to its past, the nation's journey toward stability and unity is pivotal in ensuring its preservation for future generations.

Appendix 2, Tunisian Cultural Heritage and Country Profile

Tunisia is a North African country located on the Mediterranean coast, bordered by Algeria to the west and Libya to the east. The country is renowned for its rich history and cultural heritage, which is evident in its many archaeological sites and museums. Tunisia has been home to numerous civilizations throughout its history, including the Phoenicians, Romans, Byzantines, and Arabs. These civilizations have left behind a vast cultural legacy that is still evident in Tunisia today.

The country's archaeological sites are among the most significant in the Mediterranean region and seven of them have been inscribed on the UNESCO World Heritage List. Heritage sites such as the ancient city of Carthage, the medina of Tunis, the amphitheatre of El Djem, the Roman city of Ichna, the historic port city of Sfax, and the Great Mosque of Kairouan not only hold intrinsic historical value but also contribute significantly to tourism, which is a crucial economic sector. These sites provide a tangible link to Tunisia's past and offer insights into its multicultural heritage, making them vital for education, research, and the overall enrichment of the nation's cultural fabric.

Tunisia is a parliamentary republic with a multi-party political system. Since gaining independence from France in 1956, Tunisia has experienced periods of political instability including a revolution in 2011 that ousted long-time president Zine El Abidine Ben Ali. Following the revolution, Tunisia adopted a new constitution in 2014 that established a semi-presidential system of government. The socio-political changes have affected government priorities, resulting in fluctuating attention to heritage preservation. Instability and civil unrest have also exposed heritage sites to potential damage due to vandalism and looting.

The heritage and archaeological sites are protected by the Ministry of Culture and the Institut National du Patrimoine de Tunisie (INP) through conservation, restoration and excavation projects. Despite this protection, Tunisia's heritage and archaeological sites still face

numerous challenges, especially illegal excavation and looting which can damage or destroy ancient structures and artifacts. The INP has implemented a number of measures to combat illegal excavation, including increased surveillance and stricter penalties for offenders. With ongoing conservation efforts and increasing public interest, Tunisia's cultural heritage sites, including Ichna, will continue to be an important part of the country's identity and legacy.

The relationship between heritage management and urbanisation is particularly delicate. As urban areas expand, historical sites often face encroachment and degradation. Balancing modern development with the preservation of heritage sites requires strategic planning, community involvement, and sustainable urban policies. Effective collaboration between governmental bodies, local communities, and preservation experts is crucial to ensure that heritage sites are not sacrificed for short-term economic gains.

Moreover, the rise of tourism as a significant economic driver brings both opportunities and challenges. While tourism can inject revenue into the country, the influx of visitors can strain heritage sites and local communities. Overcrowding, inadequate infrastructure, and improper tourist behaviour can lead to degradation at sensitive sites. Therefore, responsible and sustainable tourism practices that prioritise preservation are essential.

Tunisia's heritage challenges are intertwined with its historical significance, socio-political dynamics, and government management attitudes. The country's rich cultural heritage is both a source of pride and a potential economic asset, making its preservation essential for future generations. Effective heritage management requires a holistic approach that considers socio-political realities, engages local communities, secures adequate funding, and navigates the delicate balance between development and preservation. By addressing these challenges collectively, Tunisia can ensure that its heritage remains a vibrant and enduring testament to its unique identity and history.

Appendix 3, Training in Action Organisation and Phases

The project consisted of multiple stages, allowing for progressive training and new trainee enrolment.

- Due to the unpredictable political situation in Libya, the project training, both in the field and classroom, was conducted in Tunisia.

Stage	Activity
Phase 1	Phase 1 involved 30 Libyan and Tunisian trainees and covered basic digital heritage and management skills, including field survey and GPS, geophysical survey, pottery classification with GIS, photogrammetry, condition and risk assessments, understanding heritage site values and significance, public engagement, and recording archaeological objects with HeDAP for a National Museum database.
Phase 2	Trainees showing capabilities and interest were selected from Phase 1 for further digital heritage training in Phase 2 . This phase focused on documentation and management methods, emphasising the integration of physical and digital heritage protection tools.
Phase 2	The selection criteria for Phase 2 aimed to identify individuals who could grasp new concepts and skills, apply them to their work, and potentially become trainers and leaders in heritage documentation and management.
Phase 2	A significant part of Phase 2 involved trainees working on "mini-projects" in collaboration with mentors and their organisations (DoA or INP). These projects addressed specific heritage needs of sites, regions or organisations, allowing trainees to develop their own interests and capabilities while addressing key heritage priorities. Mentoring and guidance were provided during the projects to give trainees support whilst also enhancing heritage skills and encouraging professional independence.
Phase 3	Phase 3 , in the second year of the project, involved advanced trainees becoming facilitators for a new group of trainees. They supported the training of new participants, gaining experience and further developing their skills through practice. Selected trainees from Phase 3 received advanced training and facilitated their own mini-projects.

“These criteria included not only selecting individuals who had shown a particular ability to grasp the new concepts and skills, but also participants who demonstrated an active interest in applying the new methods and approaches to their daily work. Moreover, we were looking for individuals that showed the potential to become trainers and leaders who could establish and lead new working teams in different aspects of heritage documentation and managements within the Department of Antiquities of Libya and Institut National du Patrimoine de Tunisie, both during and after the end of the training. We deemed this to be a fundamental criterion of the selection as it is the only way to guarantee sustainability beyond the financial scope of the project. During the three years of the project the advanced trainees and their performance was constantly monitored through their performance at the training sessions, they were tested at the end of every phase of training.” (2019 Training in Action Evaluation Report)

Appendix 4, Iunca Buffer-zone: Confirmation letter from INP General Director

REPUBLIQUE TUNISIENNE
MINISTERE DES AFFAIRES CULTURELLES
INSTITUT NATIONAL DU PATRIMOINE



الجمهورية التونسية
وزارة الشؤون الثقافية
المعهد الوطني للتراث

1510

16 JUN 2020

Tunis, 16 Jun 2020

I endorse that the recommendations and protection measures stated here, result from a detailed co-produced programme of training and research for officials, initiated and led by Professor Leone in collaboration with Dr Ammar Othman, within the framework of the legal agreement between Durham University and the Institut National du Patrimoine de Tunisie to conduct scientific research at the site of Iunca and to develop a plan for the management and the long-term protection of the site.

This project and initiative have significantly advanced the skills of those involved in heritage protection, but have also improved the implemented protection measures for the internationally important site of Iunca, as well as the site presentation to the public.

Prof. Faouzi Mahfoudh
General Director of the
Institut National du Patrimoine de Tunisie

Directeur Général
de l'Institut National du Patrimoine

Faouzi MAHFOUDH

Appendix 5, List of Mini Project Activities and Outputs (From 2019 Evaluation)

MINI PROJECT	ACTIVITIES	OUTPUTS
Integrated methodology (GIS, Photogrammetry and Condition Assessment)		
Madrassa "Sidi Moussa Jemni" – damaged by water and humidity, at risk of rapid deterioration	Creation of 2D plans using GIS and 3D models using photogrammetry and the integration of these data into the GIS to support condition assessment; produced a condition assessment of the complex and proposed an action plan for immediate, medium- and long-term interventions. Prepared a statement of significance for the site; undertook outreach activities with local communities	Creation of new maps and 3D models, use of GIS as tool for management protection and creation of long-term plan for the protection of the monument; identification of conservation priorities and plan for protection of monument now in use by INP - Gabes. Another 5 INP staff were trained during the mini project. Improved local understanding of the site based feedback received.
Roman Tower of Bechima at risk of collapse	Creation of 2D plan and 3D model using photogrammetry and new condition assessments, all integrated into the GIS to assess and monitor the risks to the complex	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of the monument (in use by INP); creation of an action plan for immediate, medium- and long-term interventions (now in records of INP – Gabes)
Mosque Saadeh in the Historic city of Sfax at risk of collapse	Creation of 2D plan and 3D model using photogrammetry and new condition assessments, all integrated into the GIS to assess and monitor the risks to the complex.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of the monument by INP; creation of an action plan for immediate, medium- and long-term interventions (now in records of INP – Sfax).
Sabratha – theatre damaged by armed conflict on site which used the monument as shield	Creation of 2D plan and 3D model using photogrammetry to assess condition, specifically the damage in the aftermath of the armed conflict; all integrated into the GIS to assess and monitor the risks to the complex. A new damage assessment sheet was created by the project and used at Sabratha.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of the monument; creation of new condition and risk assessments for the damaged monuments, used in DoA report to UNESCO; 5 new staff members were trained.
Lepcis Magna, Hunting Baths – paintings damaged by humidity and structure effected by coastal environment	Creation of 2D plan and 3D model using photogrammetry and new condition assessments, all integrated into the GIS to assess and monitor the risks to the complex.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of the monument; creation of new condition and risk assessments for the monuments including list of priorities. This new documentation is now in use by the Department of Antiquities of Libya to plan the protection of the monument
Bani Waleed – monuments at risk of collapse and subject to vandalism	Field survey, 3D model using photogrammetry and new condition assessments, all integrated into the GIS to assess and monitor the risks to the complex.	mapping of sites and new data into the GIS, assessment of condition and threats, and mapping of the vandalism to the monuments in the region and identification of priorities. Now used to manage and to protect archaeological sites in the region by the Department of Antiquities of Libya.
Church at the site Ad Aquas – documentation of a newly uncovered monument	Creation of 2D plan and 3D model using photogrammetry and production of condition assessments, all integrated into the GIS to assess risks of complex heritage needs.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of this monument set in an urban context; creation of new condition and risk assessments for the monument now in use by the INP to protect the site; 2 new staff members trained.
Byzantine Baths in Tocra – in need of documentation for management and protection	Creation of 2D plan and 3D model using photogrammetry and production of condition assessments, all integrated into the GIS to assess risks to the complex.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of this monument set in an urban context; creation of new condition and risk assessments for the monument; the new documentation is now in use by the Department of Antiquities of Libya to protect the monument; 3 new staff members trained.
Henchir Bourgou - in need of documentation for management and protection	Creation of 2D plan and 3D model using photogrammetry and production of condition assessments, all integrated into the GIS to assess risks to the complex.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of this monument set in an urban context; creation of new condition and risk assessments for the monument. The new documentation produced is now in use by the INP. 3 new staff members trained.
Thyna, Baths - documentation for management and protection	Creation of 2D plan and 3D model using photogrammetry and production of condition assessments, all integrated into the GIS to assess risks to the complex	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of this monument set in an urban context; creation of new condition and risk assessments for the monument. The new documentation produced is now in use by the INP to facilitate the management and the protection and the management of the monument.
Kasar choulina, Maatmata – documentation for management and protection	Creation of 2D plan and 3D model using photogrammetry and production of condition assessments, all integrated into the GIS to assess risks to the complex. Field survey to identify the buffer zone.	Using our integrated approach resulted in the production of new documentation based on mapping, photogrammetry, and GIS as a tool of management and protection of this monument; creation of new condition and risk assessments for the monument. The new documentation produced is now in use by INP to facilitate the management and the protection and the management of the monument.

MINI PROJECT	ACTIVITIES	OUTPUTS
GIS integrated with archival material and remote sensing		
Cyrene – definition of the buffer zone mapping and monitoring threats	GIS combined with use of remote sensing and newly digitised archival material	definition of the buffer zone for the identification of threats from urban sprawl and creation of a new set of data in the GIS for the management of the site in use by the DoA to protect the UNESCO site of Cyrene, These data will feed into the UNESCO report.
Circus area in Carthage - definition of the buffer zone mapping and monitoring threats	GIS combined with use of remote sensing and newly digitised archival material	definition of the buffer zone for the identification of threats from urban sprawl and creation of a new set of data in the GIS for the management of the site in use by the INP to protect the UNESCO site of Carthage, These data will feed into the UNESCO report.
Archaeological Survey for mapping and protecting new sites		
Survey of the southern part of the Tarhuna region	Field survey with GPS pottery study, integrated into GIS.	acquisition of new site records and creation of digitised maps in GIS for the long-term management and protection of sites in the region. The data and the GIS are used to map threats and Vandalism, create risk maps and create a long-term plan for the protection of the region. The new documentation is now in use by the Department of Antiquities of Libya and the Tarhuna Council for the protection of the heritage of the region. This activity is particularly important as the area is now severely hit by the conflict, with numerous bombing events.
Geophysical Survey for the identification of the buffer zone		
Geophysical Survey in Gabes	Geophysical survey	Recognition of the buffer zone to protect the area from threats and urban expansion. Data, integrated into the GIS, are now used by the INP to manage and protect the site.
Survey the Western part of the site of Thyna	Geophysical survey	Recognition of the buffer zone to protect the area from threats and urban expansion. Data, integrated into the GIS, are now used by the INP to manage and protect the site.
Survey and documenting the site of Tocra	Geophysical survey	Recognition of the buffer zone to protect the area from threats and urban expansion. Data, integrated into the GIS, are now used by the DoA to manage and protect the site.
Surveys of Qaser Alakyar and Zwara	Geophysical survey to define the buffer zone and define threats from the urban sprawl	Recognition of the buffer zone to protect the area from threats and urban expansion. Data, integrated into the GIS, are now used by the DoA to manage and protect this portion of the territory under the control of the UNESCO site of Lepcis Magna
Awareness raising and outreach activities		
Raising Awareness in Acacus	Creation of bilingual site panels in Arabic and local languages for the rock art sites in the Acacus; pop-up exhibitions and leaflets about sites; assessment of the condition of the rock art, the main threats and plans for protection	Increased awareness of how to better protect the heritage in the Acacus among the local population as result of signage, leaflets, media appearances, pop-up exhibitions and events, and associated feedback; new condition and risk assessments for management and protection in use by the DoA.
Raising Awareness in Lepcis Magna	Conducted outreach activities on the site replicating the activities for children conducted during the training at lunca; secured sponsors for the event and appeared on local news channels; produced new site panels with site interpretation in Arabic	Increased awareness of the importance of the site as a result of signage and events, and associated feedback, in use by the DoA
Outreach activities in Acholla	Conducted outreach activities and site visits for school children and adults, replicating the training at lunca; creation of a heritage club at a primary school in the region, as well as an event at Acholla Spring Festival during the celebration of Tunisian Heritage Month.	Increased knowledge and understanding of the site of Acholla in the region amongst the local community based on events and associated feedback, in use by the INP
Outreach activities in Fezzan	Conducted outreach activities with local schools and groups of adults; lectures for schools on the Garamantes, co-produced with team members, and creation of leaflets on how to protect the archaeology of Garamantian societies; participated in a documentary about local cultural heritage broadcast on national Libya TV	Increase awareness on the history and the importance of sites in Fezzan for schools and local populations, and associated feedback, in use by the DoA.

MINI PROJECT	ACTIVITIES	OUTPUTS
HeDAP/National Museum database		
Object Recording using Hedap	Create a team of 20 people and train them to record objects in museum storerooms of Cyrene , Sousa, Qasr Libya, Beyda, Tocra, Ptolemais and the corresponding sites.	Creation of newly-skilled archaeologists; implementation of the National Museum database with over 2734 objects recorded across the East of Libya to improve the management of museums and the protection of archaeological materials. The data collection is used to build up the National Museum database by the DoA.
Object Recording using Hedap	Create a team of 6 people and train them to record objects in the museums, storerooms and archaeological sites of Sfax and Thyna. Instruct 9 archaeologists on the use of the HeDAP and its database across Tunisia. Following these training, the following museums have now started to use the HeDAP and the database: Museums of Carthage, Sousse, Gabes and the site of Uthina	Creation of 9 newly-skilled museum staff at the INP, improvement of the quality of the dataset for the management and the protection of archaeological materials from illicit traffic; implementation of the National Museum database with more than 526 objects by the INP
Object Recording using Hedap	Training of colleagues in the use of the HeDAP and the National Museum database and recording of objects in the museums of Lepcis, Zliten and the Red Castle and on the site of Lepcis Magna	Creation of 20 newly-skilled museum staff, improvement of the quality of the dataset for the management and the protection of archaeological materials from illicit traffic; implementation of the database with 2,634 objects by the DoA
Object Recording using Hedap	Training of 2 newly-skilled archaeologists and record of objects on the site and in the museum	Creation of 2 newly-skilled museum staff, improve the quality of the dataset for the management and the protection of archaeological materials from illicit traffic; implement the database with 226 objects by the DoA. The recording at the Museum and store rooms of Jerma is particularly important as the museum was subject to vandalism and destruction after the revolution in 2011.
Object Recording using Hedap	Recording objects at Djerba museum with the HeDAP	Recording and implementing the database with 164 objects by the INP
Object Recording using Hedap	Recording of objects at the site and in the store room of Uthina with the HeDAP	Recording and implementing the database with 159 objects by the INP
Object Recording using Hedap	Recording of objects at the site of Carthage with the HeDAP	Recording and implementing the data base with 75 objects by the INP
HeDAP and museum outreach activities		
Outreach activities at the museum of Dejrba	Design outreach activities centred around the importance of recording objects and protecting them for schools and implementing these activities with school children	Campaign by the INP to increase the awareness of the importance of recording and preserving the archaeological materials to prevent looting.
Outreach activities on the Kufic inscriptions and the importance of recording	Design outreach activities centred around the importance of recording objects and protecting them for schools and implementing these activities with school children	Increased awareness of the importance of recording and preserving the archaeological materials to prevent looting.

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17. About the Authors

- This report is the result of a collaboration between Impact Stories (Kieron Culligan and Rosie Gee-Turner), Durham University Professor and the TiNA programme co-director, Dr Anna Leone, and a team of cultural heritage experts based in the focal countries: Emna Azouz (Tunisia), Dr Ahmad S Emrage (Libya East), and Ziad Siala (Libya West).
- **Impact Stories** is an insight and evaluation consultancy specialising in education, culture and social change. It aims to collate, illuminate and interpret information to provide actionable insights and learning for organisations and programmes in the UK and internationally.
- **Dr Anna Leone**, Professor at Durham University's Department of Archaeology, (UK), co-directed the Training in Action (TiNA) programme from 2017 to 2019, with the collaboration of **Corisande Fenwick (UCL)** and **Will Wootton (KCL)**. She developed the Heritage Documentation and Protection (HeDAP) application as part of Training in Action for efficient digital museum collection and artifact recording, now employed in Libya and launching in Iraq.
- An active field archaeologist and a pottery specialist, Anna has conducted fieldwork in Italy, Jordan and across the North African region, in particular, in Carthage, Iunca (Tunisia), Sabratha and Fazzan (Libya). Leone's research and publications focus on problems related to the evolution of North African cities from Late Antiquity to the Arab conquest and to issues of the economy of the Mediterranean between the 6th and the 9th. Since 2014, Anna has been actively working for the documentation and protection of at-risk heritage and affected by conflict, with a specific focus on Libya and Tunisia. She had forged close working relationships with the Department of Antiquities (DoA) of Libya (East and West) and the Institut National du Patrimoine de Tunisie (INP) in the region .
- Anna co-directed with Lisa Mol (UWE) a Gerda Henkel-funded project to evaluate the impact of bullets on the Sabratha's theatre (Libya), damaged by armed conflict in 2016. Presently, she is spearheading the project "At the Edge of the Mountains" funded by Aliph, Kaplan and the Partnership for Heritage project (funded by the Cultural Protection Fund and DCMS), training Libyan and Tunisian archaeologists in safeguarding both tangible and intangible heritage in Tataouine and the Nafusa regions. This initiative also collaborates with ancientdustbusters.net (Anita Radini) on school activities, focusing on climate change's effects on health and communities. She is also leading a Leverhulme funded project reassessing the Military Strategy of Byzantine Africa.

- **Emna Ben Azouz** is a Curator-Consultant at the Institut National du Patrimoine de Tunisie (INP), entrusted with curating and safeguarding the archaeological heritage of Sfax's western region in Tunisia. She possesses extensive archaeological experience, having engaged in numerous international partnership projects. Emna played pivotal roles in collaborative archaeological missions between Tunisia and Germany in Chemtou, France and Tunisia in Thyna, and Britain and Tunisia in the ancient city of Iunca. As a former advanced trainee (2018) of the Training in Action programme, Emna went on to become a facilitator of TiNA. She established a geophysics team that conducted comprehensive site assessments across various Tunisian locations.
- **Dr. Ahmad S Emrage** is an assistant professor at the department of archaeology, University of Benghazi. He holds a BA (1990) and MA (2002) degrees in archaeology from the University of Benghazi and a PhD (2014) from the School of Archaeology and Ancient History the University of Benghazi and a Ph.D. (2014) from the School of Archaeology and Ancient History, University of Leicester. Ahmad has extensive experience in field archaeological surveys and excavations within Libya and has directed numerous excavations, including in the prehistoric cave of Haua Fteah in the east of Libya (2015) for the University of Cambridge.
- More recently, Ahmad has mainly been focusing on the protection of Libyan archaeological heritage through teaching. He regularly organises training workshops, inviting colleagues from the Department of Antiquities to teach heritage students how to document, evaluate, monitor, and protect archaeological sites and artifacts through the use of modern techniques and the HeDAP platform. As ASOR's representative for heritage activities in Libya, Dr. Emrage manages ASOR's cultural heritage grants and activities in Libya. He also serves as a senior advisor for ASOR's work throughout Libya and North Africa. During the 2019–20 academic year, Emrage held a Fulbright Fellowship to teach courses on Libyan cultural heritage at Oberlin College (Ohio, USA).
- **Ziad Siala** was the Department of Antiquities (DoA) coordinator for the Training in Action programme in West Libya. He successfully earned his MA in International Cultural Heritage Management from Durham University in 2017. Following the 2011 civil war, Siala was engaged with UNESCO and the World Bank, contributing to projects focused on safeguarding cultural heritage in Libya.

- Siala supervised the development and execution of the "Conservation of Historic Photographs in the Red Castle" initiative, funded by the U.S. Ambassadors Fund for Cultural Preservation, in cooperation with the Libyan Department of Antiquities (DoA) and Oberlin College and Conservatory (Ohio, USA). Currently, Ziad is the head of the World Heritage Sites Office at the Department of Antiquities (DoA), charged with supporting the local administrators in the management and conservation of the world heritage sites, and aiding in the efforts of removing the World Heritage Sites of Libya from the World Heritage in Danger List.
- **Chris Boyd** is an experienced writer and filmmaker based in San Diego, California. After completing his masters in Archaeology at Durham University in 2010, he has gone on to document cultural heritage projects throughout the MENA region. In 2019 and again in 2023, Chris conducted interviews with Training in Action (TiNA) participants to assess the mid-term impact of the programme.
- Chris is currently documenting the At the Edge of the Mountains and the Partnership for Heritage project. The aim is to record and protect the tangible and intangible heritage of key geographical areas, in the area of the Nafusa Mountains (Libya) and the region of Tataouine (Tunisia), affected by climate change degradation.
- Among Chris's notable projects is his involvement in a 2019 documentary series focused on the conservation efforts at the 2nd Century Temple of Artemis. The project, in partnership with the US State Department and is spearheaded by Italian Archaeologist Massimo Brizzi and aims to preserve this ancient temple situated within the 2nd Century Roman city of Jerash, located in present-day Jordan.



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